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OFFICE OF THE MAYOR

April 2010

'Plan today for tomorrow' was the theme for the 2010 City Business Plan and Budget. The City of Mississauga's 2010 budget balances priorities to meet the needs of taxpayers today, while planning for future needs.

Like other Canadian cities, Mississauga continues to face budget pressures due to the economic downturn. Development slow down, lower transit ridership and reduced investment earnings all have had negative impacts on City revenues.

City Council and staff worked hard to examine options and opportunities for cost savings to ensure taxpayers receive the best value for their tax dollars. We identified new service fees, efficiencies and process improvements, like improving the Active Mississauga brochure on line, which reduced the number of printed copies and cut costs.

Residents have come to expect the City to maintain service levels with the lowest possible annual tax increase. They trust the City to build transit service, fix aging infrastructure, and provide quality services to the community while keeping property taxes low.

The 2010 Budget delivers value for the services provided to our citizens and businesses. The budget delivers new initiatives like the reopening of library branches on Sundays while maintaining existing service levels in other areas.

Mississauga City Council will continue to provide residents with municipal services and programs at a reasonable rate while moving forward on infrastructure and strategic plan initiatives for the future.

Sincerely,

HAZEL McCALLION, C.M.
MAYOR

MISSISSAUGA
Leading today for tomorrow

THE CORPORATION OF THE CITY OF MISSISSAUGA
300 CITY CENTRE DRIVE, MISSISSAUGA, ON L5B 3C1
TEL: 905-896-5555 FAX: 905-896-5879
mayor@mississauga.ca

Approval of the 2010 Business Plan and Budget

The Council Budget Committee met on January 13, 2009 to scrutinize and deliberate the 2010 Business Plan and Budget document. Council approved the budget, as recommended in this document, on January 20, 2010 through Resolution BC-0008-2010.

This Section of the budget book contains the Mayor's Message, the 2010 Approved Budget and three years of actual financial performance (2007, 2008 and 2009).

The City's Operating Budget has four main functions. It is a Policy Document, a Financial Plan, an Operations Guide and a means of Communication:

- **Policy Document:** The budget represents the most important set of policy decisions City Council will make regarding how and where public resources will be spent. The document establishes the framework for services: the way they will be provided and how they will be funded.

- **Financial Plan:** The budget process is also a total and thorough effort in fiscal planning and provides a multi-year focus. This document discusses the impact of today's decisions on tomorrow's future.

- **Operations Guide:** The budget is a "road map" for department managers. It provides a service framework which includes not only financial information but personnel levels and performance targets.

- **Communications Device:** The budget is the single most important opportunity the City has for communicating its financial, operational and policy goals to all its ratepayers, to City Council and to City staff.

For a copy of the City's Audited Financial Statements, please visit the City's web site at www.mississauga.ca or call the Corporate Finance Division at 905-615-3200 ext. 5291.

Approved Budget

2010businessplan&budgetupdate

CITY OF MISSISSAUGA
APPROVED CORPORATE OPERATING SUMMARY

DESCRIPTION	2007 ACTUALS	2008 ACTUALS	2009 ACTUALS	2008 BUDGET	2009 BUDGET	2010 BUDGET
	$	$	$	$	$	$
EXPENDITURES						
LABOUR COSTS	**324,096,071**	**346,570,181**	**360,324,074**	**355,139,800**	**366,613,000**	**379,008,700**
Staff Development Costs	1,518,103	1,515,507	1,379,563	1,816,100	1,637,600	1,639,900
Communication Costs	2,579,108	2,624,027	2,964,140	2,658,300	2,858,500	3,132,000
Transportation Costs	20,287,812	25,388,931	20,823,771	22,488,100	25,701,700	21,563,700
Occupancy & City Costs	23,237,052	25,694,606	26,990,322	26,338,900	28,494,600	28,455,300
Equipment Costs & Maintenance Agreements	5,656,229	6,301,948	6,703,800	7,245,800	7,623,600	8,013,700
Contractor & Professional Services	36,670,208	42,137,806	41,934,566	39,984,400	42,510,400	44,912,400
Advertising & Promotions	2,219,254	2,406,670	1,712,634	2,303,300	1,959,200	2,317,900
Materials, Supplies & Other Services	21,255,196	22,235,008	18,644,156	21,509,800	22,717,600	23,729,900
Finance Other	7,581,939	9,928,141	11,525,850	8,234,200	7,679,700	8,095,000
Transfers	32,877,617	70,203,734	28,119,812	25,564,800	27,165,300	26,907,600
OTHER OPERATING EXPENSES	**153,882,518**	**208,436,378**	**160,798,614**	**158,143,700**	**168,348,200**	**168,767,400**
TOTAL EXPENDITURES	**477,978,589**	**555,006,559**	**521,122,688**	**513,283,500**	**534,961,200**	**547,776,100**
REVENUES						
Supplementary Railway & Corridors	(3,732,103)	(7,620,793)	(4,672,711)	(6,463,600)	(5,923,600)	(5,463,600)
Payments In Lieu	(22,086,306)	(22,971,278)	(23,201,602)	(22,745,500)	(23,533,000)	(24,000,500)
Grants & Subsidies	(3,062,394)	(48,005,612)	(3,394,717)	(3,628,500)	(3,636,800)	(3,886,800)
Fees, Rents & Service Charges	(142,984,126)	(148,848,429)	(141,300,118)	(153,797,600)	(157,064,800)	(148,652,700)
Tax Penalties & Interest	(7,563,220)	(8,755,447)	(10,376,137)	(5,690,000)	(5,690,000)	(7,000,000)
Investment Income	(14,804,849)	(17,767,400)	(13,957,266)	(14,203,500)	(13,354,400)	(14,504,400)
Transfers from Reserves	(11,554,169)	(15,575,056)	(22,756,417)	(10,908,800)	(11,333,600)	(13,491,200)
Other Revenue	(19,203,657)	(19,546,122)	(15,526,722)	(25,567,400)	(28,488,000)	(33,742,500)
TOTAL REVENUES	**(224,990,824)**	**(289,090,137)**	**(235,185,690)**	**(243,004,900)**	**(249,024,200)**	**(250,741,700)**
ALLOCATIONS						**3,800**
NET TAX LEVY	**252,987,765**	**265,916,422**	**285,936,998**	**270,278,600**	**285,937,000**	**297,038,200**

ROADS, STORM DRAINAGE & WATERCOURSES

DESCRIPTION	2007 ACTUALS	2008 ACTUALS	2009 ACTUALS	2008 BUDGET	2009 BUDGET	2010 BUDGET
	$	$	$	$	$	$
EXPENDITURES						
LABOUR COSTS	**23,040,576**	**24,351,253**	**22,385,668**	**23,951,800**	**22,433,300**	**22,664,200**
Staff Development Costs	84,269	101,251	104,027	101,600	92,800	92,800
Communication Costs	536,272	606,474	686,036	532,500	607,500	662,500
Transportation Costs	(1,684,843)	(1,882,807)	(1,641,532)	(1,957,400)	(1,992,400)	(2,106,500)
Occupancy & City Costs	5,325,523	7,077,446	7,724,996	6,223,200	7,582,600	7,749,400
Equipment Costs & Maintenance Agreements	70,568	89,231	71,753	69,200	69,200	69,200
Contractor & Professional Services	22,121,455	25,978,364	25,592,996	22,642,500	24,611,700	26,945,500
Advertising & Promotions	45,103	52,222	59,402	40,000	40,000	40,000
Materials, Supplies & Other Services	8,084,097	8,967,114	6,030,087	8,212,500	8,853,100	9,397,800
Finance Other	(3,734)	(25,754)	7,896	108,700	38,700	38,700
Transfers	119,215	533,712	184,431	51,200	251,800	496,800
OTHER OPERATING EXPENSES	**34,697,925**	**41,497,253**	**38,820,092**	**36,024,000**	**40,155,000**	**43,386,200**
TOTAL EXPENDITURES	**57,738,501**	**65,848,506**	**61,205,760**	**59,975,800**	**62,588,300**	**66,050,400**
REVENUES						
Grants & Subsidies	(1,740,411)	(1,968,209)	(2,079,103)	(2,394,300)	(2,394,300)	(2,544,300)
Fees, Rents & Service Charges	(5,181,693)	(5,145,459)	(7,119,856)	(3,908,800)	(4,420,500)	(5,097,700)
Tax Penalties & Interest	0	0	372	0	0	0
Transfers from Reserves	(177,700)	(150,000)	(229,600)	(150,000)	(169,600)	(150,000)
Other Revenue	(3,238,981)	(5,523,067)	(3,056)	(3,424,300)	0	0
TOTAL REVENUES	**(10,338,785)**	**(12,786,735)**	**(9,431,243)**	**(9,877,400)**	**(6,984,400)**	**(7,792,000)**
ALLOCATIONS	**0**	**2,346,500**	**2,584,600**	**2,346,500**	**2,583,700**	**2,223,600**
NET PROGRAM IMPACT	**47,399,716**	**55,408,271**	**54,359,117**	**52,444,900**	**58,187,600**	**60,482,000**

FIRE & EMERGENCY SERVICES

DESCRIPTION	2007 ACTUALS	2008 ACTUALS	2009 ACTUALS	2008 BUDGET	2009 BUDGET	2010 BUDGET
	$	$	$	$	$	$
EXPENDITURES						
LABOUR COSTS	**68,674,695**	**71,132,374**	**74,706,768**	**72,493,500**	**76,038,000**	**79,317,700**
Staff Development Costs	179,941	151,135	208,027	196,700	183,200	178,900
Communication Costs	219,507	251,142	233,145	232,500	232,500	232,500
Transportation Costs	1,058,010	1,245,451	1,208,416	1,010,900	1,125,900	1,119,900
Occupancy & City Costs	426,039	792,240	723,419	751,800	752,700	750,500
Equipment Costs & Maintenance Agreements	185,596	179,997	250,667	189,400	249,400	249,400
Contractor & Professional Services	3,579	3,674	16,513	14,600	14,600	14,600
Advertising & Promotions	25,201	15,761	10,664	21,300	21,300	21,300
Materials, Supplies & Other Services	570,755	556,390	684,857	611,700	671,700	671,100
Finance Other	(599)	2,941	2,474	0	(36,700)	(36,700)
OTHER OPERATING EXPENSES	**2,668,029**	**3,198,731**	**3,338,182**	**3,028,900**	**3,214,600**	**3,201,500**
TOTAL EXPENDITURES	**71,342,724**	**74,331,105**	**78,044,950**	**75,522,400**	**79,252,600**	**82,519,200**
REVENUES						
Fees, Rents & Service Charges	(1,365,216)	(1,529,441)	(1,067,104)	(1,492,100)	(1,492,100)	(1,593,600)
Transfers from Reserves	0	0	0	0	0	0
Other Revenue	(104,210)	(150,789)	(123,739)	(70,000)	(80,000)	(155,000)
TOTAL REVENUES	**(1,469,426)**	**(1,680,230)**	**(1,190,843)**	**(1,562,100)**	**(1,572,100)**	**(1,748,600)**
ALLOCATIONS	**0**	**978,100**	**1,011,700**	**978,100**	**1,011,700**	**935,200**
NET PROGRAM IMPACT	**69,873,298**	**73,628,975**	**77,865,807**	**74,938,400**	**78,692,200**	**81,705,800**

MISSISSAUGA TRANSIT

DESCRIPTION	2007 ACTUALS	2008 ACTUALS	2009 ACTUALS	2008 BUDGET	2009 BUDGET	2010 BUDGET
	$	$	$	$	$	$
EXPENDITURES						
LABOUR COSTS	**72,094,582**	**81,468,460**	**90,016,966**	**82,902,000**	**90,747,700**	**96,056,400**
Staff Development Costs	135,853	106,294	87,748	123,500	117,300	109,200
Communication Costs	63,335	79,251	97,519	88,400	88,400	88,400
Transportation Costs	16,754,808	21,508,548	17,097,519	18,944,500	22,019,800	18,050,500
Occupancy & City Costs	723,172	1,947,491	2,186,080	1,994,700	2,673,900	2,638,800
Equipment Costs & Maintenance Agreements	177,093	222,407	142,394	190,700	190,700	190,700
Contractor & Professional Services	567,087	735,709	1,003,533	540,800	818,800	962,300
Advertising & Promotions	5,612	6,950	4,240	7,400	14,400	14,400
Materials, Supplies & Other Services	1,978,224	1,913,385	1,880,511	2,113,600	2,196,000	2,389,200
Finance Other	(61,107)	(217,163)	(113,239)	5,400	5,400	5,400
Transfers	850,400	750,700	0	750,700	0	
OTHER OPERATING EXPENSES	**21,194,477**	**27,053,572**	**22,386,305**	**24,759,700**	**28,124,700**	**24,448,900**
TOTAL EXPENDITURES	**93,289,059**	**108,522,032**	**112,403,271**	**107,661,700**	**118,872,400**	**120,505,300**
REVENUES						
Fees, Rents & Service Charges	(57,521,833)	(60,485,790)	(60,201,367)	(65,630,700)	(67,266,300)	(60,419,300)
Transfers from Reserves	(5,440,800)	(8,799,083)	(16,688,847)	(100,000)	0	0
Other Revenue	0	0	1,286	(8,528,700)	(16,523,000)	(23,148,100)
TOTAL REVENUES	**(62,962,633)**	**(69,284,873)**	**(76,888,928)**	**(74,259,400)**	**(83,789,300)**	**(83,567,400)**
ALLOCATIONS	**0**	**2,696,700**	**3,091,200**	**2,696,700**	**3,213,900**	**3,333,200**
NET PROGRAM IMPACT	**30,326,426**	**41,933,859**	**38,605,543**	**36,099,000**	**38,297,000**	**40,271,100**

RECREATION & PARKS

DESCRIPTION	2007 ACTUALS	2008 ACTUALS	2009 ACTUALS	2008 BUDGET	2009 BUDGET	2010 BUDGET
	$	$	$	$	$	$
EXPENDITURES						
LABOUR COSTS	**52,557,445**	**55,761,008**	**56,534,585**	**56,228,700**	**58,290,600**	**60,410,600**
Staff Development Costs	175,016	200,816	168,140	165,900	179,700	175,500
Communication Costs	318,237	265,823	268,022	281,700	298,300	258,700
Transportation Costs	2,827,613	3,150,859	2,921,472	2,987,300	3,012,900	3,012,900
Occupancy & City Costs	1,886,566	8,811,043	8,763,815	9,943,200	10,099,100	9,817,900
Equipment Costs & Maintenance Agreements	758,851	839,719	754,854	794,600	860,700	970,100
Contractor & Professional Services	7,507,381	8,799,323	9,092,965	8,621,000	8,337,700	9,221,700
Advertising & Promotions	856,943	928,452	771,704	849,200	784,500	642,700
Materials, Supplies & Other Services	5,071,736	4,805,410	4,643,011	4,564,600	4,839,400	5,080,400
Finance Other	(24,336)	(152,185)	51,883	(49,100)	(57,700)	(57,700)
Transfers	220,678	168,559	221,679	296,000	187,000	195,600
OTHER OPERATING EXPENSES	**19,598,685**	**27,817,819**	**27,657,545**	**28,454,400**	**28,541,600**	**29,317,800**
TOTAL EXPENDITURES	**72,156,130**	**83,578,827**	**84,192,130**	**84,683,100**	**86,832,200**	**89,728,400**
REVENUES						
Grants & Subsidies	(505,480)	(570,963)	(504,104)	(449,000)	(457,300)	(557,300)
Fees, Rents & Service Charges	(40,159,551)	(42,699,895)	(43,424,241)	(44,556,500)	(45,120,400)	(46,298,400)
Investment Income	(55,256)	(57,095)	(27,758)	(43,500)	(44,400)	(44,400)
Transfers from Reserves	(247,000)	(90,000)	(194,350)	(20,000)	(275,000)	(606,500)
Other Revenue	(1,045,716)	(1,070,484)	(784,016)	(1,001,900)	(657,300)	(749,300)
TOTAL REVENUES	**(42,013,003)**	**(44,488,437)**	**(44,934,469)**	**(46,070,900)**	**(46,554,400)**	**(48,255,900)**
ALLOCATIONS	**0**	**2,465,000**	**2,650,000**	**2,465,000**	**2,650,000**	**3,042,000**
NET PROGRAM IMPACT	**30,143,127**	**41,555,390**	**41,907,661**	**41,077,200**	**42,927,800**	**44,514,500**

LAND DEVELOPMENT SERVICES

DESCRIPTION	2007 ACTUALS	2008 ACTUALS	2009 ACTUALS	2008 BUDGET	2009 BUDGET	2010 BUDGET
	$	$	$	$	$	$
EXPENDITURES						
LABOUR COSTS	**14,570,632**	**14,442,288**	**14,354,240**	**16,017,100**	**15,504,400**	**15,261,100**
Staff Development Costs	98,277	69,091	99,607	159,700	136,200	120,400
Communication Costs	57,749	52,674	57,479	68,000	66,800	66,800
Transportation Costs	214,369	220,679	223,690	284,600	298,800	238,500
Equipment Costs & Maintenance Agreements	16,874	16,151	12,685	22,900	23,900	23,900
Contractor & Professional Services	369,214	829,356	917,364	1,477,300	1,997,700	942,000
Advertising & Promotions	35,258	60,116	56,331	35,400	35,900	34,600
Materials, Supplies & Other Services	121,874	110,442	99,260	130,200	155,800	123,800
Finance Other	1,609	1,563,995	1,960	186,700	1,000	1,000
Transfers	0	0	50,000	0	0	0
OTHER OPERATING EXPENSES	**915,224**	**2,922,504**	**1,518,376**	**2,364,800**	**2,716,100**	**1,551,000**
TOTAL EXPENDITURES	**15,485,856**	**17,364,792**	**15,872,616**	**18,381,900**	**18,220,500**	**16,812,100**
REVENUES						
Fees, Rents & Service Charges	(17,067,863)	(16,182,847)	(6,918,462)	(15,254,500)	(15,547,900)	(11,162,600)
Transfers from Reserves	(310,196)	(401,000)	(811,800)	(1,227,800)	(1,441,800)	(2,802,600)
TOTAL REVENUES	**(17,378,059)**	**(16,583,847)**	**(7,730,262)**	**(16,482,300)**	**(16,989,700)**	**(13,965,200)**
ALLOCATIONS	**0**	**1,965,500**	**2,857,400**	**1,965,500**	**2,857,400**	**3,077,900**
NET PROGRAM IMPACT	**(1,892,203)**	**2,746,445**	**10,999,754**	**3,865,100**	**4,088,200**	**5,924,800**

LEGISLATIVE SERVICES

DESCRIPTION	2007 ACTUALS	2008 ACTUALS	2009 ACTUALS	2008 BUDGET	2009 BUDGET	2010 BUDGET
	$	$	$	$	$	$
EXPENDITURES						
LABOUR COSTS	**3,493,512**	**3,738,010**	**3,838,011**	**3,905,200**	**4,100,200**	**4,609,300**
Staff Development Costs	15,256	25,546	13,720	28,200	21,800	27,300
Communication Costs	83,712	47,925	57,929	70,900	73,400	347,500
Transportation Costs	6,389	8,059	8,628	5,600	5,600	12,600
Occupancy & City Costs	0	0	0	0	0	2,000
Equipment Costs & Maintenance Agreements	195,766	177,707	188,076	213,200	213,200	338,200
Contractor & Professional Services	558,499	730,756	672,553	1,046,000	808,800	1,323,700
Advertising & Promotions	22,595	45,422	23,717	65,600	65,600	190,900
Materials, Supplies & Other Services	460,095	333,629	334,535	562,300	479,000	717,500
Finance Other	1,035	573	768	800	800	800
Transfers	477,694	412,543	0	0	0	0
OTHER OPERATING EXPENSES	**1,821,041**	**1,782,160**	**1,299,926**	**1,992,600**	**1,668,200**	**2,960,500**
TOTAL EXPENDITURES	**5,314,553**	**5,520,170**	**5,137,937**	**5,897,800**	**5,768,400**	**7,569,800**
REVENUES						
Fees, Rents & Service Charges	(7,477,165)	(7,372,026)	(7,824,556)	(7,543,200)	(7,264,900)	(7,481,400)
Transfers from Reserves	(63,097)	(17,492)	(23,499)	(150,000)	(117,100)	(1,949,000)
Other Revenue	(3,100)	40	(333)	0	0	
TOTAL REVENUES	**(7,543,362)**	**(7,389,478)**	**(7,848,388)**	**(7,693,200)**	**(7,382,000)**	**(9,430,400)**
ALLOCATIONS	**0**	**162,700**	**163,200**	**162,700**	**163,200**	**164,200**
NET PROGRAM IMPACT	**(2,228,809)**	**(1,706,608)**	**(2,547,251)**	**(1,632,700)**	**(1,450,400)**	**(1,696,400)**

LIBRARY SERVICES

DESCRIPTION	2007 ACTUALS	2008 ACTUALS	2009 ACTUALS	2008 BUDGET	2009 BUDGET	2010 BUDGET
	$	$	$	$	$	$
EXPENDITURES						
LABOUR COSTS	**18,676,130**	**19,274,402**	**19,531,500**	**19,590,800**	**19,493,700**	**20,249,700**
Staff Development Costs	63,715	79,695	54,750	58,400	63,400	61,900
Communication Costs	12,295	8,997	9,295	11,000	11,000	11,000
Individual Expenses	0	0	11	0	0	0
Transportation Costs	55,710	69,334	51,252	47,200	54,200	54,200
Occupancy & City Costs	1,121,885	2,000,242	2,098,443	2,041,000	2,065,800	2,072,200
Equipment Costs & Maintenance Agreements	121,140	72,991	80,628	100,900	107,900	107,900
Contractor & Professional Services	23,037	45,711	30,564	10,200	10,200	10,200
Advertising & Promotions	49,092	55,853	44,823	44,300	44,300	43,600
Materials, Supplies & Other Services	2,700,122	2,763,609	2,728,499	2,695,800	2,751,200	2,728,100
Finance Other	330	93,401	67,331	0	42,100	42,100
OTHER OPERATING EXPENSES	**4,147,326**	**5,189,833**	**5,165,596**	**5,008,800**	**5,150,100**	**5,131,200**
TOTAL EXPENDITURES	**22,823,456**	**24,464,235**	**24,697,096**	**24,599,600**	**24,643,800**	**25,380,900**
REVENUES						
Grants & Subsidies	(715,203)	(715,203)	(715,200)	(715,200)	(715,200)	(715,200)
Fees, Rents & Service Charges	(1,431,010)	(1,612,591)	(1,417,366)	(1,644,600)	(1,644,600)	(1,644,600)
Other Revenue	(43,539)	(13,042)	(7,045)	0		
TOTAL REVENUES	**(2,189,752)**	**(2,340,836)**	**(2,139,611)**	**(2,359,800)**	**(2,359,800)**	**(2,359,800)**
ALLOCATIONS	**0**	**1,121,400**	**1,198,200**	**1,121,400**	**1,198,200**	**1,246,000**
NET PROGRAM IMPACT	**20,633,704**	**23,244,799**	**23,755,685**	**23,361,200**	**23,482,200**	**24,267,100**

ARTS & CULTURE

DESCRIPTION	2007 ACTUALS	2008 ACTUALS	2009 ACTUALS	2008 BUDGET	2009 BUDGET	2010 BUDGET
	$	$	$	$	$	$
EXPENDITURES						
LABOUR COSTS	**635,421**	**915,217**	**1,013,196**	**926,900**	**1,021,200**	**1,081,900**
Staff Development Costs	7,763	10,468	12,365	28,000	20,400	19,400
Communication Costs	5,312	5,117	6,284	8,100	9,500	7,500
Transportation Costs	1,990	2,990	3,344	3,900	4,500	4,500
Occupancy & City Costs	1,277	53	702	5,100	5,100	2,100
Equipment Costs & Maintenance Agreements	3,404	3,615	806	3,000	4,000	4,000
Contractor & Professional Services	29,284	180,350	240,030	581,900	463,200	293,300
Advertising & Promotions	10,899	20,546	38,854	52,000	52,000	50,500
Materials, Supplies & Other Services	63,964	85,696	100,952	74,300	75,300	75,300
Finance Other	110	385	100	0	0	0
Transfers	332,775	1,910,118	1,643,831	1,959,300	1,629,300	1,629,300
OTHER OPERATING EXPENSES	**456,779**	**2,219,337**	**2,047,268**	**2,715,600**	**2,263,300**	**2,085,900**
TOTAL EXPENDITURES	**1,092,200**	**3,134,554**	**3,060,464**	**3,642,500**	**3,284,500**	**3,167,800**
REVENUES						
Fees, Rents & Service Charges	(290,543)	(305,750)	(312,406)	(310,600)	(313,100)	(313,100)
Transfers from Reserves	(65,600)	(353,371)	(189,855)	(801,900)	(329,300)	(159,400)
Other Revenue	(27,676)	(18,015)	(42,487)	(12,500)	(12,500)	(12,500)
TOTAL REVENUES	**(383,819)**	**(677,136)**	**(544,748)**	**(1,125,000)**	**(654,900)**	**(485,000)**
NET PROGRAM IMPACT	**708,381**	**2,457,418**	**2,515,716**	**2,517,500**	**2,629,600**	**2,682,800**

REGULATORY SERVICES

DESCRIPTION	2007 ACTUALS	2008 ACTUALS	2009 ACTUALS	2008 BUDGET	2009 BUDGET	2010 BUDGET
	$	$	$	$	$	$
EXPENDITURES						
LABOUR COSTS	**8,295,153**	**9,055,854**	**9,623,633**	**9,143,500**	**9,554,400**	**10,165,700**
Staff Development Costs	31,661	33,770	35,723	28,000	25,500	25,500
Communication Costs	160,437	159,180	164,031	156,400	156,400	164,800
Transportation Costs	432,637	464,917	384,485	447,800	463,200	480,400
Occupancy & City Costs	37,094	93,197	52,267	52,700	54,300	52,100
Equipment Costs & Maintenance Agreements	38,488	53,551	47,864	33,900	33,900	33,900
Contractor & Professional Services	548,436	565,638	582,194	534,800	534,800	464,800
Advertising & Promotions	16,297	25,485	17,451	23,400	23,400	23,400
Materials, Supplies & Other Services	270,852	355,271	325,582	288,200	288,200	301,300
Finance Other	13,611	13,892	11,055	12,000	12,000	12,000
OTHER OPERATING EXPENSES	**1,549,513**	**1,764,901**	**1,620,652**	**1,577,200**	**1,591,700**	**1,558,200**
TOTAL EXPENDITURES	**9,844,666**	**10,820,755**	**11,244,285**	**10,720,700**	**11,146,100**	**11,723,900**
REVENUES						
Fees, Rents & Service Charges	(9,753,542)	(10,442,002)	(10,247,763)	(10,710,300)	(11,181,900)	(11,320,700)
Transfers from Reserves	0	(5,964)	0	0	0	0
Other Revenue	(58,540)	(94,437)	(52,251)	(30,000)	(30,000)	(30,000)
TOTAL REVENUES	**(9,812,082)**	**(10,542,403)**	**(10,300,014)**	**(10,740,300)**	**(11,211,900)**	**(11,350,700)**
ALLOCATIONS	**0**	**503,100**	**547,000**	**503,100**	**544,800**	**530,100**
NET PROGRAM IMPACT	**32,584**	**781,452**	**1,491,271**	**483,500**	**479,000**	**903,300**

STRATEGIC POLICY

DESCRIPTION	2007 ACTUALS	2008 ACTUALS	2009 ACTUALS	2008 BUDGET	2009 BUDGET	2010 BUDGET
	$	$	$	$	$	$
EXPENDITURES						
LABOUR COSTS	**3,678,279**	**4,593,630**	**4,164,089**	**4,564,500**	**4,205,000**	**4,616,600**
Staff Development Costs	85,668	90,239	64,554	117,800	107,900	122,900
Communication Costs	22,236	19,247	18,454	23,900	23,600	24,500
Transportation Costs	26,414	39,404	32,388	35,000	35,700	37,400
Occupancy & City Costs	260	0	0	0	0	0
Equipment Costs & Maintenance Agreements	28,029	19,534	16,329	15,500	21,000	21,000
Contractor & Professional Services	405,438	287,593	204,071	239,300	966,700	1,086,700
Advertising & Promotions	422,437	477,982	188,125	486,300	259,200	212,200
Materials, Supplies & Other Services	87,421	79,999	67,382	99,300	106,900	122,400
Finance Other	0	0	55	0	0	0
Transfers	23,545	0	0	0	0	0
OTHER OPERATING EXPENSES	**1,101,448**	**1,013,998**	**591,358**	**1,017,100**	**1,521,000**	**1,627,100**
TOTAL EXPENDITURES	**4,779,727**	**5,607,628**	**4,755,447**	**5,581,600**	**5,726,000**	**6,243,700**
REVENUES						
Grants & Subsidies	(101,300)	(105,420)	(96,310)	(70,000)	(70,000)	(70,000)
Fees, Rents & Service Charges	(10,432)	(6,983)	(6,931)	(22,000)	(22,800)	(22,800)
Transfers from Reserves	(321,100)	(211,321)	(248,434)	(167,500)	(932,500)	(1,355,100)
Other Revenue	(143,730)	(40,059)	(31,713)	(41,000)	(41,000)	(41,000)
TOTAL REVENUES	**(576,562)**	**(363,783)**	**(383,388)**	**(300,500)**	**(1,066,300)**	**(1,488,900)**
NET PROGRAM IMPACT	**4,203,165**	**5,243,845**	**4,372,059**	**5,281,100**	**4,659,700**	**4,754,800**

BUSINESS SERVICES & CORPORATE ASSETS

DESCRIPTION	2007 ACTUALS	2008 ACTUALS	2009 ACTUALS	2008 BUDGET	2009 BUDGET	2010 BUDGET
	$	$	$	$	$	$
EXPENDITURES						
LABOUR COSTS	**51,450,773**	**55,048,829**	**58,239,834**	**57,411,100**	**60,235,900**	**63,175,700**
Staff Development Costs	509,817	560,606	440,262	667,200	576,800	584,500
Communication Costs	995,917	1,029,831	1,216,628	1,024,100	1,120,300	1,137,500
Transportation Costs	384,891	352,979	329,622	465,400	460,900	448,900
Occupancy & City Costs	12,955,181	4,282,578	4,907,513	4,647,200	4,581,100	4,690,300
Equipment Costs & Maintenance Agreements	4,053,829	4,620,738	5,131,631	5,603,900	5,841,100	5,996,800
Contractor & Professional Services	3,694,620	3,193,967	3,130,885	3,939,900	3,568,400	3,250,200
Advertising & Promotions	612,185	599,077	391,802	593,200	535,300	962,000
Materials, Supplies & Other Services	1,338,490	1,472,529	1,431,404	1,541,400	1,676,400	1,494,500
Finance Other	(868,829)	(1,013,894)	(1,070,658)	(1,062,300)	(1,033,200)	(1,052,900)
Transfers	213,200	70,052	160,256	72,200	73,800	12,500
OTHER OPERATING EXPENSES	**23,889,301**	**15,168,463**	**16,069,345**	**17,492,200**	**17,400,900**	**17,524,300**
TOTAL EXPENDITURES	**75,340,074**	**70,217,292**	**74,309,179**	**74,903,300**	**77,636,800**	**80,700,000**
REVENUES						
Fees, Rents & Service Charges	(2,667,296)	(3,016,449)	(2,727,912)	(2,663,000)	(2,729,000)	(3,237,200)
Transfers from Reserves	(584,865)	(580,779)	(253,058)	(691,800)	(695,100)	(245,400)
Other Revenue	(2,102,707)	(1,927,748)	(283,839)	(1,509,000)	(194,200)	(806,600)
TOTAL REVENUES	**(5,354,868)**	**(5,524,976)**	**(3,264,809)**	**(4,863,800)**	**(3,618,300)**	**(4,289,200)**
ALLOCATIONS	**0**	**(12,239,000)**	**(14,103,300)**	**(12,239,000)**	**(14,222,900)**	**(14,548,400)**
NET PROGRAM IMPACT	**69,985,206**	**52,453,316**	**56,941,070**	**57,800,500**	**59,795,600**	**61,862,400**

COUNCIL

DESCRIPTION	2007 ACTUALS	2008 ACTUALS	2009 ACTUALS	2008 BUDGET	2009 BUDGET	2010 BUDGET
	$	$	$	$	$	$
EXPENDITURES						
LABOUR COSTS	**3,025,540**	**3,172,428**	**3,287,946**	**3,281,100**	**3,325,600**	**3,441,800**
Staff Development Costs	5,711	2,649	7,290	13,200	9,700	9,700
Communication Costs	71,321	61,200	136,363	90,800	90,800	90,300
Individual Expenses	213,209	190,941	12,588	254,800	235,800	238,800
Transportation Costs	207,841	208,518	204,476	213,300	212,600	210,400
Occupancy & City Costs	0	0	2,197	0	0	0
Equipment Costs & Maintenance Agreements	5,649	6,246	6,052	8,600	8,600	8,600
Contractor & Professional Services	2,066	1,444	1,013	2,400	2,400	2,000
Advertising & Promotions	1,750	555	22,159	3,900	2,000	1,000
Materials, Supplies & Other Services	39,218	37,890	92,358	67,000	67,000	65,400
OTHER OPERATING EXPENSES	**546,765**	**509,443**	**484,496**	**654,000**	**628,900**	**626,200**
TOTAL EXPENDITURES	**3,572,305**	**3,681,871**	**3,772,442**	**3,935,100**	**3,954,500**	**4,068,000**
REVENUES						
Other Revenue	0	0	**9,919**	0	0	0
Transfers from Reserves	0	0	0	0	0	0
TOTAL REVENUES	**0**	**0**	**9,919**	**0**	**0**	**0**
NET PROGRAM IMPACT	**3,572,305**	**3,681,871**	**3,782,361**	**3,935,100**	**3,954,500**	**4,068,000**

FINANCIAL TRANSACTIONS

DESCRIPTION	2007 ACTUALS	2008 ACTUALS	2009 ACTUALS	2008 BUDGET	2009 BUDGET	2010 BUDGET
	$	$	$	$	$	$
EXPENDITURES						
LABOUR COSTS	**3,903,333**	**3,616,428**	**2,627,638**	**4,723,600**	**1,663,000**	**(2,042,000)**
Staff Development Costs	125,156	83,947	83,350	127,900	102,900	111,900
Communication Costs	32,778	37,166	12,955	70,000	80,000	40,000
Transportation Costs	1,983	0	0	0	0	0
Occupancy & City Costs	760,055	690,316	530,890	680,000	680,000	680,000
Equipment Costs & Maintenance Agreements	942	61	61	0	0	0
Contractor & Professional Services	840,112	785,921	449,885	333,700	375,400	395,400
Advertising & Promotions	115,882	118,249	83,362	81,300	81,300	81,300
Materials, Supplies & Other Services	255,139	562,703	213,130	294,100	321,800	324,300
Finance Other	8,500,304	9,661,950	12,566,225	9,032,000	8,707,300	9,142,300
Transfers	30,663,655	66,358,050	25,859,615	22,435,400	25,023,400	24,573,400
OTHER OPERATING EXPENSES	**41,296,006**	**78,298,363**	**39,799,473**	**33,054,400**	**35,372,100**	**35,348,600**
TOTAL EXPENDITURES	**45,199,339**	**81,914,791**	**42,427,111**	**37,778,000**	**37,035,100**	**33,306,600**
REVENUES						
Supplementary Railway & Corridors	(3,732,103)	(7,620,793)	(4,672,711)	(6,463,600)	(5,923,600)	(5,463,600)
Payments In Lieu	(22,086,306)	(22,971,278)	(23,201,602)	(22,745,500)	(23,533,000)	(24,000,500)
Grants & Subsidies	0	(44,645,817)	0	0	0	0
Fees, Rents & Service Charges	(57,982)	(49,196)	(32,154)	(61,300)	(61,300)	(61,300)
Tax Penalties & Interest	(7,563,220)	(8,755,447)	(10,376,509)	(5,690,000)	(5,690,000)	(7,000,000)
Investment Income	(14,749,593)	(17,710,305)	(13,929,508)	(14,160,000)	(13,310,000)	(14,460,000)
Transfers from Reserves	(4,343,811)	(4,966,046)	(4,116,974)	(7,599,800)	(7,373,200)	(6,223,200)
Other Revenue	(12,435,458)	(10,708,521)	(14,209,448)	(10,950,000)	(10,950,000)	(8,800,000)
TOTAL REVENUES	**(64,968,473)**	**(117,427,405)**	**(70,538,908)**	**(67,670,200)**	**(66,841,100)**	**(66,008,600)**
NET PROGRAM IMPACT	**(19,769,134)**	**(35,512,616)**	**(28,111,799)**	**(29,892,200)**	**(29,806,000)**	**(32,702,000)**

City Wide Capital Budget Summary - 2010 Approved Funding
(000's)

Service	Gross Cost	Recovery/ Subsidy	Net Cost	Growth	Non-Growth
	$	$	$	$	$
Roads, Storm Drainage and Watercourses					
Bridge and Structure Rehabilitation	4,500	0	4,500	0	4,500
Major Roads	32,796	5,263	27,533	22,850	4,683
Other Engineering	26,019	0	26,019	16,471	9,548
Roadway Rehabilitation	21,250	0	21,250	0	21,250
Storm Drainage	12,852	0	12,852	10,205	2,647
Subtotal Roads, Storm Drainage and Watercourses	**97,417**	**5,263**	**92,154**	**49,526**	**42,628**
Fire and Emergency Services	1,323	0	1,323	0	1,323
Transit	169,795	46,751	123,044	75,531	47,513
Recreation and Parks	21,944	114	21,830	4,007	17,823
Library Services	3,503	0	3,503	583	2,920
Business Services (IT and Other)	10,031	0	10,031	0	10,031
Corporate Assets (F&PM)	14,973	0	14,973	0	14,973
Total City Wide 2010 Capital Budget	**318,986**	**52,128**	**266,858**	**129,647**	**137,211**

Numbers may not add due to rounding

Service Capital Budget Summary - 2010 Approved Funding
(000's)

Project Number	Project Name	Gross Cost	Recovery	Net Cost	Funding Sources*	Growth	Non-Growth
		$	$	$		$	$
Roads, Storm Drainage and Watercourses							
Bridge and Structure Rehabilitation							
10150	Bridge Repairs	130	0	130	CRF	0	130
10151	Bridge Structure Detail Inspections & Design at various locations	175	0	175	CRF	0	175
10152	Hurontario Street, 0.30 km S. of Hwy. 403	1,800	0	1,800	CRF	0	1,800
10153	Burnhamthorpe Road Bridge over Little Etobicoke Creek	870	0	870	CRF	0	870
10154	Birchwood Drive over Birchwood Creek	350	0	350	CRF	0	350
10155	Orr Road over Sheridan Creek Tributary	335	0	335	CRF	0	335
10156	Burnhamthorpe Road Bridge over Etobicoke Creek Tributary	230	0	230	CRF	0	230
10157	Thornlodge Drive over Loyalist Creek	130	0	130	CRF	0	130
10158	Harborn Road over Mary Fix Creek	480	0	480	CRF	0	480
Total Bridge and Structure Rehabilitation		**4,500**	**0**	**4,500**		**0**	**4,500**

Service Capital Budget Summary - 2010 Approved Funding
(000's)

Project Number	Project Name	Gross Cost	Recovery	Net Cost	Funding Sources*	Growth	Non-Growth
		$	$	$		$	$
Major Roads							
10101	Intersection Capital Program	1,353	0	1,353	DCA-CWE	1,353	0
10102	Burnhamthorpe Road East - Arista Way to Dixie Road	3,500	0	3,500	RIMRF/RFGTRF	0	3,500
10103	Drew Road Grade Separation - Class EA	250	0	250	DCA-CWE	250	0
10104	Goreway Drive Grade Separation Phase 1 of 3	4,000	2,000	2,000	DCA-CWE	2,000	0
10105	Argentia Road - Tenth Line West to Ninth Line	4,350	3,263	1,087	DCA-CWE	1,087	0
10106	Hurontario Street /Highway 401 Structure Widening Phase 3 of 3	3,000	0	3,000	DCA-CWE/CRF	1,900	1,100
10107	Torbram Road Grade Separation	7,000	0	7,000	DCA-CWE	7,000	0
10109	Drew Road - Dixie Road to Tomken Road	8,760	0	8,760	DCA-CWE	8,760	0
10112	Drew Road Widening - Torbram Road to 660m Easterly	250	0	250	DCA-CWE	250	0
10115	Courtneypark Drive East - Kennedy Road to Dixie Road	250	0	250	DCA-CWE	250	0
10122	Preliminary Engineering Studies	83	0	83	CRF	0	83
Total Major Roads		**32,796**	**5,263**	**27,533**		**22,850**	**4,683**

Service Capital Budget Summary - 2010 Approved Funding
(000's)

Project Number	Project Name	Gross Cost	Recovery	Net Cost	Funding Sources*	Growth	Non-Growth
		$	$	$		$	$
Other Engineering							
10160	Vehicle & Equipment Replacement	1,696	0	1,696	MFVERF	0	1,696
10161	Noise Wall Program	3,580	0	3,580	CRF	0	3,580
10162	Specialized Equipment	50	0	50	CRF	0	50
10163	Integrated Road Safely Program (IRSP)	200	0	200	CRF	0	200
10164	Automated Vehicle Locator	150	0	150	CRF	0	150
10165	Sidewalks	947	0	947	DCA-CWE	947	0
10166	Topographical Updating	90	0	90	CRF	0	90
10167	Cycling Program	3,770	0	3,770	DCA-CWE	3,770	0
10169	Street Cleanliness	100	0	100	CRF	0	100
10170	Field Equipment Replacement - Traffic Controllers	190	0	190	CRF	0	190
10171	Traffic Signal Equipment Enhancements	155	0	155	DCA-CWE/CRF	98	57
10172	LED City Wide Traffic Signal Lense Replacement	375	0	375	CRF	0	375
10173	Traffic System and ITS	100	0	100	DCA-CWE/CRF	100	0
10174	Traffic Signal Pre-Emption	480	0	480	DCA-CWE	480	0

Service Capital Budget Summary - 2010 Approved Funding (000's)

Project Number	Project Name	Gross Cost	Recovery	Net Cost	Funding Sources*	Growth	Non-Growth
		$	$	$		$	$
10194	Salt Management Program	50	0	50	CRF	0	50
10195	Streetlighting	1,409	0	1,409	CRF	0	1,409
10197	Property Acquisition	8,610	0	8,610	DCA-CWE/OERF	8,610	0
10198	Traffic Signals	1,567	0	1,567	DCA-CWE/ RIMRF/TSRF	1,567	0
10199	Parking Structure Desgin-Living Arts Centre	1,000	0	1,000	DCA-PKG/CRF	900	100
10200	Living Arts Centre Parking Garage Modifications	1,500	0	1,500	CRF	0	1,500
Total Other Engineering		**26,019**	**0**	**26,018**		**16,471**	**9,547**
Roadway Rehabilitation							
10100	Roadway Rehabilitation	21,100	0	21,100	RIMRF	0	21,100
10125	Crack Sealing	100	0	100	RIMRF	0	100
10127	Parking Lot Rehabilitation	50	0	50	RIMRF	0	50
Total Roadway Rehabilitation		**21,250**	**0**	**21,250**		**0**	**21,250**
Storm Drainage							
10130	Storm Sewer Oversizing - Various Locations	204	0	204	DCA-ST	204	0
10132	Cooksville Creek Erosion Control - North of Dundas Street	170	0	170	DCA-ST/CRF	5	165

Service Capital Budget Summary - 2010 Approved Funding
(000's)

Project Number	Project Name	Gross Cost	Recovery	Net Cost	Funding Sources*	Growth	Non-Growth
		$	$	$		$	$
10133	Cooksville Creek Erosion Control - Camilla Road to North Service Road	270	0	270	DCA-ST/CRF	8	262
10134	Monitoring and minor modification of SWM Facilites	80	0	80	DCA-ST	80	0
10135	Credit River Erosion Control - South of Dundas Street West	160	0	160	DCA-ST/CRF	3	157
10136	Cooksville Creek Erosion Control - Dundas Street East to King Street East	410	0	410	DCA-ST/CRF	12	398
10137	Credit River Erosion Control - Adjacent to Ostler Court	1,260	0	1,260	DCA-ST/CRF	23	1,237
10138	Mary Fix Creek Erosion Control - Harborn Road to Premium Way	170	0	170	DCA-ST/CRF	8	162
10141	Retrofit Loyalist Creek SWM Pond #5901 - West of Winston Churchill	2,713	0	2,713	DCA-ST	2,713	0
10142	Retrofit Loyalist Creek SWM Pond #5903 - West of Winston Churchill	2,054	0	2,054	DCA-ST	2,054	0
10143	Meadowvale Business Pk District(N16 D)Remaining Channel & Culvert	1,932	0	1,932	DCA-ST	1,932	0
10144	Land Acquisition-Meadowvale Business Park District(North 16)	1,186	0	1,186	DCA-ST	1,186	0
10145	Minor Erosion Control Works - Various Locations	80	0	80	DCA-ST/CRF	3	77

Service Capital Budget Summary - 2010 Approved Funding
(000's)

Project Number	Project Name	Gross Cost	Recovery	Net Cost	Funding Sources*	Growth	Non-Growth
		$	$	$		$	$
10146	Sawmill Creek Erosion Control - South of Burnhamthorpe Road West	200	0	200	DCA-ST/CRF	11	189
10147	Cooksville Creek Erosion Control - Willa to Orano Design	180	0	180	DCA-ST/CRF	180	0
10148	Sheridan Creek Erosion Control - Benedet Drive Design	50	0	50	DCA-ST/CRF	50	0
10149	Land Acquisition - N16 District SWM Ponds #5502 and #5503	1,733	0	1,733	DCA-ST	1,733	0
Total Storm Drainage		**12,852**	**0**	**12,852**		**10,205**	**2,647**
Total Roads, Storm Drainage and Watercourses		**97,417**	**5,263**	**92,153**		**49,526**	**42,627**
Fire and Emergency Services							
Vehicles and Equipment							
10253	Fire Accessory Equipment	146	0	146	FVERRF	0	146
10254	Traffic Signal Pre-emption Equipment	20	0	20	FVERRF	0	20
10256	Fire Vehicle Replacement	765	0	765	FVERRF	0	765
10258	Personal Protective Equipment Replacement	195	0	195	FVERRF	0	195
10260	Refurbish Fire Vehicles	197	0	197	FVERRF	0	197
Total Vehicles and Equipment		**1,323**	**0**	**1,323**		**0**	**1,323**
Total Fire and Emergency Services		**1,323**	**0**	**1,323**		**0**	**1,323**

Service Capital Budget Summary - 2010 Approved Funding (000's)

Project Number	Project Name	Gross Cost	Recovery	Net Cost	Funding Sources*	Growth	Non-Growth
		$	$	$		$	$
Mississauga Transit							
Buildings							
10234	Bicycle Storage facilities	380	0	380	MBRF	380	0
10236	Transit Central Parkway Campus Expansion & Refurbishment	2,500	0	2,500	RFGTRF	2,500	0
Total Buildings		**2,880**	**0**	**2,880**		**2,880**	**0**
Buses							
10201	Transit Bus Acquisitions - Growth	4,040	0	4,040	DCA-TRAN/ RFGTRF	4,040	0
10202	Transit Bus Acquisitions - Replacement	35,110	5,415	29,695	MO2020RF/ RFGTRF	0	29,695
10203	Transit Capital Bus Maintenance - Major Component Rehabilitation/Replacement	1,200	0	1,200	RFGTRF	0	1,200
10218	Transit Radio System Acquisitions - Growth	70	0	70	DCA-TRAN/CRF	63	7
10220	Transit Security Improvements/Enhancements	1,500	0	1,500	RFGTRF	1,500	0
10222	Transit Farebox Acquisitions - Growth	162	0	162	DCA-TRAN/CRF	162	0
10223	Transit GTA Farecard Project	6,320	2,100	4,220	PTGRF	0	4,220
Total Buses		**48,402**	**7,515**	**40,887**		**5,765**	**35,122**

Service Capital Budget Summary - 2010 Approved Funding
(000's)

Project Number	Project Name	Gross Cost	Recovery	Net Cost	Funding Sources*	Growth	Non-Growth
		$	$	$		$	$
Higher Order Transit							
10231	Transit Hurontario Corridor Study	3,600	450	3,150	MO2020RF/ MRTRF	0	3,150
10242	Transit BRT - Construction Phase 3	105,413	38,786	66,627	CRF/MRTRF	66,627	0
Total Higher Order Transit		**109,013**	**39,236**	**69,777**		**66,627**	**3,150**
On-street Facilities							
10214	Transit Customer Information	50	0	50	CRF	0	50
10221	Transit Terminals - Security Cameras	50	0	50	RFGTRF	50	0
10224	Transit Bus Stops/Pads/Signs - Growth	135	0	135	DCA-TRAN/CRF	121	14
10225	Transit Bus Stops/Pads/Signs - Replacement	140	0	140	RFGTRF	0	140
10227	Transit Mini Terminals/Bays/Bus Loops - Replacement	100	0	100	CRF	0	100
Total On-street Facilities		**475**	**0**	**475**		**171**	**304**
Other Transit							
10241	Transit 2010 - Information Systems	8,000	0	8,000	RFGTRF	0	8,000
10243	Transit Stop Identification (MiWay)	500	0	500	RFGTRF	0	500
Total Other Transit		**8,500**	**0**	**8,500**		**0**	**8,500**

Service Capital Budget Summary - 2010 Approved Funding
(000's)

Project Number	Project Name	Gross Cost	Recovery	Net Cost	Funding Sources*	Growth	Non-Growth
		$	$	$		$	$
Vehicles and Equipment							
10205	Transit Route Supervisor Vehicle Acquisitions - Growth	70	0	70	DCA-TRAN/ TVERRF	63	7
10206	Transit Change-Off Vehicle Acquisitions - Replacement	50	0	50	TVERRF	0	50
10211	Transit Change-Off Vehicle Acquisitions - Growth	25	0	25	DCA-TRAN/CRF	25	0
10213	Transit Capital Equipment Acquisition - Maintenance Section	100	0	100	RFGTRF	0	100
10217	Transit Operating System (TOS) Replacement	280	0	280	RFGTRF	0	280
Total Vehicles and Equipment		**525**	**0**	**525**		**88**	**437**
Total Mississauga Transit		**169,795**	**46,751**	**123,044**		**75,531**	**47,513**

Service Capital Budget Summary - 2010 Approved Funding
(000's)

Project Number	Project Name	Gross Cost	Recovery	Net Cost	Funding Sources*	Growth	Non-Growth
		$	$	$		$	$
Recreation and Parks Services							
City Wide Facilities							
10300	Class 1 & 3 Trails - Design	100	0	100	DCA-REC	100	0
10301	Street Furniture in various locations	170	0	170	PORF	0	170
10302	Parkway Belt Development (P302) Design & Presite work	820	0	820	DCA-REC/CRF	820	0
10304	Heritage designation surveys and plaques	15	0	15	CRF	0	15
10320	Site Investigations/ Appraisals/ Audits	108	0	108	CIL-OS	108	0
Total City Wide Facilities		**1,213**	**0**	**1,213**		**1,028**	**185**
City Wide Recreation							0
10430	Meadowvale Community Centre Renovation - Design	1,349	0	1,349	CRF	0	1,349
10431	Port Credit Arena Renovation - Construction	10,000	0	10,000	CIL-OS	0	10,000
10440	Museum Collection Facility - Feasibility Study	50	0	50	CRF	0	50
10441	Arboretum/Memorial Forest Study	75		75	CRF	0	75
10442	Parks and Forestry - Various Studies	50	0	50	CRF	0	50
Total City Wide Recreation		**11,524**	**0**	**11,524**		**0**	**11,524**
Facility Renovation							
Total Facility Renovation		**0**	**0**	**0**		**0**	**0**
Facility Renovations & Rehabilitation							

Service Capital Budget Summary - 2010 Approved Funding
(000's)

Project Number	Project Name	Gross Cost	Recovery	Net Cost	Funding Sources*	Growth	Non-Growth
		$	$	$		$	$
10428	Renovations and Rehabilitation projects - various Community Centres	477	0	477	CIL-OS	0	477
Total Facility Renovations & Rehabilitation		**477**	**0**	**477**		**0**	**477**

Service Capital Budget Summary - 2010 Approved Funding
(000's)

Project Number	Project Name	Gross Cost	Recovery	Net Cost	Funding Sources*	Growth	Non-Growth
		$	$	$		$	$
Park Facility Installation							
10305	Spray Pad at Huron Heights - Construction	351	0	351	BIG-MCR	351	0
10306	Lisgar Fields Washrooms - Design	58	0	58	CIL-OS	58	0
10307	New Playground - Standard - P493	67	0	67	DCA-REC	67	0
10308	New Playground-Standard - Southlawn	67	0	67	DCA-REC	67	0
10310	New skateboard park in Ward 8	116	0	116	BIG-MCR	116	0
10311	2 senior soccer goal posts-Southlawn	13	0	13	DCA-REC	13	0
Total Park Facility Installation		**672**	**0**	**672**		**672**	**0**
Parkland Redevelopment							
10303	Playground Redevelopment - Various Sites	921	0	921	CRF	0	921
10309	Bridges and Underpasses - Various Repairs	114	0	114	CRF	0	114
10312	Meadow Green Parking Lot	122	0	122	DCA-REC/CRF	122	0
10316	Restoration of bridge in Valley Park-design	30	0	30	CRF	0	30
10317	Albert McBride - Landscape Improvements - construction	508	0	508	CRF	0	508
10327	Wildwood - Park review and needs assessment	90	0	90	CRF	0	90
Total Parkland Redevelopment		**1,785**	**0**	**1,785**		**122**	**1,663**

Service Capital Budget Summary - 2010 Approved Funding
(000's)

Project Number	Project Name	Gross Cost	Recovery	Net Cost	Funding Sources*	Growth	Non-Growth
		$	$	$		$	$
Parkland Development							
10313	Lions Park Improvements & Play Equipment	400	0	400	PORF	0	400
10314	Demolition & Restoration - 1976 Lushes Avenue	70	0	70	CRF	0	70
10315	Future Greenbelt Development - Harris	106	0	106	DCA-REC/CRF	106	0
10318	Site Predevelopment Studies and Design (P492)	45	0	45	DCA-REC/CRF	45	0
10323	Madill Common Park - Construction	510	0	510	DCA-REC	510	0
10324	DEZEN/BEN TED - construction	616	0	616	DCA-REC	616	0
10325	Woodlot Basic Development - DEZEN	31	0	31	DCA-REC	31	0
10326	Southlawn Sanford Farm - Construction	697	0	697	DCA-REC	697	0
Total Parkland Development		**2,475**	**0**	**2,475**		**2,005**	**470**
Parks Maintenance							
10363	Golf Course Maintenance	78	0	78	CRF	0	78
10364	Lakeview GC - Fence Replacement	100	0	100	CRF	0	100
10379	Pathway Reconstruction	27	0	27	CRF	0	27
10381	Installation of Recognition Plaques	10	0	10	CRF	0	10

Service Capital Budget Summary - 2010 Approved Funding
(000's)

Project Number	Project Name	Gross Cost	Recovery	Net Cost	Funding Sources*	Growth	Non-Growth
		$	$	$		$	$
10384	Installation of Park & Greenbelt Fencing	51	0	51	CRF	0	51
10386	Replacement of Park Furnishings	50	0	50	CRF	0	50
10388	Turf Renovation Program	25	0	25	CRF	0	25
10390	Bunker maintenance/repairs - North/West District	40	0	40	CRF	0	40
Total Parks Maintenance		**381**	**0**	**381**		**0**	**381**
Sport Field Maintenance							
10370	Lit Sports Field Maintenance - Various Locations	327	0	327	CRF	0	327
10371	Tennis Court Maintenance - Various Locations	186	114	72	CRF	0	72
10372	Unlit Sports Field Maintenance - Various Locations	130	0	130	CRF	0	130
Total Sport Field Maintenance		**643**	**114**	**529**		**0**	**529**
Urban Forestry							
10402	Park Tree Plantings	72	0	72	CRF	0	72
10403	Playground Tree Plantings	16	0	16	CRF	0	16
10404	Protective fencing and signage for P467	31	0	31	CRF	0	31
10405	Woodland Management	59	0	59	CRF	0	59
10406	Woodland Hazardous Tree Mitigation	100	0	100	CRF	0	100

Service Capital Budget Summary - 2010 Approved Funding
(000's)

Project Number	Project Name	Gross Cost	Recovery	Net Cost	Funding Sources*	Growth	Non-Growth
		$	$	$		$	$
10407	Naturalization/Plantings	81	0	81	CRF	0	81
10410	City Environmental Events	56	0	56	CRF	0	56
10411	Tree Plantings - New Subdivisions	600	0	600	STPRF	0	600
10412	Tree Plantings - Road Reconstruction	41	0	41	STPRF	0	41
10413	Greenbelt Plantings	51	0	51	CRF	0	51
10414	Streetscape Beautification	56	0	56	CRF	0	56
10415	Surveying/Removal of Encroachments	26	0	26	CRF	0	26
Total Urban Forestry		**1,189**	**0**	**1,189**		**0**	**1,189**
Vehicles, Equipment							
10420	BraeBen Golf Course Equipment - Replacement	35	0	35	BHGCRF	0	35
10421	Golf Cart Replacement Program	21	0	21	CRF	0	21
10422	Non-Growth Related Equipment	255	0	255	CIL-OS	0	255
10423	Growth Related Equipment	200	0	200	DCA-PUBWRKS/ CRF	180	20
10424	Recreation Program Equipment	432	0	432	CIL-OS/CRF	0	432
10425	Hershey Score Clock Replacement	644	0	644	CIL-OS	0	644
Total Vehicles, Equipment		**1,587**	**0**	**1,587**		**180**	**1,407**
Total Recreation and Parks Services		**21,945**	**114**	**21,831**		**4,007**	**17,824**

Service Capital Budget Summary - 2010 Approved Funding
(000's)

Project Number	Project Name	Gross Cost	Recovery	Net Cost	Funding Sources*	Growth	Non-Growth
		$	$	$		$	$
Mississauga Library Services							
Buildings							
10271	Library Renovations	49	0	49	FRRRF	0	49
10272	Woodlands Library - Renovations Construction	1,636	0	1,636	FRRRF	0	1,636
10430	Meadowvale Library - New Branch - Design Phase II	648		648	DCA - LIB/CRF	583	65
Total Buildings		**2,333**	**0**	**2,333**		**583**	**1,750**
Materials and Equipment							
10274	Self-Serve Technology	1,044	0	1,044	CRF	0	1,044
10275	Library Programme Equipment Replacement	126	0	126	CRF	0	126
Total Materials and Equipment		**1,170**	**0**	**1,170**		**0**	**1,170**
Total Mississauga Library Services		**3,503**	**0**	**3,503**		**583**	**2,920**

Service Capital Budget Summary - 2010 Approved Funding
(000's)

Project Number	Project Name	Gross Cost	Recovery	Net Cost	Funding Sources*	Growth	Non-Growth
		$	$	$		$	$
Business Services							
Applications							
10503	CLASS POS Expansion to other Recreation facilities	80	0	80	CRF	0	80
10504	Wells MaitreD Restaurant Sys Upgrade (Braeben/Ice Breakers)	120	0	120	CRF	0	120
10506	SAP - Enterprise System Enhancements	250	0	250	CRF	0	250
10507	SAP Implement Business Intelligence Enhancements	200	0	200	CRF	0	200
10508	SAP Support Year End, T4 & Tax Updates	300	0	300	CRF	0	300
10514	Minor Projects	50	0	50	CRF	0	50
10540	Portal Applications	100	0	100	CRF	0	100
10542	Desktop Software Licenses	400	0	400	CRF	0	400
10544	Portfolio, Pipeline, Resource Management System	150	0	150	CRF	0	150
10545	Fire Attendance System	100	0	100	CRF	0	100
10546	Sharepoint Implementation City wide	100	0	100	CRF	0	100
10547	Windows Desktop Operating System Upgrade	150	0	150	CRF	0	150
10550	Dynix - Library System	500	0	500	CRF	0	500
10551	Election System	400	0	400	CRF	0	400

Service Capital Budget Summary - 2010 Approved Funding
(000's)

Project Number	Project Name	Gross Cost	Recovery	Net Cost	Funding Sources*	Growth	Non-Growth
		$	$	$		$	$
10560	Field Automation	350	0	350	CRF	0	350
10570	PCI System Compliance	300	0	300	CRF	0	300
10580	Parking Control System Upgrade	250	0	250	CRF	0	250
Total Applications		**3,800**	**0**	**3,800**		**0**	**3,800**
Infrastructure							
10520	Servers Capacity Expansion	400	0	400	CRF	0	400
10521	Servers Replacement	350	0	350	CRF	0	350
10523	Business Continuity & Disaster Readiness	2,600	0	2,600	CRF	0	2,600
10524	Network Fibre/ Wireless Infrastructure	900	0	900	CRF	0	900
10525	Network Replacement & Upgrade	275	0	275	CRF	0	275
10526	Replacement of Phones	200	0	200	CRF	0	200
10555	Network Switches Replacement - Core	300	0	300	CRF	0	300
10583	Business/Vehicle/Lottery Licensing to Hansen	150	0	150	CRF	0	150
Total Infrastructure		**5,175**	**0**	**5,175**		**0**	**5,175**

Service Capital Budget Summary - 2010 Approved Funding
(000's)

Project Number	Project Name	Gross Cost	Recovery	Net Cost	Funding Sources*	Growth	Non-Growth
		$	$	$		$	$
PC Replacement and Peripherals							
10527	Peripheral Equipment at Library /Community Centre Facilities	90	0	90	CRF	0	90
10528	Peripheral Equipment - Corporate Services /Mayor/Councillors	25	0	25	CRF	0	25
10529	Peripheral Equipment for Transportation and Works	25	0	25	CRF	0	25
10530	PC and Notebook Replacement	800	0	800	CRF	0	800
Total PC Replacement and Peripherals		**940**	**0**	**940**		**0**	**940**
Vehicles, Equipment and Other							
Miscellaneous Equipment							
10640	Departmental Miscellaneous Equipment	14	0	14	CRF	0	14
10641	Miscellaneous Equipment - Print Shop	15	0	15	CRF	0	15
Total Miscellaneous Equipment		**29**	**0**	**29**		**0**	**29**
Audiovisual Equipment							
10642	Audiovisual Equipment Purchase & Replacement	87	0	87	CRF	0	87
Total Audiovisual Equipment		**87**	**0**	**87**		**0**	**87**
Studies							
Total Studies		**0**	**0**	**0**		**0**	**0**
Total Business Services		**10,031**	**0**	**10,031**		**0**	**10,031**

Service Capital Budget Summary - 2010 Approved Funding
(000's)

Project Number	Project Name	Gross Cost	Recovery	Net Cost	Funding Sources*	Growth	Non-Growth
		$	$	$		$	$
Corporate Assets							
Capital Construction & Improvement							
10743	Accessibility Upgrades	424	0	424	FRRRF	0	424
Total Capital Construction & Improvement		**424**	**0**	**424**		**0**	**424**
Facility Services							
10732	Signage	27	0	27	FRRRF	0	27
10733	Energy Management	562	0	562	FRRRF	0	562
10734-10736	Security	68	0	68	FRRRF	0	68
Total Facility Services		**657**	**0**	**657**		**0**	**657**
Life Cycle Maintenance							
10702-10706	HVAC Systems	1,504	0	1,504	FRRRF	0	1,504
10708-10709	Roofing Systems	1,178	0	1,178	FRRRF	0	1,178
10710-10713	Mechanical Systems	1,299	0	1,299	FRRRF	0	1,299
10714-10719/ 10780	Electrical Systems	2,099	0	2,099	FRRRF	0	2,099

Service Capital Budget Summary - 2010 Approved Funding
(000's)

Project Number	Project Name	Gross Cost	Recovery	Net Cost	Funding Sources*	Growth	Non-Growth
		$	$	$		$	$
10720-10723/ 10725-10731	Structural	2,483	0	2,483	FRRRF	0	2,483
10765	Site Services	76	0	76	FRRRF	0	76
10770	Inspections	106	0	106	FRRRF	0	106
10775	Emergency	265	0	265	FRRRF	0	265
Total Life Cycle Maintenance		**9,010**	**0**	**9,010**		**0**	**9,010**
Space Planning							
10738	Furniture	106	0	106	CRF	0	106
10740	Relocation & Office Accommodation	4,671	0	4,671	FRRRF	0	4,671
Total Space Planning		**4,777**	**0**	**4,777**		**0**	**4,777**
Vehicles and Equipment							
10741	Equipment	60	0	60	CRF	0	60
10742	Vehicles	45	0	45	CRF	0	45
Total Vehicles and Equipment		**105**	**0**	**105**		**0**	**105**
Total Corporate Assets		**14,973**	**0**	**14,973**		**0**	**14,973**
Total City 2010 Capital Budget		**318,986**	**52,128**	**266,858**		**129,647**	**137,211**

Appendix 1 – 2009-2010 Operating Program Summary

2010businessplan&budgetupdate

City Wide Operating Budget 2009-2010 Approved Funding

Program ($'000's)	2009 Gross	2009 Net	2010 Gross	2010 Net
ROADS AND STORM DRAINAGE	**62,588.3**	**58,187.6**	**66,050.4**	**60,482.0**
Maintenance Control	5,621.1	8,063.4	5,992.9	8,150.1
Sewer Bridge & Watercourse	1,288.8	1,160.2	1,329.6	1,201.0
Winter Maintenance	17,243.1	16,629.6	19,802.4	19,188.9
Road/Sidewalk Maintenance	6,996.1	4,474.8	6,986.5	4,465.2
Cleaning And Litter Pickup	4,887.0	3,860.0	5,066.2	3,889.2
Development Services	1,099.6	1,092.1	1,065.0	1,057.5
Engineering	595.8	485.4	224.7	114.3
Corporate Fleet Maintenance	1,144.5	1,120.6	1,187.0	1,163.1
Transportation & Infrastructure Planning	4,886.2	3,800.7	4,821.5	3,755.6
Streetlighting	6,925.6	6,925.6	7,048.6	7,048.6
Crossing Guards	2,378.0	2,378.0	2,439.7	2,439.7
Traffic Management	9,044.5	8,012.2	9,468.4	8,436.1
Parking Facilities	478.0	185.0	617.9	427.3-
FIRE AND EMERGENCY SERVICES	**79,252.6**	**78,692.2**	**82,519.2**	**81,705.8**
Suppression	66,328.3	65,839.3	69,500.0	68,923.5
Building Maintenance	898.3	898.3	905.9	905.9
Vehicle Maintenance	2,743.1	2,743.1	2,793.8	2,793.8
Prevention	4,209.3	4,126.3	4,231.0	4,134.0
Divisional Support Services	5,073.6	5,085.2	5,088.5	4,948.6
TRANSIT SERVICES	**118,872.4**	**38,297.0**	**120,505.3**	**40,271.1**

* Includes Allocations

Appendix 1 – 2009-2010 Operating Program Summary

2010businessplan&budgetupdate

City Wide Operating Budget 2009-2010 Approved Funding

Program ($'000's)	2009 Gross	2009 Net	2010 Gross	2010 Net
RECREATION AND PARKS	**86,832.2**	**42,927.8**	**89,728.4**	**44,514.5**
Recreation Facilities & Programs	41,548.9	11,416.3	42,589.3	11,724.0
Divisional Support Services *	7,002.6	8,897.8	7,027.7	9,274.7
Boulevards & Forestry	5,169.1	4,865.1	6,106.1	5,215.6
Golf, Marina & Hershey Centre	12,795.6	957.3-	13,047.7	943.2-
Parks Maintenance	17,558.9	16,512.9	18,280.3	17,130.2
Park Planning & Development	2,757.1	2,193.0	2,677.3	2,113.2
LAND DEVELOPMENT SERVICES	**18,220.5**	**4,088.2**	**16,812.1**	**5,924.8**
Development & Design *	5,772.3	5,245.5	5,172.3	6,533.3
Policy Planning	3,235.5	2,559.0	2,824.2	2,443.4
Building Program	8,820.0	3,731.0-	8,414.0	3,185.3-
Committee of Adjustment	392.7	14.7	401.6	133.4
LEGISLATIVE SERVICES	**5,768.4**	**1,450.4-**	**7,569.8**	**1,696.4-**
Office of the City Clerk	3,032.8	2,494.2	3,031.0	2,476.9
Elections	183.5	101.4	2,019.8	105.8
Provincial Offences Act - Court Admin (POA)	2,410.5	4,152.6-	2,377.4	4,385.7-
Council Committees	141.6	106.6	141.6	106.6

* Includes Allocations

Appendix 1 – 2009-2010 Operating Program Summary

2010businessplan&budgetupdate

City Wide Operating Budget 2009-2010 Approved Funding

Program ($'000's)	2009 Gross	2009 Net	2010 Gross	2010 Net
LIBRARY SERVICES	**24,643.8**	**23,482.2**	**25,380.9**	**24,267.1**
Central Library Services	4,828.5	4,487.2	4,993.7	4,612.7
Library Branches	12,398.9	11,391.6	12,983.7	11,897.1
Divisional Support Services	7,416.4	7,603.4	7,403.5	7,757.3
ARTS & CULTURE	**3,284.5**	**2,629.6**	**3,167.8**	**2,682.8**
REGULATORY SERVICES	**11,146.1**	**479.0**	**11,723.9**	**903.3**
STRATEGIC POLICY	**5,726.0**	**4,659.7**	**6,243.7**	**4,754.8**
Environment	530.4	276.4	589.9	281.9
Strategic Community Initiatives	1,035.8	435.8	1,004.2	417.2
Internal Audit	910.0	910.0	1,026.9	1,026.9
Economic Development	1,699.5	1,487.2	1,783.8	1,471.5
Corporate Strategy and Innovation	1,550.3	1,550.3	1,838.9	1,557.3
BUSINESS SERVICES	**44,344.3**	**42,085.4**	**45,501.2**	**43,568.6**
Communications	3,260.0	3,178.4	3,267.4	3,186.8
Customer & Business Service *	2,101.7	3,002.6	2,103.7	3,210.9
Corporate Finance	4,873.0	4,673.0	4,828.8	4,828.8
Corporate Human Resources	4,182.6	4,171.8	4,332.4	4,282.4
Information Technology	16,180.9	14,861.1	16,822.5	15,600.9
Legal Services	4,741.8	4,392.2	4,841.3	4,591.7
Revenue	5,920.5	4,847.5	6,121.3	4,838.3
Geomatics	3,083.8	2,958.8	3,183.8	3,028.8

* Includes Allocations

Appendix 1 – 2009-2010 Operating Program Summary

City Wide Operating Budget 2009-2010 Approved Funding

Program ($'000's)	2009 Gross	2009 Net	2010 Gross	2010 Net
CORPORATE ASSETS	**18,662.6**	**17,837.8**	**19,148.7**	**18,337.4**
Building Maintenance	5,343.9	5,343.9	5,493.2	5,493.2
Capital Projects & Space Planning	2,088.1	2,013.1	2,229.1	2,154.1
Divisional Support Services *	750.5	1,277.9	715.0	1,234.6
Building Operations	4,004.2	3,137.0	4,109.3	3,225.5
Realty Services	961.3	638.3	1,027.4	686.9
Security	3,207.9	3,166.8	3,374.0	3,354.9
Utilities	2,306.7	2,260.8	2,200.7	2,188.2
DEPARTMENTAL BUSINESS SERVICES	**14,629.9**	**127.6-**	**16,050.1**	**43.6-**
Corporate Services *	1,753.5	8.0-	1,821.0	0.0
Community Services *	4,221.2	0.0	4,559.1	0.0
Planning & Building *	3,098.4	0.0	3,318.9	0.0
Transportation & Works *	5,556.8	119.6-	6,351.1	43.6-
MAYOR & MEMBERS OF COUNCIL	**3,954.5**	**3,954.5**	**4,068.0**	**4,068.0**

* Includes Allocations

City Wide Operating Budget 2009-2010 Approved Funding

Program ($'000's)	2009 Gross	2009 Net	2010 Gross	2010 Net
FINANCIAL TRANSACTIONS	**37,035.1**	**29,806.0-**	**33,306.6**	**32,702.0-**
Bank & External Audit Charges	1,011.0	1,011.0	1,036.0	986.0
Benefits and Labour Package	3,061.0	2,541.0	1,876.0	1,356.0
Grants to Volunteer Groups	485.0	443.7	520.0	478.7
Enersource Dividend	0.0	8,000.0-	0.0	8,300.0-
Insurance	7,346.8	3,783.0	7,346.8	3,783.0
Investment Income	0.0	14,310.0-	0.0	14,460.0-
Payments In Lieu of Taxes	100.0	23,433.0-	100.0	23,900.5-
Miscellaneous Revenues and Expenditures	655.4	176.0	626.9	147.5
Prior Year's Surplus & Labour Savings	2,500.0-	5,000.0-	5,000.0-	5,000.0-
Taxation	5,250.5	6,513.1-	5,175.5	7,288.1-
Transfer To and From Reserves	450.0	450.0	450.0	450.0
Workers' Compensation and Rehabilitation	2,310.0	180.0	2,310.0	180.0
Transfer to Capital	18,720.0	18,720.0	18,720.0	18,720.0
Tourism	145.4	145.4	145.4	145.4

* Includes Allocations

Appendix 2 - 2010 Summary of Program Changes

2010businessplan&budgetupdate

Summary by Service

Description	Program Additions	New Revenues	Program Reduction	Efficiencies	Total
Roads, Storm Drainage & Watercourses	1,675,000	(600,000)	(586,100)	(300)	488,600
Fire & Emergency Services	-	(101,500)	(10,900)	-	(112,400)
Transit	2,149,200	(1,442,100)	(1,289,100)	1,137,400	555,400
Recreation & Parks	847,600	(75,000)	(327,300)	(122,200)	323,100
Land Development Services	-	(74,700)	(868,100)	1,143,500	200,700
Legislative Services	-	(16,500)	(135,400)	(200)	(152,100)
Library Services	138,400	-	(2,300)	-	136,100
Arts & Culture	-	-	(7,500)	-	(7,500)
Regulatory	(5,900)	43,000	-	(7,200)	29,900
Strategic Policy	105,000	-	(171,300)	-	(66,300)
Business Services and Corporate Assets	81,000	(447,500)	(710,000)	(19,600)	(1,096,100)
Council	-	-	(27,300)	(300)	(27,600)
Financial Transactions	328,000	(50,000)	-	(852,000)	(574,000)
Total - City-wide	**5,318,300**	**(2,764,300)**	**(4,135,300)**	**1,279,100**	**(302,200)**

Appendix 2 - 2010 Summary of Program Changes

2010businessplan&budgetupdate

2010 Program Change Details

Description	Program Additions	New Revenues	Program Reduction	Efficiencies
Roads, Storm Drainage & Watercourses				
Winter Maintenance Service Levels	1,825,000			
Adjusted Costing for Window Snow Removal Pilot Program	*(400,000)*			
Street Cleanliness	125,000			
Traffic Management	125,000			
Parking Revenues - Public Parking in Civic Precinct Parking Garages and Civic Precint Paid Parking		(270,000)		
Parking Revenues - City Centre On-Street Paid Parking		(425,000)		
Reduced City Centre Parking Revenues		*95,000*		
Elimination of Development Construction Technician			(93,400)	
Elimination of Works Person II Position (Loader Operator)			(61,100)	
Elimination of Service Centre Mechanic			(75,500)	
Elimination of Traffic Planning Technician Position - Offset with Seasonal Temp Hours			(44,300)	
Elimination of Parking Manager Position			(111,800)	
Professional Services - Reduction			(200,000)	
myidea Employee Challenge Program - Elimination of disposable cups				(300)
Total - Roads, Storm Drainage & Watercourses	**1,675,000**	**(600,000)**	**(586,100)**	**(300)**
Fire & Emergency Services				
Charge property owners for services where MFES is requested by an outside agency to assist.		(87,500)		
Increase Fees for Fire Extinguisher Training		(14,000)		
Reduce Staff Development Budget			(4,300)	
My Idea Employee Challenge Program			(6,600)	
Total - Fire & Emergency Services	**-**	**(101,500)**	**(10,900)**	**-**

Highlighted and italicized items approved by Council on January 20, 2010

2010 Program Change Details

Description	Program Additions	New Revenues	Program Reduction	Efficiencies
Transit				
2010 Pro-Rated Ridership Growth Strategy (RGS), Year 4	2,149,200			
New Armoured Courier Contract (Off set by Gas Tax)	-			
Increase to Fare Media Commissions (Offset by Gas Tax)	-			
2010 Pro-Rated Ridership Growth Strategy (RGS), Year 4		(1,442,100)		
Ridership Growth Strategy (RGS) - Revised			(1,000,000)	
Transit Route Eliminations and Frequency Reductions			(280,100)	
Reduction to Staff Development			(9,000)	
myidea Employee Challenge Program				(6,100)
Reduction in transfers from Gas Tax Reserve				*1,143,500*
Total - Mississauga Transit	**2,149,200**	**(1,442,100)**	**(1,289,100)**	**1,137,400**
Recreation & Parks				
Youth Plan	198,000			
Community Common Maintenance	53,900			
Parkland Growth	268,200			
Riverwood Garden Maintenance	84,000			
Naturalized Turf Management	50,000			
Sport Field Fees			(115,000)	
Curtail Fall clean up in parks by two weeks			(106,000)	
Curtail Spring clean up in parks by one week			(53,000)	
Remove Fitness Loyalty Incentive			(30,000)	
Curtail Student Hiring in Parks Planning and Development			(11,300)	
Reduce spending on staff courses and conferences			(4,200)	
Reduce Advertising Budget				(50,000)

Highlighted and italicized items approved by Council on January 20, 2010

2010 Program Change Details

Description	Program Additions	New Revenues	Program Reduction	Efficiencies
Reduce Active Mississauga Guide print run copies				(40,000)
My Idea Employee Challenge Program				(32,200)
Net Decrease in Advertising Budget			*(7,800)*	
Eliminate Forestry Backlog	*193,500*			
Increase Sponsorship Revenue		*(75,000)*		
Total - Recreation & Parks	**847,600**	**(75,000)**	**(327,300)**	**(122,200)**
Land Development Services				
Consent fees increase from $1,400 to $2,000		(13,800)		
Residential Variance fee increases from $400 to $500.		(22,000)		
Commercial Variance fee increases from $700 to $800.		(14,400)		
Increase in Revenue for Mobile Sign Permits		(20,900)		
Increase in Rezoning Applications - My Ideas Program		(3,600)		
Reduction in Reference Materials and Equipment			(15,000)	
Reduction in Urban Design Awards Program			(12,000)	
Reduction in Professional Services - Development and Design			(20,000)	
Reduction in Professional Services - Policy Planning			(150,000)	
Reduction in Mileage Costs			(60,300)	
Reduction in Permanent Labour			(53,400)	
Reduction in Permanent Labour - Early Retirements			(401,100)	
Reduction in Temporary Labour			(139,200)	
Reduction in Course and Conferences			(15,800)	
Net Decrease in Advertising Budget			*(1,300)*	
Reduction in transfers from Planning & Building Reserve				*1,143,500*
	-	**(74,700)**	**(868,100)**	**1,143,500**

Highlighted and italicized items approved by Council on January 20, 2010

Appendix 2 - 2010 Summary of Program Changes

2010businessplan&budgetupdate

2010 Program Change Details

Description	Program Additions	New Revenues	Program Reduction	Efficiencies
Legislative Services				
Increase in Marriage Licence Fee	-	(16,500)		
Reduction in temporary labour for Courthouse public liaison - POA			(29,500)	
Reduction in temporary labour due to restructuring in Clerks' Division			(44,000)	
Reduction of 1 FTE due to restructuring of City Clerk's Office			(54,000)	
Advertisement reduction for Citizen Appointments			(7,200)	
Elimination of Styrofoam Cups				(200)
Net Decrease in Advertising Budget			*(700)*	
Legislative Services	**-**	**(16,500)**	**(135,400)**	**(200)**
Library Services				
Reduce Staff Development Budget			(1,500)	
My Idea Employee Challenge Program			(100)	
Net Decrease in Advertising Budget			*(700)*	
Increase Library Expenditures for Sunday Openings	*138,400*			
Total - Library Services	**138,400**	**-**	**(2,300)**	**-**
Arts & Culture				
Reduction in subscriptions, communication costs and building rent			(6,000)	
Net Decrease in Advertising Budget			*(1,500)*	
Total - Arts & Culture	**-**	**-**	**(7,500)**	**-**

Highlighted and italicized items approved by Council on January 20, 2010

2010 Program Change Details

Description	Program Additions	New Revenues	Program Reduction	Efficiencies
Regulatory				
Mobile Licensing Enforcement Officer - Tow truck inspections (Offset by revenues)	-			
Animal Services Compliance Officer - Door to Door	(5,900)			
New training program for tutorials for students		(24,000)		
myidea Employee Challenge Program				(7,200)
Reduction in Bingo License Revenue		*67,000*		
Total - Regulatory	**(5,900)**	**43,000**	**-**	**(7,200)**
Strategic Policy				
Establish Project Management Support Office - Offset by capital	-			
Business Planning Initiative	10,000			
Economic Development Strategy - Review & Update (Offset by reserves	-			
Strategic Policy				
Consulting Services For I.T. Audit	75,000			
Reduction to Courses & Conferences of 20%			(3,700)	
Net Reduction to Inter Government Relations Work	20,000		(65,400)	
Reduction to Professional Services Economic Development			(22,000)	
Reduction to Professional Services Strategic Planning			(20,000)	
Reduction to Economic Development Advertising & Promotion			(48,000)	
Reduction to Healthy City Stewardship Committee			(5,000)	
Reduction to My Ideas City Wide			(3,200)	
Reduction to MBEC Materials & Supplies			(4,000)	
Total - Strategic Policy	**105,000**	**-**	**(171,300)**	**-**

Highlighted and italicized items approved by Council on January 20, 2010

2010 Program Change Details

Description	Program Additions	New Revenues	Program Reduction	Efficiencies
BSCA				
Business Services				
Maintenance Fee for Enhanced routing of 3-1-1 calls	25,000			
Remove Microsoft Office product from Enterprise Agreement and Software			(250,000)	
Mortgage Administration Fee		(400,000)		
Reduction in Temporary Labour in Revenue & Materiel Management			(18,500)	
Reduction in Health and Wellness Program			(5,000)	
Reduction in Market Research Costs			(73,000)	
Restructuring of Communications Division			(56,900)	
Electronic Greeting Cards - Mayor & Council				(4,200)
Electronic Greeting Cards - Senior Staff				(500)
Elimination of Styrofoam Cups				(1,100)
Fees for New Municipal Addresses		(30,000)		
Reduction in Labour - Geomatics			(62,200)	
Net Decrease in Advertising Budget			*(7,400)*	
Senior & Disabled People Tax Rebate Program	*56,000*			
Total - Business Services	**81,000**	**(430,000)**	**(473,000)**	**(5,800)**
Corporate Assets				
Temporary Project Co-ordinators (cost offset from Capital recovery)	-			
Washroom building cleaning cost for new Community Commons Park (cost offset by allocation to Community Services Department)	-			

Highlighted and italicized items approved by Council on January 20, 2010

2010 Program Change Details

Description	Program Additions	New Revenues	Program Reduction	Efficiencies
Recover labour cost for nominal disposal transactions		(17,500)		
Deletion of two co-op students positions			(54,800)	
Reduce Living Arts Centre garage temperature - Myidea				(12,400)
Reduce use of styrofoam cups - Myidea				(900)
Total - Corporate Assets	**-**	**(17,500)**	**(54,800)**	**(13,300)**
Departmental Business Services				
Marketing Communications and Public Information Strategy, fully	-			
Commissioners Forego 2010 Economic Adjustment			(16,400)	
Curtail Student Hiring in Community Services			(3,700)	
Staff Development Reduction in Community Services			(1,700)	
Reduction in Labour Costs in Planning & Building			(45,500)	
Reduction in Material and Supplies in Planning & Building			(17,400)	
Staff Development Reduction in Planning & Building			(2,900)	
Reduction to Professional Services in Transportation & Works			(50,000)	
Staff Development Reduction in Transportation & Works			(1,000)	
Elimination of Styrofoam Cups				(500)
Net Decrease in Advertising Budget			*(43,600)*	
Departmental Business Services	**-**	**-**	**(182,200)**	**(500)**
Council				
Mayor and members of Council forgo economic adjustment			(27,300)	
Elimination of Styrofoam Cups				(300)
Total - Council	**-**	**-**	**(27,300)**	**(300)**

Highlighted and italicized items approved by Council on January 20, 2010

Appendix 2 - 2010 Summary of Program Changes

2010 Program Change Details

Description	Program Additions	New Revenues	Program Reduction	Efficiencies
Financial Transactions				
Youth Plan Grant	20,000			
Purchase Card rebate program		(50,000)		
Reduction in the transfers to Reserve for Assessment Appeals				(852,000)
Senior & Disabled People Tax Rebate Program	*308,000*			
Total - Financial Transactions	**328,000**	**(50,000)**	**-**	**(852,000)**
Total - City-wide	**5,318,300**	**(2,764,300)**	**(4,135,300)**	**1,279,100**

Highlighted and italicized items approved by Council on January 20, 2010

Appendix 3 – 2010 Summary of Staff Complement

2010businessplan&budgetupdate

City Wide Summary

Program	2008 Total Full-Time Equivalent FTE's	2009 Total Full-Time Equivalent FTE's	2010 Total Full-Time Equivalent FTE's
ROADS AND STORM DRAINAGE	**375.0**	**385.5**	**386.5**
Maintenance Control	118.0	120.5	124.5
Development Construction	13.0	13.0	12.0
Engineering & Works	53.0	59.4	59.4
Corporate Fleet Maintenance	27.0	28.7	27.7
Transportation & Infrastructure Planning	44.0	43.5	43.5
Crossing Guards	67.0	68.9	68.9
Traffic Management	53.0	49.5	49.5
Parking Facilities	0.0	2.0	1.0
FIRE AND EMERGENCY SERVICES	**705.0**	**704.0**	**704.0**
Suppression	616.0	616.0	616.0
Building Maintenance	2.0	2.0	2.0
Vehicle Maintenance	10.0	10.0	10.0
Prevention	39.0	38.0	38.0
Divisional Support Services	38.0	38.0	38.0
TRANSIT SERVICES	**1,104.0**	**1,177.0**	**1,170.0**
RECREATION AND PARKS	**1,093.0**	**1,104.0**	**1,118.0**
Recreation Facilities & Programs	629.0	632.0	641.5
Divisional Support Services	64.0	72.0	72.0
Boulevards & Forestry	44.0	42.0	45.0
Golf, Marina & Hershey Centre	71.0	71.0	71.0
Parks Maintenance	252.0	250.0	251.5

Appendix 3 – 2010 Summary of Staff Complement

2010businessplan&budgetupdate

City Wide Summary	2008 Total Full-Time Equivalent FTE's	2009 Total Full-Time Equivalent FTE's	2010 Total Full-Time Equivalent FTE's
Program			
Park Planning & Development	33.0	37.0	37.0
LAND DEVELOPMENT SERVICES	**184.2**	**169.0**	**162.3**
Development & Design	53.7	53.6	49.9
Policy Planning	21.3	23.3	21.8
Building Program	106.2	89.1	87.6
Committee of Adjustment	3.0	3.0	3.0
LEGISLATIVE SERVICES	**59.9**	**60.7**	**63.2**
Office of the City Clerk	40.2	40.2	38.0
Elections	1.0	1.8	7.0
Provincial Offences Act - Court Admin (POA)	18.7	18.7	18.2
LIBRARY SERVICES	**341.0**	**331.0**	**333.0**
Central Library Services	83.0	78.0	78.0
Public Service	222.0	217.0	219.0
Divisional Support Services	36.0	36.0	36.0
ARTS & CULTURE	**12.6**	**13.4**	**13.4**
REGULATORY SERVICES	**126.0**	**127.0**	**129.0**

Appendix 3 – 2010 Summary of Staff Complement

2010businessplan&budgetupdate

City Wide Summary

Program	2008 Total Full-Time Equivalent FTE's	2009 Total Full-Time Equivalent FTE's	2010 Total Full-Time Equivalent FTE's
STRATEGIC POLICY	**45.5**	**40.9**	**43.4**
Environment	3.5	3.5	4.0
Strategic Community Initiatives	0.0	4.0	4.0
City Manager's Office	13.0	2.0	2.0
Corporate Strategy and Innovation	0.0	9.6	11.6
Building a City for the 21st Century	8.0	0.0	0.0
Internal Audit	7.0	7.0	7.0
Economic Development	14.0	14.8	14.8
BUSINESS SERVICES	**403.4**	**408.4**	**401.2**
Communications	43.0	42.5	41.5
Customer & Business Services	28.0	32.6	29.9
Corporate Finance	52.5	51.5	50.9
Corporate Human Resources	33.5	35.0	34.5
Information Technology	117.4	115.8	113.8
Legal Services	32.5	33.5	33.5
Revenue and Material Management	66.5	66.5	67.1
Geomatics	30.0	31.0	30.0

Appendix 3 – 2010 Summary of Staff Complement

2010businessplan&budgetupdate

City Wide Summary

Program	2008 Total Full-Time Equivalent FTE's	2009 Total Full-Time Equivalent FTE's	2010 Total Full-Time Equivalent FTE's
CORPORATE ASSETS	**168.4**	**175.9**	**175.1**
Building Maintenance	26.0	29.0	29.0
Capital Projects & Space Planning	31.0	32.0	33.0
Divisional Support Services	9.0	9.0	7.0
Building Operations	41.7	42.4	42.4
Realty Services	10.0	10.0	10.0
Security	47.7	50.5	50.7
Utilities	3.0	3.0	3.0
DEPARTMENTAL BUSINESS SERVICES	**137.0**	**151.5**	**151.8**
Corporate Services	17.0	17.0	17.0
Community Services	42.0	41.0	41.5
Planning & Building	23.0	36.5	35.3
Transportation & Works	55.0	57.0	58.0
MAYOR & MEMBERS OF COUNCIL	**39.2**	**39.2**	**39.2**
Mayor's Office	5.0	5.0	5.0
Councillors' Offices	34.2	34.2	34.2
CITY TOTAL	**4,794.2**	**4,887.5**	**4,890.1**

Appendix 4 – 2010 Capital Budget Summary

2010businessplan&budgetupdate

City Wide Capital Budget Summary - 2010 Approved Funding

(000's)

Service	Gross Cost	Recovery/ Subsidy	Net Cost	Growth	Non-Growth
	$	$	$	$	$
Roads, Storm Drainage and Watercourses					
Bridge and Structure Rehabilitation	4,500	0	4,500	0	4,500
Major Roads	32,796	5,263	27,533	22,850	4,683
Other Engineering	26,019	0	26,019	16,471	9,548
Roadway Rehabilitation	21,250	0	21,250	0	21,250
Storm Drainage	12,852	0	12,852	10,205	2,647
Subtotal Roads, Storm Drainage and Watercourses	**97,417**	**5,263**	**92,154**	**49,526**	**42,628**
Fire and Emergency Services	1,323	0	1,323	0	1,323
Transit	169,795	46,751	123,044	75,531	47,513
Recreation and Parks	21,944	114	21,830	4,007	17,823
Library Services	3,503	0	3,503	583	2,920
Business Services (IT and Other)	10,031	0	10,031	0	10,031
Corporate Assets (F&PM)	14,973	0	14,973	0	14,973
Total City Wide 2010 Capital Budget	**318,986**	**52,128**	**266,858**	**129,647**	**137,211**

Numbers may not add due to rounding

Service Capital Budget Summary - 2010 Approved Funding
(000's)

Project Number	Project Name	Gross Cost	Recovery	Net Cost	Funding Sources*	Growth	Non-Growth
		$	$	$		$	$
Roads, Storm Drainage and Watercourses							
Bridge and Structure Rehabilitation							
10150	Bridge Repairs	130	0	130	CRF	0	130
10151	Bridge Structure Detail Inspections & Design at various locations	175	0	175	CRF	0	175
10152	Hurontario Street, 0.30 km S. of Hwy. 403	1,800	0	1,800	CRF	0	1,800
10153	Burnhamthorpe Road Bridge over Little Etobicoke Creek	870	0	870	CRF	0	870
10154	Birchwood Drive over Birchwood Creek	350	0	350	CRF	0	350
10155	Orr Road over Sheridan Creek Tributary	335	0	335	CRF	0	335
10156	Burnhamthorpe Road Bridge over Etobicoke Creek Tributary	230	0	230	CRF	0	230
10157	Thornlodge Drive over Loyalist Creek	130	0	130	CRF	0	130
10158	Harborn Road over Mary Fix Creek	480	0	480	CRF	0	480
Total Bridge and Structure Rehabilitation		**4,500**	**0**	**4,500**		**0**	**4,500**

Service Capital Budget Summary - 2010 Approved Funding
(000's)

Project Number	Project Name	Gross Cost	Recovery	Net Cost	Funding Sources*	Growth	Non-Growth
		$	$	$		$	$
Major Roads							
10101	Intersection Capital Program	1,353	0	1,353	DCA-CWE	1,353	0
10102	Burnhamthorpe Road East - Arista Way to Dixie Road	3,500	0	3,500	RIMRF/RFGTRF	0	3,500
10103	Drew Road Grade Separation - Class EA	250	0	250	DCA-CWE	250	0
10104	Goreway Drive Grade Separation Phase 1 of 3	4,000	2,000	2,000	DCA-CWE	2,000	0
10105	Argentia Road - Tenth Line West to Ninth Line	4,350	3,263	1,087	DCA-CWE	1,087	0
10106	Hurontario Street /Highway 401 Structure Widening Phase 3 of 3	3,000	0	3,000	DCA-CWE/CRF	1,900	1,100
10107	Torbram Road Grade Separation	7,000	0	7,000	DCA-CWE	7,000	0
10109	Drew Road - Dixie Road to Tomken Road	8,760	0	8,760	DCA-CWE	8,760	0
10112	Drew Road Widening - Torbram Road to 660m Easterly	250	0	250	DCA-CWE	250	0
10115	Courtneypark Drive East - Kennedy Road to Dixie Road	250	0	250	DCA-CWE	250	0
10122	Preliminary Engineering Studies	83	0	83	CRF	0	83
Total Major Roads		**32,796**	**5,263**	**27,533**		**22,850**	**4,683**

Appendix 4 – 2010 Capital Budget Summary

2010businessplan&budgetupdate

Service Capital Budget Summary - 2010 Approved Funding
(000's)

Project Number	Project Name	Gross Cost	Recovery	Net Cost	Funding Sources*	Growth	Non-Growth
		$	$	$		$	$
Other Engineering							
10160	Vehicle & Equipment Replacement	1,696	0	1,696	MFVERF	0	1,696
10161	Noise Wall Program	3,580	0	3,580	CRF	0	3,580
10162	Specialized Equipment	50	0	50	CRF	0	50
10163	Integrated Road Safely Program (IRSP)	200	0	200	CRF	0	200
10164	Automated Vehicle Locator	150	0	150	CRF	0	150
10165	Sidewalks	947	0	947	DCA-CWE	947	0
10166	Topographical Updating	90	0	90	CRF	0	90
10167	Cycling Program	3,770	0	3,770	DCA-CWE	3,770	0
10169	Street Cleanliness	100	0	100	CRF	0	100
10170	Field Equipment Replacement - Traffic Controllers	190	0	190	CRF	0	190
10171	Traffic Signal Equipment Enhancements	155	0	155	DCA-CWE/CRF	98	57
10172	LED City Wide Traffic Signal Lense Replacement	375	0	375	CRF	0	375
10173	Traffic System and ITS	100	0	100	DCA-CWE/CRF	100	0
10174	Traffic Signal Pre-Emption	480	0	480	DCA-CWE	480	0

Service Capital Budget Summary - 2010 Approved Funding
(000's)

Project Number	Project Name	Gross Cost	Recovery	Net Cost	Funding Sources*	Growth	Non-Growth
		$	$	$		$	$
10194	Salt Management Program	50	0	50	CRF	0	50
10195	Streetlighting	1,409	0	1,409	CRF	0	1,409
10197	Property Acquisition	8,610	0	8,610	DCA-CWE/OERF	8,610	0
10198	Traffic Signals	1,567	0	1,567	DCA-CWE/ RIMRF/TSRF	1,567	0
10199	Parking Structure Desgin-Living Arts Centre	1,000	0	1,000	DCA-PKG/CRF	900	100
10200	Living Arts Centre Parking Garage Modifications	1,500	0	1,500	CRF	0	1,500
Total Other Engineering		**26,019**	**0**	**26,018**		**16,471**	**9,547**
Roadway Rehabilitation							
10100	Roadway Rehabilitation	21,100	0	21,100	RIMRF	0	21,100
10125	Crack Sealing	100	0	100	RIMRF	0	100
10127	Parking Lot Rehabilitation	50	0	50	RIMRF	0	50
Total Roadway Rehabilitation		**21,250**	**0**	**21,250**		**0**	**21,250**
Storm Drainage							
10130	Storm Sewer Oversizing - Various Locations	204	0	204	DCA-ST	204	0
10132	Cooksville Creek Erosion Control - North of Dundas Street	170	0	170	DCA-ST/CRF	5	165

Service Capital Budget Summary - 2010 Approved Funding
(000's)

Project Number	Project Name	Gross Cost	Recovery	Net Cost	Funding Sources*	Growth	Non-Growth
		$	$	$		$	$
10133	Cooksville Creek Erosion Control - Camilla Road to North Service Road	270	0	270	DCA-ST/CRF	8	262
10134	Monitoring and minor modification of SWM Facilites	80	0	80	DCA-ST	80	0
10135	Credit River Erosion Control - South of Dundas Street West	160	0	160	DCA-ST/CRF	3	157
10136	Cooksville Creek Erosion Control - Dundas Street East to King Street East	410	0	410	DCA-ST/CRF	12	398
10137	Credit River Erosion Control - Adjacent to Ostler Court	1,260	0	1,260	DCA-ST/CRF	23	1,237
10138	Mary Fix Creek Erosion Control - Harborn Road to Premium Way	170	0	170	DCA-ST/CRF	8	162
10141	Retrofit Loyalist Creek SWM Pond #5901 - West of Winston Churchill	2,713	0	2,713	DCA-ST	2,713	0
10142	Retrofit Loyalist Creek SWM Pond #5903 - West of Winston Churchill	2,054	0	2,054	DCA-ST	2,054	0
10143	Meadowvale Business Pk District(N16 D)Remaining Channel & Culvert	1,932	0	1,932	DCA-ST	1,932	0
10144	Land Acquisition-Meadowvale Business Park District(North 16)	1,186	0	1,186	DCA-ST	1,186	0
10145	Minor Erosion Control Works - Various Locations	80	0	80	DCA-ST/CRF	3	77

Service Capital Budget Summary - 2010 Approved Funding
(000's)

Project Number	Project Name	Gross Cost	Recovery	Net Cost	Funding Sources*	Growth	Non-Growth
		$	$	$		$	$
10146	Sawmill Creek Erosion Control - South of Burnhamthorpe Road West	200	0	200	DCA-ST/CRF	11	189
10147	Cooksville Creek Erosion Control - Willa to Orano Design	180	0	180	DCA-ST/CRF	180	0
10148	Sheridan Creek Erosion Control - Benedet Drive Design	50	0	50	DCA-ST/CRF	50	0
10149	Land Acquisition - N16 District SWM Ponds #5502 and #5503	1,733	0	1,733	DCA-ST	1,733	0
Total Storm Drainage		**12,852**	**0**	**12,852**		**10,205**	**2,647**
Total Roads, Storm Drainage and Watercourses		**97,417**	**5,263**	**92,153**		**49,526**	**42,627**
Fire and Emergency Services							
Vehicles and Equipment							
10253	Fire Accessory Equipment	146	0	146	FVERRF	0	146
10254	Traffic Signal Pre-emption Equipment	20	0	20	FVERRF	0	20
10256	Fire Vehicle Replacement	765	0	765	FVERRF	0	765
10258	Personal Protective Equipment Replacement	195	0	195	FVERRF	0	195
10260	Refurbish Fire Vehicles	197	0	197	FVERRF	0	197
Total Vehicles and Equipment		**1,323**	**0**	**1,323**		**0**	**1,323**
Total Fire and Emergency Services		**1,323**	**0**	**1,323**		**0**	**1,323**

Service Capital Budget Summary - 2010 Approved Funding
(000's)

Project Number	Project Name	Gross Cost	Recovery	Net Cost	Funding Sources*	Growth	Non-Growth
		$	$	$		$	$
Mississauga Transit							
Buildings							
10234	Bicycle Storage facilities	380	0	380	MBRF	380	0
10236	Transit Central Parkway Campus Expansion & Refurbishment	2,500	0	2,500	RFGTRF	2,500	0
Total Buildings		**2,880**	**0**	**2,880**		**2,880**	**0**
Buses							
10201	Transit Bus Acquisitions - Growth	4,040	0	4,040	DCA-TRAN/ RFGTRF	4,040	0
10202	Transit Bus Acquisitions - Replacement	35,110	5,415	29,695	MO2020RF/ RFGTRF	0	29,695
10203	Transit Capital Bus Maintenance - Major Component Rehabilitation/Replacement	1,200	0	1,200	RFGTRF	0	1,200
10218	Transit Radio System Acquisitions - Growth	70	0	70	DCA-TRAN/CRF	63	7
10220	Transit Security Improvements/Enhancements	1,500	0	1,500	RFGTRF	1,500	0
10222	Transit Farebox Acquisitions - Growth	162	0	162	DCA-TRAN/CRF	162	0
10223	Transit GTA Farecard Project	6,320	2,100	4,220	PTGRF	0	4,220
Total Buses		**48,402**	**7,515**	**40,887**		**5,765**	**35,122**

Service Capital Budget Summary - 2010 Approved Funding (000's)

Project Number	Project Name	Gross Cost	Recovery	Net Cost	Funding Sources*	Growth	Non-Growth
		$	$	$		$	$
Higher Order Transit							
10231	Transit Hurontario Corridor Study	3,600	450	3,150	MO2020RF/ MRTRF	0	3,150
10242	Transit BRT - Construction Phase 3	105,413	38,786	66,627	CRF/MRTRF	66,627	0
Total Higher Order Transit		**109,013**	**39,236**	**69,777**		**66,627**	**3,150**
On-street Facilities							
10214	Transit Customer Information	50	0	50	CRF	0	50
10221	Transit Terminals - Security Cameras	50	0	50	RFGTRF	50	0
10224	Transit Bus Stops/Pads/Signs - Growth	135	0	135	DCA-TRAN/CRF	121	14
10225	Transit Bus Stops/Pads/Signs - Replacement	140	0	140	RFGTRF	0	140
10227	Transit Mini Terminals/Bays/Bus Loops - Replacement	100	0	100	CRF	0	100
Total On-street Facilities		**475**	**0**	**475**		**171**	**304**
Other Transit							
10241	Transit 2010 - Information Systems	8,000	0	8,000	RFGTRF	0	8,000
10243	Transit Stop Identification (MiWay)	500	0	500	RFGTRF	0	500
Total Other Transit		**8,500**	**0**	**8,500**		**0**	**8,500**

Service Capital Budget Summary - 2010 Approved Funding
(000's)

Project Number	Project Name	Gross Cost	Recovery	Net Cost	Funding Sources*	Growth	Non-Growth
		$	$	$		$	$
Vehicles and Equipment							
10205	Transit Route Supervisor Vehicle Acquisitions - Growth	70	0	70	DCA-TRAN/ TVERRF	63	7
10206	Transit Change-Off Vehicle Acquisitions - Replacement	50	0	50	TVERRF	0	50
10211	Transit Change-Off Vehicle Acquisitions - Growth	25	0	25	DCA-TRAN/CRF	25	0
10213	Transit Capital Equipment Acquisition - Maintenance Section	100	0	100	RFGTRF	0	100
10217	Transit Operating System (TOS) Replacement	280	0	280	RFGTRF	0	280
Total Vehicles and Equipment		**525**	**0**	**525**		**88**	**437**
Total Mississauga Transit		**169,795**	**46,751**	**123,044**		**75,531**	**47,513**

Appendix 4 – 2010 Capital Budget Summary

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Service Capital Budget Summary - 2010 Approved Funding
(000's)

Project Number	Project Name	Gross Cost	Recovery	Net Cost	Funding Sources*	Growth	Non-Growth
		$	$	$		$	$
Recreation and Parks Services							
City Wide Facilities							
10300	Class 1 & 3 Trails - Design	100	0	100	DCA-REC	100	0
10301	Street Furniture in various locations	170	0	170	PORF	0	170
10302	Parkway Belt Development (P302) Design & Presite work	820	0	820	DCA-REC/CRF	820	0
10304	Heritage designation surveys and plaques	15	0	15	CRF	0	15
10320	Site Investigations/ Appraisals/ Audits	108	0	108	CIL-OS	108	0
Total City Wide Facilities		**1,213**	**0**	**1,213**		**1,028**	**185**
City Wide Recreation							0
10430	Meadowvale Community Centre Renovation - Design	1,349	0	1,349	CRF	0	1,349
10431	Port Credit Arena Renovation - Construction	10,000	0	10,000	CIL-OS	0	10,000
10440	Museum Collection Facility - Feasibility Study	50	0	50	CRF	0	50
10441	Arboretum/Memorial Forest Study	75		75	CRF	0	75
10442	Parks and Forestry - Various Studies	50	0	50	CRF	0	50
Total City Wide Recreation		**11,524**	**0**	**11,524**		**0**	**11,524**
Facility Renovation							
Total Facility Renovation		**0**	**0**	**0**		**0**	**0**
Facility Renovations & Rehabilitation							

Service Capital Budget Summary - 2010 Approved Funding
(000's)

Project Number	Project Name	Gross Cost	Recovery	Net Cost	Funding Sources*	Growth	Non-Growth
		$	$	$		$	$
10428	Renovations and Rehabilitation projects - various Community Centres	477	0	477	CIL-OS	0	477
Total Facility Renovations & Rehabilitation		**477**	**0**	**477**		**0**	**477**

Service Capital Budget Summary - 2010 Approved Funding
(000's)

Project Number	Project Name	Gross Cost	Recovery	Net Cost	Funding Sources*	Growth	Non-Growth
		$	$	$		$	$
Park Facility Installation							
10305	Spray Pad at Huron Heights - Construction	351	0	351	BIG-MCR	351	0
10306	Lisgar Fields Washrooms - Design	58	0	58	CIL-OS	58	0
10307	New Playground - Standard - P493	67	0	67	DCA-REC	67	0
10308	New Playground-Standard - Southlawn	67	0	67	DCA-REC	67	0
10310	New skateboard park in Ward 8	116	0	116	BIG-MCR	116	0
10311	2 senior soccer goal posts-Southlawn	13	0	13	DCA-REC	13	0
Total Park Facility Installation		**672**	**0**	**672**		**672**	**0**
Parkland Redevelopment							
10303	Playground Redevelopment - Various Sites	921	0	921	CRF	0	921
10309	Bridges and Underpasses - Various Repairs	114	0	114	CRF	0	114
10312	Meadow Green Parking Lot	122	0	122	DCA-REC/CRF	122	0
10316	Restoration of bridge in Valley Park-design	30	0	30	CRF	0	30
10317	Albert McBride - Landscape Improvements - construction	508	0	508	CRF	0	508
10327	Wildwood - Park review and needs assessment	90	0	90	CRF	0	90
Total Parkland Redevelopment		**1,785**	**0**	**1,785**		**122**	**1,663**

Service Capital Budget Summary - 2010 Approved Funding
(000's)

Project Number	Project Name	Gross Cost	Recovery	Net Cost	Funding Sources*	Growth	Non-Growth
		$	$	$		$	$
Parkland Development							
10313	Lions Park Improvements & Play Equipment	400	0	400	PORF	0	400
10314	Demolition & Restoration - 1976 Lushes Avenue	70	0	70	CRF	0	70
10315	Future Greenbelt Development - Harris	106	0	106	DCA-REC/CRF	106	0
10318	Site Predevelopment Studies and Design (P492)	45	0	45	DCA-REC/CRF	45	0
10323	Madill Common Park - Construction	510	0	510	DCA-REC	510	0
10324	DEZEN/BEN TED - construction	616	0	616	DCA-REC	616	0
10325	Woodlot Basic Development - DEZEN	31	0	31	DCA-REC	31	0
10326	Southlawn Sanford Farm - Construction	697	0	697	DCA-REC	697	0
Total Parkland Development		**2,475**	**0**	**2,475**		**2,005**	**470**
Parks Maintenance							
10363	Golf Course Maintenance	78	0	78	CRF	0	78
10364	Lakeview GC - Fence Replacement	100	0	100	CRF	0	100
10379	Pathway Reconstruction	27	0	27	CRF	0	27
10381	Installation of Recognition Plaques	10	0	10	CRF	0	10

Service Capital Budget Summary - 2010 Approved Funding
(000's)

Project Number	Project Name	Gross Cost	Recovery	Net Cost	Funding Sources*	Growth	Non-Growth
		$	$	$		$	$
10384	Installation of Park & Greenbelt Fencing	51	0	51	CRF	0	51
10386	Replacement of Park Furnishings	50	0	50	CRF	0	50
10388	Turf Renovation Program	25	0	25	CRF	0	25
10390	Bunker maintenance/repairs - North/West District	40	0	40	CRF	0	40
Total Parks Maintenance		**381**	**0**	**381**		**0**	**381**
Sport Field Maintenance							
10370	Lit Sports Field Maintenance - Various Locations	327	0	327	CRF	0	327
10371	Tennis Court Maintenance - Various Locations	186	114	72	CRF	0	72
10372	Unlit Sports Field Maintenance - Various Locations	130	0	130	CRF	0	130
Total Sport Field Maintenance		**643**	**114**	**529**		**0**	**529**
Urban Forestry							
10402	Park Tree Plantings	72	0	72	CRF	0	72
10403	Playground Tree Plantings	16	0	16	CRF	0	16
10404	Protective fencing and signage for P467	31	0	31	CRF	0	31
10405	Woodland Management	59	0	59	CRF	0	59
10406	Woodland Hazardous Tree Mitigation	100	0	100	CRF	0	100

Service Capital Budget Summary - 2010 Approved Funding
(000's)

Project Number	Project Name	Gross Cost	Recovery	Net Cost	Funding Sources*	Growth	Non-Growth
		$	$	$		$	$
10407	Naturalization/Plantings	81	0	81	CRF	0	81
10410	City Environmental Events	56	0	56	CRF	0	56
10411	Tree Plantings - New Subdivisions	600	0	600	STPRF	0	600
10412	Tree Plantings - Road Reconstruction	41	0	41	STPRF	0	41
10413	Greenbelt Plantings	51	0	51	CRF	0	51
10414	Streetscape Beautification	56	0	56	CRF	0	56
10415	Surveying/Removal of Encroachments	26	0	26	CRF	0	26
Total Urban Forestry		**1,189**	**0**	**1,189**		**0**	**1,189**
Vehicles, Equipment							
10420	BraeBen Golf Course Equipment - Replacement	35	0	35	BHGCRF	0	35
10421	Golf Cart Replacement Program	21	0	21	CRF	0	21
10422	Non-Growth Related Equipment	255	0	255	CIL-OS	0	255
10423	Growth Related Equipment	200	0	200	DCA-PUBWRKS/ CRF	180	20
10424	Recreation Program Equipment	432	0	432	CIL-OS/CRF	0	432
10425	Hershey Score Clock Replacement	644	0	644	CIL-OS	0	644
Total Vehicles, Equipment		**1,587**	**0**	**1,587**		**180**	**1,407**
Total Recreation and Parks Services		**21,945**	**114**	**21,831**		**4,007**	**17,824**

Service Capital Budget Summary - 2010 Approved Funding
(000's)

Project Number	Project Name	Gross Cost	Recovery	Net Cost	Funding Sources*	Growth	Non-Growth
		$	$	$		$	$
Mississauga Library Services							
Buildings							
10271	Library Renovations	49	0	49	FRRRF	0	49
10272	Woodlands Library - Renovations Construction	1,636	0	1,636	FRRRF	0	1,636
10430	Meadowvale Library - New Branch - Design Phase II	648		648	DCA - LIB/CRF	583	65
Total Buildings		**2,333**	**0**	**2,333**		**583**	**1,750**
Materials and Equipment							
10274	Self-Serve Technology	1,044	0	1,044	CRF	0	1,044
10275	Library Programme Equipment Replacement	126	0	126	CRF	0	126
Total Materials and Equipment		**1,170**	**0**	**1,170**		**0**	**1,170**
Total Mississauga Library Services		**3,503**	**0**	**3,503**		**583**	**2,920**

Service Capital Budget Summary - 2010 Approved Funding (000's)

Project Number	Project Name	Gross Cost	Recovery	Net Cost	Funding Sources*	Growth	Non-Growth
		$	$	$		$	$
Business Services							
Applications							
10503	CLASS POS Expansion to other Recreation facilities	80	0	80	CRF	0	80
10504	Wells MaitreD Restaurant Sys Upgrade (Braeben/Ice Breakers)	120	0	120	CRF	0	120
10506	SAP - Enterprise System Enhancements	250	0	250	CRF	0	250
10507	SAP Implement Business Intelligence Enhancements	200	0	200	CRF	0	200
10508	SAP Support Year End, T4 & Tax Updates	300	0	300	CRF	0	300
10514	Minor Projects	50	0	50	CRF	0	50
10540	Portal Applications	100	0	100	CRF	0	100
10542	Desktop Software Licenses	400	0	400	CRF	0	400
10544	Portfolio, Pipeline, Resource Management System	150	0	150	CRF	0	150
10545	Fire Attendance System	100	0	100	CRF	0	100
10546	Sharepoint Implementation City wide	100	0	100	CRF	0	100
10547	Windows Desktop Operating System Upgrade	150	0	150	CRF	0	150
10550	Dynix - Library System	500	0	500	CRF	0	500
10551	Election System	400	0	400	CRF	0	400

Service Capital Budget Summary - 2010 Approved Funding
(000's)

Project Number	Project Name	Gross Cost	Recovery	Net Cost	Funding Sources*	Growth	Non-Growth
		$	$	$		$	$
10560	Field Automation	350	0	350	CRF	0	350
10570	PCI System Compliance	300	0	300	CRF	0	300
10580	Parking Control System Upgrade	250	0	250	CRF	0	250
Total Applications		**3,800**	**0**	**3,800**		**0**	**3,800**
Infrastructure							
10520	Servers Capacity Expansion	400	0	400	CRF	0	400
10521	Servers Replacement	350	0	350	CRF	0	350
10523	Business Continuity & Disaster Readiness	2,600	0	2,600	CRF	0	2,600
10524	Network Fibre/ Wireless Infrastructure	900	0	900	CRF	0	900
10525	Network Replacement & Upgrade	275	0	275	CRF	0	275
10526	Replacement of Phones	200	0	200	CRF	0	200
10555	Network Switches Replacement - Core	300	0	300	CRF	0	300
10583	Business/Vehicle/Lottery Licensing to Hansen	150	0	150	CRF	0	150
Total Infrastructure		**5,175**	**0**	**5,175**		**0**	**5,175**

Service Capital Budget Summary - 2010 Approved Funding
(000's)

Project Number	Project Name	Gross Cost	Recovery	Net Cost	Funding Sources*	Growth	Non-Growth
		$	$	$		$	$
PC Replacement and Peripherals							
10527	Peripheral Equipment at Library /Community Centre Facilities	90	0	90	CRF	0	90
10528	Peripheral Equipment - Corporate Services /Mayor/Councillors	25	0	25	CRF	0	25
10529	Peripheral Equipment for Transportation and Works	25	0	25	CRF	0	25
10530	PC and Notebook Replacement	800	0	800	CRF	0	800
Total PC Replacement and Peripherals		**940**	**0**	**940**		**0**	**940**
Vehicles, Equipment and Other							
Miscellaneous Equipment							
10640	Departmental Miscellaneous Equipment	14	0	14	CRF	0	14
10641	Miscellaneous Equipment - Print Shop	15	0	15	CRF	0	15
Total Miscellaneous Equipment		**29**	**0**	**29**		**0**	**29**
Audiovisual Equipment							
10642	Audiovisual Equipment Purchase & Replacement	87	0	87	CRF	0	87
Total Audiovisual Equipment		**87**	**0**	**87**		**0**	**87**
Studies							
Total Studies		**0**	**0**	**0**		**0**	**0**
Total Business Services		**10,031**	**0**	**10,031**		**0**	**10,031**

Service Capital Budget Summary - 2010 Approved Funding (000's)

Project Number	Project Name	Gross Cost	Recovery	Net Cost	Funding Sources*	Growth	Non-Growth
		$	$	$		$	$
Corporate Assets							
Capital Construction & Improvement							
10743	Accessibility Upgrades	424	0	424	FRRRF	0	424
Total Capital Construction & Improvement		**424**	**0**	**424**		**0**	**424**
Facility Services							
10732	Signage	27	0	27	FRRRF	0	27
10733	Energy Management	562	0	562	FRRRF	0	562
10734-10736	Security	68	0	68	FRRRF	0	68
Total Facility Services		**657**	**0**	**657**		**0**	**657**
Life Cycle Maintenance							
10702-10706	HVAC Systems	1,504	0	1,504	FRRRF	0	1,504
10708-10709	Roofing Systems	1,178	0	1,178	FRRRF	0	1,178
10710-10713	Mechanical Systems	1,299	0	1,299	FRRRF	0	1,299
10714-10719/ 10780	Electrical Systems	2,099	0	2,099	FRRRF	0	2,099

Service Capital Budget Summary - 2010 Approved Funding
(000's)

Project Number	Project Name	Gross Cost	Recovery	Net Cost	Funding Sources*	Growth	Non-Growth
		$	$	$		$	$
10720-10723/ 10725-10731	Structural	2,483	0	2,483	FRRRF	0	2,483
10765	Site Services	76	0	76	FRRRF	0	76
10770	Inspections	106	0	106	FRRRF	0	106
10775	Emergency	265	0	265	FRRRF	0	265
Total Life Cycle Maintenance		**9,010**	**0**	**9,010**		**0**	**9,010**
Space Planning							
10738	Furniture	106	0	106	CRF	0	106
10740	Relocation & Office Accommodation	4,671	0	4,671	FRRRF	0	4,671
Total Space Planning		**4,777**	**0**	**4,777**		**0**	**4,777**
Vehicles and Equipment							
10741	Equipment	60	0	60	CRF	0	60
10742	Vehicles	45	0	45	CRF	0	45
Total Vehicles and Equipment		**105**	**0**	**105**		**0**	**105**
Total Corporate Assets		**14,973**	**0**	**14,973**		**0**	**14,973**
Total City 2010 Capital Budget		**318,986**	**52,128**	**266,858**		**129,647**	**137,211**

Executive Summary

Introduction

"Planning today for tomorrow" was the theme for the 2009-2010 Business Plan and Budget. The 2010 Business Plan and Budget is year two of an integrated Business Plan and Budget, and continues the implementation of the major initiatives identified in 2009, as well as identifying some new initiatives. The 2010 Business plan provides the service plans and major initiatives for 13 service areas. The 2010 Budget balances priorities to meet the needs of taxpayers today and in the future, while recognizing the current economic conditions. This updated Budget and Business plan continues to provide strong strategic direction for moving Mississauga toward a sustainable future.

Mississauga is Canada's 6th largest city. Incorporated in 1974, the city has grown from a number of small communities surrounded by rural farmland to a large urban centre made up of distinct residential, commercial, and industrial neighbourhoods. With a growing population of more than 700,000 and a thriving business sector of over 53,500 businesses, Mississauga has positioned itself as an attractive, vibrant and desired urban centre. Mississauga has well established infrastructure, state-of-the-art facilities and high quality municipal programs and services.

Mississauga has a legacy of strong leadership, excellence in financial planning and fiscal prudence. This legacy provides a firm foundation for the City as it, like other Canadian cities, faces serious budget constraints. Revenue streams have been impacted by the recession. Planning and building fees have declined, transit ridership is down and investment returns are reduced due to record low interest rates.

City Council and staff are committed to listening to residents and ensuring their priorities are delivered including improving transit, the environment, relieving congestion and keeping infrastructure in a good state of repair. Residents have also come to expect the City to maintain service levels with the lowest possible annual tax increase. Current economic challenges require careful planning to deliver these initiatives and maintain reasonable tax rate increases. Therefore, implementation of initiatives may be slower than originally planned. Alternatives to manage tax rate increases are being pursued. In preparing the 2010 Business Plan and Budget Update, City Council and staff have worked hard to examine every option and opportunity for cost savings to ensure taxpayers receive the best value for their tax dollars. They have looked for efficiencies and opportunities to decrease costs while building a City for the 21st century.

The City has high quality infrastructure that was largely built by the development community under Mississauga's policy that "growth pays for itself". This highlights Mississauga's history of prudent financial management. While this principle remains for new growth, with aging infrastructure and declining development related revenues, the City needs sustainable long term funding from non development sources. Council has continued to lobby senior levels of government for a greater investment in public infrastructure. Sustainable long term sources of funding such as the Provincial and Federal gas tax are required for the City to adequately fund its infrastructure renewal. The City was fortunate to receive one-time funding through the Infrastructure Stimulus Fund (ISF) and received approval for 132 projects with a total cost of $141 million. The provincial and federal governments will provide $92 million or two-thirds of the funding for these projects with the City contributing $49 million. In addition, under Recreational Infrastructure Canada (RInC), the City received approval for $24 million for the renovation of six outdoor pools. The provincial and federal governments and City will contribute $12 million in funding towards these projects. This funding was welcome news and means that major infrastructure projects can now be completed earlier than planned.

However, serious infrastructure challenges remain. The City is facing some very difficult decisions for the future and strategies to deal with these pressures are limited to increases in property taxes, user fees, reducing services or service levels, cost containment or some combination of these measures. Although senior levels of government have a role to play by contributing to the City's infrastructure, both the federal and provincial governments are forecasting large deficits. Increased funding support from them is unlikely and the City will strongly lobby for the maintenance of existing funding sources. Therefore, Mississauga needs to further develop its long term financial plan to provide for steady and predictable tax increases that deliver the priorities of our residents and businesses and maintain our infrastructure. Planned incremental contributions to capital are key to building a sustainable funding base.



The City of Mississauga's Business Plan and Budget includes the 2010 operating expenditures of $546.9 million and capital expenditures of $318.9 million delivered via 4,884 Full Time Equivalent (FTE) staff positions. This is being achieved with a tax rate increase of 2.2%, close to the rate of inflation, a significant achievement considering the pressures faced. This does not include a possible 1% infrastructure levy.

The 2010 Business Plan and Budget focuses around the Strategic Pillars for Change: Developing a Transit Oriented City; Ensuring Youth, Older Adults and New Immigrants Thrive; Completing our Neighbourhoods; Cultivating Creative and Innovative Businesses; Living Green; as well as the State of Good Repair for Infrastructure; and Continuous Improvement and Tax Rate Management.

During 2009, the City worked towards achieving the strategic goals through the completion of several initiatives. Highlights are as follows:

- Central Parkway Transit Facility;
- Youth and Older Adult Recreation Plans;
- Fee Assistance Program;
- Downtown 21 Master and Implementation Plan;
- Culture Master Plan; and
- Development Charge By-law and Background Study.

The 2010 Business Plan and Budget Update builds on last year's plan which spanned two years – 2009 and 2010. Through the 2010 Business Plan and Budget Update, the City will continue to complete a variety of initiatives to advance our strategic vision. Highlights of initiatives contributing to each strategic priority over the next year and continuing in the future include:

- **Developing a Transit Oriented City:**
  - Implementing the Bus Rapid Transit (BRT) system covering 18 kilometres connecting Winston Churchill to Renforth Drive – at over $326 million, the largest multi-year project ever undertaken by Mississauga
  - Increasing Mississauga's transit system and transit infrastructure with over $170 million in capital spending planned in 2010 plus an additional $2.1 million in ongoing service improvements with 8 new buses being added



- Investing $3.6 million in a rapid transit feasibility and environmental assessment studies along the Hurontario corridor and a mobility hubs study.

- **Ensuring Youth, Older Adults and New Immigrants Thrive:**

  - Implementation of the Youth and Older Adult Recreation Plans

  - Developing Recreation and Parks and Library Master Plans

  - Partnering with Sheridan College to locate a campus in downtown Mississauga.

- **Completing Our Neighbourhoods:**

  - Redevelopment of the Woodlands Library branch to address major lifecycle components ensuring the facility meets community needs related to accessibility

  - Park pathway and sport field lighting program

  - In addition to any new or renovated facility, the City will invest $0.4 million in 2010 and an additional $4.5 million over the next 10 years to ensure that our existing facilities are accessible to persons with disabilities.

- **Cultivating Creative and Innovative Businesses**

  - A comprehensive review of the City's Economic Development Strategy will ensure that Mississauga remains at the forefront of employment and business opportunities

- **Living Green**

  - Expanding the tree canopy by investing $10.1 million over the next 10 years in forestry with $1.2 million being spent in 2010

  - Development of an environmental master plan

  - Energy management initiatives



- Adding 104 new acres of parkland as well as Community Commons Park and Riverwood

- Replacing 15, 40 foot buses with hybrids in 2010

- **State of Good Repair for Infrastructure**

  - Continuing to invest in the repair, upgrade and maintenance of existing roads, bridges and infrastructure ($84.5 million in 2010 and $614.0 million between 2010- 2019)

  - Construction of the 60,000 square foot Garry W. Morden Centre (Fire Training and Mechanical Centre) including external training props and 5 new mechanical bays with a total gross cost of $38.9 million including recoveries from the Department of National Defence and Region of Peel






  - Community centre renovations at 3 locations costing $40.0 million over the next 4 years with construction of the Port Credit Arena and design of the Meadowvale Community Centre in 2010

  - Ensuring that the City's buildings are adequately maintained, the City is investing $9.0 million in 2010 with an additional $71.8 million forecast in the next nine years

- **Continuous Improvement and Tax Rate Management**

  - Incorporating almost $7.9 million in budget savings and reduction measures in 2010 alone, to lower the impact on City property taxes

  - Continuing to place emphasis on excellent service delivery by undertaking E3 – Economy, Efficiency & Effectiveness reviews

  - Continuing and improving internal programs that harness employee ideas regarding business streamlining and service delivery efficiencies

  - Continuing internal audits on financial controls

With the Business Plan & Budget Update, the City of Mississauga is delivering excellent value to the taxpayers of Mississauga. In 2010, we are recommending a minimal City tax increase of 2.2%. This translates into a 0.62% increase on the resident portion of the total tax bill – an increase of $6.30 per $100,000 of assessment or about $25 per average household living in a home assessed at $400,000. Council Budget Committee is considering a 1% additional levy increase of $2.8 million or 0.28% on the total residential tax increase for infrastructure to ensure it remains in good repair – about $2.86 per $100,000 of assessment. The City of Mississauga has an estimated $6.5 billion of capital infrastructure (excluding land) and to provide for its future replacement, each year a specific amount is set aside in the City's reserve. For 2010, the City will be allocating a minimum of $18.7 million to its reserve funds. If the additional 1% infrastructure levy were approved, the total tax impact per $100,000 of assessment would be $9, or for a home assessed at $400,000 a total impact of $36.64.

As the City of Mississauga grows and matures, the City's Business Plan & Budget will ensure Mississauga is well positioned to meet the challenges that lie ahead. A strong commitment to invest in making Mississauga a vibrant, sustainable, world-class city of the 21st century combined with a continuing commitment to maintain current infrastructure, programs and services will help ensure Mississauga achieves its strategic vision for the future.

Recommendations are as follows:

1. That Council Budget Committee approve:
    a. Appendix 1 – 2010 Operating Program Summary;
    b. Appendix 2 – 2010 Summary of Program Changes;
    c. Appendix 3 – 2010 Summary of Staffing Complement;
    d. Appendix 4 – 2010 Capital Budget Summary;
    e. Appendix 5 – 2010-2019 Capital Forecast Summary; and
    f. Appendix 6 – Summary of Reserves and Reserve Funds.

2. That Budget Committee consider an additional infrastructure levy of a minimum $2.8 million which equates to a 1% increase on the City's tax rate increase or a 0.28% increase on the total residential tax bill.

3. That the following projects with multi-year funding which have or will commence prior to full funding being allocated, be approved to a maximum cost as follows:

    a. Central Parkway Transit Facility Expansion at $86.5 million funded from 2006 to 2010 (an increase of $2.5 million);
    b. Fire Training and Mechanical Centre at $38.984 million funded in 2008 and 2011 (representing a $3.5 increase in gross costs);
    c. Greater Toronto Farecard Project at $12.23 million funded in 2007 to 2010;

d. Bus Rapid Transit construction cost from 2008-2012 at $230.31 million. The BRT has a construction shortfall of $52.5 million (gross) of which a portion is offset by interest earned on project funds of $14.7 million with a request for the remaining shortfall to come from our Federal and Provincial partners;
e. Transit CAD/AVL/automated stop announcements previously known as Smart Bus Technologies at $15.0 million funded from 2008 to 2011;
f. Structure widening at Hurontario Street and Highway 401 at $5.5 million funded in 2008 to 2010 (an increase of $1.5 million);
g. Burnhamthorpe Road East – Arista Way to Dixie Road at $6.85 million funded in 2009 and 2010 (an increase of $310,000);
h. Port Credit Arena at $12.85 million funded in 2008 to 2011 for design and construction;
i. Meadowvale Community Centre and Library design only at $3.6 million funded in 2009 and 2010 (an increase of $0.2 million over last year);
j. Woodlands Library at $4.0 million funded in 2009 and 2010 increasing $2.2 million from prior approved gross costs and funded through the 2009 Special Tax Reserve Funding;
k. Business Continuity and Disaster Readiness at $4.1 million funded in 2008 and 2010;
l. Replacement Fire vehicles at a $1.275 million funded in 2010 and 2011;
m. Lions Park at $949,000 funded over 2010 and 2011;
n. Library RFID project tagging and design at $1.501 million over 2010 and 2011; and
o. Torbram Road grade separation construction at $37.43 million funded in 2008 to 2010.

4. That all necessary by-laws be enacted.

Janice M. Baker, CA
City Manager and CAO

Brenda R. Breault, CMA, MBA
Commissioner of Corporate Services
And Treasurer

City of Mississauga

2010 Business Plan Update



MISSISSAUGA
Leading today for tomorrow

Our Values

As we move forward in these changing times, and set new goals, it is important to be able to have a consistent frame of reference for decision-making. Our three corporate values are that constant. They are fundamental to the relationship we have with all our stakeholders, and form the basis of how we act.

Trust
The public trust we uphold. The open and responsive manner in which the City is governed.

Quality
The quality of life we provide Mississauga taxpayers. Delivering the right services that add value to our citizens' lives.

Excellence
The delivery of excellence. Mississauga will achieve excellence in public administration and deliver services in a superior way, at a reasonable cost.



Our Vision for the Future

Mississauga will inspire the world as a dynamic and beautiful global city for creativity and innovation, with vibrant, safe and connected communities; where we celebrate the rich diversity of our cultures, our historic villages, Lake Ontario and the Credit River Valley.
A place where people choose to be.

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Message from the City Manager



Mayor and Members of Council:

As we manage our way through the impacts of the recession, Mississauga faces considerable challenges. Our business planning and budgeting approach ensures that we continue to deliver the best value for our taxpayers, by focusing on activities that support important community services while staying the course on our strategic vision. Our goal of creating a sustainable business plan ensures that we are doing the right things, the right way.

Next year, 2010, marks the second year of Mississauga's two-year Business Plan and Budget. Our approach is to update and present exceptions and amendments to Service Area Business Plans developed from last year, while still providing comprehensive budgets and two-year operational forecasts. The next full cycle of business plans will be completed for 2011-12.

In addition to the recession, 2009 saw two other major developments that will have an impact on our plans.

The first was anticipated when Council launched our new Strategic Plan, "Our Future Mississauga", in April 2009. We already have begun work on many of the 200-plus action items identified.

The second development was unexpected but very welcome – the Infrastructure Stimulus Fund (ISF) and the Recreational Infrastructure Canada Program (RInC) that the federal and provincial governments launched in the spring of 2009. This funding has provided us with an opportunity to revitalize our infrastructure and stimulate the local economy. As we were challenged to define and then deliver eligible projects within a very short timeframe, our 10 year capital forecast and the community's input to our new strategic plan allowed Council to quickly identify priority projects required to maintain our aging infrastructure and advance our strategic community initiatives.

The $92 million approved through ISF and the $12 million approved through RInC, coupled with the necessary municipal contributions of $61 million, has resulted in an additional $165 million of infrastructure projects that must be delivered by March 31, 2011. This is the equivalent of an additional year's worth of tax-funded capital projects that have to be completed along with our existing capital program.

Through Council's good financial planning, the City's funding portion came from our 10-year capital budget. That has allowed projects that were fully or partially funded, or not funded at all over the next 10 years, to now be delivered by March 31, 2011. This has put a significant strain on staff's ability to deliver projects in our normal way. However, with the support of Council, the patience of the community and the innovation of staff, we can be confident of success in completing these projects. As noted elsewhere in this report, our community partners have participated in similar programs, with Council and staff coordinating our work with others to maximize the progress towards achieving our strategic goals.

I am proud to report that the City of Mississauga not only remains an award- winning municipality, but that we have been recognized as one of the GTA's top 90 employers. We have worked hard to be an employer of choice and provide a flexible, progressive workplace that meets the needs of today's employees. Having a strong and committed workforce is critical to the success of any organization.

Although we confront many serious challenges, it is not all doom and gloom. Not when we have an AAA credit rating; no debt; high-quality infrastructure; high citizen and volunteer involvement; strong satisfaction ratings; a clear vision for the future; high employee engagement; and, notwithstanding the current recession, a strong business sector.

As we move through 2010 and beyond, I am confident about our City's prospects. Yes, trying times do lie ahead as all levels of government cope with the impacts of the recession. Yet the Leadership Team and I are committed to continuing to work with the Mayor, members of Council, citizens and City staff in moving us forward together to implement this plan.

Janice M. Baker, CA
City Manager and Chief Administrative Officer
City of Mississauga

The City of Mississauga

For anyone who lives in, works in, or visits Mississauga, our city offers a range of rewarding opportunities and experiences that few municipalities can match. Consider just some of our attributes:

- Canada's sixth largest city, with a population of 730,000.
- A strategic location on the shores of Lake Ontario, in the heart of the Greater Toronto Area, and 90 minutes from the U.S. border.
- A well-established infrastructure.
- Distinct communities and an emerging vibrant downtown.
- World-class cultural and recreation facilities.
- An inspiring natural environment, including the majestic Credit River Valley and the Lake Ontario waterfront.
- A significant urban and transportation hub, with the highest concentration of highways in the country and Pearson International Airport, Canada's largest airport.
- A strong and diverse business sector (53,500 businesses), which enjoys fast and convenient access to both local and international markets.
- High quality municipal services, and a reputation for fiscal responsibility and sound financial management.
- An award-winning website that provides information and a growing number of online city services for businesses and residents.

These are all significant advantages – a strong foundation on which to grow. At the same time, Mississauga, like many large municipalities, faces many challenges. Consider just some critical questions. How do we maintain and invest in our infrastructure? Create a more efficient transit system and relieve congestion? Safeguard our environment? Continue to develop our waterfront and downtown? Grow economically? Respond to shifting demographics, our aging and diverse population, and the changing needs and expectations of our citizens, including youth? Continue to attract and retain businesses? Ensure a quality workplace and excellence in customer service? Continue to maintain and enhance our citizen's quality of life? Make the most of our resources, and deliver needed services in a prudent and cost effective way? In short, how do we, as a city, ensure that we continue to move in the right direction, and focus on our priorities?

This plan is a practical document that will enable the Mayor, members of Council, and City staff to make decisions and turn plans into actions, all aligned with the City's direction and backed with appropriate resource allocations.

Executive Summary

2009 Achievements

2009 has been a transformative year for the City. Among our notable achievements:

- Adopting a new Strategic Plan, "Our Future Mississauga".
- Developing a parking strategy for downtown Mississauga.
- Launching the new 3-1-1 customer service call centre.
- Introducing a new fee assistance program, "Active Assist".
- Opening the expanded Transit Campus.
- Approving a new Culture Master Plan.
- Developing the City's first Youth Plan.
- Approval of $104 million in infrastructure funding by the federal and provincial governments, conditional on completion by March 31, 2011.
- Partnering to bring Sheridan College to the downtown.
- Being named one of Greater Toronto's top 90 employers.
- Advancing many significant projects and studies, such as the Bus Rapid Transit System, higher order transit plans for Hurontario and Dundas, and our Downtown 21 Master Plan.

2010 promises to be just as exciting as we continue to progress towards achieving our strategic vision.

2010 Business Plan & Budget Update

Next year, 2010, marks the second year of Mississauga's two-year Business Plan and Budget cycle. The focus is primarily on updating our progress and presenting any revisions to the 11 Service Area Business Plans developed last year, while still providing comprehensive budgets and two-year forecasts. The updates describe each service area, what has changed since writing the 2009-2010 Business Plans and achievements. The proposed capital and operating budgets, which summarize the financial resources required to implement the proposed 2010 Business Plans, are included in the budget section of update book. Where full studies are available, such as the Older Adult Plan, the online version of this document offers a direct link.

The Corporation of the City of Mississauga

Mississauga, like other municipalities, faces serious budget constraints, adding to the usual complexity of running a city of this size. Cities are being asked to continue to deliver on expectations while operating more efficiently. We must, in effect, grow in some areas and shrink in others at the same time. For 2010, planned net operating expenditures are $294 million, representing a 2.2% increase on the City's portion of the property tax bill (0.62% of the full property tax bill). Gross capital expenditures are planned at $319 million.

Labour costs account for 69% of our operating costs, with full-time equivalent staff planned at 4,884. Along with our contribution to capital reserves to maintain our infrastructure in good

repair, for which we transfer an inadequate $18.7 million annually to our capital reserves (before any additional 2010 infrastructure levy), labour costs are one of the most significant challenges to our cost base.

This reflects the reality that most services require staff to deliver them. Most of the City's labour agreements are multi-year and settled prior to Fall 2008 with 3% annual increases, which was in line with the market at that time. Additionally, contribution rates to OMERS pension plan have increased due to the reduced investment returns of the last year. To mitigate some of these labour related costs, the 2010 budget continues the strategy of leaving some positions vacant for longer than normal turnover periods to generate $5 million in labour savings.

Council and staff continually assess opportunities to improve service delivery quality and efficiency and curtail costs, including examining staff costs. For 2010, Council has directed $7.9 million of reductions to budgets after carefully assessing over 100 options across our varied services. See the budget book for full details of the decisions.

Business Plan Priorities

The five priority areas for focus and investment in the 2009-2010 Business Plan were: 1) implementing strategic projects; 2) relieving congestion; 3) greening the environment; 4) state of good repair for infrastructure; and 5) continuous improvement and tax rate management.

The 2010 Business Plan and Budget builds on last year's plan, aligns with our Strategic Plan and continues to reinforce our operational imperatives. These priority areas are the framework for the plan aligning the city's activities, policies, and resource allocations, and for assisting our 11 service areas in creating their plans while staying true to our values of Trust, Quality, and Excellence. In doing so, we not only meet our short-term goals covered by this plan, we also align with our long-term strategic vision.

The major developments in 2009 that have had an impact on our 2010 business plans are outlined below.

The Launch of Our Strategic Plan

In April 2009, Council approved a renewed strategic plan, "Our Future Mississauga". This plan outlined five Strategic Pillars for Change that will assist us in reaching the vision for our community over the next 40 years: 1) developing a transit-oriented city; 2) ensuring youth, older adults and new immigrants thrive; 3) completing our neighbourhoods; 4) cultivating creative and innovative businesses; and 5) living green. These are the strategic pillars for change that will require interventions as we seek opportunities in all our projects and services, and move ahead to build our future Mississauga.

In 2010, Mississauga will face another exciting but complex year. Among the initiatives planned: constructing the Bus Rapid Transit System; partnering on the Sheridan College Business School downtown; developing our Environmental Master Plan; updating an Economic Development strategy; continuing to implement our Youth, Older Adult and Culture Plans; and constructing 138 ISF and RInC projects throughout our community. All are examples of how we will advance

our Strategic Plan. In addition, Council has increased service levels for winter services, as well as continuing to expand services to meet the growth which is still occurring in our City.

While focused on our services, strategic projects, the state of good repair for infrastructure, continuous improvement and tax rate management, the 2010 Business Plan has also been heavily influenced by the economic downturn, as described below.

Grants and Funding for Municipalities

In this recession, the worst in years, the federal and provincial governments have announced sizeable deficits and programs to assist in job creation (the unemployment rate in the Greater Toronto Area approaches 10%). As these programs end, both levels of government will look to return to a balanced budget. Grants and funding to municipalities from senior levels of government may be at risk, which would put additional pressure on municipal taxes. If this happens, the progress made recently with our government partners will be compromised as well our ability to leverage these partnerships to achieve our vision.

Infrastructure Stimulus Fund and Recreational Infrastructure Canada Program

In spring 2009, the federal government launched the Infrastructure Stimulus Fund (ISF) and the Recreational Infrastructure Canada (RInC) programs to assist in the economic recovery. The program's goals are job creation, with the benefit of assisting municipalities with their infrastructure deficits. The $92 million from ISF and $12 million from RInC, plus the necessary municipal contributions of $61 million, resulted in an additional $165 million of infrastructure projects.

These have to be delivered by March 31, 2011; work after March 2011 cannot be cost shared. The funding is the equivalent of an additional one-year tax funded capital budget, which must be implemented along with our existing capital programs. Delivering on time will require the support of Council, patience of the community, and innovation of staff.

Our Strategic Plan, coupled with our 10 year capital forecast allowed Council to quickly identify projects requiring funding. Our community partners have participated in similar programs; Council and staff have worked hard with agencies such as the Region of Peel and Sheridan College to minimize disruption to the community while advancing towards our strategic goals.

Reduction in Municipal Revenues and Reliance on Reserves

Early in 2009, the effects of the recession began to affect the City's revenue-generating programs. Revenues are estimated to be down $10 million for Planning and Building, $8 million for Transit, $1 million for Recreation fees, and $20 million for development charges. The 2010 budget has relied on reserves and external funding (such as the gas tax) to maintain services with minimal tax increases. The City has also reduced staff across the corporation. Council continues to look for efficiencies and options for sustainability should the economy not recover by 2011.

Through programs such as e3 (a systematic review of our services for economy, efficiency and effectiveness), myIdea (a staff program to suggest improvements), and the commitment of all staff, we have incorporated a series of opportunities and efficiencies in the 2010 budget at Council's direction. These have a value of $7.9 million. This drive for continuous improvement is engrained in our culture, and has never been more important.

By living our values of Trust, Quality and Excellence, aligning our plans to our vision, and staying connected to our community and government partners, the City of Mississauga – despite the challenging workload and declining revenues faced in 2010 – is well placed to continue to succeed.

2009 Achievements

2009 has been a transformative year for the City of Mississauga. In addition to delivering our regular services, we have realized, among others, the following significant achievements.

3-1-1

October saw the launch of the 3-1-1 phone service that gives residents access to City of Mississauga and Region of Peel information, programs and services. This simple and seamless service provides information on, to date, parking enforcement, recreation and parks, animal services, waste, water, health and social services. In 2009, the City expects to answer 300,000 calls through 3-1-1, growing to up to 550,000 by year-end 2010, as more service information is added to the system.

Strategic Plan

On April 22, 2009, Council approved a new Strategic Plan, setting the vision for the City of Mississauga for the next 40 years. The most comprehensive community engagement process in our history saw over 100,000 residents, leaders, experts, and businesses share their hopes and expectations for Mississauga. Five Strategic Pillars of Change were developed as the foundation of the Strategic Plan. This Plan will align and guide future decision-making, business planning and budget-setting. The 2010 Business Plan update is the first budget document produced since the City adopted the new Strategic Plan; references to the Strategic Pillars of Change are found throughout.

Active Assist

The Community Services Department launched a fee assistance program in May 2009, enabling residents in low-income households to register and participate in structured, quality recreation activities. The goal is not only personal fitness for the residents but also community and neighbourhood development, which contributes to the overall quality of life in Mississauga.

Transit Campus

Elected officials from the city, province and federal governments, took part in the opening of the expanded transit campus which included new bus repair and storage garages. A strong public transit system is essential as Mississauga strives to become a transit-oriented city. The City's expanded transit campus includes new bus repair and storage garages, and also introduced a green roof and other environmentally friendly features as Mississauga strives to "Live Green".

Culture Master Plan

In June 2009, Council approved the Culture Master Plan. It provides a framework, long-term vision, key opportunities and strategies to implement over the next five years to help Mississauga transform into a culturally significant Canadian city.

Youth Plan

Mississauga's youth played a key role in developing the City's first Youth Plan which was approved by Council in July 2009. Not only does this Plan aim to make Mississauga a youth-friendly city, but the process also helped the youth team members develop valuable leadership skills that will assist in delivering the plan over the next five years.

Infrastructure

2009 was a critical year for capital infrastructure projects. The provincial and federal governments created two infrastructure stimulus programs (Infrastructure Stimulus Fund or ISF, and the Recreational Infrastructure Canada or RInC). Under these, Mississauga received shared funding for 138 projects (pools, libraries, civic square, noise walls, roads, pathways). The push for capital building will stimulate the economy, create jobs and upgrade and enhance the City's infrastructure for the benefit of our community.

Downtown21

In 2009, Mississauga took a major step toward building a City for the 21st Century – the vision under our new Strategic Plan. In July, Council endorsed the Downtown21 – Conceptual Master Plan and Directions Report, aimed at bringing vibrancy to the downtown core. Strategies over the next few years include developing a multi-modal downtown, stimulating employment, and developing great places and green spaces. This visionary plan will create one of the most vibrant city centres in the country.

Sheridan College

Sheridan College announced that it will develop its third campus in downtown Mississauga. The City of Mississauga partnered in this important event by purchasing the land that Sheridan will develop under a long-term lease agreement. The college will be a key element in the Downtown21 Master Plan and attract 1,700 students by September 2011, with further phases to follow.

Parking Strategy

The City embarked on Phase I of the Parking Strategy for Mississauga City Centre, which Council endorsed in February. On-street paid parking in the city centre core was one of the first strategies implemented. The management of parking will be instrumental in building a successful downtown by promoting good urban design and transportation demand management principles.

Awards

The City of Mississauga continues to earn recognition for many of its strategies, programs and services including:

- Ontario Professional Planners Institute's Excellence in Planning Award for Our Future Mississauga, the most comprehensive citizen engagement initiative Mississauga has ever undertaken.
- Canadian Institute of Planners Award for Planning Excellence for the City's visionary Older Adult Strategy.
- International Economic Development Council, Special Purpose Brochure – Honourable Mention, for A Profile of Mississauga's Life Science Cluster – Life Sciences Focus.

Top 90 Employer

On October 17, 2009, the City of Mississauga was named one of Greater Toronto's Top 90 Employers, selected from more than 2,600 applicants to the national Canada's Top 100 Employers competition.

Advancing Our Vision

In addition to the achievements of 2009, the City has embarked on a variety of actions to advance our strategic vision. These include: constructing the BRT (Bus Rapid Transit); developing green building standards; implementing our Culture Plan; progressing with our plans for the waterfront; updating our Economic Development strategy; and creating an Environmental Master Plan. More information on these and other achievements can be found within each service area's 2010 Business Plan and Budget update, or on our website.

2010 Business Plan & Budget Update

The 2009-2010 Business Plan and Budget represented two years of thorough and coordinated service area planning. This document includes deliverables that are achievable in the prescribed periods, as well as performance measures and benchmarks that are monitored to ensure Service Area Plans are achieved. 2010 marks the second year of Mississauga's two-year Business Plan and Budget cycle. For this year, staff has focused on updating and presenting any revisions to the Service Area Business Plans developed last year, while still providing comprehensive budgets and two-year forecasts.

Each individual Service Area Plan describes the service area, what has changed since writing the 2009-2010 Business Plans and Budget, and what achievements have been realized. The proposed capital and operating budgets, which summarize the financial resources required to implement the 2010 business plans, are included in the budget section of the 2010 Business Plan and Budget Update book. Where full studies are available, such as the Older Adult Plan, the online version of this document offers a direct link.

The Benefits of Business Planning

What is business planning? It's a process that connects, coordinates and documents all of the efforts the City requires to act on our Strategic Plan, deliver services, and support our vision. The Business Plan outlines what we want to accomplish, by when and by whom. This process results in clear accountability. We also engage in a number of planning activities such as planning studies, planning policy reviews, land plans, the budget, service master plans, individual work plans, and operational/performance plans.

In the past, the City often completed budgeting prior to finalizing plans. The Business Plan will help to change this, and offers benefits in three critical areas:

- Better decision-making: Business planning will include the budget as part of one end-to-end process. This will help us to plan for the resources needed to accomplish the city's priorities, and to look ahead to prepare for opportunities and challenges.
- Clarified staff roles: The Business Plan ensures that all our employees are moving in the same direction. It provides a "line of sight", showing where the city is headed, and giving employees the best possible information on what we require and expect of them. Staff are better able to determine the most efficient and effective ways to meet their objectives.
- Measuring our progress: Ongoing measurement allows us to see how we are progressing against our goals, and helps our employees understand their roles in contributing to the success of the city. We will also be better able to adjust our activities and targets in cases where we are not progressing as expected.

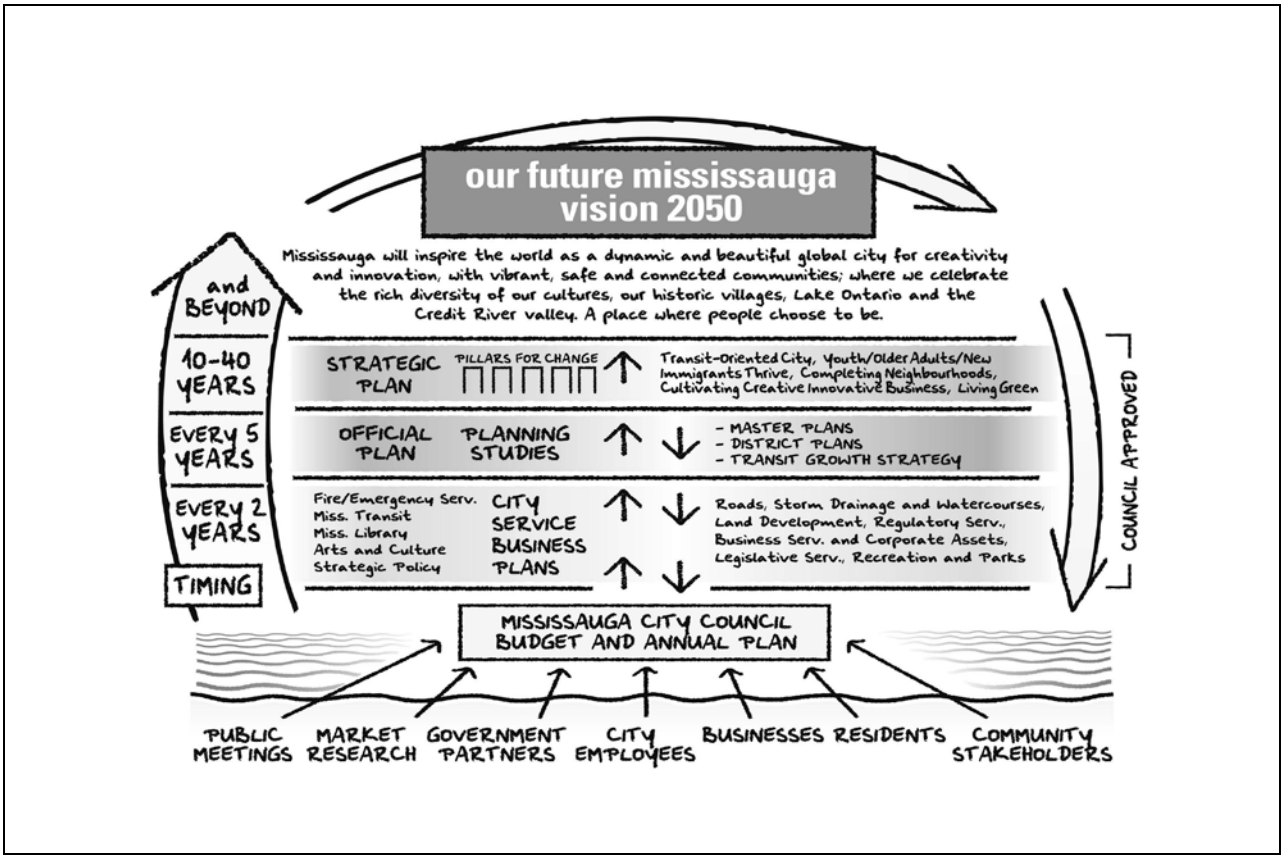
If the Strategic Plan is a roadmap that will take us where we want to be tomorrow and over the next 40 years, then the City Business Plan helps to keep us on the route. It allocates resources to the short-term actions identified in our Strategic Plan at the direction of Council. Ultimately, the Business Plan will help us to improve service delivery to the citizens of Mississauga, focus on what matters most, and clearly articulate the value for tax dollars being spent.

Planning Framework

The last few decades have been characterized by the development of Mississauga's urban landscape and form. This period of significant change required the City to continually balance the needs of existing residents and businesses with the service requirements of new and expanding neighbourhoods and employment areas.

With the majority of its land area now developed, Mississauga is facing the challenges of an older city – increased urbanization and intensification through infill and redevelopment, an aging infrastructure, environmental protection, and traffic management, among others. This is all happening against a backdrop of a slow economic recovery, reduced growth, and inflationary pressures that are driving up costs for energy, construction and service contracts.

Meeting our citizens' expectations, while managing the tax rate and continuing our culture of creativity and innovation, is a careful balancing act. To achieve this, all of our plans, priorities and activities are linked through an overarching city planning framework (below). This framework ensures that we are aligned (both vertically and across services) in achieving our strategic goals, and responding to the challenges before us.



The Corporation of the City of Mississauga

The Corporation for the City of Mississauga delivers about 200 services to the community, including: Fire and Emergency services; Mississauga Transit; Mississauga Library; Arts and Culture; Recreation and Parks; Roads Storm Drainage and Watercourses; Land Development Services; Regulatory Services such as by-law and parking enforcement; Legislated Services such as Council and Committee Support; Strategic Policy such as Economic Development; and Business Services such as Legal Services, Human Resources, Information Technology and Finance (all supporting the frontline services). In addition to delivering these services, the Corporation constructs and maintains our corporate assets, whose replacement cost is $6.5 billion.

The Corporation also works and coordinates with multiple stakeholders and partners – residents, community groups, the business community, post-secondary institutions, school boards, hospitals, police, conservation authorities, social agencies and other levels of government – to help achieve our community's goals. These partnerships are a prerequisite to Mississauga's success. The Region of Peel, for example, is responsible for areas such as public health, water and sewer services, waste collection and disposal, affordable housing and social programs – all critical issues for Mississauga. Staff work hard with our partners to maximize synergies and align plans and actions.

Mississauga, like other municipalities, faces serious budget constraints, adding to the usual complexity of running a city of this size. Cities are being asked to continue to deliver on expectations while operating more efficiently, to, in effect, grow in some areas and shrink in others at the same time.

Details on our services, their activities, and the resources to run them within established service levels are found within the 2010 Business Plan and Budget Update. Our Business Plan takes its lead from the Strategic Plan for Our Future Mississauga, and complements this vision with two operating imperatives: maintaining a state of good repair for infrastructure and continuous improvement and tax rate management.

Operating Budget

Our gross operating costs of $547 million are offset by revenues of $253 million, so the planned net operating expenditures for 2010 are $294 million. This represents a 2.2% increase on the City's portion of the property tax bill (0.62% of the full property tax bill).

In 2010, the economy will continue to affect our revenue stream. For instance, transit budgeted revenues will be reduced by $9.5 million due to ridership declines, and shifts from cash fares towards tickets and passes, which is more economical for regular passengers. Likewise, our planning and building budgeted revenues have been reduced by $4.3 million as development slows.

These are examples of significant adjustments to our budgets. Thanks to Council's past fiscal prudence, the Corporation can rely on reserves to help shelter us from this economic downturn at

least for 2010. However, reliance on reserve funding is not sustainable. As the economy rebounds, we need further assessment to understand future revenue streams.

The biggest part of our operating budget, 69%, is labour costs. Our full-time equivalent staff are planned at 4,884. This reflects the reality that most services require staff to deliver them. Most of the City's labour agreements are multi-year and settled prior to Fall 2008 and included a 3% increase, which was in line with the market at that time. Additionally, contribution rates to OMERS pension plan have increased due to the reduced investment returns of the last year.

To mitigate some of these labour related costs, the 2010 budget continues the strategy of leaving some positions vacant for longer than normal turnover periods to generate $5 million in labour savings. Council and staff continually assess opportunities to curtail costs, including examining staff costs. The majority of our full-time equivalents are directly related to delivering frontline services, and one of the City's priorities is to remain an employer of choice, and attract and retain critical talent to ensure that we can efficiently deliver services to the standard our community expects.

In 2010, Council has directed $7.9 million of reductions to budgets after carefully assessing over 100 options representative of our varied services. Decisions included: revising our ridership growth strategy; introducing a mortgage administration fee; and eliminating approximately 20 full-time equivalent positions. Full details of these decisions are in the budget book.

Capital Expenditures for 2010

Gross capital expenditures are planned at $319 million. The budget book contains detailed schedules of all planned capital programs, with the highlights including the construction of the Bus Rapid Transit System and The Garry W. Morden Centre.

Infrastructure Base

Our asset base of $6.5 billion consists of: parks; community centres and other recreation facilities; transit; libraries; fire stations; roads; bridges; storm sewers; and municipal buildings.

At present we transfer $18.7 million annually to capital reserves (before any additional infrastructure levy) to replace our aging infrastructure. This is not sufficient to fund the future replacement of our existing infrastructure.

Although the ISF and RInC funding, along with some other recent grants have been very welcome, they are one-time grants; these offer short-term relief, not a sustainable stream of funding to assist in meeting our infrastructure challenges. Our 10 year capital budget documents unfunded capital projects of $308 million.

That's why Council has promoted the need for greater investment in public infrastructure by higher orders of government, and a new approach to funding operating costs. Through the Cities NOW! campaign, for instance, Council has raised awareness of this problem here and across Canada; 80% of Canada's population lives in cities, and what happens in these cities that will define the country's future.

Operating & Capital Budget Summaries 2009-2010

City-Wide Operating Budget 2009-2010 Recommended Funding	2009 Restated			2010		
	Gross	Net	Total FTEs	Gross	Net	Total FTEs
Total Programs ($'000's)	**534,961**	**285,937**	**4,887.5**	**546,903**	**294,431**	**4,884.1**
Roads, Storm Drainage & Watercourses	62,588	58,188	385.5	66,450	60,787	386.5
Fire & Emergency Services	79,253	78,692	704.0	82,519	81,706	704.0
Mississauga Transit	118,872	38,297	1,177.0	120,505	39,128	1,170.0
Recreation & Parks	86,832	42,928	1,104.0	88,899	44,404	1,115.0
Land Development Services	18,221	4,088	169.0	16,813	4,783	162.3
Legislative Services	5,768	-1,450	60.7	7,571	-1,696	63.2
Library Services	24,644	23,482	331.0	25,247	24,129	331.0
Arts & Culture	3,285	2,630	13.4	3,169	2,684	13.4
Regulatory Services	11,146	479	127.0	11,724	836	129.0
Strategic Policy	5,726	4,660	40.9	6,244	4,755	43.4
Business Services	58,974	41,958	559.9	61,546	43,520	552.0
Corporate Assets	18,663	17,838	175.9	19,149	18,337	175.1
Mayor & Members of Council	3,955	3,955	39.2	4,068	4,068	39.2
Financial Transactions	37,035	-29,806	-	32,997	-33,010	-

City-Wide Capital Budget Summary 2009-2010 Recommended Funding (000's)	2009		2010	
Service	**Gross Cost**	**Net Cost**	**Gross Cost**	**Net Cost**
			$	$
Total City-Wide Capital Budget	**195,906**	**185,171**	**318,896**	**266,768**
Roads, Storm Drainage & Watercourses	83,537	83,012	97,417	92,154
Fire & Emergency Services	2,892	2,512	1,323	1,323
Mississauga Transit	70,221	60,391	169,795	123,044
Recreation & Parks	17,638	17,638	21,854	21,740
Library Services	440	440	3,503	3,503
Business Services	5,779	5,779	10,031	10,031
Corporate Assets	15,399	15,399	14,973	14,973

The ISF and RInC projects were approved in 2009 mid-year and therefore are not included in the figures above.
Numbers may not add due to rounding

The Launch of Our Strategic Plan

On April 22, 2009 Council approved a new Strategic Plan setting the vision for the City of Mississauga for the next 40 years.

Through a comprehensive community engagement process, five Strategic Pillars for Change were developed. Each has its own direction statement and principle, along with specific strategic goals to achieve this vision. These five pillars form the foundation for the City's Strategic Plan, and will guide our future decision-making, business planning and budget-setting processes.



At Council's discretion, the Strategic Plan has been incorporated into the 2010 City and Service Business Plans. The full Strategic Plan and Strategic Action Plan can be found on the City's website; a separate report on our progress will be released annually.

Business Plan Priorities

Building on the new Strategic Plan, the Business Plan priorities are the areas for focus and investment, and a reference point for aligning the City's activities, policies, and resource allocations. The Business Plan also assists our 11 service areas (not including Council and Financial Transactions) in creating their own individual plans. When developing their plans, staff ensure that they will meet not only their short-term goals, but also the 40-year goals of the Strategic Plan.

The Business Plan proposes a number of initiatives to achieve over the next few years and beyond. Many of these will be carried out with existing resources; others will require additional operating and/or capital funding. Each service area has organized its major initiatives and activities against the Strategic Pillars for Change, as well as the operational imperatives of maintaining the state of good repair for infrastructure, and delivering continuous improvement and tax rate management.

State of Good Repair for Infrastructure

Mississauga has a reputation for its state-of-the-art infrastructure, serving the needs of our residents, businesses and visitors alike. The challenge now is to maintain our transportation network, buildings, outdoor facilities, fleet and parkland amenities to ensure that they remain accessible, safe, and energy efficient as they age.

Major Initiatives:

- Implementing 138 ISF and RInC projects
- Garry W. Morden Centre – fire training and mechanical centre
- Ongoing life-cycle replacement of city-owned facilities
- Project Management System

Continuous Improvement and Tax Rate Management

Mississauga prides itself on continuing to maintain excellence in public administration by building a sustainable Business Plan, performing operational reviews, assuring financial accountability and transparency, and demonstrating sound financial management and strong financial leadership.

Major Initiatives:

- Implementing over $7.9 million in budget savings and reduction measures approved in principal by Budget Committee during the 2010 Business Plan and Budget update process
- Undertaking E3 (economy, efficiency and effectiveness) reviews
- Live streaming of Council meetings
- Implementing Mississauga 3-1-1
- Implementing Call Centre and Counter Consolidation initiatives
- Library technology improvements
- Administration & Policy Reviews for Regulatory Services

Developing a Transit-Oriented City

Mississauga is a city that values clean air and healthy lifestyles through the promotion of transit as a preferred, affordable and accessible choice. Our Future Mississauga is a city where people can get around without an automobile, and where transit will directly influence and shape the form of the city. Transit will be a desirable choice that connects people to destinations, and will underpin an environmentally-responsible, inclusive, vibrant and successful city.

Major Initiatives:

- Traffic Management Centre
- Developing and implementing parking strategies
- Constructing the Bus Rapid Transit (BRT)
- Presto Fare Card launch
- Implementing Transit Security Plan
- Hurontario and Dundas Corridor studies
- Developing a Cycling Master Plan
- Improving winter snow clearing and maintenance
- Intelligent Transportation System (ITS)

Ensuring Youth, Older Adults and New Immigrants Thrive

Mississauga is a city that thrives on its social and cultural diversity. Our Future Mississauga is a city where people can spend their entire lives – where teenagers want to be, where young professionals choose to locate, where immigrants are welcomed and their cultures become a visible part of the city's fabric, and where people can age in place gracefully.

Major Initiatives:

- Implementing Youth and Older Adult Recreation Plans
- Developing Recreation, Parks and Library Master Plans
- Partnering with Sheridan College to locate a campus in downtown Mississauga
- Introducing a pilot windrow clearing program for older adults and people with disabilities

Completing our Neighbourhoods

Mississauga is a city that nurtures a unique quality of life within each neighbourhood, where residents value the beauty and variety of the natural environment, engage in active transportation and support a rich, healthy and prosperous social and cultural mosaic through all stages of the life cycle. Our Future Mississauga is a beautiful, sustainable city with safe neighbourhoods that support a strong, connected and vibrant community – a place where all can live, work and prosper. People can play as a child, walk to meet a friend, fall in love, raise a family and grow old.

Major Initiatives:

- Road right-of-way design standards
- Fire Station 106 and 116 relocations
- Downtown 21 Master and Implementation Plans including Main Street District implementation
- Developing an affordable Housing Strategy for Mississauga residents
- Renovating and redeveloping city facilities
- Developing a Fire Master Plan

Cultivating Creative and Innovative Businesses

Mississauga is a city that values a strong global business future, fostering a prosperous and sustainable economy that attracts and grows talent. Our Future Mississauga is a global hub of creative and innovative activity where talent and business thrive.

Major Initiatives:

- Implementing a Waterfront as a Premier Destination Community Strategy
- Developing Mississauga's cultural infrastructure
- Implementing a new Business Model for Arts and Culture including a Public Arts Policy

Living Green

Mississauga is a city that values its shared responsibility to leave a legacy of a clean and healthy natural environment. Our Future Mississauga is a city that co-exists in harmony with its ecosystems, where natural areas are enhanced, forests and valleys are protected, the waterfront connects people to Lake Ontario, and communities are nurtured so that future generations enjoy a clean, healthy lifestyle.

Major Initiatives:

- Developing an Environmental Masterplan
- Maintaining parks, open space and facilities across the city
- Salt Management Plan
- Storm Water Quality Control Strategy
- Facility Energy Conservation Initiatives

Grants and Funding for Municipalities

Every member of our community is aware that we are living in a difficult economic time, with the worst recession in many years and unemployment in the Greater Toronto Area touching on 10%. The federal and provincial governments have announced sizeable deficits and programs designed to assist in job creation. As these programs end, both levels of government will be looking to return to a balanced budget. There are concerns that grants and funding provided to municipalities may be at risk, which would, in turn, put additional pressure on municipal taxes. This would compromise the progress we've made recently with our government partners and our ability to leverage these partnerships to achieve our vision.

In addition to one-off grants, such as ISF and RInC, the City currently receives ongoing gas tax funding at the federal and provincial levels.

Infrastructure Stimulus Fund and Recreational Infrastructure Canada Program

As previously indicated, the federal government has launched a new program, Infrastructure Stimulus Fund (ISF) to help stimulate the economy through job creation. The $92 million from ISF and $12 million from RInC, plus the necessary municipal contributions of $61 million, resulted in an additional $165 million in infrastructure projects. With this funding, the City will be able to redevelop our Civic Centre, replace noise walls, and improve transit, roads, trails, pools and libraries.

While these are exciting times for the City, they are also very demanding. For the ISF and RInC funding to be received, all projects must be completed by March 31, 2011; work after March 2011 cannot be cost shared. These projects are significant in nature and therefore involve many resources, both financial and non-financial. To ensure that we are taking advantage of additional

funding to enhance our infrastructure as well as completing projects approved in the 2009-2010 Business Plan and Budget, we are carefully balancing and considering workload and service delivery. The 138 ISF and RInC projects made up of:

- Downtown Civic Square redevelopment
- Burnhamthorpe Branch Library redevelopment
- Lakeview, Lorne Park and Port Credit Branch Library redevelopment
- Clarkson Community Centre Pool addition
- Malton Community Centre Pool addition
- Applewood Outdoor Pool redevelopment
- David Ramsey Outdoor Pool redevelopment
- Erindale Outdoor Pool redevelopment
- Lewis Bradley Outdoor Pool redevelopment
- Port Credit Outdoor Pool redevelopment
- Streetsville Outdoor Pool redevelopment
- Major and local road rehabilitation
- New sidewalks
- Pathway paving and lighting rehabilitation
- Noise wall replacements
- Stormwater management
- City Centre Transit Priority

For full details of the ISF and RInC projects and their status, see the City's website. As these projects are significant, they involve many resources, both financial and non-financial. To ensure that we are taking advantage of additional funding to enhance our infrastructure – as well as completing projects approved in the 2009-2010 Business Plan and Budget – we need to carefully consider and balance workload and service delivery.

Reduction in Municipal Revenues and Reliance on Reserves

Early in 2009, the effects of the recession began to affect the City's revenue-generating programs. Revenues are estimated to be down $10 million for Planning and Building, $8 million for Transit, $1 million for Recreation fees, and $20 million for development charges. The 2010 budget has relied on reserves and external funding (such as the gas tax) to maintain services with minimal tax increases. The City has also reduced staff across the corporation. Council continues to look for efficiencies and options for sustainability should the economy not recover by 2011.

Among the areas affected is the Transit Ridership Growth Strategy. This is a five-year plan to increase transit ridership by 25%, from 40-50 rides per year/per resident. In 2007 and 2008, we added approximately 80,000 hours of service, 55 operators, 15 buses, and support staff each year. Ridership grew by approximately 1.2 million revenue rides per year. However, with the recession, we see a ridership loss of 2.1 million revenue rides by the end of 2009, or 4,500 customers per day. The farebox revenue shortfall is expected to reach $8 million by year end.

In response, the 2009 and 2010 plans have been scaled back considerably. The plans for 87,500 hours and 55 operators in each of these years have been reduced to 70,000 hours and 25 operators for 2009, and 30,000 hours and 20 operators for 2010. In 2010, the only significant service addition will be the pre-BRT service to Malton, Route 107. The remaining service hours and buses will address congestion issues on existing routes.

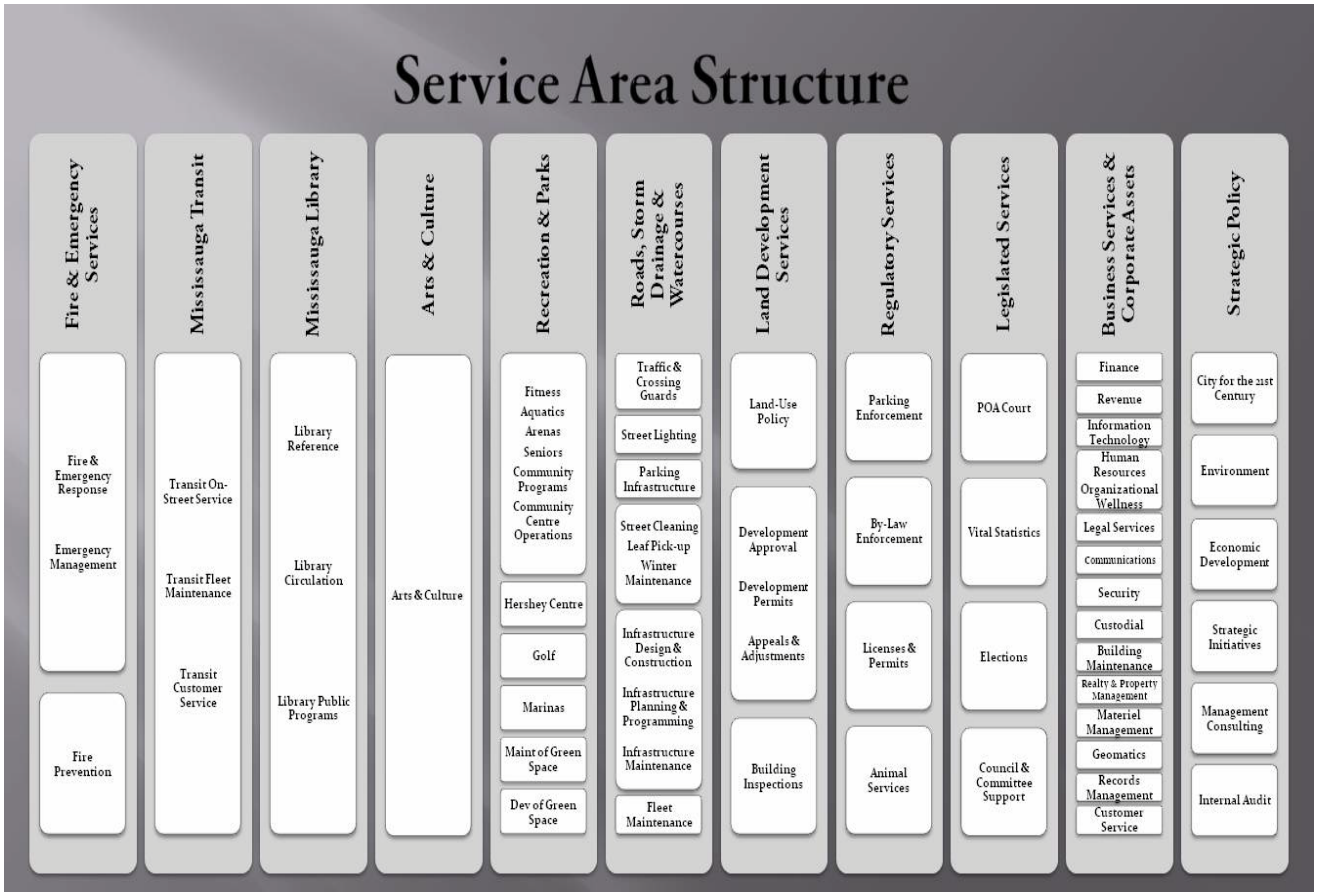
That's just one example where reduction in revenues has had a significant impact on our plans. Yet through programs such as e3 (a systematic review of our services for economy, efficiency and effectiveness), myIdea (a staff program to suggest improvements), and the commitment of all staff, we have also incorporated a series of opportunities and efficiencies in the 2010 budget at Council's direction. These have a value of $7.9 million. This drive for continuous improvement is engrained in our culture, and has never been more important.

By living our values of Trust, Quality and Excellence, aligning our plans to our vision, and staying connected to our community and government partners, the City of Mississauga – despite the challenging workload and declining revenues faced in 2010 – is well placed to continue to succeed.

Service Area Business Plans

Next year, 2010, marks the second year of Mississauga's two year Business Plan and Budget with the approach to update and present exceptions and amendments to Service Area Business Plans while still providing comprehensive budgets and two-year operational forecasts. The next full cycle of business plans will be completed for 2011/2012.

The City Business Plan is supported by 11 Service Area Business Plans. The service areas and their scope are listed on the chart below.



This Service Area Structure also forms the basis for all continuous improvement initiatives such as e3 Reviews (economy, efficiency, effectiveness)

The pages that follow include a description of each service area, their planned major initiatives for 2010, and which Strategic Pillar the initiative supports. Full details on each service area can be found in the 2009/2010 service area business plan, with the 2010 update highlighting exceptions to the plan.

Roads, Storm Drainage and Watercourses



The Roads, Storm Drainage & Watercourses service area is responsible for the planning, construction, maintenance and overall management of Mississauga's roadways, bridges, storm water management systems and related assets, including public works operations, traffic management and municipal parking. This service area also encompasses city fleet management, long range transportation planning and various environmental services such as flood and spill control and watercourse erosion protection. These responsibilities are carried out by three areas within the Transportation and Works Department: the Engineering and Works and Transportation and Infrastructure Planning Divisions and the Transportation Project Office. This service area has a number of linkages to other service areas, including Land Development, Transit and Recreation and Parks.

Strategic Pillar for Change	Major Initiative	*New for 2010*	Complete	On Plan	Deferred
State of Good Repair for Infrastructure	• Pavement Management System			✓	
Developing a Transit Oriented City	• Transportation Master Plan			✓	
	• Traffic Management Centre			✓	
	• Intelligent Transportation System (ITS)			✓	
	• Traffic Signal Communications Review			✓	
	• Integrated Road Safety Program (IRSP)			✓	
	• Gaps in Road Network - Feasibility and EA Study			✓	
	• Pay for Parking Implementation			✓	
	• Clarkson Village study Implementation			✓	
	• Burnhamthorpe Road through the City Centre			✓	
Completing our Neighbourhoods	• Road Right-of-way design Standards			✓	
	• Road cut restorations and monitoring			✓	
Living Green	• Environmental Management of city-owned property			✓	
	• Salt Management Plan Implementation			✓	
	• Mississauga Storm Water Quality Control Strategy Update			✓	
	• Storm Drainage Network Modelling				✓

Fire and Emergency Services



Mississauga Fire and Emergency Services is committed to the safety and security of the residents of the City of Mississauga through education, prevention, investigation, training, rescue, fire suppression, dangerous goods containment and life support services.

The responsibilities of the Fire Department are divided between 6 divisions including Suppression, Prevention, Administration, Training, Communications and Fleet and Building Maintenance. These six divisions work together to support the operations of the Fire Department from the prevention of a potential emergency to the safety and protection of individuals in the event that one occurs.

Strategic Pillar for Change	Major Initiative	*New for 2010*	Complete	On Plan	Deferred
State of Good Repair for Infrastructure	• Fire Training and Mechanical Centre (Garry W. Morden Centre)			✓	
Completing our Neighbourhoods	• Station 116 Relocation and Partnership with Peel Emergency Medical Services			✓	
	• 106 Relocation and Partnership with Peel Emergency Medical Services			✓	
Cultivating Creative & Innovative Businesses	• Development of a Fire Master Plan			✓	
	• Fire Station Alerting System			✓	

Mississauga Transit



Mississauga Transit provides an alternative to private vehicles for personal transportation needs. Through Mississauga Transit the City provides an environmentally efficient mode of transportation. Mississauga transit makes significant contributions to the City's decisions and programs that endeavour to adopt high density development and address traffic congestion, parking availability, citizen's mobility and their health.

The value of public transit to the success of Mississauga has been validated by the:

- Citizens and subject matter experts on city planning, health, and environmental sustainability; who throughout *Our Future Mississauga* consultation, repeatedly communicated their expectation for a reliable and convenient transit service in Mississauga.
- City's strategic pillar: Developing a Transit-Oriented City.

Strategic Pillar for Change	Major Initiative	*New for 2010*	Complete	On Plan	Deferred
Continuous Improvement & Tax Rate Management	• E3 Review for Transit Service scheduled for completion in 2010			✓	
Developing a Transit Oriented City	• Implementation - Phase II Ridership Growth Strategy			✓	
	• Bus rapid transit System (BRT)			✓	
	• PRESTO GTA fare card system			✓	
	• Transit Corridor Study			✓	
	• Additional Bus stops			✓	
Completing our Neighbourhoods	• Central Parkway Transit Facility Expansion		✓		
Cultivating Creative & Innovative Businesses	• Information Technology improvements to Mississauga Transit Scheduling Software			✓	
	• Mississauga Transit Security			✓	
Living Green	• Greening our fleet			✓	

Recreation and Parks



Recreation and Parks service area consists of two Divisions, Park Planning & Development and Recreation and Parks. Park Planning and Development is responsible for providing the planning and development of Recreation and Parks infrastructure, preserving public natural areas, and constructing parks and amenities. Recreation and Parks is focused on the delivery of programs that enhance the community opportunity for active healthy living, social interaction, learning new skills, access to nature, opportunities for self-expression and the ability to have a positive impact on the environment.

The two Divisions include seven key service areas; Park Planning and Development, the Environment, Protecting and Enhancing Parks and Green Space, Community Development and Events, Community Recreation Programming, Facility Operations and Support Services.

Strategic Pillar for Change	Major Initiative	*New for 2010*	Complete	On Plan	Deferred
State of Good Repair for Infrastructure	• Introduction of ISF and RInc Programs will enable the City to repair additional outdoor pools and other infrastructure	✓			
Developing a Transit Oriented City	• Development of the Mississauga Cycling Network Master Plan			✓	
Ensuring Youth, Older Adults, and New Immigrants Thrive	• Development of a Youth and Older Adult Recreation Plans		✓		
Completing our Neighbourhoods	• Development of a Recreation & Parks Master Plan			✓	
Cultivating Creative & Innovative Businesses	• Implementation of a Fee Assistance Program		✓		
	• Recreation and User Fee Development			✓	
Living Green	• Development of an Environmental Masterplan			✓	
	• Maintenance of parks, open space and facilities across the city			✓	

Land Development Services



Land Development Services Area is comprised of 7 sections/divisions from 4 departments of the Corporation. The Service Area is involved in all aspects of the land development approval process from formulating policy and design frameworks to approving development applications and building permits. These functions are carried out in accordance with the following relevant legislation: Planning Act, Building Code Act, Ontario Building Code, Condominium Act, Development Charges Act, Heritage Act, and other applicable law.

Strategic Pillar for Change	Major Initiative	*New for 2010*	Complete	On Plan	Deferred
Continuous Improvement & Tax Rate Management	• Amendments to Fees and Charges Bylaws		✓		
	• Review of Building Permit and Development Application Fees			✓	
Developing a Transit Oriented City	• Development and Implementation of parking strategies			✓	
Completing our Neighbourhoods	• Downtown 21 Master & Implementation Plans		✓		
	• Downtown 21 – Main Street District Implementation	✓			
	• Implementation of a new Official Plan			✓	
	• Development of an Affordable Housing Strategy for Mississauga Residents			✓	
	• Malton Community Plan	✓			
Cultivating Creative & Innovative Businesses	• Implementation of Call Centre Consolidation			✓	
	• Online Permitting-Portable Signs			✓	

Legislative Services



Legislative Services provides statutory and legislative services to the public, Council and other internal and external customers. The services delivered include:

- Provincial Offences Administration (POA)
- Legislative Services (which includes Council and Committee Support, Access and Privacy, and Legislative Compliance)
- Vital Statistics
- Records Management Services
- Municipal Elections

Legislative Services is often the primary contact for other levels of government communicating with the City of Mississauga.

Strategic Pillar for Change	Major Initiative	*New for 2010*	Complete	On Plan	Deferred
Continuous Improvement & Tax Rate Management	• 2010 Municipal Election			✓	
	• Live Streaming of Council Meetings		✓		
	• Consolidated Counter and Relocation of Legislative Services Offices		✓		
	• Provincial Offences Court Judicial Resources			✓	
	• Electronic Records Management	✓			

Library Services



The Mississauga Library System is the sixth largest library system in Canada and is responsible for maintaining a collection of over 1.5 million items with a user base of over 300,000 customers. The Library provides reference and research services, ensures a menu of programs to meet all ages and interests, provides community access to computers and the internet, and provides space that works for all customers.

Currently, the Mississauga Library System has 331 full-time staff equivalent delivering Library services at 18 libraries including the flagship Central Library and Branches throughout the City.

Strategic Pillar for Change	Major Initiative	*New for 2010*	Complete	On Plan	Deferred
State of Good Repair for Infrastructure	• Under the Federal Government's Infrastructure Stimulus Funding (ISF) Program, the following Libraries will be renovated: o Burnhamthorpe o Port Credit o Lakeview, and o Lorne Park	✓			
	• Library Self-Serve Technology	✓			
Continuous Improvement & Tax Rate Management	• Library Information System Replacement			✓	
Completing our Neighbourhoods	• Redevelopment of Woodlands Branch Library			✓	
Cultivating Creative & Innovative Businesses	• Conversion of Meadowvale Branch Library into the redeveloped Meadowvale Community Centre – Anticipate delay in construction to 2011				✓

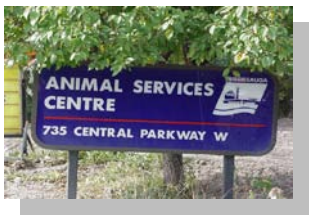
Arts and Culture



The Culture Division leads the delivery of arts and culture programs and services for the City of Mississauga. It sets policy and direction for the City's investment and engagement in arts and culture. Division staff deliver a range of cultural services, including recreational performing and visual arts classes at community centres, public cultural events, and grant programs for festivals, arts groups and cultural organizations. The Division also liaises with other City involved in the delivery of cultural services, including Recreation and Parks, Planning and Building. Currently, the Culture Division has 8 full-time permanent and contract staff, 90 part-time instructors, and many volunteers.

Strategic Pillar for Change	Major Initiative	*New for 2010*	Complete	On Plan	Deferred
Cultivating Creative & Innovative Businesses	• Implementation of the Arts and Culture Master Plan		✓		
	• Implementation of a Sustainability Plan for Arts and Culture		✓		
	• Developing Mississauga's Cultural Infrastructure			✓	
	• Implementation of the Creative Cluster Framework Study			✓	
	• Implementation of a New Business Model for Arts and Culture	✓			
	• Implementation of the Public Arts Policy			✓	

Regulatory Services



Regulatory Services is responsible for the issuance of business, public vehicle and charity gaming licences; enforcing various City by-laws and operating the Animal Shelter. We are one of six Divisions of the Transportation and Works Department and consist of 129 staff members organized into five sections: Animal Services, Compliance and Licensing Enforcement, Mobile Licensing Enforcement, Parking Enforcement and Administrative Services.

Strategic Pillar for Change	Major Initiative	*New for 2010*	Complete	On Plan	Deferred
Continuous Improvement & Tax Rate Management	• Administrative Penalties			✓	
	• Migration to the Call Centre			✓	
	• Charity Gaming Service Review			✓	
	• Succession Planning		✓		
	• Public Education			✓	
	• Door to Door Pet Licensing Campaign			✓	
	• By-Law Updates			✓	
Completing our Neighbourhoods	• Licensing of Rental Residential Properties			✓	

Strategic Policy

Strategic Policy is a service that develops plans in emerging areas, assists in corporate alignment, ensures that the City's long term prosperity is protected through economic development, and conducts internal audit and efficiency reviews.

Strategic policy work within the City of Mississauga is not conducted by a single staff group, but rather achieved by collaboration across all five City departments. Strategic policies regarding transportation are developed by Transportation and Works staff, strategic planning regarding the growth of our City is by Planning and Building staff, and so on. What is ultimately important is that all strategic plans are developed in tandem with one another and alignment is achieved.

Strategic Pillar for Change	Major Initiative	*New for 2010*	Complete	On Plan	Deferred
State of Good Repair for Infrastructure	• Coordination of ISF and RInC programs	✓			
Continuous Improvement & Tax Rate Management	• e3 Reviews			✓	
Developing a Transit Oriented City	• Mobility Hubs and Higher Order Transit Corridor Development			✓	
Cultivating Creative & Innovative Businesses	• Implementation of a "Waterfront as a Premier Destination Community" Strategy			✓	
	• Sheridan College - On September 30th Mississauga City Council adopted a resolution to purchase land for lease to Sheridan College to build a campus in the City. The first students are expected to be enrolled in classes in Sept 2011.			✓	
	• Activate the Strategic Plan			✓	
	• Economic Development Strategy			✓	
	• Development Charges By-law and Background Studies		✓		
Living Green	• Development of an Environmental Master Plan			✓	

Business Services and Corporate Assets



Business Services and Corporate Assets (BSCA) provides quality advice, primary support and vital services to front-line service areas within the City of Mississauga, as well as to residents and local businesses of Mississauga.

A united team of 9 interrelated groups, BSCA partners with internal and external clients to develop and implement comprehensive programs that ensure excellent, effective and efficient service delivery to each group's customers and clients.

The organizational structure of the City reflects the need to deliver Information Technology, Human Resources and Finance services both at the corporate level and within each Department of the City. These services are delivered through Divisions established within each Department. The two levels of service delivery are strongly integrated.

Strategic Pillar for Change	Major Initiative	*New for 2010*	Complete	On Plan	Deferred
Statement of Good Repair for Infrastructure	• Ongoing lifecycle replacement of facilities			✓	
	• Project Management resources added to deal with capital investments resulting from the ISF and RInC programs	✓			
Continuous Improvement & Tax Rate Management	• Assuring financial accountability and transparency			✓	
	• Information technology Security Management Program			✓	
	• Information Technology Wireless Initiative			✓	
	• Call centre consolidation Phase III			✓	
	• Implementation of Mississauga 3-1-1		✓		
	• Harmonized Sales Tax (HST) Implementation	✓			
Completing our Neighbourhoods	• Transit Bus Hoist Inspection and Maintenance Program			✓	
	• Park Pathway and Sports Field Lighting Program			✓	
Living Green	• Replace Energy Monitoring Software			✓	
	• Energy Management Initiatives			✓	

Performance Achievement

Building our Performance Foundation

For the City Business Plan to succeed, we must demonstrate achievements and progress towards Mississauga's Strategic Plan. The Performance Achievement section of the City Business Plan ultimately will:

- Provide decision makers with the data and information needed to make sound decisions, and to continuously improve performance for the next City Business Plan timeframe.
- Include baseline measurement information that will make it easier to determine new priorities and strategies.
- Compare results to previous City Business Plan, and project future performance possibilities.

Moving forward, each City Business Plan will demonstrate progress for the previous two years (where available data exists). The first City Business Plan will not contain a full set of city-wide performance data, but will begin to articulate the necessary data requirements and tracking methods to be employed. Each Service Area Business Plan contains its own performance indicators and measures. With the implementation of 311 and call centre consolidation, this year's update can now add 311 First Call Resolution to the City Business Plan.

Measurement Details

	2007 Actual	2008 Actual	2009
Overall Satisfaction with the Municipality by City residents [1]	87%	86%	88%
Sustainable Tax Rate increase (City's portion of the total property tax bill)	1.30%	1.37%	1.25%
Employee Engagement Survey Results[2]	68.0%	69.2%	69.2%
311 First Call Resolution[3]			87%

NOTES:

1. Residents overall satisfaction with municipal government is measured as part of Mississauga's annual citizen surveying.
2. This is the overall average of the 'EFS Scales' which are 27 significant workplace elements that are measured as an indicator of employee engagement (as defined by Metrics@Work).
3. This is the percentage of time that callers to 311 have their request fulfilled with just one call.

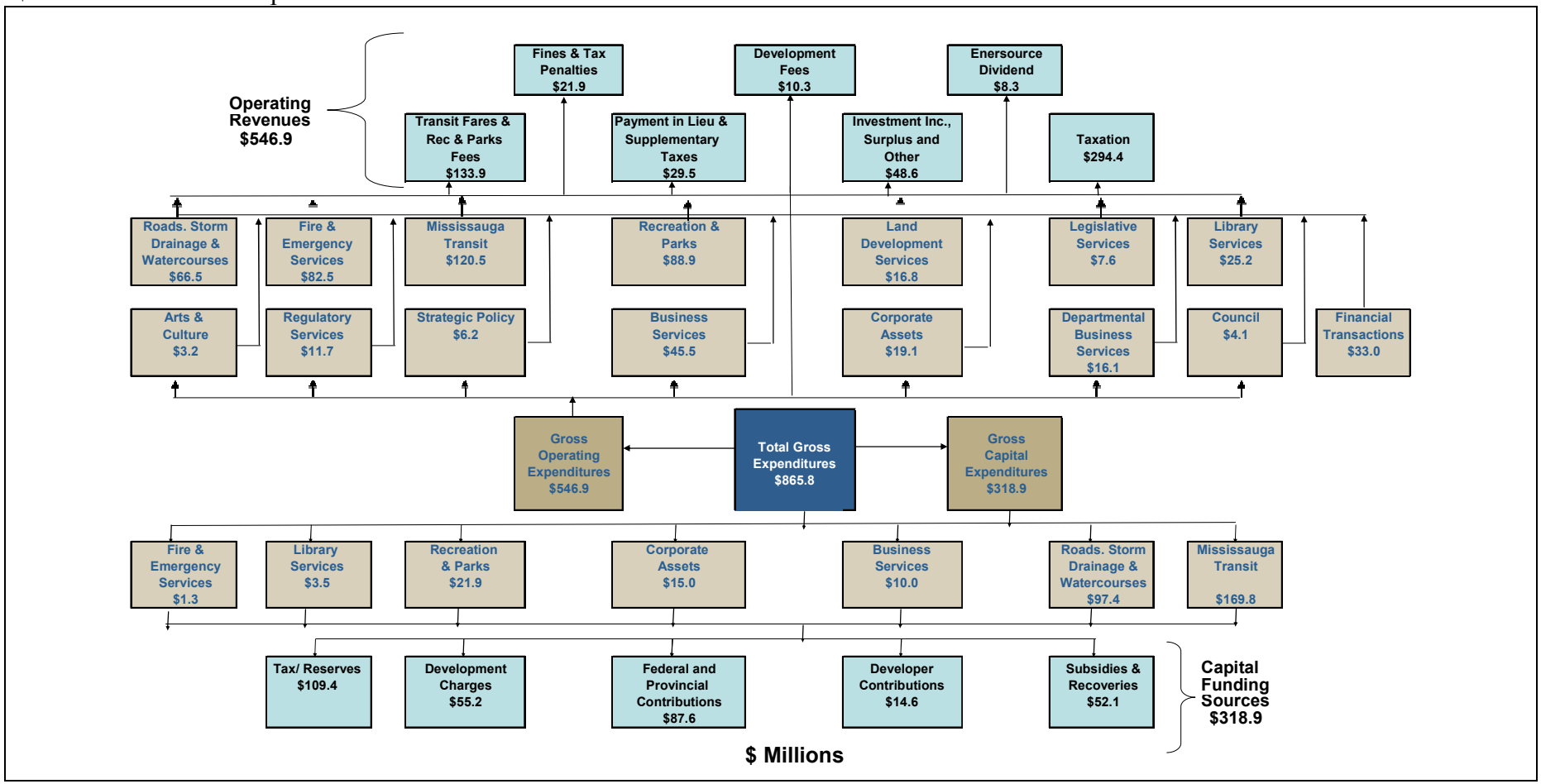
Strategic Priorities and the Business Plan and Budget

The City Business Plan Update identifies the City's Strategic and Business plan priorities for the 2010 Business Plan and Budget and provides a status update on the initiatives started in 2009 as well as new ones added during 2009. This section, the Financial Overview, presents the financial highlights of the 2010 Business Plan and Budget, including the opportunities and pressures encountered in providing the resources to implement the 2010 Business Plan. The Business Plans and Budget are integrated plans that include deliverables to be achieved in prescribed periods of time. They also include performance measures and benchmarks which monitor the success of the Service Area Plans. The 2010 Budget provides the resources to deliver these priorities.

The 2010 Business Plan and Budget is the second year of a bi-annual cycle, with a minimum two year outlook to the future. Year one of the cycle (2009) focused on detailed Service Area Business Plans and Budgets including content of Service Area roles and responsibilities, budget integration, performance measurement, and resources. Year two (2010) is designed to be a "refresh" or an "update" cycle which focuses on updating major initiatives and activities and reporting achievements of the past year.

2010 Budget

Mississauga's 2010 Business Plan and Budget Update, comprised of both the operating and capital budgets, totals $865.8 million gross and $561.2 million in net expenditures.



2010 Budget Overview

Municipalities across Ontario face significant budget pressures. The cumulative impacts of higher fuel/commodity costs, labour pressures, stagnant revenue growth, higher social service costs, limited support from Federal and Provincial governments and rising infrastructure needs are contributing factors. For 2009/2010 these pressures are magnified by the impacts of the global economic downturn. While recovery has commenced, there will be lagging impacts particularly on revenues. Since 2000, property tax increases in Southern Ontario municipalities have been rising well above rates of general inflation due to these pressures. All municipalities are facing the challenge of finding sustainable, long term funding to close the infrastructure gap. At the same time there is public pressure to reduce taxes at all levels of government – we are being asked to do more with less, or to grow and shrink at the same time.

In light of these pressures and the economic downturn, the City's Budget strategy has been to keep taxes as low as possible through continuous improvement and tax rate management. This strategy continues in 2010 with a recommended tax increase of 2.2% on the City portion of the tax bill (0.62% on the overall bill), before consideration of a possible 1% infrastructure levy. This is a significant achievement considering the issues facing the City. This has been partially achieved through identification of new revenues, program reductions where appropriate, and efficiencies. As well, this budget includes significant use of stabilization reserves to mitigate economic impacts on revenues – this is a short term measure which cannot be sustained. Some risks exist in this budget - we are in uncertain economic times and the assumptions upon which the budget was developed may vary from actual results. Therefore, through 2010 results will need to be monitored carefully.

City Pressures in 2010

In 2009, the City is experiencing significant revenue shortfalls relative to Budget, mainly for planning fees, building permits, and transit revenues. Other revenues have been affected to a lesser degree. Uncertainties for recreational revenue, investment income, assessment growth and Payment in Lieu of Taxes (PILT) will need to be closely monitored in 2010 and future years to determine the impact on the budget. Based on past prudent financial management, the City has various operating reserves in order to buffer the tax impact over the short term but this is not sustainable in the long run.

Despite the recession, municipal inflation continues to be higher than the general rate of inflation. Some costs are fixed due to union settlements. There will be pressure on materials and construction related costs due to the demand placed on these contract services from the Federal and Provincial economic stimulus initiatives. Investment returns have decreased significantly due to the record lows in short term interest rates.

Our residents value and rely on City services and look for enhanced service levels in some service areas. Service

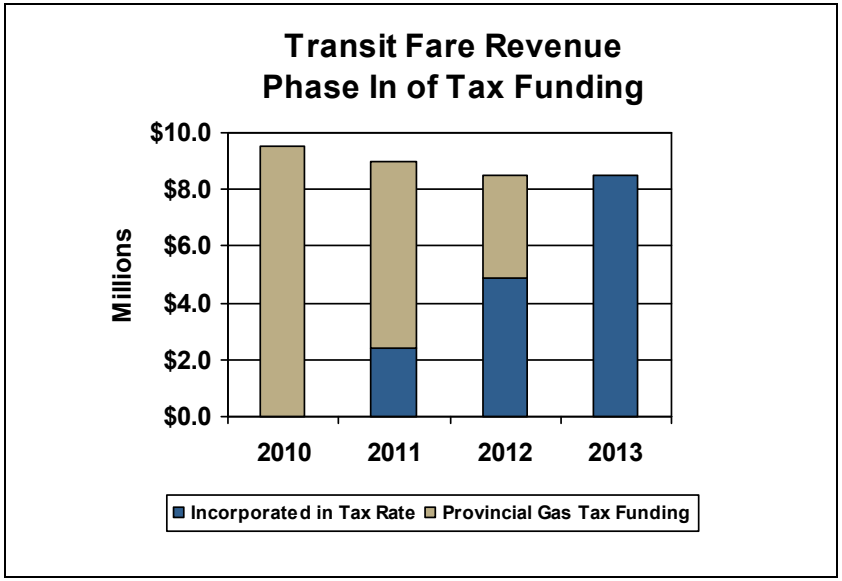
enhancements in winter maintenance and improved Transit service have been included in the 2010 Budget. These enhancements have been balanced against targeted reductions in other programs, new revenues and operating efficiencies.

The City has high quality infrastructure. However our infrastructure is aging and the City will face significant future costs in the future to maintain infrastructure in a good state of repair. While the 2010 Budget currently does not include an infrastructure levy, staff continue to recommend a 1% infrastructure levy to ensure the long term fiscal sustainability of Mississauga.

The impact of each of these pressures on the 2010 Budget is discussed in the following.

Transit Revenues

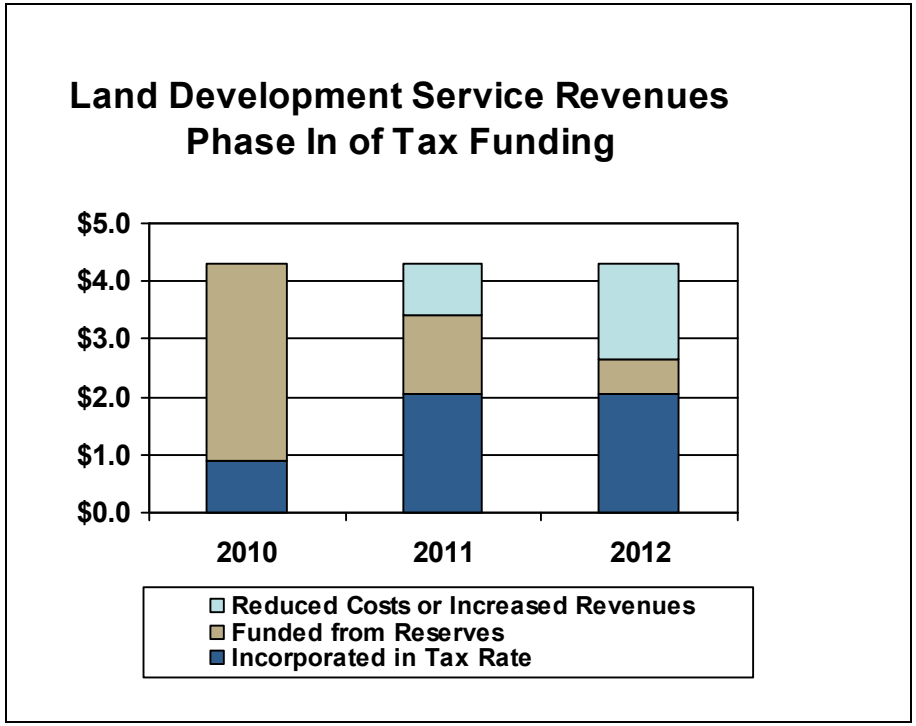
Transit ridership declined by 2.1 million riders between 2008 and 2009. Declining ridership due to the economy compounded with riders switching to lower cost fares, such as from cash to tickets or tickets to passes, has resulted in an estimated 2010 fare revenue shortfall of $9.5 million. This shortfall would have been much larger had the City not scaled back on the ridership growth plan. Incorporating this shortfall into the 2010 tax rate would have increased the tax rate by an additional 3.3%. Therefore, the City will phase in the shortfall over the next 4 years, using the remaining unspent portion of Provincial Gas Tax, as shown in the following chart. This plan utilizes reserve funding of $9.5 million in 2010 to offset the revenue shortfall, with no tax impact. However the use of reserve funding is not sustainable and is phased out over the next four years through tax increases of approximately 0.8% per year from 2011 to 2013. If transit revenues rebound, the plan will be adjusted.



Land Development Service Revenues

As Mississauga matures and development focuses on intensification, the revenues earned from planning application fees and building permit fees will decrease. Revenues have been further impacted by the economic downturn. Sustainable revenues for land development services are forecast at $12.2 million, resulting in a shortfall of $4.3 million based on a 2009 Budget of $16.5

million. A portion of the shortfall, $0.9 million has been incorporated into the tax rate for 2010. A $3.4 million shortfall in 2010 will be phased over the next 3 years, requiring a tax rate increase of 0.4% per year in 2011 and 2012. Transfers from Reserves for Planning Process Update, Development Stabilization and Building Permits Revenue Stabilization will be used to fund the balance of the shortfall combined with revenue rate increases and cost reductions strategies. The City is finalizing a two year plan to identify cost savings in this service to reduce the tax rate impact and the need for reserve funding. Any revenue increases arising from an economic recovery could also reduce future tax impacts.



Costs Continue to Increase

Municipal inflationary impacts are higher than the general rate of inflation due to the nature of the municipal cost structure. Municipalities provide services and services are delivered by people. As a result approximately 69% of the City's budget relates to labour costs. Recently negotiated labour settlements in the public sector are awarding economic adjustments in the 2% to 2.5% range. Most of the City's labour agreements are multi-year and settled prior to Fall 2008 with 3% annual increases. Labour assumptions for both union and non-union staff, will be reviewed as contracts expire and will be incorporated into future budgets. Additionally, contribution rates to the OMERS pension plan have increased due to the reduced investment returns of the last year. To mitigate some of these labour related costs in the 2010 Budget, some positions have been held vacant for longer than normal turnover periods to generate $5 million in labour savings.

Non-labour costs are largely comprised of materials, contracted services and commodities. Despite the economic downturn the City continues to experience price increases in most contracts except for existing winter maintenance contracts. As 2010 unfolds, the full impact of the Infrastructure Stimulus Funding (ISF) and Recreational Infrastructure Canada (RInC) projects on construction prices and materials will be determined, and the City

will continue to monitor tender prices. If necessary, cost adjustments may be required to project budgets approved in the 2010 Budget, impacting the 2011 to 2019 Capital Forecast.

Oil prices continue to be volatile and impact the City's costs for diesel and gas. To help offset this pressure the City has a Reserve for Commodities.

The new Harmonized Sales Tax comes into effect on July 1, 2010. The city will be required to pay HST on goods and services previously not subject to the existing PST. While the City is eligible for a rebate of 78%, there will be impacts on utilities and fuel purchases.

Revised Investment Strategy

The Bank of Canada's response to an economic downturn has resulted in interest rates being at all time lows. The reduction in short term rates has reduced the City's investment income on its short term investments. To offset this, during 2009, the City implemented a new investment strategy whereby a larger percentage of funds are being invested as part of the long term portfolio, which better reflects actual cash flows. As a result, the City can mitigate the affects of declining short-term interest rates on the operating budget. The 2010 Budget includes $14.5 million in investment income.

Service Levels

The City works hard to ensure that existing service levels are maintained costing an estimated net $11.4 million increase. There is also ongoing pressure to increase some service levels and improve programs. Expanded programs have been carefully examined and the 2010 Budget includes only $5.0 million in service enhancements mainly related to enhanced winter maintenance service levels including a pilot windrow clearing project; increased parks maintenance due to growth and Phase IV Transit Ridership growth strategy. The cost increases and additions have been offset by $7.9 million new revenues and efficiencies. Details are provided in Appendix 2 – Summary of Program Changes. The City continues to balance important initiatives that will improve service delivery and the quality of life in Mississauga, with the need to minimize tax rate increases.

Lastly, the City is balancing the numerous initiatives and priorities with the human resource capacity constraints of the organization. The implementation of strategic priorities and the approval of 138 ISF and RInC funded projects, combined with a minimal operating tax rate increase, creates challenges as the City manages its ongoing day-to-day business. The Updated Business Plan and Budget was carefully compiled to be a realistic work plan that reflects the City's priorities and continues to provide cost effective and efficient services and projects.

Aging Infrastructure

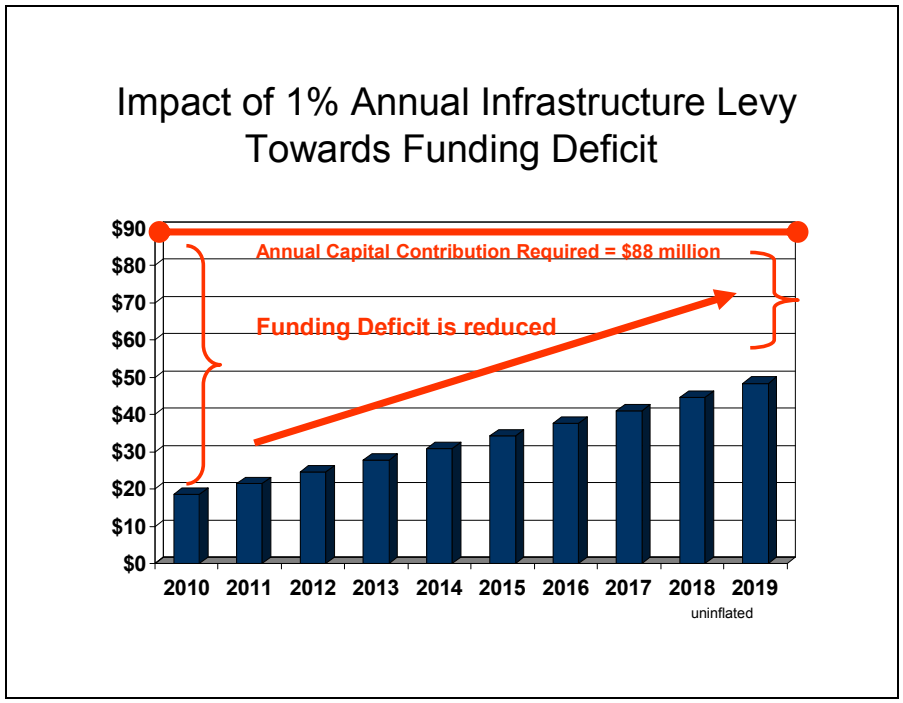
From a longer term perspective, Mississauga is struggling to ensure that our existing infrastructure, built mainly in the late 1970's and early 1980's, is properly maintained. Mississauga has an estimated replacement cost of $6.5 billion worth of assets, excluding land of $8.7 billion. These roads, bridges and buildings, originally paid for by developers, are nearing the end of their useful life or require significant capital maintenance costs. Over the next 20 year time horizon, approximately 80% of all the City's roads will need to be rehabilitated assuming a 25 year average life span. As our road network makes up about 50% of the City's total infrastructure, the financial challenges facing Mississauga in the longer term planning horizon are substantial.

Other assets, such as buildings, information technology and bridges, have been assessed on the basis of lifecycle estimates for major components. Lastly, there are several categories of assets for which provisions for age related major maintenance costs have not been incorporated in the capital program. The long term infrastructure maintenance and rehabilitation needs will continue to be refined in future years as more detailed, accurate information becomes available.

As the City's infrastructure continues to age, the investment required to maintain these assets increases, even with the influx of the economic stimulus funds. The ISF and RInC programs have allowed the City to accelerate 138 necessary infrastructure projects – a total value of $165 million, with the combined City contribution of $61 million, and provincial/federal contribution of $104 million. Despite this, significant future capital requirements remain. For the next 10 year period, approximately $307.8 million uninflated ($348.4 million inflation adjusted) in unfunded capital projects have been identified. Shortfalls have been identified in the road rehabilitation program ($43.5 million), building asset replacement program ($61.6 million) and escalating price increases for the Bus Rapid Transit project ($52.5 million). Other notable unfunded projects include bridge maintenance ($23.6 million), parks and sports field maintenance ($30.0 million), major parkland redevelopment ($22.9 million), recreation facilities renovations ($24.3 million) such as Malton Arena and indoor and outdoor pool redevelopment as well as the construction of the Museum Collection Facility ($12.0 million) and the renovation of various fire stations ($7.9 million). The funding scenarios included later in this section do not include any of these projects.

While the recent influx of funding from senior levels of government has helped the City address some of its infrastructure gap, this funding is one time. A sustainable long term funding plan is required to address the City's long term infrastructure funding shortfall. With the exception of Federal and Provincial Gas Tax funding, funding received to date from senior levels of government is one-time and unpredictable in nature. With the large deficits that the federal and provincial governments are projecting, future one-time funding does not appear favourable and possibly, the existing funding that the City receives could be in jeopardy. This supports the need for an incremental annual infrastructure levy of 1% so the City can move towards self-sustainability.

Over the next 10 years, the City's average annual tax funded capital projects total over $88 million per year while the City is currently only contributing $18.7 million per year as illustrated by the chart below. The City has limited options to bridge this funding deficit. Reducing the capital program and service levels, issuing debt or increasing the capital transfer, or a combination of these, are options that will need to be explored.



The City's existing infrastructure levy results in a transfer to capital from taxes of $18.7 million. In compliance with the Public Sector Accounting Board (PSAB) standards, the City's preliminary annual amortization expense is $86 million based on historical asset values. Provisions based on asset replacement values would be much higher. The 2010 Budget has been prepared assuming that no additional infrastructure levy will be approved in 2010 however the 2011 to 2019 forecast assumes a 1% annual increase for each year from 2011 to 2019. Throughout the capital financing section, the addition of a 2010 1% infrastructure levy has been provided as an alternative scenario. By adding a 1% infrastructure levy in 2010 an additional $2.8 million will be contributed to capital in 2010, and will generate an additional $28 million over the next 10 years. Over 20 years this amount grows to $56 million. A 1% increase in the City's taxes for infrastructure will impact the total residential tax bill by 0.28%. or approximately $2.86 per $100,000 of assessment. Annual incremental infrastructure levies gradually build a sustainable funding source for replacement and maintenance of the City's assets without requiring drastic tax increases in any one particular year.

2010 Tax Impact of Recommended Budget

The following table shows the tax impact on residential properties of the recommended 2010 Budget, in percentage terms for the city portion of the tax bill and the impact on the total tax bill, which includes the Region of Peel and Education. It also shows the dollar increase per $100,000 of assessed value. Showing the impact per $100,000 of assessed value allows each property owner to calculate the impact on their tax bill by multiplying the increase per $100,000 by their assessed value, divided by $100,000. The total increase of the recommended budget is 2.2% in the city's share of the tax bill or a 0.62% increase in the overall tax bill. Per $100,000 of assessment the tax bill will increase by $6.30.

	City Tax Rate Increase	Impact on Total Tax Bill	Impact per $100,000 of Residential Assessment
Recommended Operating Budget	**2.2%**	**0.62%**	**$6.30**

A property with an assessed value of $400,000 will see an increase of $25.20 for City services, while a property assessed at $300,000 will see an increase of $18.90.

If Council chooses to approve a 1% infrastructure levy, this increases the impact on the overall tax bill by 0.28% or $2.86 per $100,000 of assessment.

	City Tax Rate Increase	Impact on Total Tax Bill	Impact per $100,000 of Residential Assessment
Recommended Operating Budget	**2.2%**	**0.62%**	**$6.30**
Impact of 1% Infrastructure (if approved by Council)	**1.0%**	**0.28%**	**$2.86**
Total Increase If Infrastructure Levy Approved	**3.2%**	**0.9%**	**$9.16**

The total impact if an infrastructure levy is approved would be 3.2% on the City portion of the tax bill, or 0.9% on the overall tax bill. A residential property assessed at $400,000 would see an increase of $36.64 for City services, while a property assessed at $300,000 would see an increase of $27.48.

Financial Health of the City of Mississauga

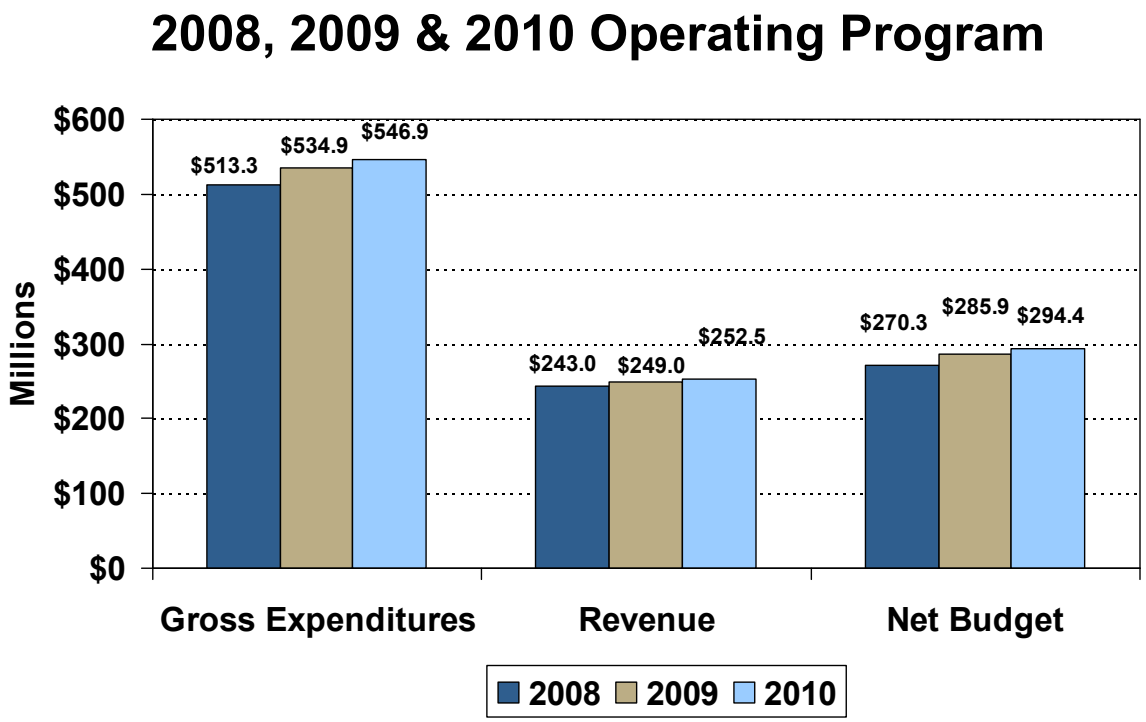
The City of Mississauga currently operates under a pay-as-you-go philosophy for capital financing and does not have any debt. On an annual basis, the Province of Ontario calculates the Annual Debt Repayment Limit respecting long-term debt charges and other financial obligations, which can not exceed 25% of own source revenues. The City of Mississauga's 2009 Annual Repayment Limit, provided by the Ministry of Municipal Affairs and Housing is $115 million which would support just over $807.0 million in debt. Since the City has no debt, this Annual Repayment Limit is not utilized at this time. However, in order to address future infrastructure funding needs, the City is forecasting external debt financing in the 2010-2019 Capital Program totalling $364 million. Repayment of this debt will place pressure on the City's tax rate. Even with external debt, Mississauga will still have over $307 million in unfunded capital project requirements over the next ten years.

Based on a recent financial review by Standard & Poor's, the City of Mississauga was awarded an AAA credit rating. This is the highest credit rating assigned to a municipality and allows the City to issue debt at a more advantageous rate. Outside the United States, Mississauga is only the 12th municipality to earn this coveted rating.

Mississauga has limited tools available to manage its finances in the future. Although Mississauga's debt free status and high credit rating will assist in addressing the City's growing infrastructure needs, upcoming challenges will still be significant. Tax increases and assistance by senior levels of government will be required to fund the forecasted capital program requirements in the next ten years.

Operating Program:

The chart below compares Mississauga's Gross and Net Operating Programs for 2008, 2009 and 2010.



2010 Recommended Operating Program by Service

The following table summarizes the 2010 Operating Budget by service. Details of the programs and their associated budget impacts are included in the respective service sections.

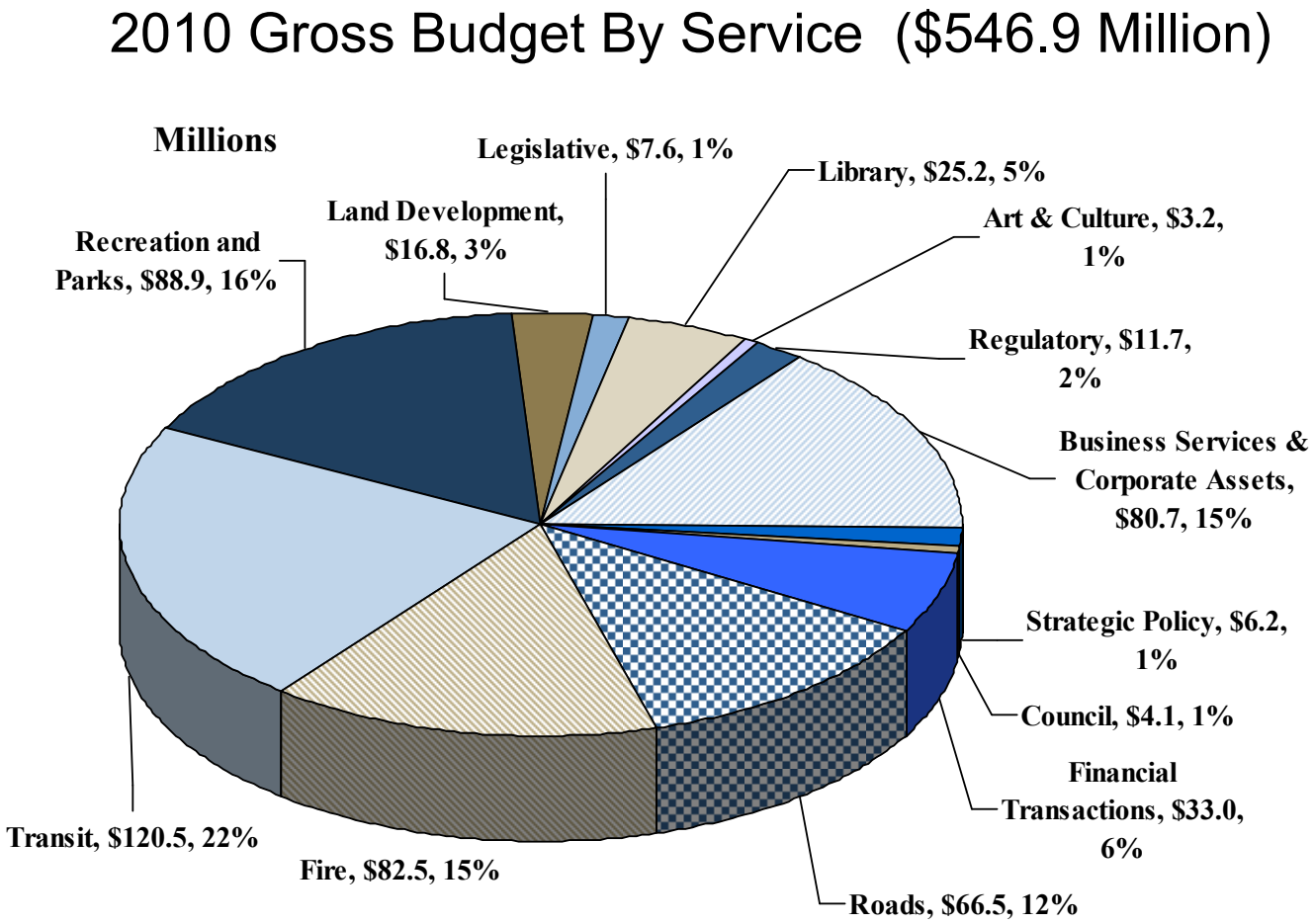
2010 Recommended Net Operating Program by Service

	2008 Actual	2009 Budget	2010 Base Budget	2010 Program Changes	2010 Request	2010 Change	
	$	$	$	$	$	$	%
SERVICE EXPENDITURES							
Roads, Storm Drainage and Watercourses	55,426,311	58,187,600	59,993,400	793,600	60,787,000	2,599,400	4.5%
Fire and Emergency Services	73,628,974	78,692,200	81,818,200	(112,400)	81,705,800	3,013,600	3.8%
Transit	41,934,588	38,297,000	39,715,700	(588,100)	39,127,600	830,600	2.2%
Recreation and Parks	41,555,388	42,927,800	44,191,400	212,400	44,403,800	1,476,000	3.4%
Land Development Services	2,746,445	4,088,200	5,724,100	(941,500)	4,782,600	694,400	17.0%
Legislated Services	(1,706,609)	(1,450,400)	(1,544,300)	(151,400)	(1,695,700)	(245,300)	-16.9%
Library	23,244,799	23,482,200	24,131,000	(1,600)	24,129,400	647,200	2.8%
Arts and Culture	2,457,418	2,629,600	2,690,300	(6,000)	2,684,300	54,700	2.1%
Regulatory	781,452	479,000	873,400	(37,100)	836,300	357,300	74.6%
Strategic Policy	5,243,846	4,659,700	4,821,100	(66,300)	4,754,800	95,100	2.0%
Business Services	38,415,065	42,085,400	44,396,400	(876,400)	43,520,000	1,434,600	3.4%
Corporate Assets	14,877,380	17,837,800	18,423,000	(85,600)	18,337,400	499,600	2.8%
Departmental Business Services	(839,133)	(127,600)	139,100	(139,100)	0	127,600	100.0%
Mayor and Council	3,681,872	3,954,500	4,095,600	(27,600)	4,068,000	113,500	2.9%
Financial Transactions	(33,715,555)	(29,806,000)	(32,128,000)	(882,000)	(33,010,000)	(3,204,000)	-10.7%
NET SERVICE IMPACT	**267,732,242**	**285,937,000**	**297,340,400**	**(2,909,100)**	**294,431,300**	**8,494,300**	**3.0%**
Less: Assessment Growth							**-0.8%**
City Tax Increase							**2.2%**

Note: Does not include a possible 1% infrastructure levy

Roads, Storm Drainage and Watercourses, Fire & Emergency Services, Mississauga Transit and Recreation & Parks services remain the largest program areas in Mississauga. 78% of City spending is for front-line service delivery that impact people's lives every day.

The following chart shows the 2010 Gross Operating Program by service:



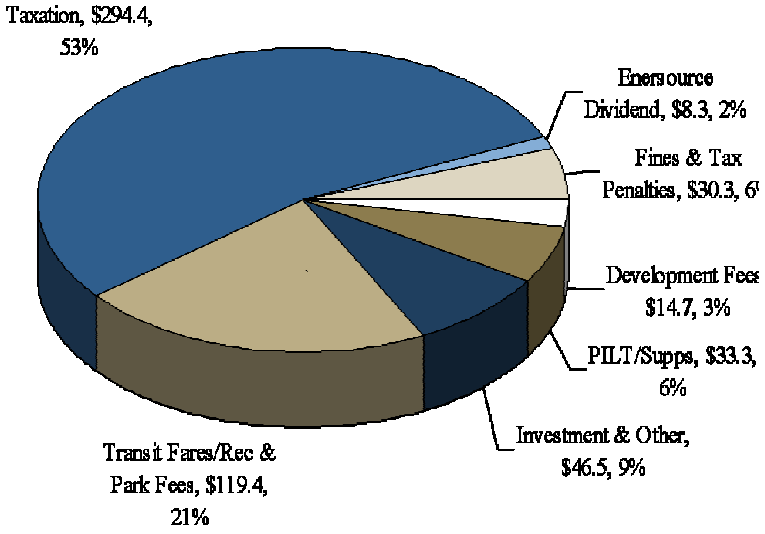
2010 Operating Expenditure Highlights By Cost Category

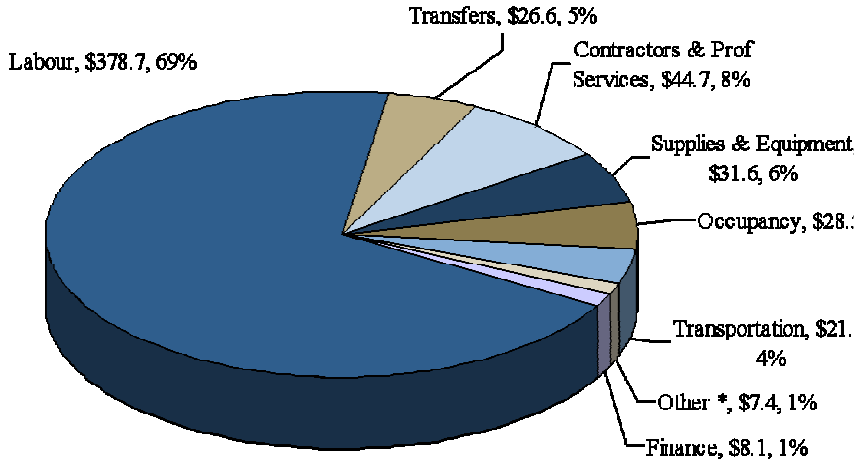
A break down of the major operating expenditure categories is as follows:

2010 Operating Program Revenues

A break down of the major financing categories is as follows:

Total $546.9 million - 2010





The following chart shows the City Budget by major cost category.

BUDGET OVERVIEW

CORPORATE OPERATING BUDGET SUMMARY

	2008 Actual	2009 Budget	2009 Forecast	2010 Base Budget	2010 Program Changes	2010 Request	2010 Change	
	$	$	$	$	$	$	$	%
EXPENDITURES								
LABOUR COST	346,570,179	366,613,000	360,663,862	377,683,400	1,008,000	378,691,400	12,078,400	3.3%
Staff Development Costs	1,520,758	1,637,600	1,611,500	1,663,000	(23,100)	1,639,900	2,300	0.1%
Communications Costs	2,692,631	2,858,500	2,766,700	3,108,600	23,400	3,132,000	273,500	9.6%
Transportation Costs	25,388,929	25,701,700	25,819,600	21,573,900	(10,200)	21,563,700	(4,138,000)	-16.1%
Occupancy & City Costs	25,699,102	28,494,600	27,271,400	28,493,700	(40,200)	28,453,500	(41,100)	-0.1%
Equipment Costs & Maintenance Agreement	6,302,628	7,623,600	7,172,100	8,193,700	(250,000)	7,943,700	320,100	4.2%
Contractor & Professional Services	42,137,806	42,510,400	42,964,700	42,741,400	1,984,500	44,725,900	2,215,500	5.2%
Advertising & Promotions	2,431,216	1,959,200	1,873,000	1,994,400	354,500	2,348,900	389,700	19.9%
Materials, Supplies & Other Services	22,150,202	22,717,600	22,579,500	23,406,400	303,500	23,709,900	992,300	4.4%
Finance Other	8,366,009	7,679,700	10,085,500	8,095,000	0	8,095,000	415,300	5.4%
Transfers	73,565,862	27,165,300	22,426,000	27,431,600	(832,000)	26,599,600	(565,700)	-2.1%
OTHER OPERATING EXPENSES	**210,255,144**	**168,348,200**	**164,570,000**	**166,701,700**	**1,510,400**	**168,212,100**	**(136,100)**	**-0.1%**
TOTAL EXPENDITURES	**556,825,323**	**534,961,200**	**525,233,862**	**544,385,100**	**2,518,400**	**546,903,500**	**11,942,300**	**2.2%**
REVENUES								
Supplementary Railway & Corridors	(7,620,793)	(5,923,600)	(5,238,300)	(5,463,600)	0	(5,463,600)	460,000	7.8%
Payments in Lieu	(22,971,278)	(23,533,000)	(23,201,600)	(24,000,500)	0	(24,000,500)	(467,500)	-2.0%
Grants	(48,005,613)	(3,636,800)	(3,715,500)	(3,886,800)	0	(3,886,800)	(250,000)	-6.9%
Fees & Service Charges	(96,518,757)	(104,393,500)	(103,335,400)	(96,507,500)	(1,379,800)	(97,887,300)	6,506,200	6.2%
Licenses & Permits	(17,670,955)	(16,775,800)	(16,726,900)	(14,498,900)	(154,400)	(14,653,300)	2,122,500	12.7%
Rents, Concessions & Franchise	(20,336,855)	(21,350,700)	(20,990,900)	(21,363,700)	(115,000)	(21,478,700)	(128,000)	-0.6%
Fines	(14,321,848)	(14,544,800)	(14,781,700)	(14,760,400)	0	(14,760,400)	(215,600)	-1.5%
Penalties & Interest on Taxes	(8,755,447)	(5,690,000)	(9,500,000)	(7,000,000)	0	(7,000,000)	(1,310,000)	-23.0%
Investment Income	(17,767,401)	(13,354,400)	(13,030,400)	(14,504,400)	0	(14,504,400)	(1,150,000)	-8.6%
Other Revenue	(11,796,108)	(28,488,000)	(11,918,186)	(31,458,900)	(3,330,100)	(34,789,000)	(6,301,000)	-22.1%
Transfers	(23,328,027)	(11,333,600)	(10,986,600)	(13,616,600)	(431,600)	(14,048,200)	(2,714,600)	-24.0%
TOTAL REVENUES	**(289,093,081)**	**(249,024,200)**	**(233,425,486)**	**(247,061,300)**	**(5,410,900)**	**(252,472,200)**	**(3,448,000)**	**-1.4%**
NET SERVICE IMPACT	**267,732,242**	**285,937,000**	**291,808,376**	**297,323,800**	**(2,892,500)**	**294,431,300**	**8,494,300**	**3.0%**
Allocations	0	0	0	16,600	(16,600)	0	0	0.0%
NET of ALLOCATIONS	**267,732,242**	**285,937,000**	**0**	**297,340,400**	**(2,909,100)**	**294,431,300**	**8,494,300**	**3.0%**
Less: Assessment Growth								**-0.8%**
City Tax Increase								**2.2%**

Note: Does not include a possible 1% infrastructure levy

Operating Program Highlights:

The City's 2010 Operating Budget has increased by approximately $8.5 million which is comprised of pressures of $16.4 million (including base changes and other programs increases) which are offset by new revenues, efficiencies and program reductions of $7.9 million.

Operating Program Budget Categories

Changes to the 2010 Operating Program have been classified into various categories. Brief descriptions of each one are as follows:

2010 Base Changes - These are changes in both costs and revenues that relate to a normal ongoing part of the city's business. Examples of initiatives included in this category include costs increases to ensure existing service levels are maintained, the operating impact of opening new facilities, hydro rate increases or economic adjustments awarded in union agreements and to non-union staff. Increased or decreased revenues which are a result of change in usage or rates, in line with normal expectations, are also included in this category.

Program Increases – These are services which are added or being increased or expanded beyond the level that the City currently provides as well as any new Full Time Equivalent staffing positions and hours.

New Revenues – These are new revenues from implementation of new programs or services, new fees for existing services that result from a change in the existing city policy or rate increases higher than normally expected (eg. above inflation).

Program Reductions – These are reductions in service levels which have resulted in cost savings. This may also include reductions in staffing levels.

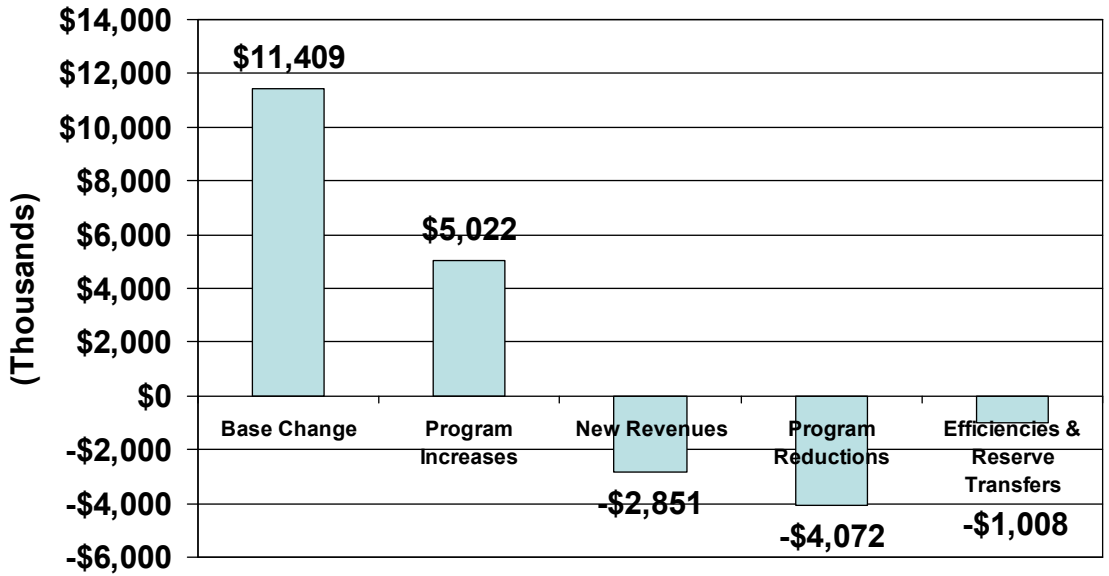
Efficiencies and Reserve Transfers – These are savings which have been realized by the city improving the way services are delivered or the cost of resources used in service provision. Also included in this category is the increased use of reserves to offset expenditures which reduces the required tax rate increase.

For every service, any budget items which fall into any of the above categories, other than Base Changes, will have a summary sheet at the end of the operating service budget presentation which provides detailed information about each individual initiative or new staff request.

The following charts provide a high level summary of each budget category or change for 2010.

The 2010 Business Plan and Budget Update represents a balanced approach towards maintaining key existing services while at the same time implementing key opportunities to reduce the budget, through new revenues, efficiencies and program reductions that do not affect the public in a significant way, so that tax rate increases are minimized in this economic environment.

Summary of 2010 Budget Changes



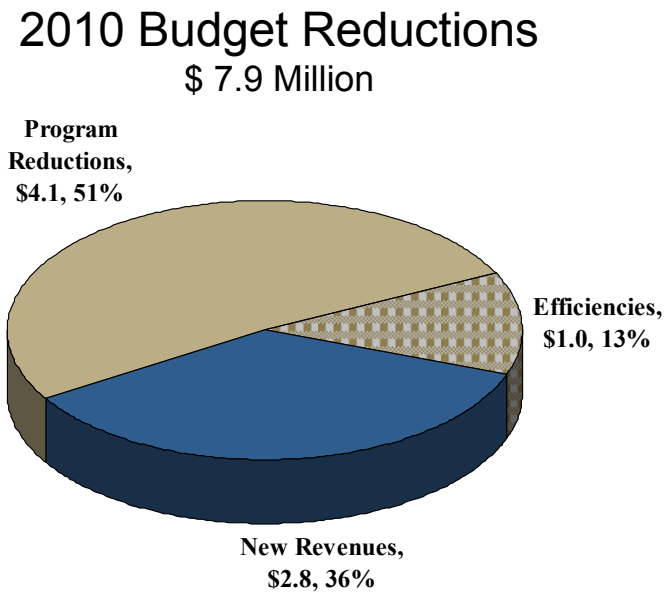
Key Budget Changes for 2010 Ongoing Operations (Base Changes and Program Increases)

In addition to $5.0 million in service level increases, the 2010 Budget also accommodates net cost pressures of $11.4 million as follows:

- Based on a 2009 labour budget of $367 million, net labour increase of $12.7 million for ongoing economic and merit adjustments;
- Reduced transit fares of $13.7 million of which $4.2 has been incorporated into the 2010 Budget and the remainder will be recovered from the balance in the Provincial Gas Tax Reserve Fund until these shortfalls have been completely incorporated in the tax base over the next four years;
- Net Winter maintenance increases of $2.9 million. Service levels for priority clearing of transit priority routes, pilot windrow clearing program for low income seniors and disabled persons; and increases in salt and sand costs are partially offset by contract savings
- Transit 2010 expansion costs of $2.1 million, which are funded from Provincial Gas Tax Reserves and additional fares;
- Increased costs of $1.8 million related to the municipal election scheduled for Fall 2010 which are completely offset by transfers from the Reserve for Election;
- Increased costs of $1.4 million primarily associated with delivery of Infrastructure Stimulus Funding (ISF) projects fully recovered from capital project as previously approved by Council
- Contract increase, of $1.4 million primarily due to Information Technology maintenance agreements including new applications and increase costs of transit parts inventory;
- Reduced Planning processing fees and building permit revenues of $4.3 million, of which $0.9 million has been built into the tax rate. The balance of the shortfall is funded from reserves, with a three year plan to incorporate revenue shortfalls into the tax rate;
- Parks maintenance cost increase of $0.4 million for 104 new acres of parkland including Community Commons Park and Riverwood;
- Increase leasing costs of $0.3 million for 201 City Centre Drive;
- Increase in Hershey contractor costs of $ $0.2 million;
- Annualization of labour costs increases of $0.2 million for staff added partway through 2009;
- Implementation of Youth Plan Strategy of $0.2 million;
- Reduced diesel fuel costs of $4.0 million;
- Reduced 2009 growth ridership strategy of $2.1 million;
- Increased recreational revenues of $0.6 million including a 3% fee increase;
- Net increase in payments in lieu of taxes (PILT's) received for Pearson International Airport (PIA) of $0.5 million (based on a 2009 budget of $18.5 million)

- Increase of $0.3 million in Enersource Hydro dividend based on favourable prior year results; and
- Increased POA revenues of $0.2 million due to ticket volume.

The following chart shows the areas where adjustments were made to bring the City tax rate down to approximately 2.2% or 0.62% on the total tax bill. These adjustments total $7.9 million. Details can be found in Appendix 2 – Summary of Program Changes. These reductions have allowed Mississauga to minimize the tax rate impact.



Highlights of the $2.8 million in new revenues are as follows:

$1.4 million	Additional Provincial Gas Tax revenues associated with new service being added in 2010 (based on a $38.3 million net 2009 Budget)
$0.4 million	New mortgage administration fee;
$0.7 million	Increase in parking fees related to on-street City Centre parking and public parking in Civic Precinct garages;
$0.1 million	Charging property owners for services provided by Fire as requested by an outside agency;
$0.1 million	Increased Committee of Adjustments fees primarily for residential and commercial variances fees and mobile sign permits;
$0.05 million	New rebate program for city credit cards; and
$0.05 million	Various new revenues generated as part of My idea employee Challenge Program.

Highlights of program reductions of $4.1 million are as follows:

$1.0 million Contributions from Provincial Gas Tax to offset Transit incremental costs necessary to maintain existing service levels;

$0.5 million Reduction in professional services for Land Development Services ($190,000), roads ($250,000) which limits studies to those funded by development charges; and Citizen Value Measurement survey ($73,000);

$0.2 million Curtail Spring and Fall clean ups by one and two weeks, respectively;

$1.3 million Reduction of 18.4 full time equivalents (FTE's) allocated by services as follows:

- 6.0 full-time equivalents in Land Development Service;
- 5.4 full-time equivalents in Business Services and Corporate Assets;
- 4.0 full-time equivalents in Roads, Storm Drainage and Watercourses; and
- 3.0 full-time equivalents in Legislative Services.

$0.3 million Remove Microsoft office product from Enterprise agreement and software assurance coverage; and

$0.3 million Rationalize low performing transit routes.

Highlights of cost saving efficiencies of $1.0 million are as follows:

$0.9 million Reduced transfer to Reserve for Assessment Appeal from $1.1 million to $0.2 million, as sufficient balances are available;

$0.1 million My idea employee Challenge Program; $34,000 in energy savings and the remainder on various initiatives;

$0.04 million Reduce the number of printed copies of Active Mississauga guide from 100,000 to 60,000.

2010 Recommended Capital Program and 2010-2019 Forecast

Introduction

The Capital portion of the Overview Section has been structured in the following manner:

- Introduction – provides brief historical information related to the capital budget;
- Contributions from Provincial and Federal levels of Government;
- 2010 Capital Program Highlights – provides a summary of capital projects or programs for 2010;
- 2010-2019 Capital Program Highlights – provides a summary of capital projects or programs for the 10 year forecast period;
- Fund Balances – provides details of projected reserve fund balances which reflect revenue projections and forecasted project expenditures; and
- Funding Strategy – provides details related to funding the non-growth (i.e. tax-based capital) program.

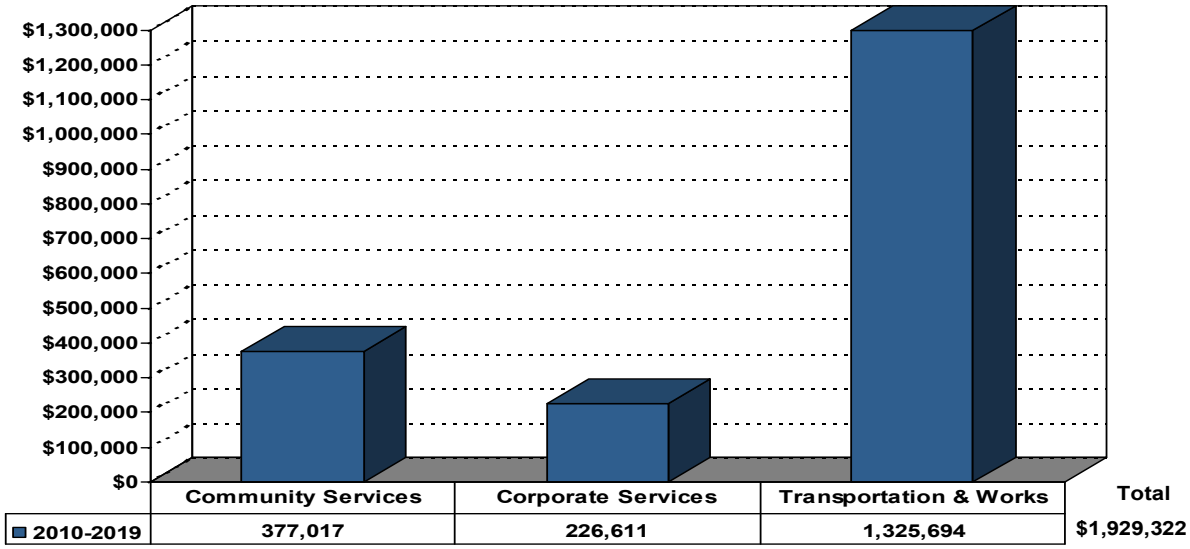
Mississauga's capital program is made up of two primary components:

- a non-growth component, which includes replacement, maintenance and enhancements to existing infrastructure; and
- a growth related component, which includes acquisition or construction of additional or new assets.

Some projects may include both growth and non growth elements, such as the expansion and replacement of the Fire Training and Vehicle Maintenance Centre.

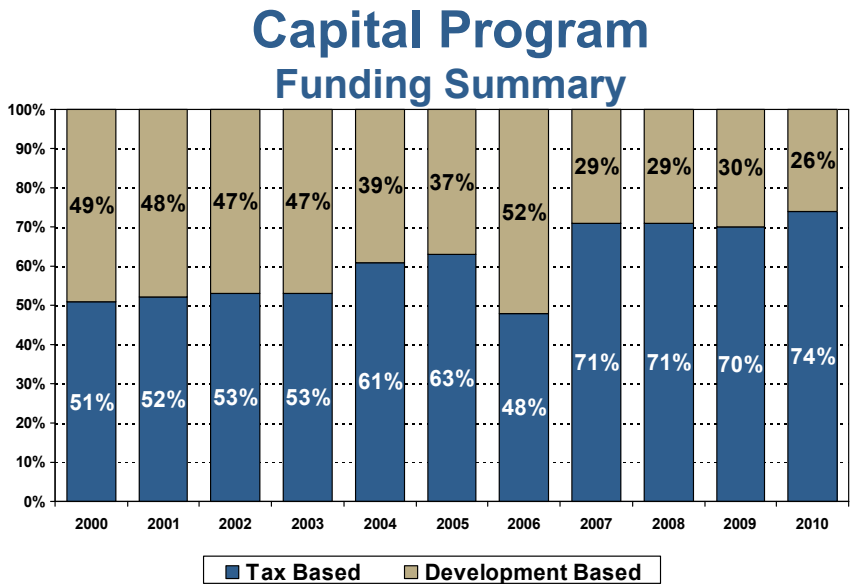
The following chart provides a high level summary of the proposed 10 Year Capital Forecast contained within the 2010-2019 Business Plan and Budget Update.

Funding Requirements by Department
10 Year Capital Plan
($'000)



The 2010-2019 Capital Program strikes a balance between providing for the service needs of newly developed areas, including installation of new playgrounds, new roads, and new parks, and addressing the needs of older communities including replacement, repair and rehabilitation of existing pathways, roads and buildings.

The following chart provides a brief historical summary of tax based versus development based funding. Although the City continues to grow, the capital budget is slowly shifting its focus from adding new infrastructure to maintaining Mississauga's existing asset base.



The shift from development to tax-based funding has been persistent since 1999. In 2006, the results are distorted somewhat, compared to other years as a result of the substantial funding allocation to the growth-related Sports Complex at $36.1 million using funds from the Cash in lieu of Parkland Dedication and Development Charges Reserve Funds, both of which are development-based funding. Aside from 2006, there is a clear trend towards having to rely more and more each year on tax based funding sources for infrastructure maintenance and rehabilitation.

Contributions from Provincial and Federal Levels of Government

The following chart provides a summary of revenues from the provincial and federal levels of government over the next five years:

($ millions)	2010	2011	2012	2013	2014	Total
Provincial Gas Tax	$15.5	$15.5	$15.5	$15.5	$15.5	$77.5
Ontario Bus Replacement*	$5.4	$5.3	$2.7	$4.4	$3.3	$21.1
Federal Gas Tax**	$19.9	$19.9	$19.9	$19.9	$19.9	$99.5
Federal Gas Tax (Regional Portion)	$16.7	$16.7	$16.7	$16.7	$16.7	$83.5
Subtotal	$57.5	$57.4	$54.8	$56.5	$55.4	$281.6
Provincial BRT Funding						$65.0
Federal BRT Commitment						$58.0
Total						**$404.6**

* Funding for Ontario Bus Replacement will be received as a 1/12th portion over 12 years

**The chart reflects the assumptions used in the Budget – the actual receipts from 2010 onward will be increased to $20.5 million to reflect the 2006 Census

Provincial Funding Sources

The Province first provided gas tax funding for transit starting in October 2004. The City now receives the maximum contribution of $15.5 million each year for the next five years based on 2 cents per litre. These funds are allocated across Ontario municipalities 70% based on transit ridership and 30% based on population. The primary purpose of this funding is to increase overall transit ridership through the expansion of public transportation capital infrastructure and levels of service. In keeping with the Ministry of Transportation requirements, ridership growth and asset management plans have been approved by Council, detailing the use of the Provincial gas tax receipts. Unlike other funding from senior levels of government, the existing plan permits the use of gas tax revenues to offset the increased Transit operating costs as well. However, Provincial gas tax funding can not be used to finance municipalities growing road or building infrastructure deficits.

The City's Provincial gas tax funding is being used to offset the operating costs of new buses and related service expansion. While Provincial gas tax funding can be used to offset higher day to day transit costs (such as salaries/wages, diesel fuel, bus parts, etc.), the City's practice has been to apply these revenues primarily to Transit service expansion costs. The ongoing use of Provincial gas tax funding to support Transit growth allows for the expansion of Transit service with no tax impact. By slowing down the 2009 Transit expansion plan to correspond to reduced ridership and implementing it over the 2009 and 2010, the 2010 tax rate increases, forecast in 2009 related to Transit, have been eliminated. By 2010, the Provincial gas tax funding will have been fully allocated towards transit. Starting in 2011 and beyond, costs associated with any further Transit expansion will have to be absorbed through property taxes. Mississauga will need to evaluate the impact of forecasted transit service level expansion relative to the tax rate increases for the future.

As previously mentioned, the City's transit ridership is declining. As such, our share of the Provincial Gas Tax may also be reduced in future years. The City will continue to monitor and make any adjustments required at that time.

The Ontario Bus Replacement Program subsidizes the cost of replacement buses. The program has undergone several changes in the last five years. Starting in 2008, the program funding is based on 33% recovery from the province – an increase from the 25% rate in 2007. In contrast, receipt of the recoveries will be paid over 12 years to coincide with the lifecycle of the buses thereby reducing the City's annual cash flow. Prior to 1998, the Province used to provide a 75% subsidy for all bus purchases.

In addition to one-time funding received in 2008 as previously mentioned, the province has provided a one-time support of public transit with $65 million to fund Mississauga's Bus Rapid Transit (BRT) project – a separated roadway connecting the Mississauga/Oakville border to Renforth Drive via Highway 403 and Eglinton Avenue.

Federal Funding Sources

Early in 2007, Mississauga received just over $14 million in funding for the Federal Public Transit Capital Trust program covering years 2007 to 2009. This funding was initially created as a compromise during the 2005-06 Federal Budget. The 2006 Federal Budget also amended the second year of the program as well as its duration and funding levels. The second year funding was redirected into a three-year Public Transit Capital Trust and increased from $196 million to $510 million. This funding is restricted exclusively to transit capital expenditures, and can not be used to fund capital infrastructure deficiencies.

In 2009, the Federal gas tax forecast doubled from the 2008 level of 2.5 cents to 5.0 cents per litre. The receipts in 2009 were $19.9 million with a total of $99.5 million being received over the next five year period. After the budget was prepared, the City was notified that it will increase to $20.5 million starting in 2010 but has not been incorporated in the budget. Also, the Region of Peel has agreed to flow through any Federal gas tax receipts to the lower tier municipalities after accounting for TransHelp requirements. For the period, 2009 to 2013, these receipts total $81.5 million.

The use of the Federal gas tax revenues is restricted for certain purposes. These funds can be applied to no more than two of the following city services: transit, storm water systems and community energy systems. Starting in 2007, large cities may also use Federal gas taxes to fund road infrastructure. To be eligible for funding, municipalities cannot reduce their existing/historical spending on capital projects. Similar to Provincial gas tax revenues, Federal gas taxes cannot be used to reduce property taxes. In order to help address the City's growing gridlock problems, Mississauga plans to invest Federal gas tax revenues to expand transit infrastructure, improve transit services and to help finance bus replacements. As such, Federal gas taxes are not available to fund general capital infrastructure needs. Municipalities across Canada continue to ask for an escalation to the Gas Tax to ensure its value does not depreciate over time.

Infrastructure funding needs for bridges and roads continue to increase with an unfunded list totalling $67.0 million. As part of the 2010 Budget, staff is seeking approval to amend the Federal Gas Tax agreement to allow these funds to be used for roads. In the short term, this funding source is fully allocated to Transit capital needs. In future years, it may assist the City in dealing with its ever increasing roads and bridges capital needs. The City will need to establish priorities as to the best use of these funds.

Highlights of Transit Projects

The 2010 – 2019 Budget recommends the following projects which are funded from a variety of transportation related funding sources as described above:

- As the fleet continues to grow, a third Transit Satellite for bus storage and maintenance is anticipated to be designed in 2011 with construction occurring in 2012-2014. It is to be located in

the northwest area of the City, the budget of $60 million (jointly funded from gas tax and development charges) including land acquisition, design and construction.

- Mississauga will be jointly constructing a Bus Rapid Transit (BRT) corridor along Highway 403 and Eglinton Avenue which will also be used by GO transit. The project includes the design and construction of the transitway as well as the purchase of 15 – 60 foot buses. Currently funding has been identified as one third from both the Provincial and Federal Governments with the remaining one third split between Mississauga and GO Transit. This project will provide a link from the Mississauga/Oakville border to Renforth Drive in Toronto. The total project including the portion to be constructed by the City ($272 million) and GO Transit ($54 million) is estimated at $326 million which includes a funding shortfall of $52.5 million in cost increases that is not currently funded in the City's 2010-2019 Capital Budget and Forecast. Mississauga is seeking for funding assistance to address the $52.5 million shortfall from senior levels of government.

- Mississauga needs to invest in transit infrastructure on its busiest route - the Hurontario Corridor. In 2007 and 2008, Mississauga has invested a total of $5.0 million in feasibility and environmental assessment studies. In 2010 a further $3.6 million has been included in the budget for the study. For 2015 to 2019, $85 million has been allocated for transit priority measures and upgraded passenger facilities along this corridor.

- Bus growth and service expansion includes 8 additional buses per year (funded from development charges and Federal Gas Tax). Starting in 2010, the bus plan also assumes that 25% of the replacement buses will be hybrid. The combined cost for growth and replacement buses is $211.6 million over the next ten years.

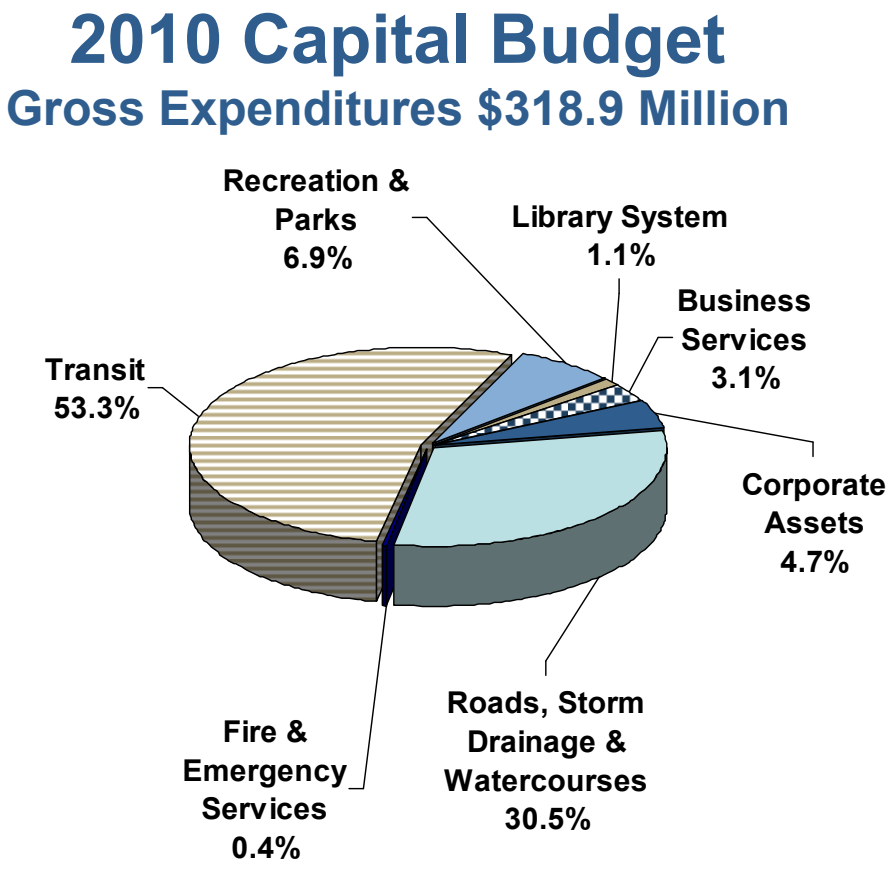
In June 2007, the Province announced a $17.5 billion rapid transit action plan for the Greater Toronto area. In addition to the BRT, Mississauga initiatives include:

- Light rail transit between Queen Street in Brampton to Lakeshore Road in Mississauga along Hurontario Street;
- Light rail transit from Kipling Station to Hurontario Street;
- Expansion of the Lakeshore West GO transit rail line by adding a third track between Oakville and Port Credit; and
- Capacity expansion of the Milton and Georgetown GO railway lines.

These projects are to be funded 65% from the Province with the remaining 35% to come from the Federal Government.

2010 Capital Program Highlights

The recommended City of Mississauga's 2010 Capital Program has a gross cost of $318.9 million and $266.8 million, net of subsidies and recoveries. The following chart shows the distribution of expenditures by major service category for 2010.

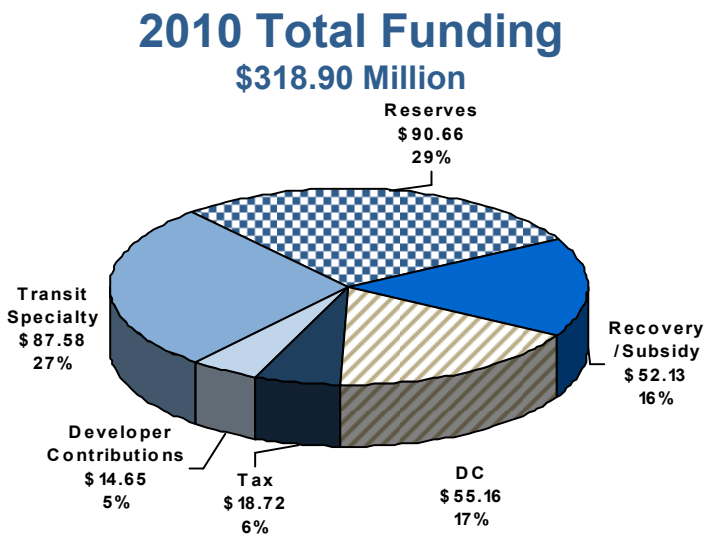


2010 Capital Program Highlights

The following chart shows the distribution of 2010 capital expenditures by major service category:

Service	Gross Cost ($ 000s)	Subsidy/ Recovery	Net Cost ($ 000s)
Transit	169,795	46,751	123,044
Roads, Storm Drainage and Watercourses	97,417	5,263	92,154
Recreation and Parks	21,854	114	21,740
Corporate Assets	14,973		14,973
Business Services	10,031		10,031
Library Services	3,503		3,503
Fire & Emergency Services	1,323		1,323
Total	**318,896**	**52,128**	**266,768**

The following chart shows the funding sources for the 2010 Capital Budget.



During 2010, Mississauga is starting several key projects. Some of these projects are being phased in over several years. Highlights are as follows:

- Gross funding for the Highway 403/Eglinton Bus Rapid Transitway project is projected at $326 million will be jointly constructed between the City and GO Transit and will be funded with by the City, GO Transit and the Federal and Provincial levels of government. In 2010, $105.4 million will be spent on Phase 2 of the construction of the BRT laneways;
- $10.0 million for the Port Credit Arena Rehabilitation ($1.1 million funded previously and $1.8 million to be funded in 2011, for a total gross project cost of $12.9 million);
- $7.0 million for the Torbram Road Grade Separation ($31.4 million previously funded for a total gross project cost of $38.4 million); and
- $2.5 million for the Transit Central Parkway Campus expansion and refurbishment ($83 million previously funded for a total gross project cost of $85.5 million).

Highlights of 2010 ongoing programs are as follows:

- $37.3 million for major roads and bridges and structure related works;
- $21.5 million for road rehabilitation;
- $12.9 million for storm drainage;
- $9.0 million in lifecycle maintenance on various city facilities;
- $3.8 million for new and replacement information technology applications, including enterprise system enhancements and the Dynix Library System;
- $2.1 million for park redevelopment and maintenance including $0.9 million for playground redevelopment exclusively; and
- $1.3 million for design of Meadowvale Community Centre and Library renovation.

A summary and details of the 2010 Recommended Capital Budget can be found in Appendix 4 – 2010 Capital Budget Summary.

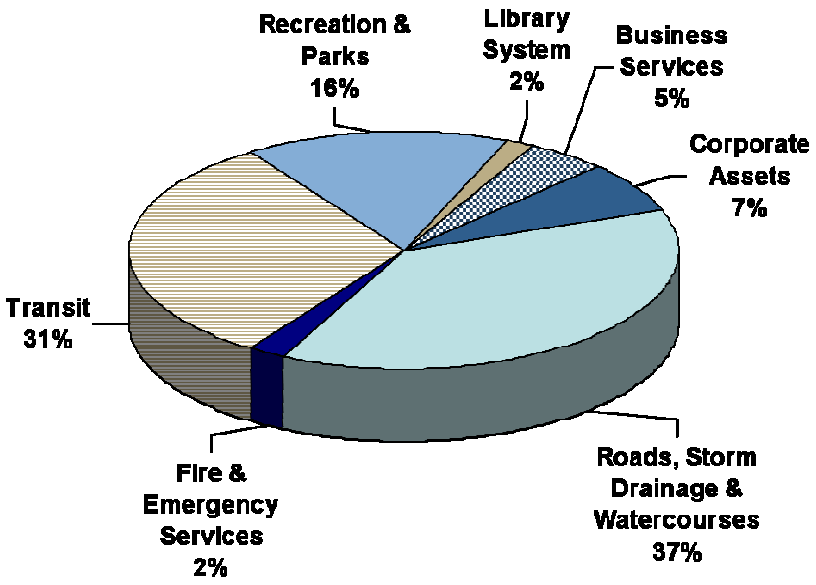
The following chart shows the distribution of 2010-2019 capital expenditures by major service category:

2010 - 2019 Capital Forecast Highlights

Service	Gross Cost ($ 000s)	Subsidy/ Recovery	Net Cost ($ 000s)
Roads, Storm Drainage and Watercourses	726,527	26,960	699,567
Transit	599,166	126,225	472,941
Recreation and Parks	301,059	1,867	299,192
Corporate Assets	134,029		134,029
Business Services	92,582		92,582
Fire & Emergency Services	46,846	4,244	42,602
Library Services	29,112		29,112
Total	**1,929,322**	**159,296**	**1,770,025**

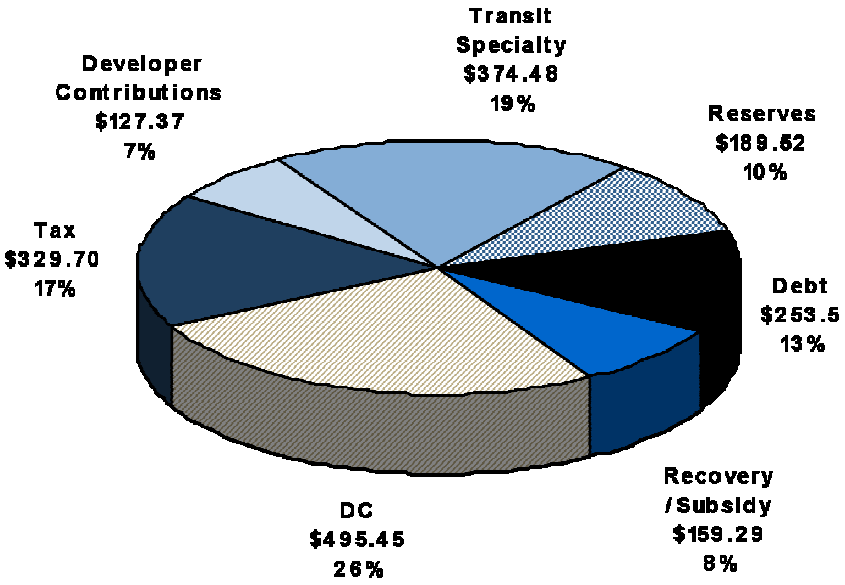
The following chart shows the distribution of expenditures by major service category.

2010 – 2019 Capital Budget Gross Expenditures $1.93 Billion by Service



The following chart shows the funding sources for the 2010-2019 Capital Program.

2010-2019 Total Funding $1.93 Billion (uninflated)



During 2010 to 2019, Mississauga is planning several key capital projects, some of which are being started in 2010. Details are as follows:

- $179.7 million for the Bus Rapid Transit initiative;
- $52.2 million for the major renovation of various community centres and facilities including Meadowvale Community Centre, Port Credit Arena; River Grove Community Centre, and West End Outdoor Artificial Soccer;
- $42.3 million for various grade separations throughout the City will provide relief towards traffic congestion issues;
- $26.6 million for Waterfront development which coincides with the Strategic Pillars;
- $25.0 million for the design and construction of a new Administrative Facilities;
- $11.9 million for the construction of Meadowvale and Cooksville Libraries;
- $10.1 million for the construction of the Gary W. Morden Centre - Phase 2 (total gross lifetime cost $38.9 million);
- $30.0 million for Parking Garage Structure; and
- $2.1 million for the renovation of various libraries.

Highlights of 2010 to 2019 routine capital programs are as follows:

- $212.4 million for road rehabilitation;
- $211.6 million for new and replacement bus acquisitions;
- $173.0 million for major roads and related works;
- $112.5 million for storm drainage;
- $80.8 million for major facility lifecycle maintenance;
- $73.3 million for parkland acquisition;
- $55.3 million for new and replacement information technology applications;
- $50.5 million for parkland development and the construction Bicycle/Pedestrian trails;
- $42.9 million for traffic signals and streetlighting;
- $24.7 million for information technology infrastructure;
- $23.0 million for replacement of fire pumpers, aerial trucks and other vehicles;
- $19.7 million for bridges and culverts;
- $17.8 million for parkland redevelopment; and
- $10.1 million for urban forestry of which over 60% relates to planting of infill or new street trees.

Fund Balances

Revenue Projections

New Development Charge rates were approved by Council on November 11, 2009. An appeal may be filed up to and including December 21, 2009. If an appeal to the Ontario Municipal Board (OMB) is filed, these rates may change, depending on the outcome of a successful negotiated settlement with developers or a decision through a OMB Hearing.

Development Charges By-law rates are adjusted on a semi-annual basis, using the Capital Expenditure Price Statistics. The Development Charge revenues included in the 2010-2019 Capital Program, reflect the new by-law rates over the ten year period.

The City's tax based reserve funds, used to fund infrastructure maintenance and enhancement projects, include a Capital Reserve Fund as well as six other special reserve funds as follows:

- Community Facility Redevelopment Reserve Fund;
- Facility Repairs and Renovations Reserve Fund;
- Fire Vehicle and Equipment Replacement Reserve Fund;
- Main Fleet Vehicle and Equipment Replacement Reserve Fund;
- Roadway Infrastructure Maintenance Reserve Fund; and
- Transit Vehicle Replacement and Equipment Replacement Reserve Fund.

In addition to these Reserve Funds, other tax based reserves have been established for other specific projects such as the non-growth portion of the Courtney Park Turf/Synthetic Track and BraeBen Golf Course.

The Capital Reserve Fund will receive a transfer from the operating budget of $18.7 million in 2010. An additional 1% infrastructure levy in 2010 or $2.8 million will be presented as an option for Council's consideration.

As tax based spending on capital is over $88 million per year on average, the difference between this and the City's annual contribution from the operating budget must be funded either from reserves or, when reserves are depleted, from debt. The following chart provides a summary of the capital transfers over the next 10 years. By increasing the capital contributions equivalent to 1% of the tax levy annually over 2010 to 2019 inclusive, total contributions would increase to $329.7 million as compared to $187 million with no increase. An additional 1% infrastructure levy in 2010 would further increase this total to $357.7 million.

Summary of Capital Transfers from the Operating Budget ($ millions)											
	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	TOTAL
Current Level	$18.7	$18.7	$21.6	$24.6	$27.7	30.9	$34.2	$37.6	$41.1	$44.7	$187.0
Additional 1% Infrastructure	$0.0	$2.9	$3.0	$3.1	$3.2	$3.3	$3.4	$3.5	$3.6	$3.7	$142.7
Total	$18.7	$21.6	$24.6	$27.7	$30.9	$34.2	$37.6	$41.1	$44.7	$48.4	$329.7

The 2010 to 2019 capital financing plan is based on the assumption that Mississauga will increase its capital contributions by a minimum of 1% of the tax levy each year excluding 2010. Council may decide to include an infrastructure levy increase in 2010.

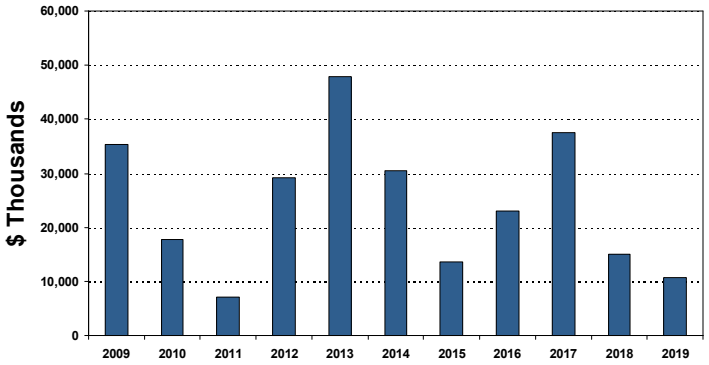
Development Related Reserve Fund Balances

With respect to development related financing, sufficient funding to cover the cost of growth related works is collected over time. The need to provide services to an area in advance of full development is necessary in several instances. Funding such projects may create a short-term negative fund balance in any one Development Charge Reserve Fund which is expected to be recovered from future growth.

By combining the projects within the 10 year capital forecast with the related revenue projections, an annual estimate of Development Charge and Reserve for Parkland Dedication (Cash in Lieu of Parkland) Reserve Fund balances is generated.

The following chart shows the total balance in Development related Reserve Funds over the next ten year period.

Summary of Development-Based Capital Reserve Funds – Closing Balances



Development related reserve funds will remain in a positive balance throughout the 10 year forecast period although shortfalls have been identified in a few individual development charge service areas – namely Fire Services and General Government. Staff will continue to monitor these reserve funds and related project costs and adjust them annually, as required.

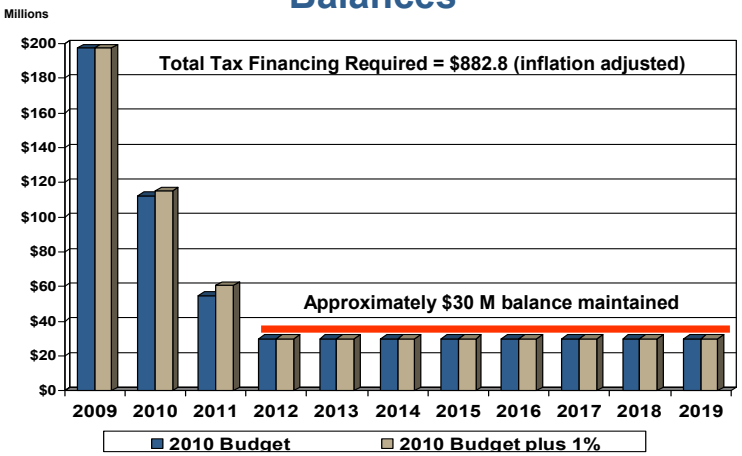
Tax Based Maintenance Reserve Fund Balances

Mississauga prepares the tax-based financing plan assuming an inflationary increase of 3% per year. As such the tax funded portion of the ten year capital forecast of $772.3 million is inflated to $882.8 million. This inflation adjusted expenditure requirement forms the basis for the analysis which follows.

Non-Growth Based Funding

Based on the proposed capital program adjusted for 3% inflation and the tax-based reserve funds available, the tax based reserve funds will be fully depleted to their minimum level of $30 million by 2012 as shown on the next page. External debt financing becomes the primary source of funding for tax-based capital expenditures from 2012 onward.

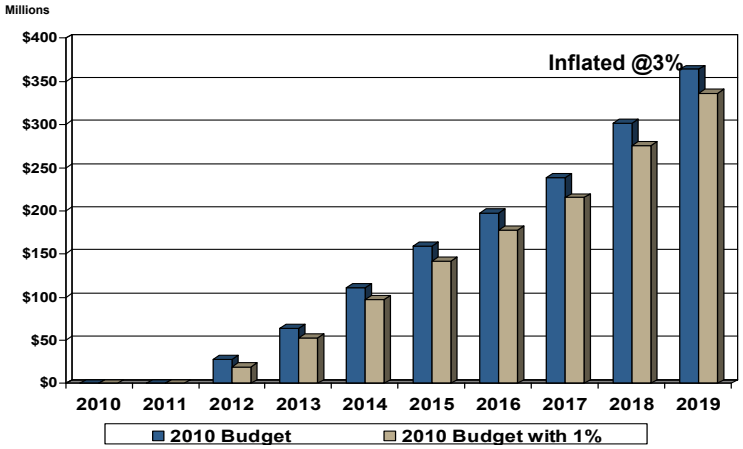
Taxed Based Capital Reserve Fund Balances



As illustrated in the above chart, the tax-based reserve fund balances will be reduced to approximately $30 million per year by 2012. This is the minimum balance that is targeted to be maintained in the tax-based capital reserve funds. As a result, the future capital needs must be carefully reviewed and critically evaluated each year to ensure a manageable balance between capital project spending relative to the tax rate increases required to support the program.

The following chart shows the cumulative value of outstanding external debt over the next 10 years. By the end of the 10 year period, Mississauga will have issued $364 million in cumulative external debt. If an additional 1% infrastructure levy were approved in 2010, the outstanding debt could be reduced to $336 million.

Cumulative External Debt Issued



Tax Rate Impacts

The City's tax rate is comprised of two different components – the impact from the operating budget combined with any increases to fund infrastructure requirements.
The following chart shows the break down of the operating tax rate increase by service for 2010. The impact on the City's tax bill is 2.2% or 0.62% on the total residential tax bill before any additional infrastructure levy.

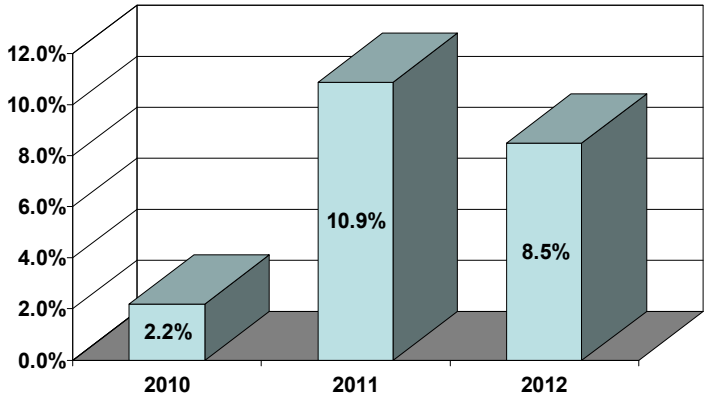
Service Area	2009 Net Budget ($ 000's)	2010 Net Budget ($ 000's)	2010 Increase ($ 000's)	2010 City Tax Rate Increase	Impact on Total 2010 Tax Bill
Roads, Storm Drainage & Watercourses	58,188	60,787	2,599	0.9%	0.3%
Fire	78,692	81,706	3,014	1.1%	0.3%
Transit	38,297	39,128	831	0.3%	0.1%
Recreation & Parks	42,928	44,404	1,476	0.5%	0.1%
Corporate Assets	17,838	18,337	500	0.2%	0.0%
Business Services	42,085	43,520	1,435	0.5%	0.1%
Land Development	4,088	4,783	694	0.2%	0.1%
Legislated	-1,450	-1,696	-245	-0.1%	0.0%
Library	23,482	24,129	647	0.2%	0.1%
Arts & Culture	2,630	2,684	55	0.0%	0.0%
Mayor & Council	3,955	4,068	114	0.0%	0.0%
Regulatory	479	836	357	0.1%	0.0%
Departmental Support Services	-128	0	128	0.0%	0.0%
Strategic Policy	4,660	4,755	95	0.0%	0.0%
Financial Transactions	-29,806	-33,010	-3,204	-1.1%	-0.3%
Subtotal	**285,937**	**294,431**	**8,494**	**3.0%**	**0.8%**
Less: Assessment Growth				-0.8%	-0.2%
Tax Rate Increase				**2.2%**	**0.6%**
Total Tax Bill Impacts - (Residential)				**0.62%**	

The following chart shows the City's tax rate increases over the next three years. This forecast includes the operating impacts of newly constructed parks including City Centre parks; new pools at Malton and Clarkson Community Centres, and the Garry W. Morden Fire Training Centre. Future capital projects such as Meadowvale Library and the Bus Rapid Transit are beyond the current three year forecast period and operating impacts will be included in the future projections. As previously mentioned, phasing in of revenue shortfalls for planning processing fees, building permits revenue and Transit fares has been included with a tax impact of approximately 1.2% in 2011 and 2012. Also a 1% infrastructure levy has been included in 2011 and 2012. Labour comprises approximately 69% of the City's operating costs with increases impacting the tax rate at approximately 5% annually in 2011 and 2012.

These forecasts include the Transit Ridership growth plan, increased winter maintenance costs, and costs to implement the Youth Plan Strategy.

During 2010, the City will be under a new business planning cycle which will refine these estimates.

Forecast 2010 to 2012 City Tax Rate Increases



8

The following table shows the impact on the City tax rate

	2010	2011	2012
City Tax Rate Increase	2.2%	10.9%	8.5%
Impact of Tax Rate Increase on Total Tax Bill	0.62%	3.1%	2.4%

The following table shows the impact per $100,000 of assessment of the 2010 proposed tax increase for the operating budget:

	City Tax Rate Increase	Impact on Total Tax Bill	Impact per $100,000 of Residential Assessment
Recommended Operating Budget	**2.2%**	**0.62%**	**$6.30**

The impact on an individual home can be determined by multiplying the above impact per $100,000 of assessment by the property's assessed value divided by $100,000. For example for a home assessed at $400,000 the impact would be $25.20.

	City Tax Rate Increase	Impact on Total Tax Bill	Impact per $100,000 of Residential Assessment
Recommended Operating Budget	**2.2%**	**0.62%**	**$6.30**
Impact of 1% Infrastructure (if approved by Council)	**1.0%**	**0.28%**	**$2.86**
Total Increase If Infrastructure Levy Approved	**3.2%**	**0.9%**	**$9.16**

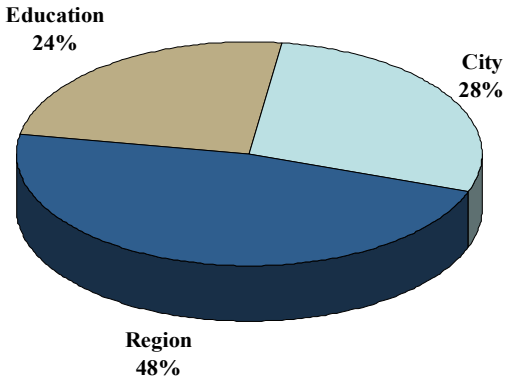
If the 1% infrastructure levy is approved, the impact would be an additional $2.86 per $100,000 of assessment or a total of $9.16 when combined with the operating budget increase.

City staff worked diligently with Budget Committee to refine estimates and identify efficiencies, cost savings and revenue opportunities in order to reduce the tax rate increase required to support ongoing operations to under $8.5 million. The result is a modest tax increase which will enable the City to provide services to residents and businesses while dealing with the affects of the downturn in the economy.

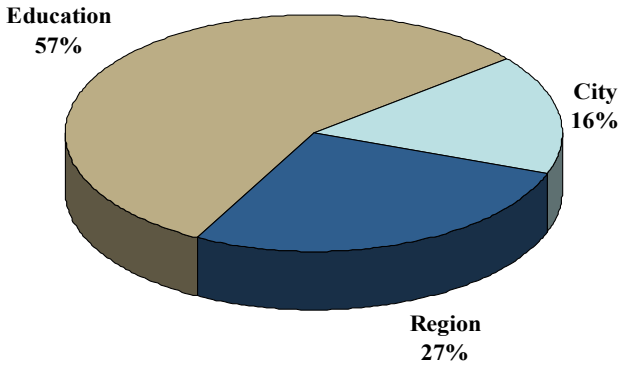
The total property tax bill is made up of three different components: the City of Mississauga, the Region of Peel and the Province of Ontario – Education taxes. The increases reflected in this budget relates to the City of Mississauga's portion only. Tax rates approved by the Region of Peel and Education rates, set by the Province of Ontario, must also be considered in order to determine the final amount paid by each taxpayer

The following chart shows the proportion of the total tax bill that relates to each component of residential, commercial and industrial properties followed by a table which shows the tax rate increase for the total tax bill assuming a regional and educational increase of 2.5% and 0.0% respectively:

Residential



Commercial/Industrial



	Tax Increase	Impact on Total Tax Bill		
		Residential	Commercial	Industrial
City -Operating	2.2%	0.62%	0.35%	0.34%
-Infrastructure	1.0%	0.28%	0.16%	0.16%
Total City Portion	**3.2%**	**0.90%**	**0.51%**	**0.50%**
Region Estimate	2.5%	1.18%	0.67%	0.65%
Education Estimate	0.0%	0.0%	0.0%	0.0%
Total Tax Rate Increase		**2.08%**	**1.18%**	**1.15%**

The following table provides a break down of the total tax rate increase on each $100,000 of assessment value for residential, commercial and industrial properties.

Increase in Total Taxes: On each $100,000 of Assessed Properties

Assessment Values*	Per $100,000 of Residential assessment	Per $100,000 of Commercial assessment	Per $100,000 of Industrial assessment
Total Tax Rate Increase	2.08%	1.18%	1.15%
2009 Taxes	$1,017.59	$2,518.51	$2,883.85
2010 City - Operating Increase	$6.30	$8.88	$9.90
2010 City - Infrastructure Increase	$2.86	$4.03	$4.49
2010 Estimated Region Increase	$11.99	$16.90	$18.83
2010 Estimated Education Increase	$0.00	$0.00	$0.00
Total	$1,038.74	$2,548.32	$2,917.07

*Based on assessed values as of 2008

Conclusion

The 2010 Business Plan and Budget Updates focuses on our key priority areas for the long term:

1. Developing a Transit-Oriented City
2. Ensuring Youth, Older Adults and New Immigrants Thrive
3. Completing Our Neighbourhoods
4. Cultivating Creative and Innovative Business
5. Living Green
6. State of Good Repair for Infrastructure
7. Continuous Improvement and Tax Rate Management

The plan sets out a fiscally responsible course of action which provides additional funding and resources to begin to implement parts of the new Strategic Plan, modestly improve services such as transit and winter maintenance while minimizing tax rate increases.

While Mississauga's capital financing strategy is designed to meet the City's long term infrastructure needs, there are several significant implications from implementing this strategy:

- Future taxes must increase to support capital needs;
- Existing tax-based capital reserve funds will be reduced to $30 million by 2012, which represents a substantial decline from current levels and the minimum level of acceptable funding to be preserved;
- External debt will be required to fund future years' capital programs beginning in 2012;
- Unfunded capital projects will still amount to $308 million over the next 10 years

Clearly stable, permanent, long-term funding sources are required from the Federal and Provincial Governments especially for major strategic investments such as transit expansion and road rehabilitation and infrastructure maintenance, as well as injections of special funding to support vital investments such as rapid transit. As this funding support is primarily restricted to capital expenditures, there may be substantial impacts on the operating budgets of municipalities from these capital programs which municipalities will have to absorb.

As the Federal and Provincial governments both have significant deficits, new funding is unlikely in the next few years. Both levels of government must be advised of the importance of maintaining existing funding levels as any reduction in existing funding would very adversely affect municipalities. Municipalities, for their part, need to develop long term financing plans for infrastructure renewal that provided for incremental but predictable future tax increases.

Reserves and Reserve Funds – Table of Contents

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Reserves and Reserve Funds

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2010 Overview

Reserves and Reserve Funds

- Reserves and Reserve Funds are established by Council to assist with long term financial stability and financial planning.
- Reserves are different from reserve funds in that they are generally used in conjunction with the Operating Program and support or supplement activities which are normally funded from general revenues. All interest earned by reserves appear within the Financial Transactions - Investment Income Program which is part of the operating budget.
- A reserve is generally used either to mitigate the impact of fluctuations in operating costs and revenue or to accumulate funds for future or contingent liabilities. Examples of reserves currently employed by the City to mitigate budgetary fluctuations include: Reserve for Winter Maintenance, Reserve for Commodities, Reserve for Assessment Appeals and the Reserve for Elections. Reserves established to fund future or contingent liabilities include: Reserve For Legal Settlements, Reserve for General Contingencies and Reserve for Vacation Pay.
- Reserve Funds are segregated and restricted to meet a specific purpose. Money set aside for reserve funds must be deposited into a separate bank account and the interest earned on those investments must be added to the reserve funds. Examples of reserve funds used to fund capital projects are Development Charges and Cash-in-Lieu of Parkland Dedication. Although some reserve funds, such as Insurance, are used in conjunction with the Operating Program, reserve funds are most commonly associated with the Capital Program. Funds are accumulated within a reserve fund to provide funding for future works. The funds are invested until required. Once Council approves the capital works, funds are transferred to the appropriate capital projects.
- Within the City, reserve funds used in the Capital Program are financed either as part of the annual transfer of tax funding from the Operating Program, or are collected as a charge upon development.
- Tax based reserve funds are used to accumulate the funding necessary for the maintenance and eventual replacement of the City's extensive infrastructure. A number of capital reserve funds have been established to assist with long term financial planning. These include Transit Vehicles and Equipment Replacement, Fire Vehicles and Equipment Replacement and Roadway Infrastructure Maintenance Reserve Funds.
- Development based reserve funds are used to finance capital projects to meet growth. Most of the funding is collected under the authority of the City's Development Charges By-law, as permitted by the *Development Charges Act, 1997* or other development related fees under the *Planning Act*. Services receiving funding from development charges include: fire, libraries, recreation, roads, transit, parking, public works, storm water management, and general government. A summary of the City's reserves and reserve funds along with their purpose can be found at the end of this section for easy reference.

Reserves and Reserve Funds

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Operating and Capital Reserves & Reserve Funds Summary				
($000's)	Projected Balance 2009	Projected Balance 2010	Change $	%
Operating	102,317	95,366	(6,951)	(6.8)
Capital	372,222	229,442	(142,780)	(38.4)
Subtotal	**474,539**	**324,808**	**(149,731)**	**(31.6)**
Development Deferred Revenues	97,692	75,453	(22,239)	(22.8)
Total	**572,231**	**400,261**	**(171,970)**	**(30.1)**

Numbers may not add due to rounding

Note: Since 1999, Development Charges and Parkland Dedication reserve funds have been reported as deferred revenues in accordance with Public Sector Accounting Board accounting rules.

2010 Explanation of Budget Changes

Program: Operating Reserves and Reserve Funds

Description of Program

Operating Budget Reserves and Reserve funds are established to offset fluctuations in revenues and expenses and to fund contingent liabilities. Examples include elections transfers, insurance claims and Worker's Compensation payments.
The Continuity Schedule of Current Reserves and Reserve Funds can be found at the end of this section along with projected balances to December 31, 2009.

TOTAL OPERATING RESERVES AND RESERVE FUNDS BALANCES (000's)	2009 ESTIMATED BALANCE	2010 PROJECTED BALANCE	CHANGE IN 2010 PROJECTED BALANCE TO 2009 ESTIMATED BALANCE	
	$	$	$	%
TOTAL RESERVES	46,488	39,466	(7,022)	-15.1%
TOTAL RESERVE FUNDS	55,828	55,900	72	0.1%
TOTAL RESERVES AND RESERVE FUNDS	**102,316**	**95,366**	**(6,950)**	**-6.8%**

Operating Highlights

The balances of the Operating Reserves and Reserve Funds are projected to decline over the next year. There is a reduction in the Reserves while the Reserve Fund Section has slightly increased. The decline in reserves is primarily due to allocations to offset the shortfalls in planning fees and building permit revenues as they are phased into the tax base over a 3 year period. The 2010 forecast revenue shortfall of $3.4 million has been recovered from the Reserves for Building Permit Revenue Stabilization ($0.7 million) and Development Stabilization ($2.7 million). Highlights are as follows:

- a decline in the balance of the Reserve for Planning Process Update, from $1.9 million to $0.8 million, to support various initiatives associated with planning for growth and intensification;
- a reduction in the Reserve for Election, from $2.7 million to $1.3 million, for the municipal election;

- a reduction in the Reserve for Contingency, from $2.2 million by $0.6 million, for various one-time studies such as the environmental master plan; and
- a slight increase in reserve funds from interest earned throughout the year.

Reserves and Reserve Funds

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	2010 REQUESTED BUDGET
	$
Transfer to Reserves	759,000
Transfer to Reserve Funds	3,626,000
TOTAL TRANSFERS TO RESERVES AND RESERVE FUNDS	**4,385,000**

Operating Highlights

The 2010 Operating Program recommends transfers to Operating Reserves and Reserve Funds totalling $4,385,000. Transfer to the Reserves and Reserve Funds are as follows:

- $2,598,000 to the Insurance Reserve Fund to fund future insurance claims;
- $309,000 in transfers to the Reserve for Assessment Appeals for changes in taxes generated through changes in the assessed values of property and to mitigate revenue losses through ongoing assessment appeals ($250,000) and $59,000 for year 1 of a 21 year repayment to the Reserve for Assessment Appeal for the $1.2 million paid for the annexation of the Ninth Line lands from this fund;
- $950,000 to the Workers' Compensation Reserve Fund;
- $450,000 to the Reserve for Elections to fund future municipal elections; and
- $78,000 to fund life insurance claims and purchase life insurance policies for retired employees.

Reserves and Reserve Funds

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	2010 REQUESTED BUDGET
	$
Transfer from Reserves	7,782,000
Transfer from Reserve Funds	6,272,000
TOTAL TRANSFER FROM RESERVES AND RESERVE FUNDS	**14,054,000**

Operating Highlights

The 2010 Operating Program recommends transfers from Reserves and Reserve Funds totalling $14,054,000. Highlights of the transfers are as follows:

- $3,563,800 from the Insurance Reserve Fund to cover the payments of estimated claims;
- $3,400,000 from the Reserves for Development Stabilization ($2,686,000) and Building Permit Revenue Stabilization ($714,000);
- $2,630,000 from the Workers' Compensation and Sick Leave Reserve Funds to offset estimated costs;
- $1,914,000 from the Reserve for Election for election related costs;
- $733,100 recovery of costs associated with various planning and intensification studies from the Reserve for Planning Process Updates;
- $708,000 recovery of various one-time studies including environmental master plans and mobility hub;
- $159,400 recovery of arts costs related to building and strengthening partnerships within the community through festivals, events and projects previous approved by Council;
- $165,400 to fund one-time costs associated with setting up the City's new Tangible Capital Assets reporting system;
- $281,600 funding of the Project Management Support Office which will be fully recovered from capital projects; and
- $322,900 other transfers including Municipal Business Enterprise Centre (MBEC); and
- $176,000 in funds transferred from the reserves in 2010 related to work unable to be completed in 2009.

2010 Explanation of Budget Changes

Program: Capital Reserve Funds

Description of Program

Capital Reserve Funds are monies set aside for the repair and major maintenance costs of capital infrastructure and for large (ie. new) capital expenditures such as the renovation of a community centre or road reconstruction
The Continuity Schedule of Capital Reserve Funds can be found at the end of this section along with projected balances to December 31, 2010.

2010 CAPITAL PROGRAM RESERVE FUNDS ($000)	2009 ESTIMATED BALANCE	2010 PROJECTED BALANCE	% CHANGE
	$	$	%
CAPITAL PROGRAM - TAX FUNDED	274,569	130,547	-52.5%
CAPITAL PROGRAM - DEVELOPMENT DEFERRED REVENUES	97,692	75,453	-22.8%
CAPITAL PROGRAM - OTHER	97,653	98,895	1.3%
TOTAL CAPITAL RESERVE FUNDS	**469,914**	**304,895**	**-35.1%**
TAX SUPPORTED DEBT	**0**	**0**	**0.0%**

($000)	2010 REQUESTED BUDGET
	$
TOTAL TRANSFERS TO CAPITAL RESERVE FUNDS	**134,418,961**

Capital Highlights

Included in the 2010 Budget are recommendations that $134.4 million be transferred to various Capital Reserve Funds (both tax-based and growth related) with details as follows:

- $52,717,800 in sharing of gas tax revenue from the Federal and Provincial Governments;
- $38,080,000 in estimated development charge revenues;
- $18,720,100 transfer from the Operating to the Capital Program;
- $13,000,000 transfer from the Capital Reserve Fund to the Facility Repair and Renovation Reserve Fund;
- $7,500,000 transfer from the Capital Reserve Fund to the Roadway Infrastructure Reserve Fund;
- $4,140,000 in estimated parkland dedication contributions;
- $170,461 contribution from repayment of Living Arts Centre loan from Development Charges to the Capital Reserve Fund; and
- $90,600 in estimated cost sharing initiative for the Courtneypark Artificial Turf.

($000)	2010 REQUESTED BUDGET
	$
TOTAL TRANSFERS FROM CAPITAL RESERVE FUNDS	**313,061,720**

Capital Highlights

The 2010 Budget recommends transfers from tax-based and growth-related Capital Reserve Funds of $313.1 million to activities and projects as follows:

- $129,881,465 from Capital Reserve Funds to finance non-growth tax-based projects in the 2010 Capital Budget;
- $112,553,900 for various transit related initiatives including funding of transit expansion costs contained in the Operating Budget;
- $55,978,000 from Development Charges to fund growth based projects;
- $11,650,000 from Parkland Dedication Reserve Fund to fund land acquisitions and certain capital project; and
- $2,998,355 from developers' contributions to fund growth based projects.

Reserves and Reserve Funds

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Continuity Schedule

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Reserves and Reserve Funds

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Reserves and Reserve Funds

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Continuity Schedule of Operating Reserves and Reserve Funds
($000's)

Reserves and Reserve Funds	Balance January 2009	Projected 2009 Contributions	Projected 2009 Interest	Projected 2009 Expenditures	Projected Balance December 31, 2009	2010 Projected Contributions	2010 Projected Interest	2010 Projected Expenditures	Projected Balance December 31, 2010
	$	$	$	$	$	$	$	$	$
Operating Program - Reserves									
Reserve for the Arts	**1,355**	235		(170)	**1,420**			(159)	**1,261**
Reserve for Assessment Appeals	**8,968**	1,102		(3,330)	**6,740**	309			**7,049**
Reserve for Commodities	**6,778**	0		(1,000)	**5,778**				**5,778**
Reserve for Current Budget	**274**	176		(274)	**176**			(176)	**0**
Reserve for Building Permits Revenue Stabilization	**1,376**	0		(375)	**1,001**			(714)	**287**
Reserve for Bus Shelter Advertising	**908**	0		0	**908**				**908**
Reserve for Development Stabilization	**4,691**	0		(375)	**4,316**			(2,686)	**1,630**
Reserve for Early Retirement	**500**	0		0	**500**				**500**
Reserve for Elections	**2,364**	450		(82)	**2,732**	450		(1,914)	**1,268**
Reserve for General Contingencies	**3,755**	61		(1,616)	**2,200**			(552)	**1,647**
Reserve for Labour Settlements	**4,812**	0		0	**4,812**			(447)	**4,365**
Reserve for Legal Settlements	**2,336**	0		(500)	**1,836**				**1,836**
Reserve for Planning Process Updates	**3,500**	0		(1,563)	**1,937**			(1,133)	**804**
Reserve for Vacation Pay	**5,820**	0		0	**5,820**				**5,820**
Reserve for Winter Maintenance	**7,313**	0		(1,000)	**6,313**				**6,313**
Operating Programs -Reserve Funds									
Group Benefits Reserve Fund	**3,385**	78	171	(20)	**3,614**	78	183		**3,874**
Insurance Reserve Fund	**27,250**	2,598	1,338	(3,564)	**27,623**	2,598	1,357	(3,564)	**28,014**
Reserve Fund - Other	**191**	0	8	(79)	**121**		4	(79)	**46**
Sick Leave Reserve Fund	**9,793**	0	477	(500)	**9,770**		476	(500)	**9,746**
Workers' Compensation Reserve Fund	**15,153**	950	728	(2,130)	**14,701**	950	699	(2,130)	**14,220**
Total Operating Reserves and Reserve Funds	**110,523**	**5,650**	**2,722**	**(16,578)**	**102,317**	**4,385**	**2,719**	**(14,054)**	**95,366**

Reserves and Reserve Funds

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Continuity Schedule of Reserves and Reserve Funds

($000's)

Reserves and Reserve Funds	Balance January 2009	Projected 2009 Contributions	Projected 2009 Interest	Projected 2009 Expenditures	Projected Balance December 31, 2009	2010 Projected Contributions	2010 Projected Interest	2010 Projected Expenditures	Projected Balance December 31, 2010
	$	$	$	$	$	$	$	$	$
Capital Program - Tax Funded									
2009 Special Projects Capital Reserve Fund	**0**	16,650	300	(10,650)	**6,300**		315		**6,615**
Britannia Hills Golf Course	**117**		6		**123**		4	(35)	**92**
Capital Reserve Fund	**18,788**	230,432	6,847	(110,764)	**145,303**	18,891	3,947	(85,248)	**82,893**
Capital Revolving Reserve Fund	**187,185**		0	(187,185)	**0**		0		**0**
Community Facility Redevelopment Reserve Fund	**2,921**	140	153		**3,214**		161		**3,374**
Courtneypark Artificial Turf Reserve Fund	**253**	82	17		**351**	91	22		**464**
Facility Repair & Renovations Reserve Fund	**407**	17,000	199	(13,420)	**4,186**	13,000	37	(16,447)	**776**
Federal & Provincial Contributions	**114,388**	50,457	4,658	(98,964)	**70,539**	52,718	536	(112,554)	**11,239**
Fire Vehicles & Equipment Reserve Fund	**3,190**		95	(1,293)	**1,993**		33	(1,323)	**703**
Main Fleet Vehicle & Equip. Reserve Fund	**7,036**	298	195	(3,428)	**4,102**		120	(1,696)	**2,526**
Roadway Infrastructure Reserve Fund	**39,524**		869	(22,135)	**18,258**	7,500	34	(25,075)	**717**
Transit Vehicles & Equipment Reserve Fund	**36,124**		962	(16,887)	**20,199**		1,007	(57)	**21,149**
Capital Program - Other									
Development Charges Reserve Fund	**54,870**	20,736	872	(40,716)	**35,762**	38,080	447	(55,978)	**18,311**
Developer Contributions Reserve Fund	**43,992**	736	1,970	(5,324)	**41,374**		1,942	(2,531)	**40,785**
General Mun. Dev. Reserve Fund-Lot Levy	**48,591**	-399	2,370	(794)	**49,768**		1,972	(467)	**51,273**
General Mun. Dev. Reserve Fund-Other	**6,020**	225	310	(43)	**6,511**		326		**6,837**
Parkland Dedication Reserve Fund	**73,331**	3,917	2,949	(18,268)	**61,930**	4,140	2,721	(11,650)	**57,142**
Total Capital Program Reserve Funds	**636,737**	**340,274**	**22,773**	**(529,871)**	**469,914**	**134,419**	**13,625**	**(313,062)**	**304,896**
Grand Total	**747,260**	**345,925**	**25,495**	**(546,449)**	**572,231**	**138,804**	**16,343**	**(327,116)**	**400,263**







10 Year Forecast Continuity Schedule

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Reserves and Reserve Funds

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Reserves and Reserve Funds

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Capital and Subsidiary Reserve Funds

The following chart summarizes the funds on hand, budget allocations and closing balances for the Capital and its Subsidiary Reserve Funds, as a result of this year's capital budget and forecast to 2018. This also includes funds from the Capital Revolving Fund that was established in 2005 from the re-allocation of the Hydro Reserve Fund which has now been closed.

Capital and Subsidiary Reserve Funds
($000's)

	Balance October 2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2010-2019 Total
	$	$	$	$	$	$	$	$	$		$	$
Opening Balance	203,212	197,254	112,138	57,126	30,059	30,175	29,893	30,055	30,281	30,544	30,329	**203,212**
Transfers/ Loans	(15,351)	170	303	518	640	680	736	820	920	1,020	1,113	**(8,431)**
Revenue Stream	0	18,720	21,520	24,420	27,420	30,520	33,720	37,020	40,420	43,920	47,520	**325,201**
Interest Estimate	9,393	5,340	2,720	1,431	1,437	1,423	1,431	1,442	1,454	1,444	1,436	**28,952**
Total Available Balance	197,254	221,485	136,682	83,496	59,556	62,799	65,780	69,337	73,076	76,928	80,397	**1,126,789**
Allocation to Projects	0	109,346	79,556	53,436	29,381	32,906	35,726	39,055	42,532	46,599	50,250	**518,787**
Unallocated Balance	**197,254**	**112,138**	**57,126**	**30,059**	**30,175**	**29,893**	**30,055**	**30,281**	**30,544**	**30,329**	**30,148**	**30,148**

Note: Excludes any potential increase in Contributions to Capital Reserve Funds in 2010. Staff are recommending a minimum of 1% infrastructure levy which equals $2.8 million for 2010. A 1% infrastructure levy has been included for 2011 to 2019.

Federal and Provincial Contribution Reserve Funds

The Federal and Provincial governments are sharing taxes collected on gas purchases. The Provincial funding is restricted to projects or initiatives that expand transit ridership. The Federal funding was originally intended to be used for any two of the following capital programs: transit, storm drainage or energy conservation. Starting in 2007, the Federal Gas Tax can also be used to fund road infrastructure. Detailed transit studies and plans are being prepared to determine the best use of these funds. To date, Mississauga is using gas tax revenues only to improve transit services and grow ridership. This table also includes $65 million received from the Province of Ontario towards financing the Mississauga Bus Rapid Transit as well as funds from the Federal Public Transit Capital Trust Program which was announced in the 2006 Federal Budget. Lastly the Provincial government has also contributed several "one time" grants for various initiatives or infrastructure pressures in 2008 which are accounted for in the table.

Federal and Provincial Contribution Reserve Funds

($000's)

	Balance October 2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2010-2019 Total
	$	$	$	$	$						$	$
Opening Balance	69,961	70,539	11,239	3,998	11,879	13,691	26,118	36,682	43,463	50,625	52,555	**390,749**
Transfers/ Loans	(20,086)	(24,978)	(22,078)	(19,078)	(15,978)	(15,478)	(15,478)	(15,478)	(15,478)	(15,478)	(15,478)	**(195,064)**
Revenue Stream	17,305	52,718	52,718	52,718	52,718	52,718	52,718	52,718	52,718	52,718	52,718	**544,488**
Interest Estimate	3,359	535	190	566	652	1,244	1,747	2,070	2,411	2,503	3,009	**18,285**
Total Available Balance	70,539	98,815	42,069	38,204	49,272	52,175	65,106	75,992	83,114	90,368	92,805	**758,458**
Allocation to Projects	0	87,576	38,071	26,325	35,581	26,057	28,423	32,529	32,489	37,812	29,618	**374,484**
Unallocated Balance	**70,539**	**11,239**	**3,998**	**11,879**	**13,691**	**26,118**	**36,682**	**43,463**	**50,625**	**52,555**	**63,186**	**63,186**

Development Charges Reserve Funds

The following chart summarizes the funds on hand, budget allocations and closing balances for the Development Charges Reserve Funds, as a result of this year's capital budget and forecast to 2018.

Development Charges Reserve Fund - All Services
($000's)

	Balance October 2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2010-2019 Total
	$	$	$	$	$	$	$	$	$		$	$
Opening Balance	39,060	35,762	18,311	7,515	29,761	48,300	30,988	14,105	23,551	38,177	15,733	**39,060**
Transfers/ Loans	(4,170)	(815)	(942)	(1,393)	(1,478)	(1,242)	(1,072)	(1,007)	(1,007)	(1,007)	(981)	**(15,114)**
Revenue Stream	0	38,080	42,688	61,691	64,830	55,860	50,719	46,696	38,724	38,802	38,060	**476,152**
Interest Estimate	872	447	183	726	1,178	756	344	574	931	384	276	**6,671**
Total Available Balance	35,762	73,473	60,240	68,540	94,292	103,675	80,980	60,369	62,200	76,355	53,088	**768,973**
Allocation to Projects - All Services	0	55,162	52,724	38,779	45,992	72,686	66,875	36,817	24,023	60,623	41,767	**495,448**
Unallocated Balance	**35,762**	**18,311**	**7,515**	**29,761**	**48,300**	**30,988**	**14,105**	**23,551**	**38,177**	**15,733**	**11,321**	**11,321**

Cash in lieu of Parkland Dedication

The annual average revenue generated from cash in lieu of parkland dedication is expected to be $5.4 million, with increases occurring in years where sizable developments that are not dedicating parkland, are expected to be registered. These projections are reviewed on an ongoing basis and any necessary amendments will be reflected in future budget documents.

Cash in lieu Parkland Dedication Reserve Fund
($000's)

	Balance October 2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2010-2019 Total
	$	$	$	$	$	$	$	$	$		$	$
Opening Balance	64,517	61,930	57,142	50,364	33,804	27,106	17,717	23,100	17,280	19,635	21,725	**64,517**
Transfers/ Loans	(5,536)	2,010	2,110	10	10	10	10	10	10	10	10	**(1,336)**
Revenue Stream	0	2,130	3,550	6,390	6,390	6,390	6,390	6,745	7,100	7,100	6,390	**58,575**
Interest Estimate	2,949	2,721	2,398	1,610	1,291	844	1,100	823	935	1,035	1,154	**16,858**
Total Available Balance	61,930	68,791	65,200	58,373	41,495	34,350	25,217	30,678	25,325	27,779	29,279	**468,417**
Allocation to Projects	0	11,650	14,836	24,569	14,389	16,633	2,118	13,398	5,690	6,054	5,054	**114,390**
Unallocated Balance	**61,930**	**57,142**	**50,364**	**33,804**	**27,106**	**17,717**	**23,100**	**17,280**	**19,635**	**21,725**	**24,225**	**24,225**







Fund Descriptions

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Reserve and Reserve Fund Descriptions

Throughout this document, there are a number of references to various reserves and reserve funds. Each of these is explained below.

Reserve Name	Purpose of the Fund
Reserve for Assessment Appeals	• Provides for the contingent liability for possible refund of taxes in respect of outstanding assessment appeals pending against the City. Provides funds for legal and hearing fees related to major appeals.
Reserve for Building Permit Revenue Stabilization	• Provides for sufficient funds to continue operating and capital needs of the building permits process affected by fluctuating development.
Reserve for Commitments - City	• Provides unspent but committed monies from the Year's budget to fund obligations outstanding at year-end which will be paid in the upcoming year.
Reserve for Commodities	• Provides funds for the fluctuating costs of commodity based expenses such as hydro, natural gas, diesel, etc.
Reserve for Development Stabilization	• Provides for unspent but committed development, planning and inspection work or for stabilization of the revenue budget in years when the development-related revenues received is below the five-year average.
Reserve for Early Retirement Benefits	• Provides for the city's portion of the early retirees' benefit premiums.
Reserve for Elections	• Provides for the cost of holding municipal elections by making annual contributions to the reserve.
Reserve for General Contingencies	• Provides monies for unforeseen or uncertain liabilities and contingencies.
Reserve for Labour Settlements	• Provides funds for potential obligations resulting from outstanding labour agreements and labour related issues.

Reserves and Reserve Funds

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Reserve Name	Purpose of the Fund
Reserve for Legal Settlements	• Provides for potential costs of outstanding legal matters.
Reserve for Planning Process Update	• Provides monies for periodic updates to Official Plans, District Plans and Zoning by-law review, as required by the Planning Act R.S.O. 1990 c. P.13, as amended.
Reserve for Vacation Pay	• Provides for the liability of unpaid vacation time earned by permanent employees of the City as at December 31st.
Reserve for Winter Maintenance	• Provides funds for stabilizing the City's Winter Maintenance Program. Operating surplus monies from this program may be placed in this reserve.

Reserve Fund Name	Purpose of the Fund
2009 Special Projects Capital Reserve Fund	• Provides funds, made available from re-allocated grant funded projects, set aside for special capital projects throughout the City.
Britannia Hills Golf Course Reserve Fund	• Provides funds for the construction and maintenance of the former Britannia Hills Golf Course (now called BraeBen).
Capital Reserve Fund	• Provides funds, including capital cash receipts not required for the retirement of debenture debts as prescribed by Section 413 (2) of the *Municipal Act, 2001* S.O. 2001, c.25. Funds may be used for: o the construction or improvement of any municipal works; o the acquisitions or expropriation of land required for Municipal purposes; o the acquisitions of vehicles or equipment for Municipal purposes; and o the payment of debentures of the Corporation for any the aforementioned purposes.

Reserves and Reserve Funds

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Reserve Fund Name	Purpose of the Fund
Capital Revolving Fund	• Closed in 2009 with all funds being transferred to the Capital Reserve Fund to provide funds for ongoing infrastructure needs.
Cash in Lieu of Parking Reserve Fund	• Pursuant to the *Planning Act R.S.O. 1990* c.P.13 as amended, monies received in lieu of parking are to be set aside in this reserve fund and are to be spent only for parking initiatives.
Cash in Lieu of Parkland Dedication	• Pursuant to the *Planning Act R.S.O. 1990* c.P.13 as amended, monies received in lieu of parkland dedication are to be set aside in this reserve fund and are to be spent only for the acquisition of land to be used for park or other recreational purposes, including the erection and repair of buildings and the acquisitions of machinery for park or other public recreational purposes.
City Centre Promotions Reserve Fund	• Provides monies of the purpose or conducting a City Centre Promotion Campaign
Community Facility Redevelopment Reserve Fund	• Provides funds for the renovation and refurbishing of facilities, such as community centres, pools, libraries and arenas.
Courtneypark Artificial Turf and Synthetic Track Reserve Fund	• Provides funds for the replacement and future maintenance of the Courtneypark artificial turf, synthetic track and its related equipment.
Developer Contribution Reserve Funds	• These reserve funds consist of contributions for specific municipal infrastructure collected as a condition of land development. Examples include, but are not limited to sidewalks, roads, traffic signals and tree planting.
Development Charges Reserve Fund: ➢ City-wide Engineering;	• Pursuant to the *Development Charges Act, 1997*, S.O. 1997, c. 27, as amended, monies collected under the Act shall be placed into a separate reserve account for the purpose of funding growth related net capital costs for which the development charge was imposed under the Development Charges By-law.

Reserves and Reserve Funds

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Reserve Fund Name	Purpose of the Fund
➢ Transit; ➢ Fire; ➢ Recreation; ➢ Library; ➢ Public Works; ➢ Parking ➢ General Government; ➢ Hershey Debt; ➢ Living Arts Centre Debt; ➢ Storm Drainage	
Facilities Repair and Renovations Reserve Fund	• Provides for capital projects for repairs and renovations to City facilities.
Federal Public Transit Reserve Fund	• Revenues are intended to support expenditures for municipal public transportation services.
Fire Training Centre Replacement Reserve Fund	• Provides funds for the construction of a new fire training centre.
Fire Vehicles and Equipment Replacement Reserve Fund	• Provides funds for the replacement of Fire vehicles and equipment approved in the annual capital budget. Cash receipts resulting from the sale of fire vehicles and equipment shall be deposited into this reserve fund.
Gas Tax (Federal) Reserve Fund	• Gas tax revenues are intended to support expenditures for municipal public transportation services, storm water systems or community energy systems.
Gas Tax (Provincial) Reserve Fund	• Gas tax revenues are intended to support expenditures for municipal public transportation services.

Reserves and Reserve Funds

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Reserve Fund Name	Purpose of the Fund
General Municipal Development Reserve Fund	• Provides funds required to service growth in the City, including, but not limited to municipal infrastructure required to service growth in the City, including but not limited to municipal highways, recreational facilities, fire stations and equipment, libraries and land. This Reserve Fund consists of funds collected under lot levy policies in effect prior to 1991.
Main Fleet Vehicle and Equipment Replacement Reserve Fund	• Provides funds for the replacement of main fleet vehicles and equipment approved in the annual capital program. Cash receipts resulting from the sale of main fleet vehicles and equipment shall be deposited into this reserve fund.
Metrolinx Bikelinx Reserve Fund	• Provides funds for the purchase and installation of bicycle racks on transit vehicles and secured and safe bicycle parking.
Miscellaneous Contributions Reserve Fund	• Provides funds such as those generated through fund raising or community donations, for miscellaneous works to be undertaken by the City to offset other miscellaneous expenses.
Mississauga Garden Park Development and Maintenance Reserve Funds	• Provides funds solely for the purpose of the Mississauga Garden Park (now Riverwood) Development as well as providing funds for the long term maintenance costs of the park.
Mississauga Rapid Transit (MRT) Reserve Fund	• Provides for the construction and maintenance of the MRT bus way system and services. $65 million was received from the Province of Ontario in 2006.
MoveOntario 2020 Higher Order Transit Reserve Fund	• Provides funds to be used for the MoveOntario 2020 Dundas and Hurontario Higher-Order Transit Corridor Development.
Ontario Bus Replacement Program Reserve Fund	• Provides funds for the replacement of municipal transit buses.
Provincial Road and Bridge Infrastructure Reserve Fund	• Provides funds to be used for the investment in the City of Mississauga's capital municipal roads and bridges infrastructure.

Reserves and Reserve Funds

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Reserve Fund Name	Purpose of the Fund
Provincial Transit Grant Reserve Fund	• Provincial funding provided to improve and expand public transit.
Roadway Infrastructure Maintenance Reserve Fund	• Provides fund for the reconstruction and resurfacing of the City road network.
Sick Leave Reserve Fund	• Provides for the payment to employees for vested sick leave credits as defined in By-law 95-74.
Transit Vehicles & Equipment Replacement Reserve fund	• Provides funds for the replacement of Transit vehicles and equipment approved in the annual capital budget. Cash receipts resulting from the sale of Transit vehicles and equipment shall be deposited into this reserve fund.
Workers' Compensation Fund	• Provides funds for the payment of compensation, outlays and expenses assessed to be payable by the City as an employer under the Workplace Safety and Insurance Act, 1997 S.O. 1997, c.16 as amended. Provides funds for actuarial services to establish the appropriate level.

Mayor & Members of Council

Term: December 1, 2006 to November 30, 2010



Mayor
Hazel McCallion, C.M.



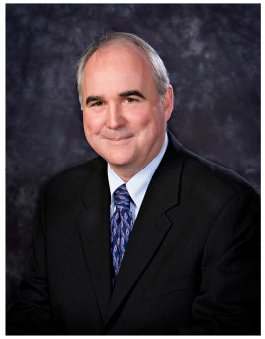
Carmen Corbasson
Councillor Ward1



Patricia Mullin
Councillor Ward 2



Maja L.A. Prentice
Councillor Ward 3



Frank Dale
Councillor Ward 4



Eve Adams
Councillor Ward 5



Carolyn Parrish
Councillor Ward 6



Nando Iannicca
Councillor Ward 7



Katie Mahoney
Councillor Ward 8



Pat Saito
Councillor Ward 9



Sue McFadden
Councillor Ward 10

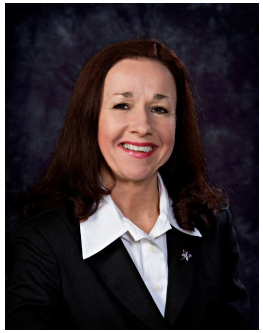


George Carlson
Councillor Ward 11

City Manager & Leadership Team



Janice M. Baker, CA
City Manager and Chief Administrative Officer



Brenda R. Breault, CMA, MBA
Commissioner, Corporate Services



Paul A. Mitcham, P. Eng., MBA
Commissioner, Community Services

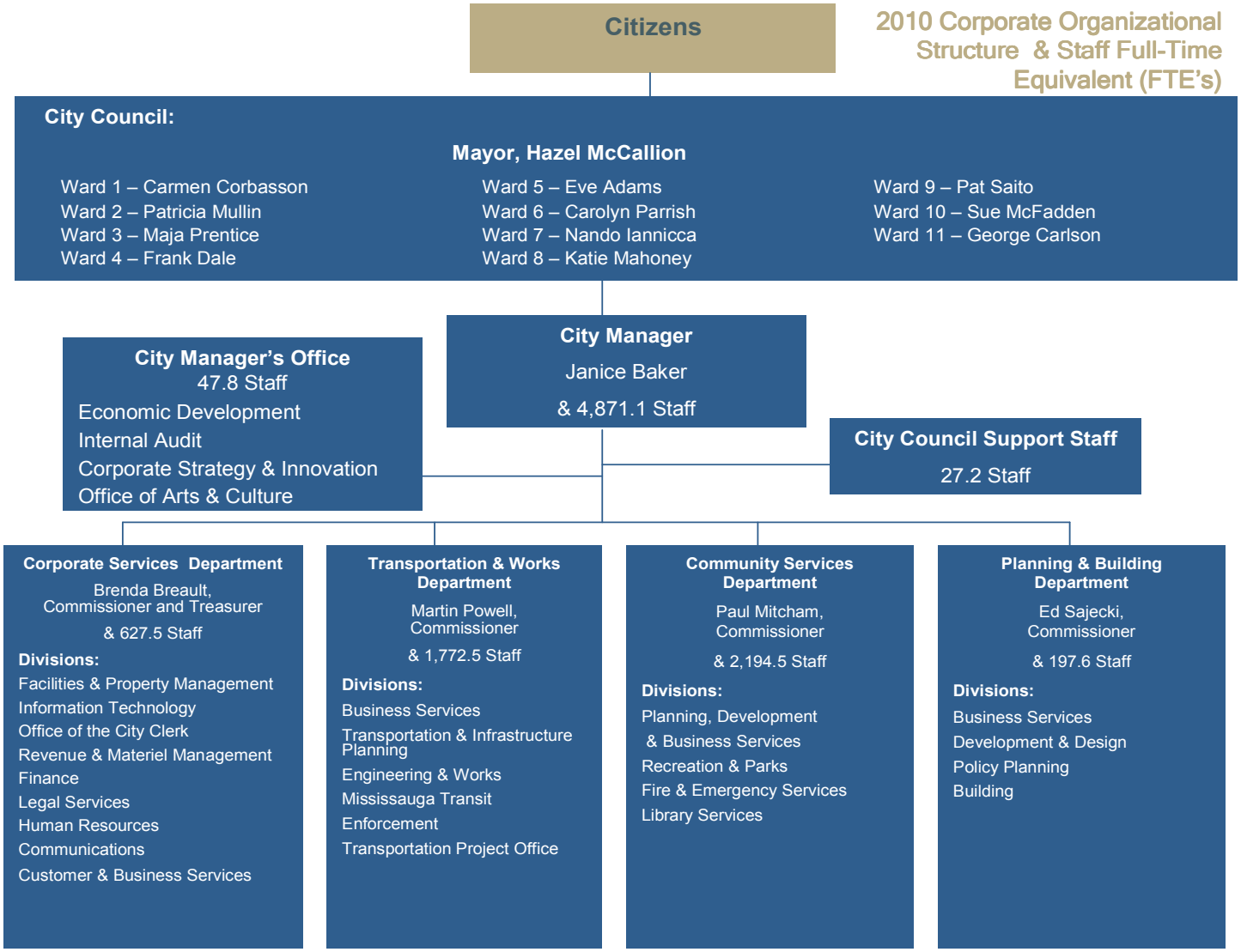


Martin Powell, P. Eng.
Commissioner, Transportation and Works



Edward R. Sajecki, P. Eng., M.C.I.P.
Commissioner, Planning and Building

City of Mississauga
Organization Chart





The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Award to the City of Mississauga for its annual budget for the fiscal year beginning January 1, 2009. The City of Mississauga has consecutively won the Distinguished Budget Presentation Award for 21 years.

In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan and as a communications device.

The award is valid for a period of one year only. The City of Mississauga believes the 2010 Business Plan and Budget continues to conform to program requirements, and it will be submitted to GFOA to determine its eligibility for another award.

Community Profile

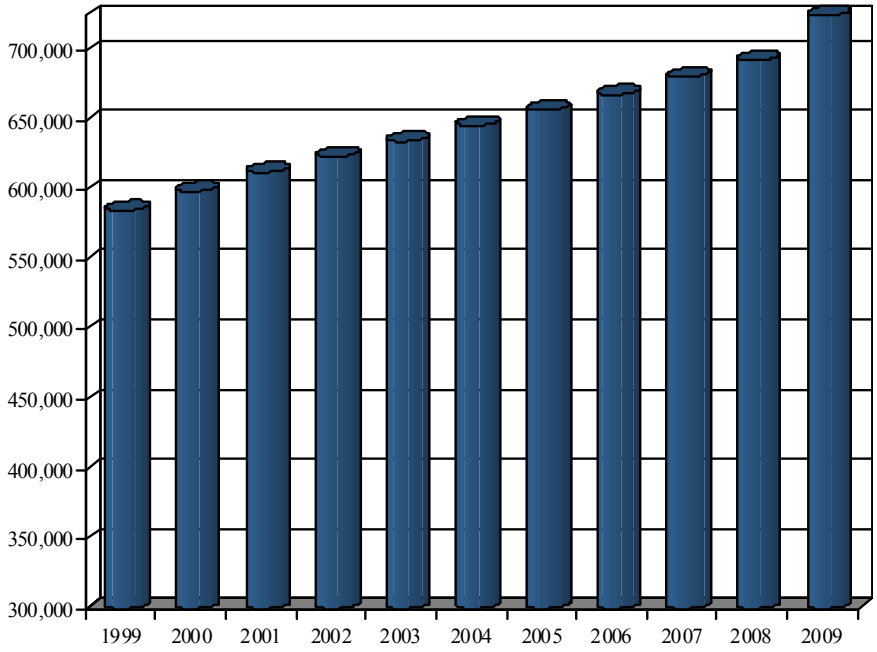
Mississauga has been one of Canada's fastest growing cities and has established itself as a municipal leader by delivering well-planned, quality public services in a business-like and responsible manner. 2010 will continue the tradition of successfully creating a progressive business environment and a quality of life for residents that is second to none across the country and around the world.

CITY OF MISSISSAUGA - COMMUNITY PROFILE The Mississauga Difference!	
Date Incorporated	1974
Area	71,040 acres (111 square miles, 289 square kilometres)
Location	Mississauga is one of the many cities and towns in the "Golden Horseshoe" which is Canada's manufacturing heartland. Located on the western boundary of the City of Toronto, it forms part of the Greater Toronto Area.
Transportation Services	Mississauga is served by Canada's largest international airport – Toronto Pearson International Airport, two national railways and the greatest concentration of major highways in Canada.
Population	730,000 (projected June 2009) Mississauga is Canada's 6th largest City. In 2031, projected population will be 841,000
Median Household Income	$71,393 (2006 Census)
Population Characteristics	64% of the population is under 45 years of age. 37% of the population is between 20-44 years of age. (2006 Census)
Total Employment	453,000 (projected June 2009)
Form of Government	Two tier structure of local Government with Mayor & Council who are elected for a four year term. City of Mississauga along with the City of Brampton & Town of Caledon are within the Regional Municipality of Peel.
Administration	City Manager appointed by Council. Four Commissioners report to the City Manager.
Next Municipal Election	November 2010
Registered Voters	465,00 to 475,000 (Estimate)

2009 COMMUNITY SERVICES & INFRASTRUCTURE			
Open Space (in acres)	6,708	Spray Pads	19
Open Space (in hectares)	2,715	Libraries	18
Community Centres	11	Fire Stations	20
Minor Centres	8	Theatres	1
Arenas (includes Hershey)	12	Cemeteries	9
Indoor Ice Surfaces	24	Municipal Golf Courses	2
Outdoor Artificial Ice Surfaces	3	Public Marinas	2
City Ball Diamonds	110	Museums	2
City Soccer Fields	204	Tennis Courts	138
Outdoor Pools	7	Bus Shelters	930
Indoor Pools	7	Buses	424
Indoor School Pools	4	Permitted Picnic Areas	33
Skateboard Park	7	Indoor Major Artificial Lit Field	1

CITY OF MISSISSAUGA & REGION OF PEEL- PROVISION OF SERVICES -	
CITY OF MISSISSAUGA	**REGION OF PEEL**
Fire & Emergency Services	Police
Libraries	Public Health Services
Transit	Water & Sanitary Sewer Services
Parks Maintenance	Social Services & Welfare
Recreation Facilities & Programs	Children's Aid
Provincial Offences Court	Long Term Care
Arts & Culture	Waste Collection & Disposal
Local & Arterial Roads	Regional Roads & Planning
Bridges & Watercourses	Social Housing
Storm Sewers	Emergency & Ambulance
Winter Maintenance	Trans Help
Municipal Planning & Zoning	
Building Controls & Inspections	
Tax Collection	

City Of Mississauga Population (1999-2009)



Mississauga is Canada's 6th Largest City.

The above chart shows the City's annual population from 1999 to 2009 (estimated). During this period the City's population increased by 144,500 or 25%. Estimated population at June 30, 2009 is 730,000.

Location of Mississauga



City of Mississauga's Labour Force and Employment Statistics

Located in the centre of Canada's major consumer and industrial market, the Greater Toronto Area (GTA), Mississauga is strategically situated on the western edge of the City of Toronto. The GTA boasts a population of 5.3 million. The City of Mississauga is only 90 minutes from the United States border which positions local companies adjacent to a vast market of more than 164 million consumers. Fast and convenient access to both local and international markets is a key factor in Mississauga's success as a prime business location. Mississauga is home to Toronto Pearson International Airport, Canada's busiest airport with non-stop service to 180 destinations in 60 countries around the globe. In addition, Mississauga has the greatest concentration of major highways in the country, making this city a prime gateway to serve local, national and international markets and visitors alike.

Due to the magnitude of the industrial and commercial base located in Mississauga, the city has become a major employment centre within the Greater Toronto Area with access to a labour force of more than 4.1 million. Two thirds of Mississauga's adult population have post-secondary education, providing Mississauga's employers with a skilled and talented labour pool.

MISSISSAUGA'S TOP EMPLOYERS (1,000+ EMPLOYEES)	
Accenture Inc.	Greater Toronto Airports Authority
Air Canada	G 4 S Security Services
Atomic Energy Canada Ltd./AECL	Hewlett-Packard (Canada)
Bell Canada	Maple Leaf Consumer Foods
Bell Mobility	Mississauga Transit*
Canada Cartage	RBC Financial Group
Canada Post*	RBC Insurance Services
Canada Revenue Agency*	Symcor Inc.
Cara Airline Solution	TST Overland Express
Citi	TD Bank Financial Group
City of Mississauga*	Trillium Health Centre – Mississauga Site*
Credit Valley Hospital, The*	University of Toronto Mississauga*
Federal Express Canada	Wal-Mart
GlaxoSmithKline Inc.	Winners Merchants

Source: Mississauga Economic Development Office
*Indicates Government or Institutional Employers

One of the great strengths of Mississauga is its diverse business community with more than 53,500 businesses employing close to 453,000 people within manufacturing, wholesale, distribution, construction, transportation, and business services industries, to name a few. Close to 30% of the workforce are employed within one of four key business sectors; Life Sciences, Finance, Insurance & Real Estate, Information, Communications & Technologies and Advance Manufacturing (Automotive & Aerospace). Attractive to foreign investment with nearly 1,300 multinational firms, Mississauga is home to 61 Fortune 500 and 50 Fortune Global 500 Canadian head offices or major divisional head offices.

Financial Policies and Procedures

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 33 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 $30 million in 2012.

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 $30 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.
- Winter Maintenance Reserve: 50% of current year's budget

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*.

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.

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. At the time of the printing of the 2010 business plan & budget update, the 2009 development charge by-law fell within the 40 day appeal period. The last day for appeal of By-law 0342-2009 is December 21, 2009. It is unknown at this time how many appeals, if any, will be made to the Ontario Municipal Board.

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 2009 Financial Statements will be fully compliant with PSAB requirements.

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.

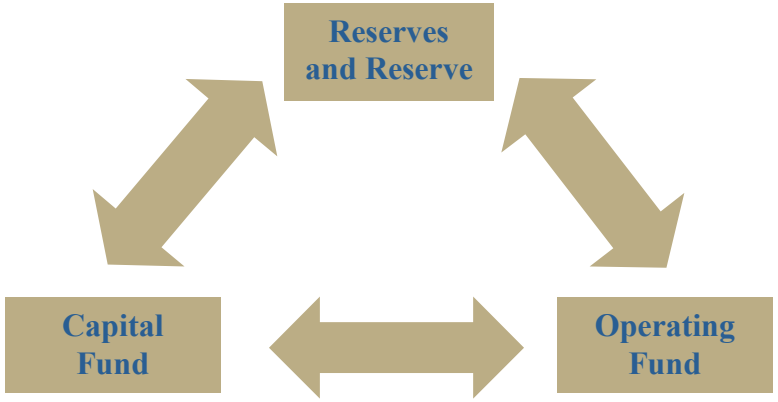
11.0 Cash Management

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.

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. The 2010 Business Plan and Budget Update pertains to programs, services, and activities within the General Revenue (Operating) and the Capital Fund. 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:



The 2010 Business Plan and Budget Update 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* under Bill 162 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 Act 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. For the 2010 Budget year this report is to be submitted to Council within 60 days after receiving the 2009 audited financial statements. In future years this report is required prior to Budget approval.

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 provides for 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 Executive Summary Section.

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.

Operating Budget Assumptions

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

As the budget year progresses, assumptions related to revenues and expenses, as well as corporate issues, are constantly updated as more accurate and up to date information becomes available. In advance of the budget, revenue and expenditures are reviewed 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 financial performance to assist in the preparation of estimates of 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 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 factors, realistic budgets are developed for the numerous revenue sources. Major revenue-related assumptions used in the 2010 Operating Program are as follows:

- The 2010 assessment growth is estimated at 0.8% 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 3.0% 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 2009 which are expected to continue into 2010;

- Returns on short term investments are estimated at 1.95% in the operating program with an average daily invested of $430 million. During 2009, the City implemented a new investment strategy whereby a larger portion of investments are held in the long term portfolio which has higher returns and total interest

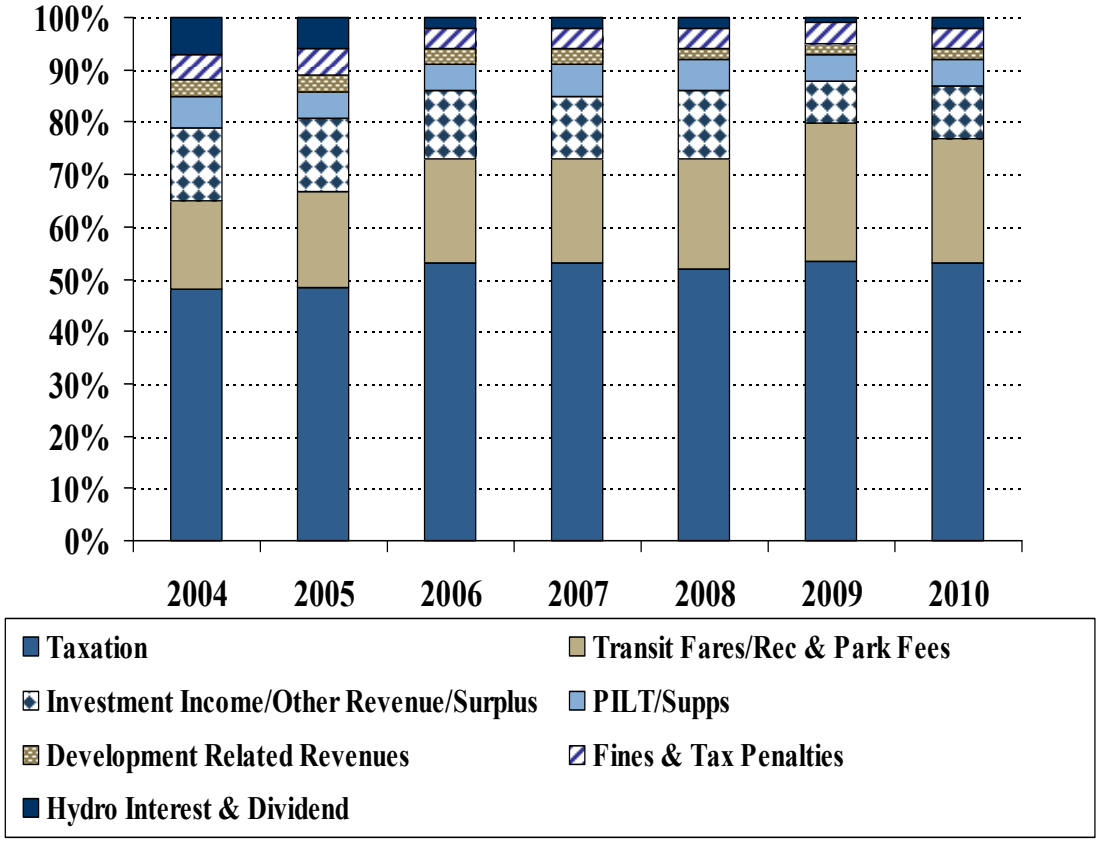
  earnings, across all investment instruments increased. These additional earnings are being used to offset earning shortfalls on the short term portfolio; and

- The investment in Enersource, a jointly owned company with OMERS, is forecast to generate $8.3 million in dividends which represents an increase of $0.3 million in the 2010 Budget.

The economic downturn has impacted the City's revenues in 2009 and this is anticipated to continue in 2010. The 2010 Budget recognizes these shortfalls and includes increased tax funding of $900,000 to help offset the planning and building revenue reductions in the Planning and Building Department. A further $3.4 million is being transferred from reserves to offset these revenue shortfalls, and $9.5 million is bring transferred from reserves to offset a forecast revenue shortfall in Transit fare revenue A plan has been developed to phase these shortfalls into the tax base over the next 2-4 years, to the extent these revenues do not rebound as the economy improves. Staff are preparing a report to reduce future tax rate increaser through increased revenues or reduced costs. The City will continue to monitor the impact of the economy on its revenues.

This chart shows the revenues generated by the City broken down by source from 2004 to 2010.

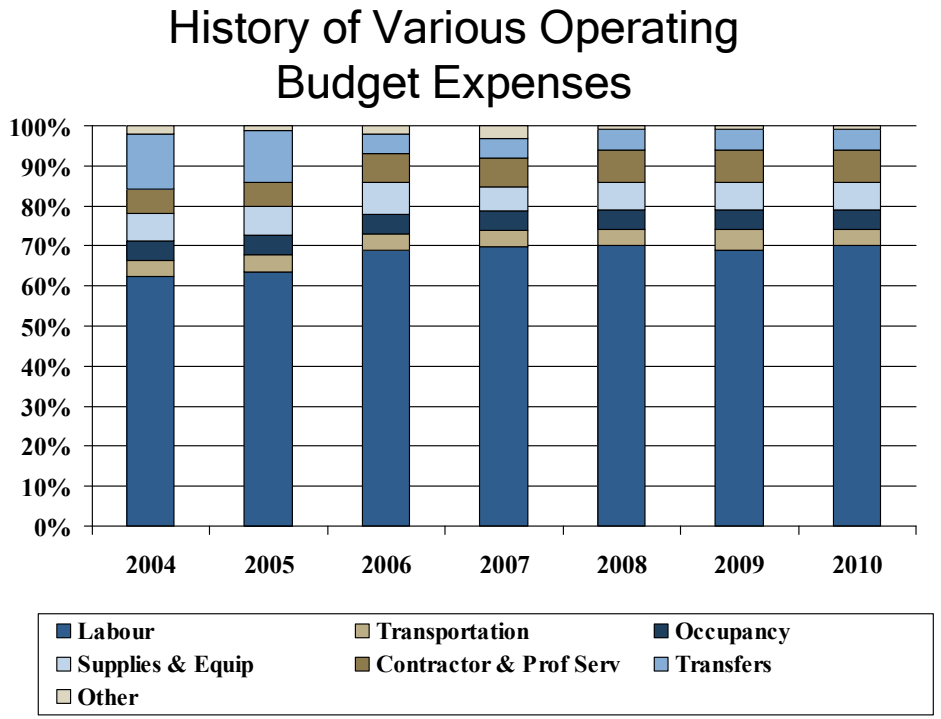
History of Various Operating Budget Revenue Sources



Summary of Expenditure Assumptions and Sensitivity Analysis

Major expenditure assumptions used in the 2010 Operating Program are as follows:

- 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;
- Labour increases include negotiated union settlements which have been estimated;
- The 2010 Budget includes a provision for a diesel fuel purchase price that averages about $0.74 cents per litre or $0.24 lower than the 2009 Budget; and
- Impacts on third party contractors have been estimated at various rates depending of the major cost drivers such as reduced fuel costs reflected in savings in the winter maintenance contracts. Recent awarded tenders continue to reflect pricing increases and will continue to be monitored.



Capital Program Assumptions

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

- All project costs are estimated in 2010 dollars. Capital forecasting and tax impacts have been calculated using costs adjusted for inflation for modeling purposes only. The rate of inflation is assumed at 3%;
- The revolving and tax based reserve funds will be used to finance capital infrastructure needs.
- Longer term investment returns on the City's Reserve Funds are estimated at 5.0% except Development Charges which are 2.5%;
- Debt financing has been modeled using a 5.0% annual interest rate with debt being issued for a 15 year term;
- Development Charge 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; and
- Federal and provincial gas tax revenues have been incorporated into the capital plan.

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

- Facilities maintenance is based on life cycle replacement as follows:
    - Electrical systems – 30 years;
    - Compressors – 35 years;
    - Roofing – 20-25 years;
    - Rooftop Heating Ventilation Air-Conditioning (HVAC) – 15 years;
    - Chillers – 25 years;
    - Condensers – 18 years;
    - Carpeting – 8 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 75 years;
- Information technology (IT) lifecycle replacements as follows:
    - Replacement of major applications – 10 years;
    - Version upgrade in business application systems – 3 years;
    - Replacement of Servers and communication switches – 5 years;
    - Personal computer replacements – 4 years; and
- Transit buses are replaced based on a 12 year life cycle.

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.

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	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 and developers and services was also considered.

The City of Mississauga 2010 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 detail 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.

Balances and compromises are made throughout the process to ensure that approved business plans are realistic in terms of operational, budget and workload planning on a city-wide 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 2009 Business Plan and Budget process resulted in a 2 year Business Plan and Budget covering 2009 and 2010.

Business Plan and Budget -Year 2

2010 represents the second year of Mississauga's two 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

Budget Process - Budget Committee	
Timing	**Purpose**
Winter/Spring	Provide feedback on the prior year's budget process Identify major initiatives that support the City's business planning priorities; Identify major funding pressures or opportunities; and Preliminary overview of the upcoming year's issues
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	Ongoing discussion with Budget Committee about tax rate management by evaluating existing service levels relative to City's strategic priorities and capital financing plan Final review of operating and capital budget assumptions
December	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: • 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	
March to June (integrated with Business Planning)	Debriefing sessions are conducted with Mayor and Council and budget staff regarding prior year's process. Staff meet with Mayor and Council to obtain direction and identify issues to be addressed in the upcoming budget. 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. Planning and Building releases population and employment projections. 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. 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. Financial Planning prepares and distributes Budget Procedures Manual. At the conclusion of this process, a series of Budget Committee (includes Mayor & Council) meetings are held.
July to October	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. Financial Planning conducts training seminars for new and existing staff related to budget system input and the preparation of detailed budget book pages. Request for information technology, furniture, audio visual equipment and facility repairs and renovations requests are submitted to the appropriate Departments.
October/ November	Departments submit their detailed business plan and budget requests to the Business & Financial Planning teams for analysis and consolidation. Departments present their budget requests to Leadership Team (LT) and Budget Committee. The City's Leadership Team reviews and establishes a final recommended Budget. Departments prepare Service Overviews as well as, Project and Program Description sheets.
December	Councillors may conduct public meetings to discuss the budget. 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. Financial Planning prepares the Year End Forecast Report. Budget Committee reviews the Business Plan and Budget Book in a series of public meetings. Each service's budget is presented to Budget Committee. Budget Committee adopts the Budget subject to any changes they approve. Financial Planning incorporates any changes, if required, to the budget document.
January/ February	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 Tax Rate By-law is prepared. GFOA application is prepared and submitted

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. On an annual basis, the Mayor hosts a televised phone-in program where residents can voice their opinions and ask questions concerning the budget. An ad is prepared and published in the local newspaper notify the public of the commencement of final Budget Deliberations as well as the Mayor's phone-in show.

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

Appendix 1 – 2009-2010 Operating Program Summary

2010businessplan&budgetupdate

City Wide Operating Budget 2009-2010 Recommended Funding

Program ($'000's)	2009 Gross	2009 Net	2010 Gross	2010 Net
TOTAL PROGRAMS ($'000's)	**534,961.2**	**285,937.0**	**546,903.5**	**294,431.3**
ROADS AND STORM DRAINAGE	**62,588.3**	**58,187.6**	**66,450.4**	**60,787.0**
Maintenance Control	5,621.1	8,063.4	5,992.9	8,150.1
Sewer Bridge & Watercourse	1,288.8	1,160.2	1,329.6	1,201.0
Winter Maintenance	17,243.1	16,629.6	20,202.4	19,588.9
Road/Sidewalk Maintenance	6,996.1	4,474.8	6,986.5	4,465.2
Cleaning And Litter Pickup	4,887.0	3,860.0	5,066.2	3,889.2
Development Services	1,099.6	1,092.1	1,065.0	1,057.5
Engineering	595.8	485.4	224.7	114.3
Corporate Fleet Maintenance	1,144.5	1,120.6	1,187.0	1,163.1
Transportation & Infrastructure Planning	4,886.2	3,800.7	4,821.5	3,755.6
Streetlighting	6,925.6	6,925.6	7,048.6	7,048.6
Crossing Guards	2,378.0	2,378.0	2,439.7	2,439.7
Traffic Management	9,044.5	8,012.2	9,468.4	8,436.1
Parking Facilities	478.0	185.0	617.9	522.3-
FIRE AND EMERGENCY SERVICES	**79,252.6**	**78,692.2**	**82,519.2**	**81,705.8**
Suppression	66,328.3	65,839.3	69,500.0	68,923.5
Building Maintenance	898.3	898.3	905.9	905.9
Vehicle Maintenance	2,743.1	2,743.1	2,793.8	2,793.8
Prevention	4,209.3	4,126.3	4,231.0	4,134.0
Divisional Support Services	5,073.6	5,085.2	5,088.5	4,948.6
TRANSIT SERVICES	**118,872.4**	**38,297.0**	**120,505.3**	**39,127.6**

* Includes Allocations

Appendix 1 – 2009-2010 Operating Program Summary

2010businessplan&budgetupdate

City Wide Operating Budget 2009-2010 Recommended Funding

Program ($'000's)	2009 Gross	2009 Net	2010 Gross	2010 Net
RECREATION AND PARKS	**86,832.2**	**42,927.8**	**88,899.2**	**44,403.8**
Recreation Facilities & Programs	41,548.9	11,416.3	42,589.3	11,764.0
Divisional Support Services *	7,002.6	8,897.8	7,020.5	9,282.5
Boulevards & Forestry	5,169.1	4,865.1	5,326.1	5,022.1
Golf, Marina & Hershey Centre	12,795.6	957.3-	13,005.7	908.2-
Parks Maintenance	17,558.9	16,512.9	18,280.3	17,130.2
Park Planning & Development	2,757.1	2,193.0	2,677.3	2,113.2
LAND DEVELOPMENT SERVICES	**18,220.5**	**4,088.2**	**16,813.4**	**4,782.6**
Development & Design *	5,772.3	5,245.5	5,172.3	6,062.4
Policy Planning	3,235.5	2,559.0	2,825.5	2,444.7
Building Program	8,820.0	3,731.0-	8,414.0	3,857.9-
Committee of Adjustment	392.7	14.7	401.6	133.4
LEGISLATIVE SERVICES	**5,768.4**	**1,450.4-**	**7,570.5**	**1,695.7-**
Office of the City Clerk	3,032.8	2,494.2	3,031.7	2,477.6
Elections	183.5	101.4	2,019.8	105.8
Provincial Offences Act - Court Admin (POA)	2,410.5	4,152.6-	2,377.4	4,385.7-
Council Committees	141.6	106.6	141.6	106.6

* Includes Allocations

Appendix 1 – 2009-2010 Operating Program Summary

2010businessplan&budgetupdate

City Wide Operating Budget 2009-2010 Recommended Funding

Program ($'000's)	2009 Gross	2009 Net	2010 Gross	2010 Net
LIBRARY SERVICES	**24,643.8**	**23,482.2**	**25,247.0**	**24,129.4**
Central Library Services	4,828.5	4,487.2	4,993.7	4,612.7
Library Branches	12,398.9	11,391.6	12,850.9	11,764.3
Divisional Support Services	7,416.4	7,603.4	7,402.4	7,752.4
ARTS & CULTURE	**3,284.5**	**2,629.6**	**3,169.3**	**2,684.3**
REGULATORY SERVICES	**11,146.1**	**479.0**	**11,723.9**	**836.3**
STRATEGIC POLICY	**5,726.0**	**4,659.7**	**6,243.7**	**4,754.8**
Environment	530.4	276.4	589.9	281.9
Strategic Community Initiatives	1,035.8	435.8	1,004.2	417.2
Internal Audit	910.0	910.0	1,026.9	1,026.9
Economic Development	1,699.5	1,487.2	1,783.8	1,471.5
Corporate Strategy and Innovation	1,550.3	1,550.3	1,838.9	1,557.3
BUSINESS SERVICES	**44,344.3**	**42,085.4**	**45,452.6**	**43,520.0**
Communications	3,260.0	3,178.4	3,271.7	3,191.1
Customer & Business Service *	2,101.7	3,002.6	2,103.7	3,210.9
Corporate Finance	4,873.0	4,673.0	4,831.9	4,831.9
Corporate Human Resources	4,182.6	4,171.8	4,332.4	4,282.4
Information Technology	16,180.9	14,861.1	16,822.5	15,600.9
Legal Services	4,741.8	4,392.2	4,841.3	4,591.7
Revenue	5,920.5	4,847.5	6,065.3	4,782.3
Geomatics	3,083.8	2,958.8	3,183.8	3,028.8

* Includes Allocations

Appendix 1 – 2009-2010 Operating Program Summary

2010businessplan&budgetupdate

City Wide Operating Budget 2009-2010 Recommended Funding

Program ($'000's)	2009 Gross	2009 Net	2010 Gross	2010 Net
CORPORATE ASSETS	**18,662.6**	**17,837.8**	**19,148.7**	**18,337.4**
Building Maintenance	5,343.9	5,343.9	5,493.2	5,493.2
Capital Projects & Space Planning	2,088.1	2,013.1	2,229.1	2,154.1
Divisional Support Services *	750.5	1,277.9	715.0	1,234.6
Building Operations	4,004.2	3,137.0	4,109.3	3,225.5
Realty Services	961.3	638.3	1,027.4	686.9
Security	3,207.9	3,166.8	3,374.0	3,354.9
Utilities	2,306.7	2,260.8	2,200.7	2,188.2
DEPARTMENTAL BUSINESS SERVICES	**14,629.9**	**127.6-**	**16,093.7**	
Corporate Services *	1,753.5	8.0-	1,821.0	0.0
Community Services *	4,221.2	0.0	4,559.1	0.0
Planning & Building *	3,098.4	0.0	3,318.9	0.0
Transportation & Works *	5,556.8	119.6-	6,394.7	0.0
MAYOR & MEMBERS OF COUNCIL	**3,954.5**	**3,954.5**	**4,068.0**	**4,068.0**

* Includes Allocations

City Wide Operating Budget 2009-2010 Recommended Funding

Program ($'000's)	2009 Gross	2009 Net	2010 Gross	2010 Net
FINANCIAL TRANSACTIONS	**37,035.1**	**29,806.0-**	**32,998.6**	**33,010.0-**
Bank & External Audit Charges	1,011.0	1,011.0	1,036.0	986.0
Benefits and Labour Package	3,061.0	2,541.0	1,876.0	1,356.0
Grants to Volunteer Groups	485.0	443.7	520.0	478.7
Enersource Dividend	0.0	8,000.0-	0.0	8,300.0-
Insurance	7,346.8	3,783.0	7,346.8	3,783.0
Investment Income	0.0	14,310.0-	0.0	14,460.0-
Payments In Lieu of Taxes	100.0	23,433.0-	100.0	23,900.5-
Miscellaneous Revenues and Expenditures	655.4	176.0	626.9	147.5
Prior Year's Surplus & Labour Savings	2,500.0-	5,000.0-	5,000.0-	5,000.0-
Taxation	5,250.5	6,513.1-	4,867.5	7,596.1-
Transfer To and From Reserves	450.0	450.0	450.0	450.0
Workers' Compensation and Rehabilitation	2,310.0	180.0	2,310.0	180.0
Transfer to Capital	18,720.0	18,720.0	18,720.0	18,720.0
Tourism	145.4	145.4	145.4	145.4

* Includes Allocations

Appendix 2 - 2010 Summary of Program Changes

2010businessplan&budgetupdate

Summary by Service

Description	Program Additions	New Revenues	Program Reduction	Efficiencies	Total
Roads, Storm Drainage & Watercourses	2,075,000	(695,000)	(586,100)	(300)	793,600
Fire & Emergency Services	-	(101,500)	(10,900)	-	(112,400)
Transit	2,149,200	(1,442,100)	(1,289,100)	(6,100)	(588,100)
Recreation & Parks	654,100	-	(319,500)	(122,200)	212,400
Land Development Services	-	(74,700)	(866,800)	-	(941,500)
Legislative Services	-	(16,500)	(134,700)	(200)	(151,400)
Library Services	-	-	(1,600)	-	(1,600)
Arts & Culture	-	-	(6,000)	-	(6,000)
Regulatory	(5,900)	(24,000)	-	(7,200)	(37,100)
Strategic Policy	105,000	-	(171,300)	-	(66,300)
Business Services and Corporate Assets	25,000	(447,500)	(659,000)	(19,600)	(1,101,100)
Council	-	-	(27,300)	(300)	(27,600)
Financial Transactions	20,000	(50,000)	-	(852,000)	(882,000)
Total - City-wide	**5,022,400**	**(2,851,300)**	**(4,072,300)**	**(1,007,900)**	**(2,909,100)**

Appendix 2 – 2010 Summary of Program Changes

2010businessplan&budgetupdate

Appendix 2 - 2010 Summary of Program Changes

2010businessplan&budgetupdate

2010 Program Change Details

Description	Program Additions	New Revenues	Program Reduction	Efficiencies
Roads, Storm Drainage & Watercourses				
Winter Maintenance Service Levels	1,825,000			
Street Cleanliness	125,000			
Traffic Management	125,000			
Parking Revenues - Public Parking in Civic Precinct Parking Garages and Civic Precint Paid Parking		(270,000)		
Parking Revenues - City Centre On-Street Paid Parking		(425,000)		
Elimination of Development Construction Technician			(93,400)	
Elimination of Works Person II Position (Loader Operator)			(61,100)	
Elimination of Service Centre Mechanic			(75,500)	
Elimination of Traffic Planning Technician Position - Offset with Seasonal Temp Hours			(44,300)	
Elimination of Parking Manager Position			(111,800)	
Professional Services - Reduction			(200,000)	
myidea Employee Challenge Program - Elimination of disposable cups				(300)
Total - Roads, Storm Drainage & Watercourses	**2,075,000**	**(695,000)**	**(586,100)**	**(300)**
Fire & Emergency Services				
Charge property owners for services where MFES is requested by an outside agency to assist.		(87,500)		
Increase Fees for Fire Extinguisher Training		(14,000)		
Reduce Staff Development Budget			(4,300)	
My Idea Employee Challenge Program			(6,600)	
Total - Fire & Emergency Services	**-**	**(101,500)**	**(10,900)**	**-**

Appendix 2 - 2010 Summary of Program Changes

2010businessplan&budgetupdate

2010 Program Change Details

Description	Program Additions	New Revenues	Program Reduction	Efficiencies
Transit				
2010 Pro-Rated Ridership Growth Strategy (RGS), Year 4	2,149,200			
New Armoured Courier Contract (Off set by Gas Tax)	-			
Increase to Fare Media Commissions (Offset by Gas Tax)	-			
2010 Pro-Rated Ridership Growth Strategy (RGS), Year 4		(1,442,100)		
Ridership Growth Strategy (RGS) - Revised			(1,000,000)	
Transit Route Eliminations and Frequency Reductions			(280,100)	
Reduction to Staff Development			(9,000)	
myidea Employee Challenge Program				(6,100)
Total - Mississauga Transit	**2,149,200**	**(1,442,100)**	**(1,289,100)**	**(6,100)**
Recreation & Parks				
Youth Plan	198,000			
Community Common Maintenance	53,900			
Parkland Growth	268,200			
Riverwood Garden Maintenance	84,000			
Naturalized Turf Management	50,000			
Sport Field Fees			(115,000)	
Curtail Fall clean up in parks by two weeks			(106,000)	
Curtail Spring clean up in parks by one week			(53,000)	
Remove Fitness Loyalty Incentive			(30,000)	
Curtail Student Hiring in Parks Planning and Development			(11,300)	
Reduce spending on staff courses and conferences			(4,200)	
Reduce Advertising Budget				(50,000)

2010 Program Change Details

Description	Program Additions	New Revenues	Program Reduction	Efficiencies
Reduce Active Mississauga Guide print run copies				(40,000)
My Idea Employee Challenge Program				(32,200)
Total - Recreation & Parks	**654,100**	**-**	**(319,500)**	**(122,200)**
Land Development Services				
Consent fees increase from $1,400 to $2,000		(13,800)		
Residential Variance fee increases from $400 to $500.		(22,000)		
Commercial Variance fee increases from $700 to $800.		(14,400)		
Increase in Revenue for Mobile Sign Permits		(20,900)		
Increase in Rezoning Applications - My Ideas Program		(3,600)		
Reduction in Reference Materials and Equipment			(15,000)	
Reduction in Urban Design Awards Program			(12,000)	
Reduction in Professional Services - Development and Design			(20,000)	
Reduction in Professional Services - Policy Planning			(150,000)	
Reduction in Mileage Costs			(60,300)	
Reduction in Permanent Labour			(53,400)	
Reduction in Permanent Labour - Early Retirements			(401,100)	
Reduction in Temporary Labour			(139,200)	
Reduction in Course and Conferences			(15,800)	
Land Development Services	**-**	**(74,700)**	**(866,800)**	**-**
Legislative Services				
Increase in Marriage Licence Fee	-	(16,500)		
Reduction in temporary labour for Courthouse public liaison - POA			(29,500)	
Reduction in temporary labour due to restructuring in Clerks' Division			(44,000)	
Reduction of 1 FTE due to restructuring of City Clerk's Office			(54,000)	
Advertisement reduction for Citizen Appointments			(7,200)	
Elimination of Styrofoam Cups				(200)

2010 Program Change Details

Description	Program Additions	New Revenues	Program Reduction	Efficiencies
Legislative Services	**-**	**(16,500)**	**(134,700)**	**(200)**
Library Services				
Reduce Staff Development Budget			(1,500)	
My Idea Employee Challenge Program			(100)	
Total - Library Services	**-**	**-**	**(1,600)**	**-**
Arts & Culture				
Reduction in subscriptions, communication costs and building rent			(6,000)	
Total - Arts & Culture	**-**	**-**	**(6,000)**	**-**
Regulatory				
Mobile Licensing Enforcement Officer - Tow truck inspections (Offset by revenues)	-			
Animal Services Compliance Officer - Door to Door	(5,900)			
New training program for tutorials for students		(24,000)		
myidea Employee Challenge Program				(7,200)
Total - Regulatory	**(5,900)**	**(24,000)**	**-**	**(7,200)**
Strategic Policy				
Establish Project Management Support Office - Offset by capital	-			
Business Planning Initiative	10,000			
Economic Development Strategy - Review & Update (Offset by reserves	-			
Strategic Policy				
Consulting Services For I.T. Audit	75,000			
Reduction to Courses & Conferences of 20%			(3,700)	

Appendix 2 - 2010 Summary of Program Changes

2010 Program Change Details

Description	Program Additions	New Revenues	Program Reduction	Efficiencies
Net Reduction to Inter Government Relations Work	20,000		(65,400)	
Reduction to Professional Services Economic Development			(22,000)	
Reduction to Professional Services Strategic Planning			(20,000)	
Reduction to Economic Development Advertising & Promotion			(48,000)	
Reduction to Healthy City Stewardship Committee			(5,000)	
Reduction to My Ideas City Wide			(3,200)	
Reduction to MBEC Materials & Supplies			(4,000)	
Total - Strategic Policy	**105,000**	**-**	**(171,300)**	**-**
BSCA				
Business Services				
Maintenance Fee for Enhanced routing of 3-1-1 calls	25,000			
Remove Microsoft Office product from Enterprise Agreement and Software			(250,000)	
Mortgage Administration Fee		(400,000)		
Reduction in Temporary Labour in Revenue & Materiel Management			(18,500)	
Reduction in Health and Wellness Program			(5,000)	
Reduction in Market Research Costs			(73,000)	
Restructuring of Communications Division			(56,900)	
Electronic Greeting Cards - Mayor & Council				(4,200)
Electronic Greeting Cards - Senior Staff				(500)
Elimination of Styrofoam Cups				(1,100)

2010 Program Change Details

Description	Program Additions	New Revenues	Program Reduction	Efficiencies
Fees for New Municipal Addresses		(30,000)		
Reduction in Labour - Geomatics			(62,200)	
Total - Business Services	**25,000**	**(430,000)**	**(465,600)**	**(5,800)**
Corporate Assets				
Temporary Project Co-ordinators (cost offset from Capital recovery)	-			
Washroom building cleaning cost for new Community Commons Park (cost offset by allocation to Community Services Department)	-			
Recover labour cost for nominal disposal transactions		(17,500)		
Deletion of two co-op students positions			(54,800)	
Reduce Living Arts Centre garage temperature - Myidea				(12,400)
Reduce use of styrofoam cups - Myidea				(900)
Total - Corporate Assets	**-**	**(17,500)**	**(54,800)**	**(13,300)**
Departmental Business Services				
Marketing Communications and Public Information Strategy, fully	-			
Commissioners Forego 2010 Economic Adjustment			(16,400)	
Curtail Student Hiring in Community Services			(3,700)	
Staff Development Reduction in Community Services			(1,700)	
Reduction in Labour Costs in Planning & Building			(45,500)	
Reduction in Material and Supplies in Planning & Building			(17,400)	
Staff Development Reduction in Planning & Building			(2,900)	
Reduction to Professional Services in Transportation & Works			(50,000)	

2010 Program Change Details

Description	Program Additions	New Revenues	Program Reduction	Efficiencies
Staff Development Reduction in Transportation & Works			(1,000)	
Elimination of Styrofoam Cups				(500)
Departmental Business Services	**-**	**-**	**(138,600)**	**(500)**
Council				
Mayor and members of Council forgo economic adjustment			(27,300)	
Elimination of Styrofoam Cups				(300)
Total - Council	**-**	**-**	**(27,300)**	**(300)**
Financial Transactions				
Youth Plan Grant	20,000			
Purchase Card rebate program		(50,000)		
Reduction in the transfers to Reserve for Assessment Appeals				(852,000)
Total - Financial Transactions	**20,000**	**(50,000)**	**-**	**(852,000)**
Total - City-wide	**5,022,400**	**(2,851,300)**	**(4,072,300)**	**(1,007,900)**

Appendix 3 – 2010 Summary of Staff Complement

2010businessplan&budgetupdate

City Wide Summary

Program	2008 Total Full-Time Equivalent FTE's	2009 Total Full-Time Equivalent FTE's	2010 Total Full-Time Equivalent FTE's
ROADS AND STORM DRAINAGE	**375.0**	**385.5**	**386.5**
Maintenance Control	118.0	120.5	124.5
Development Construction	13.0	13.0	12.0
Engineering & Works	53.0	59.4	59.4
Corporate Fleet Maintenance	27.0	28.7	27.7
Transportation & Infrastructure Planning	44.0	43.5	43.5
Crossing Guards	67.0	68.9	68.9
Traffic Management	53.0	49.5	49.5
Parking Facilities	0.0	2.0	1.0
FIRE AND EMERGENCY SERVICES	**705.0**	**704.0**	**704.0**
Suppression	616.0	616.0	616.0
Building Maintenance	2.0	2.0	2.0
Vehicle Maintenance	10.0	10.0	10.0
Prevention	39.0	38.0	38.0
Divisional Support Services	38.0	38.0	38.0
TRANSIT SERVICES	**1,104.0**	**1,177.0**	**1,170.0**
RECREATION AND PARKS	**1,093.0**	**1,104.0**	**1,115.0**
Recreation Facilities & Programs	629.0	632.0	641.5
Divisional Support Services	64.0	72.0	72.0
Boulevards & Forestry	44.0	42.0	42.0
Golf, Marina & Hershey Centre	71.0	71.0	71.0
Parks Maintenance	252.0	250.0	251.5

Appendix 3 – 2010 Summary of Staff Complement

2010businessplan&budgetupdate

City Wide Summary	2008 Total Full-Time Equivalent FTE's	2009 Total Full-Time Equivalent FTE's	2010 Total Full-Time Equivalent FTE's
Program			
Park Planning & Development	33.0	37.0	37.0
LAND DEVELOPMENT SERVICES	**184.2**	**169.0**	**162.3**
Development & Design	53.7	53.6	49.9
Policy Planning	21.3	23.3	21.8
Building Program	106.2	89.1	87.6
Committee of Adjustment	3.0	3.0	3.0
LEGISLATIVE SERVICES	**59.9**	**60.7**	**63.2**
Office of the City Clerk	40.2	40.2	38.0
Elections	1.0	1.8	7.0
Provincial Offences Act - Court Admin (POA)	18.7	18.7	18.2
LIBRARY SERVICES	**341.0**	**331.0**	**331.0**
Central Library Services	83.0	78.0	78.0
Public Service	222.0	217.0	217.0
Divisional Support Services	36.0	36.0	36.0
ARTS & CULTURE	**12.6**	**13.4**	**13.4**
REGULATORY SERVICES	**126.0**	**127.0**	**129.0**

Appendix 3 – 2010 Summary of Staff Complement

2010businessplan&budgetupdate

City Wide Summary

Program	2008 Total Full-Time Equivalent FTE's	2009 Total Full-Time Equivalent FTE's	2010 Total Full-Time Equivalent FTE's
STRATEGIC POLICY	**45.5**	**40.9**	**43.4**
Environment	3.5	3.5	4.0
Strategic Community Initiatives	0.0	4.0	4.0
City Manager's Office	13.0	2.0	2.0
Corporate Strategy and Innovation	0.0	9.6	11.6
Building a City for the 21st Century	8.0	0.0	0.0
Internal Audit	7.0	7.0	7.0
Economic Development	14.0	14.8	14.8
BUSINESS SERVICES	**403.4**	**408.4**	**400.2**
Communications	43.0	42.5	41.5
Customer & Business Services	28.0	32.6	29.9
Corporate Finance	52.5	51.5	50.9
Corporate Human Resources	33.5	35.0	34.5
Information Technology	117.4	115.8	113.8
Legal Services	32.5	33.5	33.5
Revenue and Material Management	66.5	66.5	66.1
Geomatics	30.0	31.0	30.0

Appendix 3 – 2010 Summary of Staff Complement

2010businessplan&budgetupdate

City Wide Summary

Program	2008 Total Full-Time Equivalent FTE's	2009 Total Full-Time Equivalent FTE's	2010 Total Full-Time Equivalent FTE's
CORPORATE ASSETS	**168.4**	**175.9**	**175.1**
Building Maintenance	26.0	29.0	29.0
Capital Projects & Space Planning	31.0	32.0	33.0
Divisional Support Services	9.0	9.0	7.0
Building Operations	41.7	42.4	42.4
Realty Services	10.0	10.0	10.0
Security	47.7	50.5	50.7
Utilities	3.0	3.0	3.0
DEPARTMENTAL BUSINESS SERVICES	**137.0**	**151.5**	**151.8**
Corporate Services	17.0	17.0	17.0
Community Services	42.0	41.0	41.5
Planning & Building	23.0	36.5	35.3
Transportation & Works	55.0	57.0	58.0
MAYOR & MEMBERS OF COUNCIL	**39.2**	**39.2**	**39.2**
Mayor's Office	5.0	5.0	5.0
Councillors' Offices	34.2	34.2	34.2
CITY TOTAL	**4,794.2**	**4,887.5**	**4,884.1**

Appendix 4 - 2010 Capital Budget Summary

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City Wide Capital Budget Summary - 2010 Recommended Funding
(000's)

Service	Gross Cost	Recovery/ Subsidy	Net Cost	Growth	Non-Growth
	$	$	$	$	$
Roads, Storm Drainage and Watercourses					
Bridge and Structure Rehabilitation	4,500	0	4,500	0	4,500
Major Roads	32,796	5,263	27,533	22,850	4,683
Other Engineering	26,019	0	26,019	16,471	9,548
Roadway Rehabilitation	21,250	0	21,250	0	21,250
Storm Drainage	12,852	0	12,852	10,205	2,647
Subtotal Roads, Storm Drainage and Watercourses	**97,417**	**5,263**	**92,154**	**49,526**	**42,628**
Fire and Emergency Services	1,323	0	1,323	0	1,323
Transit	169,795	46,751	123,044	75,531	47,513
Recreation and Parks	21,854	114	21,740	4,007	17,733
Library Services	3,503	0	3,503	583	2,920
Business Services (IT and Other)	10,031	0	10,031	0	10,031
Corporate Assets (F&PM)	14,973	0	14,973	0	14,973
Total City Wide 2010 Capital Budget	**318,896**	**52,128**	**266,768**	**129,647**	**137,121**

Numbers may not add due to rounding

Appendix 4 – 2010 Capital Budget Summary

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Service Capital Budget Summary - 2010 Recommended Funding
(000's)

Project Number	Project Name	Gross Cost	Recovery	Net Cost	Funding Sources*	Growth	Non-Growth
		$	$	$		$	$
Roads, Storm Drainage and Watercourses							
Bridge and Structure Rehabilitation							
10150	Bridge Repairs	130	0	130	CRF	0	130
10151	Bridge Structure Detail Inspections & Design at various locations	175	0	175	CRF	0	175
10152	Hurontario Street, 0.30 km S. of Hwy. 403	1,800	0	1,800	CRF	0	1,800
10153	Burnhamthorpe Road Bridge over Little Etobicoke Creek	870	0	870	CRF	0	870
10154	Birchwood Drive over Birchwood Creek	350	0	350	CRF	0	350
10155	Orr Road over Sheridan Creek Tributary	335	0	335	CRF	0	335
10156	Burnhamthorpe Road Bridge over Etobicoke Creek Tributary	230	0	230	CRF	0	230
10157	Thornlodge Drive over Loyalist Creek	130	0	130	CRF	0	130
10158	Harborn Road over Mary Fix Creek	480	0	480	CRF	0	480
Total Bridge and Structure Rehabilitation		**4,500**	**0**	**4,500**		**0**	**4,500**

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Service Capital Budget Summary - 2010 Recommended Funding
(000's)

Project Number	Project Name	Gross Cost	Recovery	Net Cost	Funding Sources*	Growth	Non-Growth
		$	$	$		$	$
Major Roads							
10101	Intersection Capital Program	1,353	0	1,353	DCA-CWE	1,353	0
10102	Burnhamthorpe Road East - Arista Way to Dixie Road	3,500	0	3,500	RIMRF/RFGTRF	0	3,500
10103	Drew Road Grade Separation - Class EA	250	0	250	DCA-CWE	250	0
10104	Goreway Drive Grade Separation Phase 1 of 3	4,000	2,000	2,000	DCA-CWE	2,000	0
10105	Argentia Road - Tenth Line West to Ninth Line	4,350	3,263	1,087	DCA-CWE	1,087	0
10106	Hurontario Street /Highway 401 Structure Widening Phase 3 of 3	3,000	0	3,000	DCA-CWE/CRF	1,900	1,100
10107	Torbram Road Grade Separation	7,000	0	7,000	DCA-CWE	7,000	0
10109	Drew Road - Dixie Road to Tomken Road	8,760	0	8,760	DCA-CWE	8,760	0
10112	Drew Road Widening - Torbram Road to 660m Easterly	250	0	250	DCA-CWE	250	0
10115	Courtneypark Drive East - Kennedy Road to Dixie Road	250	0	250	DCA-CWE	250	0
10122	Preliminary Engineering Studies	83	0	83	CRF	0	83
Total Major Roads		**32,796**	**5,263**	**27,533**		**22,850**	**4,683**

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Service Capital Budget Summary - 2010 Recommended Funding
(000's)

Project Number	Project Name	Gross Cost	Recovery	Net Cost	Funding Sources*	Growth	Non-Growth
		$	$	$		$	$
Other Engineering							
10160	Vehicle & Equipment Replacement	1,696	0	1,696	MFVERF	0	1,696
10161	Noise Wall Program	3,580	0	3,580	CRF	0	3,580
10162	Specialized Equipment	50	0	50	CRF	0	50
10163	Integrated Road Safely Program (IRSP)	200	0	200	CRF	0	200
10164	Automated Vehicle Locator	150	0	150	CRF	0	150
10165	Sidewalks	947	0	947	DCA-CWE	947	0
10166	Topographical Updating	90	0	90	CRF	0	90
10167	Cycling Program	3,770	0	3,770	DCA-CWE	3,770	0
10169	Street Cleanliness	100	0	100	CRF	0	100
10170	Field Equipment Replacement - Traffic Controllers	190	0	190	CRF	0	190
10171	Traffic Signal Equipment Enhancements	155	0	155	DCA-CWE/CRF	98	57
10172	LED City Wide Traffic Signal Lense Replacement	375	0	375	CRF	0	375
10173	Traffic System and ITS	100	0	100	DCA-CWE/CRF	100	0
10174	Traffic Signal Pre-Emption	480	0	480	DCA-CWE	480	0

Service Capital Budget Summary - 2010 Recommended Funding
(000's)

Project Number	Project Name	Gross Cost	Recovery	Net Cost	Funding Sources*	Growth	Non-Growth
		$	$	$		$	$
10194	Salt Management Program	50	0	50	CRF	0	50
10195	Streetlighting	1,409	0	1,409	CRF	0	1,409
10197	Property Acquisition	8,610	0	8,610	DCA-CWE/OERF	8,610	0
10198	Traffic Signals	1,567	0	1,567	DCA-CWE/ RIMRF/TSRF	1,567	0
10199	Parking Structure Desgin-Living Arts Centre	1,000	0	1,000	DCA-PKG/CRF	900	100
10200	Living Arts Centre Parking Garage Modifications	1,500	0	1,500	CRF	0	1,500
Total Other Engineering		**26,019**	**0**	**26,018**		**16,471**	**9,547**
Roadway Rehabilitation							
10100	Roadway Rehabilitation	21,100	0	21,100	RIMRF	0	21,100
10125	Crack Sealing	100	0	100	RIMRF	0	100
10127	Parking Lot Rehabilitation	50	0	50	RIMRF	0	50
Total Roadway Rehabilitation		**21,250**	**0**	**21,250**		**0**	**21,250**
Storm Drainage							
10130	Storm Sewer Oversizing - Various Locations	204	0	204	DCA-ST	204	0
10132	Cooksville Creek Erosion Control - North of Dundas Street	170	0	170	DCA-ST/CRF	5	165

Service Capital Budget Summary - 2010 Recommended Funding
(000's)

Project Number	Project Name	Gross Cost	Recovery	Net Cost	Funding Sources*	Growth	Non-Growth
		$	$	$		$	$
10133	Cooksville Creek Erosion Control - Camilla Road to North Service Road	270	0	270	DCA-ST/CRF	8	262
10134	Monitoring and minor modification of SWM Facilites	80	0	80	DCA-ST	80	0
10135	Credit River Erosion Control - South of Dundas Street West	160	0	160	DCA-ST/CRF	3	157
10136	Cooksville Creek Erosion Control - Dundas Street East to King Street East	410	0	410	DCA-ST/CRF	12	398
10137	Credit River Erosion Control - Adjacent to Ostler Court	1,260	0	1,260	DCA-ST/CRF	23	1,237
10138	Mary Fix Creek Erosion Control - Harborn Road to Premium Way	170	0	170	DCA-ST/CRF	8	162
10141	Retrofit Loyalist Creek SWM Pond #5901 - West of Winston Churchill	2,713	0	2,713	DCA-ST	2,713	0
10142	Retrofit Loyalist Creek SWM Pond #5903 - West of Winston Churchill	2,054	0	2,054	DCA-ST	2,054	0
10143	Meadowvale Business Pk District(N16 D)Remaining Channel & Culvert	1,932	0	1,932	DCA-ST	1,932	0
10144	Land Acquisition-Meadowvale Business Park District(North 16)	1,186	0	1,186	DCA-ST	1,186	0
10145	Minor Erosion Control Works - Various Locations	80	0	80	DCA-ST/CRF	3	77

Service Capital Budget Summary - 2010 Recommended Funding
(000's)

Project Number	Project Name	Gross Cost	Recovery	Net Cost	Funding Sources*	Growth	Non-Growth
		$	$	$		$	$
10146	Sawmill Creek Erosion Control - South of Burnhamthorpe Road West	200	0	200	DCA-ST/CRF	11	189
10147	Cooksville Creek Erosion Control - Willa to Orano Design	180	0	180	DCA-ST/CRF	180	0
10148	Sheridan Creek Erosion Control - Benedet Drive Design	50	0	50	DCA-ST/CRF	50	0
10149	Land Acquisition - N16 District SWM Ponds #5502 and #5503	1,733	0	1,733	DCA-ST	1,733	0
Total Storm Drainage		**12,852**	**0**	**12,852**		**10,205**	**2,647**
Total Roads, Storm Drainage and Watercourses		**97,417**	**5,263**	**92,153**		**49,526**	**42,627**
Fire and Emergency Services							
Vehicles and Equipment							
10253	Fire Accessory Equipment	146	0	146	FVERRF	0	146
10254	Traffic Signal Pre-emption Equipment	20	0	20	FVERRF	0	20
10256	Fire Vehicle Replacement	765	0	765	FVERRF	0	765
10258	Personal Protective Equipment Replacement	195	0	195	FVERRF	0	195
10260	Refurbish Fire Vehicles	197	0	197	FVERRF	0	197
Total Vehicles and Equipment		**1,323**	**0**	**1,323**		**0**	**1,323**
Total Fire and Emergency Services		**1,323**	**0**	**1,323**		**0**	**1,323**

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Service Capital Budget Summary - 2010 Recommended Funding
(000's)

Project Number	Project Name	Gross Cost	Recovery	Net Cost	Funding Sources*	Growth	Non-Growth
		$	$	$		$	$
Mississauga Transit							
Buildings							
10234	Bicycle Storage facilities	380	0	380	MBRF	380	0
10236	Transit Central Parkway Campus Expansion & Refurbishment	2,500	0	2,500	RFGTRF	2,500	0
Total Buildings		**2,880**	**0**	**2,880**		**2,880**	**0**
Buses							
10201	Transit Bus Acquisitions - Growth	4,040	0	4,040	DCA-TRAN/ RFGTRF	4,040	0
10202	Transit Bus Acquisitions - Replacement	35,110	5,415	29,695	MO2020RF/ RFGTRF	0	29,695
10203	Transit Capital Bus Maintenance - Major Component Rehabilitation/Replacement	1,200	0	1,200	RFGTRF	0	1,200
10218	Transit Radio System Acquisitions - Growth	70	0	70	DCA-TRAN/CRF	63	7
10220	Transit Security Improvements/Enhancements	1,500	0	1,500	RFGTRF	1,500	0
10222	Transit Farebox Acquisitions - Growth	162	0	162	DCA-TRAN/CRF	162	0
10223	Transit GTA Farecard Project	6,320	2,100	4,220	PTGRF	0	4,220
Total Buses		**48,402**	**7,515**	**40,887**		**5,765**	**35,122**

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Service Capital Budget Summary - 2010 Recommended Funding
(000's)

Project Number	Project Name	Gross Cost	Recovery	Net Cost	Funding Sources*	Growth	Non-Growth
		$	$	$		$	$
Higher Order Transit							
10231	Transit Hurontario Corridor Study	3,600	450	3,150	MO2020RF/ MRTRF	0	3,150
10242	Transit BRT - Construction Phase 3	105,413	38,786	66,627	CRF/MRTRF	66,627	0
Total Higher Order Transit		**109,013**	**39,236**	**69,777**		**66,627**	**3,150**
On-street Facilities							
10214	Transit Customer Information	50	0	50	CRF	0	50
10221	Transit Terminals - Security Cameras	50	0	50	RFGTRF	50	0
10224	Transit Bus Stops/Pads/Signs - Growth	135	0	135	DCA-TRAN/CRF	121	14
10225	Transit Bus Stops/Pads/Signs - Replacement	140	0	140	RFGTRF	0	140
10227	Transit Mini Terminals/Bays/Bus Loops - Replacement	100	0	100	CRF	0	100
Total On-street Facilities		**475**	**0**	**475**		**171**	**304**
Other Transit							
10241	Transit 2010 - Information Systems	8,000	0	8,000	RFGTRF	0	8,000
10243	Transit Stop Identification (MiWay)	500	0	500	RFGTRF	0	500
Total Other Transit		**8,500**	**0**	**8,500**		**0**	**8,500**

Service Capital Budget Summary - 2010 Recommended Funding
(000's)

Project Number	Project Name	Gross Cost	Recovery	Net Cost	Funding Sources*	Growth	Non-Growth
		$	$	$		$	$
Vehicles and Equipment							
10205	Transit Route Supervisor Vehicle Acquisitions - Growth	70	0	70	DCA-TRAN/ TVERRF	63	7
10206	Transit Change-Off Vehicle Acquisitions - Replacement	50	0	50	TVERRF	0	50
10211	Transit Change-Off Vehicle Acquisitions - Growth	25	0	25	DCA-TRAN/CRF	25	0
10213	Transit Capital Equipment Acquisition - Maintenance Section	100	0	100	RFGTRF	0	100
10217	Transit Operating System (TOS) Replacement	280	0	280	RFGTRF	0	280
Total Vehicles and Equipment		**525**	**0**	**525**		**88**	**437**
Total Mississauga Transit		**169,795**	**46,751**	**123,044**		**75,531**	**47,513**

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Service Capital Budget Summary - 2010 Recommended Funding
(000's)

Project Number	Project Name	Gross Cost	Recovery	Net Cost	Funding Sources*	Growth	Non-Growth
		$	$	$		$	$
Recreation and Parks Services							
City Wide Facilities							
10300	Class 1 & 3 Trails - Design	100	0	100	DCA-REC	100	0
10301	Street Furniture in various locations	170	0	170	PORF	0	170
10302	Parkway Belt Development (P302) Design & Presite work	820	0	820	DCA-REC/CRF	820	0
10304	Heritage designation surveys and plaques	15	0	15	CRF	0	15
10320	Site Investigations/ Appraisals/ Audits	108	0	108	CIL-OS	108	0
Total City Wide Facilities		**1,213**	**0**	**1,213**		**1,028**	**185**
							0
City Wide Recreation							
10430	Meadowvale Community Centre Renovation - Design	1,349	0	1,349	CRF	0	1,349
10431	Port Credit Arena Renovation - Construction	10,000	0	10,000	CIL-OS	0	10,000
10440	Museum Collection Facility - Feasibility Study	50	0	50	CRF	0	50
10441	Arboretum/Memorial Forest Study	75		75	CRF	0	75
10442	Parks and Forestry - Various Studies	50	0	50	CRF	0	50
Total City Wide Recreation		**11,524**	**0**	**11,524**		**0**	**11,524**
Facility Renovations & Rehabilitation							
10428	Renovations and Rehabilitation projects - various Community Centres	477	0	477	CIL-OS	0	477
Total Facility Renovations & Rehabilitation		**477**	**0**	**477**		**0**	**477**

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Service Capital Budget Summary - 2010 Recommended Funding
(000's)

Project Number	Project Name	Gross Cost	Recovery	Net Cost	Funding Sources*	Growth	Non-Growth
		$	$	$		$	$
Park Facility Installation							
10305	Spray Pad at Huron Heights - Construction	351	0	351	BIG-MCR	351	0
10306	Lisgar Fields Washrooms - Design	58	0	58	CIL-OS	58	0
10307	New Playground - Standard - P493	67	0	67	DCA-REC	67	0
10308	New Playground-Standard - Southlawn	67	0	67	DCA-REC	67	0
10310	New skateboard park in Ward 8	116	0	116	BIG-MCR	116	0
10311	2 senior soccer goal posts-Southlawn	13	0	13	DCA-REC	13	0
Total Park Facility Installation		**672**	**0**	**672**		**672**	**0**
Parkland Redevelopment							
10303	Playground Redevelopment - Various Sites	921	0	921	CRF	0	921
10309	Bridges and Underpasses - Various Repairs	114	0	114	CRF	0	114
10312	Meadow Green Parking Lot	122	0	122	DCA-REC/CRF	122	0
10316	Restoration of bridge in Valley Park-design	30	0	30	CRF	0	30
10317	Albert McBride - Landscape Improvements - construction	508	0	508	CRF	0	508
Total Parkland Redevelopment		**1,695**	**0**	**1,695**		**122**	**1,573**

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Service Capital Budget Summary - 2010 Recommended Funding
(000's)

Project Number	Project Name	Gross Cost	Recovery	Net Cost	Funding Sources*	Growth	Non-Growth
		$	$	$		$	$
Parkland Development							
10313	Lions Park Improvements & Play Equipment	400	0	400	PORF	0	400
10314	Demolition & Restoration - 1976 Lushes Avenue	70	0	70	CRF	0	70
10315	Future Greenbelt Development - Harris	106	0	106	DCA-REC/CRF	106	0
10318	Site Predevelopment Studies and Design (P492)	45	0	45	DCA-REC/CRF	45	0
10323	Madill Common Park - Construction	510	0	510	DCA-REC	510	0
10324	DEZEN/BEN TED - construction	616	0	616	DCA-REC	616	0
10325	Woodlot Basic Development - DEZEN	31	0	31	DCA-REC	31	0
10326	Southlawn Sanford Farm - Construction	697	0	697	DCA-REC	697	0
Total Parkland Development		**2,475**	**0**	**2,475**		**2,005**	**470**
Parks Maintenance							
10363	Golf Course Maintenance	78	0	78	CRF	0	78
10364	Lakeview GC - Fence Replacement	100	0	100	CRF	0	100
10379	Pathway Reconstruction	27	0	27	CRF	0	27
10381	Installation of Recognition Plaques	10	0	10	CRF	0	10

Service Capital Budget Summary - 2010 Recommended Funding
(000's)

Project Number	Project Name	Gross Cost	Recovery	Net Cost	Funding Sources*	Growth	Non-Growth
		$	$	$		$	$
10384	Installation of Park & Greenbelt Fencing	51	0	51	CRF	0	51
10386	Replacement of Park Furnishings	50	0	50	CRF	0	50
10388	Turf Renovation Program	25	0	25	CRF	0	25
10390	Bunker maintenance/repairs - North/West District	40	0	40	CRF	0	40
Total Parks Maintenance		**381**	**0**	**381**		**0**	**381**
Sport Field Maintenance							
10370	Lit Sports Field Maintenance - Various Locations	327	0	327	CRF	0	327
10371	Tennis Court Maintenance - Various Locations	186	114	72	CRF	0	72
10372	Unlit Sports Field Maintenance - Various Locations	130	0	130	CRF	0	130
Total Sport Field Maintenance		**643**	**114**	**529**		**0**	**529**
Urban Forestry							
10402	Park Tree Plantings	72	0	72	CRF	0	72
10403	Playground Tree Plantings	16	0	16	CRF	0	16
10404	Protective fencing and signage for P467	31	0	31	CRF	0	31
10405	Woodland Management	59	0	59	CRF	0	59
10406	Woodland Hazardous Tree Mitigation	100	0	100	CRF	0	100

Service Capital Budget Summary - 2010 Recommended Funding
(000's)

Project Number	Project Name	Gross Cost	Recovery	Net Cost	Funding Sources*	Growth	Non-Growth
		$	$	$		$	$
10407	Naturalization/Plantings	81	0	81	CRF	0	81
10410	City Environmental Events	56	0	56	CRF	0	56
10411	Tree Plantings - New Subdivisions	600	0	600	STPRF	0	600
10412	Tree Plantings - Road Reconstruction	41	0	41	STPRF	0	41
10413	Greenbelt Plantings	51	0	51	CRF	0	51
10414	Streetscape Beautification	56	0	56	CRF	0	56
10415	Surveying/Removal of Encroachments	26	0	26	CRF	0	26
Total Urban Forestry		**1,189**	**0**	**1,189**		**0**	**1,189**
Vehicles, Equipment							
10420	BraeBen Golf Course Equipment - Replacement	35	0	35	BHGCRF	0	35
10421	Golf Cart Replacement Program	21	0	21	CRF	0	21
10422	Non-Growth Related Equipment	255	0	255	CIL-OS	0	255
10423	Growth Related Equipment	200	0	200	DCA-PUBWRKS/ CRF	180	20
10424	Recreation Program Equipment	432	0	432	CIL-OS/CRF	0	432
10425	Hershey Score Clock Replacement	644	0	644	CIL-OS	0	644
Total Vehicles, Equipment		**1,587**	**0**	**1,587**		**180**	**1,407**
Total Recreation and Parks Services		**21,855**	**114**	**21,741**		**4,007**	**17,734**

Service Capital Budget Summary - 2010 Recommended Funding
(000's)

Project Number	Project Name	Gross Cost	Recovery	Net Cost	Funding Sources*	Growth	Non-Growth
		$	$	$		$	$
Mississauga Library Services							
Buildings							
10271	Library Renovations	49	0	49	FRRRF	0	49
10272	Woodlands Library - Renovations Construction	1,636	0	1,636	FRRRF	0	1,636
10430	Meadowvale Library - New Branch - Design Phase II	648		648	DCA - LIB/CRF	583	65
Total Buildings		**2,333**	**0**	**2,333**		**583**	**1,750**
Materials and Equipment							
10274	Self-Serve Technology	1,044	0	1,044	CRF	0	1,044
10275	Library Programme Equipment Replacement	126	0	126	CRF	0	126
Total Materials and Equipment		**1,170**	**0**	**1,170**		**0**	**1,170**
Total Mississauga Library Services		**3,503**	**0**	**3,503**		**583**	**2,920**

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Service Capital Budget Summary - 2010 Recommended Funding
(000's)

Project Number	Project Name	Gross Cost	Recovery	Net Cost	Funding Sources*	Growth	Non-Growth
		$	$	$		$	$
Business Services							
Applications							
10503	CLASS POS Expansion to other Recreation facilities	80	0	80	CRF	0	80
10504	Wells MaitreD Restaurant Sys Upgrade (Braeben/Ice Breakers)	120	0	120	CRF	0	120
10506	SAP - Enterprise System Enhancements	250	0	250	CRF	0	250
10507	SAP Implement Business Intelligence Enhancements	200	0	200	CRF	0	200
10508	SAP Support Year End, T4 & Tax Updates	300	0	300	CRF	0	300
10514	Minor Projects	50	0	50	CRF	0	50
10540	Portal Applications	100	0	100	CRF	0	100
10542	Desktop Software Licenses	400	0	400	CRF	0	400
10544	Portfolio, Pipeline, Resource Management System	150	0	150	CRF	0	150
10545	Fire Attendance System	100	0	100	CRF	0	100
10546	Sharepoint Implementation City wide	100	0	100	CRF	0	100
10547	Windows Desktop Operating System Upgrade	150	0	150	CRF	0	150
10550	Dynix - Library System	500	0	500	CRF	0	500
10551	Election System	400	0	400	CRF	0	400

Service Capital Budget Summary - 2010 Recommended Funding
(000's)

Project Number	Project Name	Gross Cost	Recovery	Net Cost	Funding Sources*	Growth	Non-Growth
		$	$	$		$	$
10560	Field Automation	350	0	350	CRF	0	350
10570	PCI System Compliance	300	0	300	CRF	0	300
10580	Parking Control System Upgrade	250	0	250	CRF	0	250
Total Applications		**3,800**	**0**	**3,800**		**0**	**3,800**
Infrastructure							
10520	Servers Capacity Expansion	400	0	400	CRF	0	400
10521	Servers Replacement	350	0	350	CRF	0	350
10523	Business Continuity & Disaster Readiness	2,600	0	2,600	CRF	0	2,600
10524	Network Fibre/ Wireless Infrastructure	900	0	900	CRF	0	900
10525	Network Replacement & Upgrade	275	0	275	CRF	0	275
10526	Replacement of Phones	200	0	200	CRF	0	200
10555	Network Switches Replacement - Core	300	0	300	CRF	0	300
10583	Business/Vehicle/Lottery Licensing to Hansen	150	0	150	CRF	0	150
Total Infrastructure		**5,175**	**0**	**5,175**		**0**	**5,175**

Service Capital Budget Summary - 2010 Recommended Funding
(000's)

Project Number	Project Name	Gross Cost	Recovery	Net Cost	Funding Sources*	Growth	Non-Growth
		$	$	$		$	$
PC Replacement and Peripherals							
10527	Peripheral Equipment at Library /Community Centre Facilities	90	0	90	CRF	0	90
10528	Peripheral Equipment - Corporate Services /Mayor/Councillors	25	0	25	CRF	0	25
10529	Peripheral Equipment for Transportation and Works	25	0	25	CRF	0	25
10530	PC and Notebook Replacement	800	0	800	CRF	0	800
Total PC Replacement and Peripherals		**940**	**0**	**940**		**0**	**940**
Vehicles, Equipment and Other							
Miscellaneous Equipment							
10640	Departmental Miscellaneous Equipment	14	0	14	CRF	0	14
10641	Miscellaneous Equipment - Print Shop	15	0	15	CRF	0	15
Total Miscellaneous Equipment		**29**	**0**	**29**		**0**	**29**
Audiovisual Equipment							
10642	Audiovisual Equipment Purchase & Replacement	87	0	87	CRF	0	87
Total Audiovisual Equipment		**87**	**0**	**87**		**0**	**87**
Total Business Services		**10,031**	**0**	**10,031**		**0**	**10,031**

Service Capital Budget Summary - 2010 Recommended Funding
(000's)

Project Number	Project Name	Gross Cost	Recovery	Net Cost	Funding Sources*	Growth	Non-Growth
		$	$	$		$	$
Corporate Assets							
Capital Construction & Improvement							
10743	Accessibility Upgrades	424	0	424	FRRRF	0	424
Total Capital Construction & Improvement		**424**	**0**	**424**		**0**	**424**
Facility Services							
10732	Signage	27	0	27	FRRRF	0	27
10733	Energy Management	562	0	562	FRRRF	0	562
10734-10736	Security	68	0	68	FRRRF	0	68
Total Facility Services		**657**	**0**	**657**		**0**	**657**
Life Cycle Maintenance							
10702-10706	HVAC Systems	1,504	0	1,504	FRRRF	0	1,504
10708-10709	Roofing Systems	1,178	0	1,178	FRRRF	0	1,178
10710-10713	Mechanical Systems	1,299	0	1,299	FRRRF	0	1,299
10714-10719/ 10780	Electrical Systems	2,099	0	2,099	FRRRF	0	2,099

Service Capital Budget Summary - 2010 Recommended Funding
(000's)

Project Number	Project Name	Gross Cost	Recovery	Net Cost	Funding Sources*	Growth	Non-Growth
		$	$	$		$	$
10720-10731	Structural	2,483	0	2,483	FRRRF	0	2,483
10765	Site Services	76	0	76	FRRRF	0	76
10770	Inspections	106	0	106	FRRRF	0	106
10775	Emergency	265	0	265	FRRRF	0	265
Total Life Cycle Maintenance		**9,010**	**0**	**9,010**		**0**	**9,010**
Space Planning							
10738	Furniture	106	0	106	CRF	0	106
10740	Relocation & Office Accommodation	4,671	0	4,671	FRRRF	0	4,671
Total Space Planning		**4,777**	**0**	**4,777**		**0**	**4,777**
Vehicles and Equipment							
10741	Equipment	60	0	60	CRF	0	60
10742	Vehicles	45	0	45	CRF	0	45
Total Vehicles and Equipment		**105**	**0**	**105**		**0**	**105**
Total Corporate Assets		**14,973**	**0**	**14,973**		**0**	**14,973**
Total City 2010 Capital Budget		**318,896**	**52,128**	**266,768**		**129,647**	**137,121**

Appendix 4 - Funding Source Abbreviations

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Funding Source Abbreviations

Appendix 4 and 5 contains the 2009 recommended Capital Budget funding list of capital projects to be approved by Council. Within Appendix 4 and 5, the funding sources have been abbreviated. The following table itemizes abbreviations used, and identifies the funds to which they relate.

Reserve Name	Purpose of the Fund
BIG-MCR	▪ Big Three Development Reserve Fund
BHGCRF	▪ Britannia Hills Golf Course Reserve Fund
CFGTRF	▪ City Federal Gas Tax Reserve Fund
CIL-OS	▪ Cash-in-lieu of Parkland Dedication
CRF	▪ Capital Reserve Fund
DCA-CWE	▪ New Development Charge - City Wide Engineering
DCA-FIRE	▪ New Development Charge - Fire Services
DCA-GG	▪ New Development Charge - General Government
DCA-LIB	▪ New Development Charge- Library Services
DCA-PRKG	▪ New Development Charge – Parking
DCA-PUBWKS	▪ New Development Charge - Public Works

Appendix 4 - Funding Source Abbreviations

2010businessplan&budgetupdate

Reserve Name	Purpose of the Fund
DCA-REC	▪ New Development Charge - Recreation Facilities
DCA-ST	▪ New Development Charge - Storm Water Management
DCA-TRAN	▪ New Development Charge – Transit
FPTRF	▪ Federal Public Transit Reserve Fund
FRRRF	▪ Facilities Repairs and Renovations Reserve Fund
FVERRF	▪ Fire Vehicle & Equipment Replacement Reserve Fund
MFVERF	▪ Main Fleet Vehicle & Equipment Replacement Reserve Fund
MO2020RF	▪ MoveOntario 2020 Higher Order Transit Reserve Fund
MRTRF	▪ Mississauga Rapid Transit (MRT) Reserve Fund
OERF	▪ Other Engineering Reserve Fund
PGTRF	▪ Provincial Gas Tax Reserve Fund
PORF	▪ Parks Other Reserve Fund
RFGTRF	▪ Region Federal Gas Tax Reserve Fund

Appendix 4 - Funding Source Abbreviations

2010businessplan&budgetupdate

Reserve Name	Purpose of the Fund
RIMRF	▪ Roadway Infrastructure Maintenance Reserve Fund
SRF	▪ Sidewalk Reserve Fund
STPRF	▪ Street Tree Planting Reserve Fund
TSRF	▪ Traffic Signals Reserve Fund
TVERRF	▪ Transit Vehicle & Equipment Replacement Reserve Fund
WQRF	▪ Water Quality Reserve Fund

Appendix 5 – 2010-2019 Capital Forecast Summary

2010businessplan&budgetupdate

2010 - 2019 City Wide Capital Budget - Recommended Funding Summary

($000's)

	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	Total
	$	$	$	$	$	$	$	$	$	$	$
Gross Cost	318,896	228,192	181,069	162,042	192,045	189,362	154,713	135,825	199,759	167,418	**1,929,321**
Recovery/Subsidy	52,128	41,023	15,636	4,448	4,452	18,468	5,572	5,450	8,030	4,090	**159,296**
Net Cost	**266,768**	**187,169**	**165,434**	**157,594**	**187,593**	**170,894**	**149,141**	**130,375**	**191,729**	**163,328**	**1,770,025**
Net Cost Funding Sources											
Tax	90,662	57,936	29,218	1,663	1,988	1,509	1,436	1,413	1,880	1,829	**189,534**
Reserves	18,720	21,620	24,620	27,720	30,920	34,220	37,620	41,120	44,720	48,420	**329,700**
Federal Contributions	26,000	23,422	17,516	35,581	26,056	28,423	32,529	32,489	37,812	29,618	**289,446**
Provincial Contributions	61,576	14,649	8,808	0	0	0	0	0	0	0	**85,033**
External Debt	0	0	20,500	31,000	38,000	36,500	26,500	25,000	40,000	36,000	**253,500**
Contributions	14,648	16,818	25,993	15,639	17,943	3,368	14,239	6,331	6,695	5,695	**127,369**
Developer Charges	55,162	52,724	38,779	45,991	72,686	66,874	36,817	24,022	60,622	41,766	**495,443**
Total Funding Sources	**266,768**	**187,169**	**165,434**	**157,594**	**187,593**	**170,894**	**149,141**	**130,375**	**191,729**	**163,328**	**1,770,025**

Appendix 5 – 2010-2019 Capital Forecast Summary

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Appendix 5 – 2010-2019 Capital Forecast Summary

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2010 - 2019 City Wide Capital Budget
Gross Capital Recommended Funding Summary
($000's)

Service	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	Total
	$	$	$	$	$	$	$	$	$	$	$
Roads, Storm Drainage & Watercourses											
Bridge & Structure Rehabilitation	4,500	2,325	325	2,125	2,125	1,725	1,325	1,325	1,850	2,030	**19,655**
Major Roads	32,796	10,501	18,367	22,298	35,420	13,268	5,648	1,298	998	32,358	**172,952**
Other Engineering	26,018	32,020	16,127	15,092	15,165	45,009	16,815	11,642	17,220	13,915	**209,023**
Roadway Rehabilitation	21,250	17,107	15,124	15,974	23,650	24,200	23,650	23,600	24,250	23,600	**212,405**
Storm Drainage	12,852	11,396	15,741	3,314	11,399	7,959	9,844	5,264	22,839	11,884	**112,492**
Total - Roads, Storm Drainage and Watercourses	**97,416**	**73,349**	**65,684**	**58,803**	**87,759**	**92,161**	**57,282**	**43,129**	**67,157**	**83,787**	**726,527**
Fire & Emergency Services											
Stations & Auxiliary Buildings	0	14,356	0	0	42	0	0	45	0	0	**14,443**
Vehicles & Equipment	1,323	2,208	4,223	4,571	3,761	4,292	2,155	1,954	4,916	3,000	**32,403**
Total - Fire & Emergency Services	**1,323**	**16,564**	**4,223**	**4,571**	**3,803**	**4,292**	**2,155**	**1,999**	**4,916**	**3,000**	**46,846**
Mississauga Transit											
Buildings	2,880	3,600	10,000	30,040	20,040	40	40	40	40	-	**66,720**
Buses	48,402	25,589	15,458	19,313	16,800	18,088	24,314	24,274	32,077	20,013	**244,328**
Higher Order Transit	109,013	54,116	20,209	0	0	0	0	0	0	0	**183,338**
On-street Facilities	475	275	325	375	190	17,000	17,150	17,135	17,135	17,100	**87,160**

Appendix 5 – 2010-2019 Capital Forecast Summary

2010businessplan&budgetupdate

2010 - 2019 City Wide Capital Budget
Gross Capital Recommended Funding Summary
($000's)

Service	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	Total
	$	$	$	$	$	$	$	$	$	$	$
Other Transit	8,500	3,500	100	0	0	100	0	0	100	0	**12,300**
Vehicles and Equipment	525	695	420	495	450	1045	730	480	280	200	**5,320**
Total - Mississauga Transit	**169,795**	**87,775**	**46,512**	**50,223**	**37,480**	**36,273**	**42,234**	**41,929**	**49,632**	**37,313**	**599,166**
Recreation & Parks											
City Wide Facilities	1,213	4,855	3,909	1,529	13,077	17,527	7,569	7,858	17,690	1,270	**76,497**
City Wide Recreation	11,524	9,170	9,700	15,447	6,567	0	0	0	0	0	**52,408**
Facility Renovations & Rehabilitation	477	477	477	477	477	477	477	477	477	477	**4,770**
Park Facility Installation	672	1,415	2,453	251	1,107	0	532	1,497	322		**8,249**
Park Redevelopment	1,695	1,418	1,115	2,262	2,158	1,956	1,452	1,197	1,465	3,092	**17,810**
Parkland Acquisition	0	7,481	17,510	3,000	13,969	2,000	13,344	5,000	6,000	5,000	**73,304**
Parkland Development	2,475	1,307	24	868	4,086	12,461	6,206	4,913	2,196	0	**34,536**
Parks Maintenance	381	1,090	797	383	391	497	525	514	579	557	**5,714**
Sports Field Maintenance	643	653	523	1,032	1,867	589	440	388	1,238	658	**8,031**
Urban Forestry	1,189	1,057	1,035	978	978	978	978	978	977	977	**10,125**
Vehicles, Equipment	1,587	897	860	1,065	880	875	875	890	870	820	**9,618**
Total - Recreation & Parks	**21,855**	**29,820**	**38,403**	**27,292**	**45,557**	**37,360**	**32,398**	**23,712**	**31,814**	**12,851**	**301,062**

Appendix 5 – 2010-2019 Capital Forecast Summary

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2010 - 2019 City Wide Capital Budget
Gross Capital Recommended Funding Summary
($000's)

Service	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	Total
	$	$	$	$	$	$	$	$	$	$	$
Library Services											
Buildings	2,333	49	2,925	2,967	70	52	52	956	11,131	61	**20,596**
Materials & Equipment	1,170	583	3,985	126	125	125	125	125	2,026	125	**8,515**
Total - Library Services	**3,503**	**632**	**6,910**	**3,093**	**195**	**177**	**177**	**1,081**	**13,157**	**186**	**29,111**
Business Services											
Applications	3,800	4,822	5,952	5,658	5,711	6,528	5,778	5,147	5,724	6,199	**55,319**
Infrastructure	5,175	3,025	3,130	1,650	1,300	1,775	2,130	2,750	2,025	1,780	**24,740**
PC Replacement & Peripherals	940	1,090	1,000	1,050	1,000	1,050	1,000	1,050	1,000	1,050	**10,230**
Vehicles,Equipment and Other	116	201	157	658	106	108	113	154	531	148	**2,292**
Total - Business Services	**10,031**	**9,138**	**10,239**	**9,016**	**8,117**	**9,461**	**9,021**	**9,101**	**9,280**	**9,177**	**92,581**
Corporate Assets											
Capital Construction & Improvement	424	500	500	500	500	500	2,000	4,000	10,500	10,500	**29,924**
Facility Services	657	969	734	747	756	719	722	726	729	715	**7,474**
Lifecycle Maintenance	9,010	7,927	6,946	6,975	7,059	7,897	8,204	7,870	10,638	8,257	**80,783**
Space Planning	4,777	1,502	880	780	780	480	442	2,228	1,893	1,582	**15,344**
Vehicles & Equipment	105	16	38	42	39	42	78	50	43	50	**503**
Total - Corporate Assets	**14,973**	**10,914**	**9,098**	**9,044**	**9,134**	**9,638**	**11,446**	**14,874**	**23,803**	**21,104**	**134,028**
Total City	**318,896**	**228,192**	**181,069**	**162,042**	**192,045**	**189,362**	**154,713**	**135,825**	**199,759**	**167,418**	**1,929,321**

Appendix 6 – Summary of Reserves and Reserve Funds

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Transfers from the Operating Program to the following Reserves and Reserve Funds are:

- $18,720,100 To the Capital Reserve Fund;
- $ 2,598,000 To the Insurance Reserve Fund;
- $ 450,000 To the Reserve for Elections.
- $ 309,000 To the Reserve for Assessment Appeal;

Transfers to and from Reserves and Reserve Funds, based on the actual expenditures throughout the year are as follows:

- Arts initiatives
- Assessment appeals and tax cancellations charges;
- Early retirement benefits and other labour related expenses;
- Economic Development Office transfers such as Mississauga Business Enterprise Centre (MBEC) initiatives;
- Insurance claims and premiums;
- Maintenance for BraeBen Golf Course and Courtneypark Artificial Turf;
- One-time costs such as various planning initiatives and temporary closure of River Grove Community Centre;
- Ongoing Transit expansion costs;
- Planning related studies and Zoning By-law updates;
- Sick leave payments; and
- Workers' compensation payments.

Transfers within Reserve Funds are listed below:

Transfers from the Capital Reserve Fund to the following reserve funds:

- $13,000,000 Facility Repair & Renovations Reserve Fund; and
- $ 7,500,000 Roadway Infrastructure Maintenance Reserve Fund.

	Description
Accrual Basis of Accounting	• The accrual basis of accounting recognizes revenues as they become measurable; expenditures are the cost of goods and services acquired in the period whether or not payment has been made or invoices received.
Advertising & Promotions	• Cost for advertising in newspapers and journals for tenders, public notices, special events, job vacancies, and City services. • Cost of other promotional expenses such as souvenirs.
Annualization	• The cost of a full year of operation
APC	• Automatic Passenger Counter. Used in transit vehicles to count the number of passenger trips.
Approved Budget	• The final budget passed by Council with detail, adjusted by departments, to show how they will operate within the fund-wide and department-wide numbers approved in that budget.
Assessment	• Nominal value assigned by the Municipal Property Assessment Corporation (MPAC) to each property in the province as a basis for property taxation.
Assessment Roll	• The roll which determines the basis of the allocation of taxes and is prepared by MPAC
Balanced Budget	• The *Municipal Act, 2005* states in Section 290 (2) that the budget shall provide that the estimated revenues are equal to the estimated expenditures.
Base Budget	• A reflection of the budget resources (financial, human and other) that are required to maintain service levels at the level provided in the previous year's Operating Budget.
BC 21	• Building a City for the 21st Century

	Description
Benchmarking	• Determining the quality of one's products, services and practices by measuring critical factors (e.g., how fast, how reliable a product or service is) and comparing the results to those of highly regarded competitors.
BRT	• Bus Rapid Transit. This phase refers to a specific transit project under consideration. Running parallel to Highway 403, the BRT is a planned, exclusive, grade-separated, two-lane, bus only road with stations which allow for integration with local services and multi-modal transportation.
Budget	• Planned expenditures for a specified time period along with the proposed means of financing these expenditures.
Budgetary Control	• The control or management of an organization in accordance with an approved budget for the purpose of keeping expenditures within the limitations of available appropriations and available revenue.
Capital	• The word "capital" has a specific meaning in the municipal context. It is used to describe the transactions of the capital fund, including both long-term expenditures and long-term financing.
Capital Budget	• A multi-year program adopted by Council comprising of an approved capital program for the current year and a planned program for the succeeding nine years. The multi-year plan covers longer-term and one-time expenditures for capital assets.
Capital Expenditure/Project	• A capital expenditure/project results in the acquisition of an asset of a permanent nature or which improves an existing asset, extending the useful life of such an asset. Projects in the 10 year annual forecast advance from year to year in an orderly fashion.
Capital Fund	• Fund to account for all capital expenditures and the financing of capital expenditures

	Description
CICA	• Canadian Institute of Chartered Accountants. A public governance body which oversees and supports the setting of accounting, auditing and assurance standards for business, not-for-profit organizations and government.
City	• The Corporation of the City of Mississauga
CNR	• Canadian National Railway. Canada's largest freight railroad.
Communication Costs	• Expenses for the City's telephone system, long distance calls, maintenance of the base radio stations and fax charges • Postage charges for the distribution of City mail
Contingency	• An appropriation of funds available to cover unforeseen events that occur during the fiscal year.
Contractors & Professional Services	• Cost of services which have been purchased on a contract basis such as road maintenance, tree planting, and snow removal • Cost of professional and consulting services such as auditors, architects, and consultants
Cost	• The amount of resources required for a business program, product, activity or service to produce an output, regardless of where the resources are accounted for.
Cost Centre	• An organizational unit with a specific strategic focus and the authority to expend corporate resources in order to deliver an internal or external service.
Cost Centre Group/Program	• A program consisting of one or more cost centres with related objectives.
Cost Element	• A tool used to classify the organization's service delivery costs within a cost centre. A cost element corresponds to a cost-relevant item in the City's chart of accounts.

	Description
Cost Element Group	• A combination of cost elements of the same type (e.g., salaries and wages is a cost element group containing a number of cost elements such as: a) full-time salaries, b) part-time salaries, c) overtime, d) standby pay, e) acting pay, f) etc.). Cost element groups can serve various purposes, as they can be used to create reports or to process several cost elements in one business transaction. In the City's chart of accounts there is a hierarchy of cost element groups.
Council	• City of Mississauga Council is comprised of the Mayor and 11 Councillors.
Council Budget Committee	• The group composed of the members of City Council and chaired by the Mayor.
Council Individual Expense	• Various expenses
CPI (Construction)	• Construction Price Index. This measures changes in the price of construction of different categories of properties.
CPI (Consumer)	• Consumer Price Index. An indicator of changes in consumer prices experienced by Canadians. It is obtained by comparing, through time, the cost of a fixed basket of commodities purchased by consumers.
CPR	• Canadian Pacific Railway. Freight hauler, with much of its network in Western Canada and the Midwest USA.
CRTC	• Canadian Radio-Television Telecommunications Commission. An independent agency responsible for regulating Canada's broadcasting and telecommunications systems.
CUPE	• Canadian Union of Public Employees. Canada's largest union with over half a million members across Canada.
CUTA	• Canadian Urban Transit Association. An organization that acts as the voice for enhancing the public transit industry in Canada.

	Description
Current Budget	• A budget for general revenues and expenditures such as salaries, utilities and supplies. Also referred to as the operating budget.
Current Expenditure	• A current expenditure is for goods or services that are consumable generally within the current fiscal year. • For expenditures of a recurring nature which has no lasting value
Current Operation	• The sum of the program budgets
Current Value Assessment (CVA)	• Current Value Assessment is defined as the amount of money the property would realize if sold at arm's length by a willing seller to a willing buyer.
DBNS	• Dixie Bloor Neighbourhood Services
DC	• Development Charges/Contributions (see below).
DCA	• Development Charges Act. Municipal councils may impose development charges against land to pay for increased capital costs required because of increased needs for services arising from development. These charges are regulated by the Province of Ontario.
Debt Charges	• Principal and interest payments necessary to retire debentures issued for City purposes
Deficit	• The excess of liabilities over assets, or expenditures over revenues, in a fund over an accounting period.
Department Head	• The Commissioner of any City Department

	Description
Development Related Revenue	• Revenue collected from developers for city services constructed in new residential and non-residential areas
Discretionary Reserve Funds	• Reserve funds set up at the discretion of Council.
Donations & Contributions	• Donations & contributions from individuals and organizations
E3 Review	• Program to evaluate service economy, efficiency and effectiveness with a view to improving the value our services
EA (Labour)	• Economic Adjustment. Cost of living adjustment
EA (Transportation)	• Environmental Assessment. A study/review of the impact public sector undertakings, usually infrastructure, will have on the environment.
EI	• Employment Insurance. Program sponsored and administered by the Government of Canada that offers financial assistance when unemployed. Both employers and employees pay EI premiums.
Enersource	• Electricity/energy provider of which the City of Mississauga is a 90% stakeholder
Equipment Costs	• Purchase and trade-in of minor equipment such as hydraulic lifts and calculators • Cost of maintenance and rental of stationary equipment for offices, buildings, grounds, parks, roadways, and bridges • Cost of service contracts • Rental and maintenance of electronic data processing and work processing equipment, software, systems development, etc.

	Description
ERP	• Enterprise Resource Planning System. A business management system that integrates all facets of business including planning, manufacturing, sales and marketing.
Expenditures	• The disbursement of appropriated funds to purchase goods and/or services. Expenditures include current operating expenses that require the current or future use of net current assets, debt service and capital outlays. This term designates the cost of goods delivered or services rendered, whether paid or unpaid, including expenses, provision for debt retirement not reported as a liability of the fund from which retired, and capital outlays.
Fines	• Revenue received from the payment of penalties and fines
Fiscal Year	• The period for which budgets are prepared and financial records are maintained The fiscal year for the City of Mississauga is January 1st to December 31st.
FOI	• Freedom of Information and Protection of Privacy Act. An Act that makes public bodies more accountable to the public and to protect personal privacy.
Forecast	• The projected revenues and expenditures for future years
Fringe Benefits	• Statutory or supplementary plans to which participants may be entitled including Employment Insurance or pension, medical or dental benefits.
Full-time Equivalent (FTE)	• A measure of staffing, equivalent to that produced by one person working full-time for one year.
Fund Accounting	• A fund is a complete set of accounts set up in separate records and providing separate and distinct reports

	Description
General Revenue Fund	• Fund used to account for all revenues and resources which are not otherwise accounted for separately. Revenues which are unrestricted in use, such as general taxation revenue of a municipality are found in the General Revenue Fund. In addition, some revenues which are earmarked for specific uses but are not segregated may be found there.
Generally Accepted Accounting Principles (GAAP)	• Nationally recognized uniform principles, standards and guidelines for financial accounting and reporting, governing the form and content of many financial statements of an entity. GAAP encompasses the conventions, standards and procedures that define accepted accounting principles at a particular time, including both broad guidelines and detailed practices and procedures.
GFOA	• Government Finance Officers Association. Professional association of state/provinces and local finance officers in the US and Canada dedicated to sound management of government financial resources.
GPS	• Global Positioning System. Satellite navigational system used in vehicles.
Grant	• A contribution from a level of government to support a particular function, service, or program
Grants & Subsidies	• Government grants, subsides, and payments-in-lieu of taxes
Gross Expenditures	• Total expenditures of the city prior to the netting of any external revenues and/or recoveries
Growth Project	• A capital project which, once constructed, will service new growth areas within the City. Construction growth projects are usually funded by development charges and developer contributions.

	Description
GST	• Goods and Services Tax. Multi-stage, value-added tax levied on a broad range of goods and services.
GTA	• Greater Toronto Area comprises the Municipality of Metropolitan Toronto and the four surrounding regional municipalities of Durham, Halton, Peel, and York. This area covers some 7,200 square kilometres and contains a total of 30 local area municipalities.
GTAA	• Greater Toronto Airports Authority. Organization that operates Toronto Pearson International Airport.
GTTA	• Greater Toronto Transit Authority. Organization that is responsible for developing a long-range, integrated transportation plan for local transit, GO Transit and major roads for the GTA.
HCSC	• Healthy City Stewardship Centre. Organizations from diverse sectors working together to foster the physical, social and environmental health of a community.
Hydro Mississauga	• Precursor to Enersource Corporation; electricity provider
IBEW	• International Brotherhood of Electrical Workers. Oldest and largest electrical union in the world.
ICON	• Integrated Court Offences Network. Computer system used to administer the Provincial Offences Act (POA).
Infrastructure	• The basic installations and facilities necessary for the continuance and growth of the City, such as roads, parks, transportation and similar systems.
Interest Income	• Revenue associated with the City's activities of investing cash balances.
Investment Income	• Interest received from investments

	Description
IRSP	• Integrated Road Safety Program. Program committed to reducing traffic injuries/fatalities and collisions.
ISF	• Infrastructure Stimulus Funding program was established as part of Canada's Economic Action Plan by the Federal government providing $4 billion to provincial, territorial, municipal, community and private sector construction-ready infrastructure projects.
ITS	• Intelligent Transportation System. Initiative to add information and communications technology to transport infrastructure and vehicles in order to reduce congestion.
Labour Costs	• Salary and wages in respect of full-time, part-time, contract, temporary or overtime employment including holiday pay • City's share of employee's fringe benefits, clothing and food allowances and any other benefits paid through payroll, both taxable and non-taxable
Leadership Team (LT)	• All City Department Heads and the City Manager
LED	• Light Emitting Diodes. An electronic indicator light display that uses electricity in a much more efficient manner than standard light bulbs.
Levy (Tax)	• Represents the property and business taxation funding which must be raised by the taxpayers
Liabilities	• Financial obligations of the City to others
Library Board	• The Mississauga Public Library Board
Licences & Permits	• Revenue from the issuance of licences and permits

	Description
Line Item	• Revenue or expense category such as labour, transportation, user fees, etc.
Local Improvements	• The Local Improvement Act authorizes municipalities to install services such as sewers, drains, watermains, street-lighting, and sidewalks and to recover the costs from the benefiting landowners.
Lower Tier Municipality	• Area municipalities of the two-tier municipal government
MADH	• Mississauga Accessibility Design Handbook. Booklet designed to make Mississauga buildings more accessible.
Materials & Supplies and Other Services	• Cost of materials and supplies purchased for the administration of the City • Books and materials for the Library Division • Personal equipment such as uniforms, overalls, and protective clothing for City employees • Materials and supplies purchased for the maintenance and operation of City services and facilities (excluding vehicles and buildings), including gravel, salt, sand, asphalt, paint, cleaning materials, agricultural supplies, and other road maintenance supplies • Includes any expense of a minor nature for which no other expenditure classification applies • Registration expense of sub-divisions, by-laws, and associated expenses
MAX	• Mississauga Approval Xpress. System used to process building permit applications.
MFOA	• Municipal Finance Officers' Association of Ontario. A professional association of municipal finance officers in the Province of Ontario that promotes the interests of its members and assists in carrying out their statutory and financial responsibilities.

	Description
Modified Accrual Basis	• The basis of accounting in which revenues are recognized when they become both measurable and available to finance expenditures of the current period, and expenditures are recognized when incurred.
MOL (Ontario)	• Ministry of Labour. Ministry responsible for occupational health and safety, employment rights and responsibilities and labour relations.
Net Budget	• Represents the total budget expenditures less total budgeted revenues. The budgeted amount required to be raised by city taxes
Net Cost	• Total expenditures less total revenues. The amount required to be raised by city taxes.
Net Expenditures	• Expenditures of the City after any external revenues and/or recoveries are applied
Non-Departmental	• Refers to activities, revenues and expenditures that are not assigned to a specific department.
Non-Growth Projects	• A capital project which once constructed will replace existing infrastructure within the City. Non-Growth projects are usually funded from tax based sources.
Obligatory Reserve Funds	• Compulsory/binding reserve funds.
Occupancy Costs	• Cost of housing departments in the Civic Centre and other municipal buildings • Rental expense of office space, maintenance depots, and storage facilities • Repairs and supplies relating to City buildings and facilities • Cost of heating, lighting, and sanitary services to City properties including heating fuels, gas, hydro, sewer surcharge, user rates (water)
Ontario Municipal Board (OMB)	• Provincial board which provides an appeal forum for planning and assessment decisions made by the City

	Description
Ontario Municipal Employees Retirement System (OMERS)	• Local government pension plan funded from employee and employer contributions.
OPA	• Official Plan Amendment. Should new zoning or land usage not conform to the Official Plan, an amendment may be required to the Official Plan.
Operating Budget	• A budget for general revenues and expenditures such as salaries, utilities and supplies.
Operating Program	• Provides funding to departments for short-term expenditures
Other Revenues	• Miscellaneous revenues • Includes prior years surplus, discounts, gas tax refunds, federal and provincial sales tax refunds, and other income
OTN	• Optical Transit Network device. Product designed to monitor, collect, analyze and manage public traffic and transportation.
Per Capita	• A measurement of the proportion of some statistic to an individual resident determined by dividing the statistic by the current population.
Performance Measurement	• A planning and management system which sets goals and measures accomplishments for the provision of services. Establishes specific planned service levels for each major service and monitors the degree of success of achieving those levels
PIA	• Pearson International Airport. Canada's largest airport, located in Mississauga.
PILT	• Payment in Lieu of Taxes. Contributions from senior levels of government toward the cost of local government in areas where provincial and/or federal government property is located.

	Description
POA	• Provincial Offences Act. Municipalities in Ontario are now responsible for the administration and prosecution of provincial offences, including infractions under the Highway Traffic Act, Liquor Licence Act, etc.
PRESTO	• Cashless payment system for Transit within the GTA
PRO	• Parks Recreation Ontario. Parks/recreation program administered by the Province of Ontario.
Program	• The work of a department and each separate departmental function identified in the current budget. Includes functional services provided in Non-Departmental
PSAB	• Public Sector Accounting Board. Independent accounting body with the authority to set accounting standards for the public sector.
Ratepayers	• People who pay taxes to the municipal corporation
R/C	• Revenue to Cost ratio
Recreation & Park Fees	• User fees collected for City run parks and recreation services
Regulated Price Plan (RPP)	• The price that the Ontario Electricity Board has set per kWh that local electricity utilities charge for electricity use.
Requested Budget	• The budget proposal recommended by city staff for the operating program

	Description
Reserve	• A reserve is an amount of revenue earmarked for a particular purpose. It has no reference to any specific assets and therefore no investment income is attributed. A more detailed listing of the City's reserves and their purpose is contained in the Reserve and Reserve Funds Section.
Reserve Fund	• A reserve fund is similar to a reserve except that it is earmarked for a specific purpose. The money set aside is accounted for separately. Income earned on investment is required to be added to the reserve fund and accounted for as part of the reserve fund. A more detailed listing of the City's reserve funds and their purpose is contained in the Reserve and Reserve Funds Section.
Revenue	• Income received by the City for the fiscal year. Includes tax revenues, user fees, transfers from reserves and interest income
Revised Budget	• The prior years' budget provided for comparison purposes. The budget may be adjusted in accordance with the City's Budget By-law with no net impact to the city's overall cost.
RInC	• Recreation Infrastructure Canada program established as part of Canada's Economic Action Plan by the Federal government providing $500 million to support upgrading and renewal of recreational facilities in communities across Canada.
Staff Development Costs	• Cost of courses, conferences, membership fees, dues, and periodical subscriptions
Storm Water Management	• The management of water runoff to provide controlled release rates to receiving systems through the use of detention/retention facilities.

	Description
Strategic Plan	• A document outlining long-term goals, critical issues and action plans which will increase the organization's effectiveness in attaining its mission, priorities, goals and objectives. Strategic planning starts with examining the present, envisioning the future, choosing how to get there and making it happen.
Supplementary, Railway Rights of Way & Hydro Corridors Taxation	• Supplementary taxes, local improvement, Business Improvement Areas, railway rights of way taxes and hydro corridor taxation • Excludes residential, commercial/industrial, and business taxes which are included in the Net Levy Classification
Surplus	• Results from expenditures at year-end being lower than budgeted and/or revenues being higher than budgeted
Tax Based Sources	• Funding sources generated through taxation. Funding examples include tax based reserve funds, internal or external debt, and federal and provincial gas tax. Also, any funds generated by way of the current fund via the operating program.
Tax Levy	• The total tax dollars assessed on property, calculated by multiplying the tax rate by the tax base. The term can also refer to the tax rate itself.
Tax Penalties and Interest	• Revenue received from the penalty and interest charges on overdue taxes
Tax Rate	• The tax rate is the percentage of assessed property value. The current value property assessment is multiplied by the tax rate to equal the amount of a taxpayer's property taxes.
Taxation	• The process by which a municipality raises money to fund its operation
Total Cost or Gross Cost	• The actual cost to the corporation of all expenditures

	Description
Transfer from Reserves	• Transfers from City reserves and reserve funds to cover the cost of current operating expenses such as insurance claims, election expenses and accumulated sick leave payment and capital projects such as road construction, land acquisition, and major repairs and renovations to facilities
Transfers	• City grants to outside agencies • Contributions to city reserves and reserve funds including the contribution to capital financing
Transit Revenues	• Income generated by transit fares
Transportation Costs	• Travel costs of employees on city business, excluding courses and conferences • Car and mileage allowances, taxis, and parking fees • Cost of materials, supplies, and services for the maintenance and operation of City vehicles and mobile equipment including gas, diesel fuel, lubricants, oil, tires, parts, repairs, and servicing costs and the rental and maintenance of in-vehicle radio systems • Cost of insurance, permits, licenses and rental rates for vehicles and related equipment
Trust Fund	• Funds raised or supplied for a particular purpose which cannot be used for any other purpose
TSC	• Traffic Safety Council. Advises and/or assists Council in all matters relating to traffic safety.
TSP	• Traffic Signal Priority. Equipment that provides traffic signal priority for transit vehicles.
TXM 2000	• Tax Manager 2000. Municipal property tax computer system.

	Description
Upper-Tier Municipality	• Counties and other upper-tier municipalities that do not tax directly but apportion their revenue requirements over their supporting municipalities. The Region of Peel is the upper level of a two-tier system of municipal government with 3 area municipalities – City of Mississauga, City of Brampton, and the Town of Caledon.
User Fees, Rents, & Service Charges	• Revenue from user fees on City services • Rent received on city-owned property • All service charges
UV	• Ultraviolet rays. Rays from the sun known to cause skin cancer.
Variance	• The difference between budgeted and actual expenses or revenues
Windrow	• Snow that is left at the bottom of a driveway after a snow plow has cleared a road

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City of Mississauga

Roads, Storm Drainage & Watercourses 2010 Business Plan Update



The Roads, Storm Drainage & Watercourses service area is responsible for the planning, construction, maintenance and overall management of Mississauga's roadways, bridges, storm water management systems and related assets, including public works operations, traffic management and municipal parking. This service area also encompasses city fleet management, long range transportation planning and various environmental services such as flood and spill control and watercourse erosion protection. These responsibilities are carried out by three areas within the Transportation and Works Department: the Engineering and Works and Transportation and Infrastructure Planning Divisions and the Transportation Project Office. This service area has a number of linkages to other service areas, including Land Development, Transit and Recreation and Parks.

MISSISSAUGA
Leading today for tomorrow

2010 Business Plan & Budget Update

The 2009-2010 Business Plan and Budget represented two years of thorough and coordinated Service Area planning. The Roads Storm Drainage and Watercourses Business Plan and Budget are integrated plans which include deliverables that are achievable within the prescribed periods of time as set out by the Service Area staff They also include performance measures and benchmarks which are monitored to ensure that Service Area plans are achievable. 2010 marks the second year of Mississauga's two year Business Plan and Budget. This year, the focus is primarily on updating and presenting exceptions and amendments to Service Area plans, while still providing comprehensive budgets and two year operational forecasts.

The following summary indicates what has changed since writing the 2009-2010 Business Plan & Budget and what achievements have been realized. The proposed capital and operating budgets which summarize the financial resources required to implement the proposed 2010 business plan are included in the Service Area section of the 2010 Business Plan & Budget Update book.

Updates to 2010 Business Plan & Budget

The Infrastructure Stimulus Funding program has substantially impacted the 2009 and 2010 workplans for this service area. It has resulted in the delay or deferral of certain initiatives, while bringing forward many rehabilitation projects. The service area has in effect doubled its annual capital works program in 2009.

On the planning side, there have been an unusually large number of strategic initiatives that have required the substantial involvement of both the planning and operational staff of this service area. The new reality of multi-disciplinary, multi-jurisdictional planning for projects ranging from Metrolinx regional transportation planning to City environmental assessment projects for road corridors has added time and complexity to projects, while ensuring outcomes that represent the spectrum of public policy interests. The progression of Mississauga to a mature city also necessitates the review of policies and standards in many areas, from development requirements to technical design standards, and challenges the service area to develop a varied menu of tools and solutions to be applied to intensification areas and retrofit projects.

The service area is developing more complete asset inventories and data, which in turn will progress the state of asset management for our major asset classes. This will continue to be an important theme for the service area into 2010 and beyond because obtaining maximum value for "good repair" dollars will be critical as the City's infrastructure ages.

This section includes Major Initiatives and Activities that have changed or require updating since the printing of the 2009-2010 Business Plan & Budget. The Initiatives can be summarized into the strategic themes as set out in the 2009-2010 Business Plan most relevant to this service area. The themes are:

- Relieving Congestion
- Greening the Environment
- State of Good Repair for Infrastructure

Updates and accomplishments are listed by initiative below. Detailed descriptions of these initiatives can be found in the 2009-2010 Budget & Business Plan document, as well as on the City's website.

2009-2010 Major Initiatives Updates & Accomplishments

RELIEVING CONGESTION

Transportation Master Plan

A Directions Report is being prepared for completion in early 2010. This report will act as an interim policy framework for transportation planning matters until a formal Transportation Master Plan (TMP) is undertaken. Among other matters, the report will address emerging priorities around transit, active transportation and transit supportive land use. It is expected that Metrolinx will provide regulations concerning the preparation of TMPs in 2010.

A great deal of supporting work in terms of updating transportation policy has been accomplished through input to the City's Strategic Plan, the current official plan review process, development of the Cycling Strategy and several key strategic projects such as the BRT and the Hurontario Study. Mobility hub studies for Cooksville and Port Credit centering around the GO stations are commencing this fall in partnership with Metrolinx.

Traffic Management Centre
As scheduled, the RFP/RFI upgrade to the Traffic Control System has been scheduled for the fall of 2009.

Intelligent Transportation Systems (ITS)
Over the course of 2009, incremental improvements have been made which will ultimately support the planned Traffic Management Centre. Thirteen traffic monitoring cameras have been installed at strategic locations. A wireless permanent count station has also been installed on Mavis Rd in 2009. It is expected that variable message board signs will be tested on City roads in 2010.

Traffic Signal Communications Review
The Traffic Signal Section and the Information Technology Division are exploring alternatives to replace the expensive dedicated telephone lines for traffic signal communications. The alternatives being examined include a combination of the City's existing fibre optic network and radio communications. These alternatives will be tested during the final quarter of 2009. Cost, reliability and future expanded use will be the main considerations of the review.

Integrated Road Safety Program (IRSP)
The initial phases of the IRSP include improving the communications and coordination of existing committees and agencies to leverage opportunities to improve pedestrian safety. Some of the on-going initiatives include installation of enhanced pavement markings and signage, countdown timers and audible pedestrian signals.

In addition, the traffic analysis tools are being reviewed, including the review and updating the traffic information database, which includes traffic counts and collision information as well as preliminary analysis capabilities. Improvements and update to the traffic information database is scheduled for 2010.

Gaps in Road Network - Feasibility and EA Study
The addendum to the North-South Arterial Road (Creekbank Road) EA Study will start in the fall of 2009 and will be completed by 2010. The feasibility studies for the Britannia Road gap and Courtneypark Drive will be deferred to 2010.

Pay For Parking
Paid parking is a Transportation Demand Management tool which assists in managing the demands of on street parking in the municipal environment. In 2009, 70 Pay For Parking machines were installed in the City Centre area and 45 machines were installed in Port Credit, Clarkson and Cooksville.

Burnhamthorpe Road through the City Centre
The Environmental Assessment process to determine the future transportation and urban design needs for Burnhamthorpe Road between Mavis Road and Hurontario Street is expected to commence in the first quarter of 2010, pending the completion of the Hurontario Higher Order Transit Study and the Downtown 21 plan.

Clarkson Village Study Implementation
The implementation of sharrow pavement markings to facilitate cycling along Lakeshore Road is scheduled for completion late in 2009.

GREENING THE ENVIRONMENT

Environmental Management of City Owned Property
The review of soil containment for Birchwood Park is scheduled for completion by the end of 2009.

Salt Management Plan Implementation
The installation of oil/grit separators at all yards was completed in 2009. The installation of oil/grit separators at snow storage sites will be completed in 2010.

Mississauga Storm Water Quality Control Strategy Update
The storm water quality control strategy is expected to be completed during the first quarter of 2010, with implementation actions to commence in 2010 and continue in future years. The funding implications of expected recommendations will need to be reviewed in the context of other competing pressures.

STATE OF GOOD REPAIR FOR INFRASTRUCTURE

Pavement Management System
An upgrade to the City's pavement management system is underway, with data collection and analysis scheduled for completion by the end of 2010.

Road Right of Way Design Standards
The road classification draft report is completed. It has identified the need for a more broadly based approach to road design which considers technical standards and community context in a more integrated manner. Interim guidelines for implementation are being created as the new framework is being developed.

Road Cut Restoration and Monitoring
The management of restoration works for utility companies will begin in 2010

SPECIAL AWARDS AND RECOGNITION

- 2009 recipient of the Canadian Public Works Association - National Public Works Week - Metro Centre Award
- 2009 North American Salt Institute Award for the Continuity of Good Practice for Salt Storage

ROADS RELATED ACCOMPLISHMENTS

- Completed 163 road segments, 50 km of road resurfacing projects throughout the City
- Completed an additional 14 street segments, 25 km of road resurfacing funded by the Infrastructure Stimulus Fund
- Completed 6 residential road upgrade projects in the Streetsville area
- Completed 3 km of noise barriers under the ISF program along Burnhamthorpe Rd. West, and Mavis Rd
- Completed 8 km of new cycling lanes on City roadways
- Scheduled completion of 7 bridge rehabilitation projects throughout the City:
    - Repairs to Burnhamthorpe Road East culvert over Cooksville Creek
    - Rehabilitation to Burnhamthorpe Road East bridge over Cooksville Creek
    - Replacement of Indian Valley Trail culvert over Kenollie Creek
    - Rehabilitation to The Collegeway bridge over Sawmill Creek
    - Rehabilitation to Mavis Road bridge over Fletchers Creek
    - Rehabilitation to Truscott Drive bridge over Sheridan Creek
    - Repairs to Southdown Road CNR crossing
- Completed 15 new signalized intersections
- Scheduled for completion are the following intersection improvements:
    - City Centre
    - Erindale Station Road and Transit Terminal
    - Creditview Road and Argentia Road
    - Eglinton Ave West and Ridgeway Drive
    - Matheson Blvd East and Maingate Drive
    - Southdown Road at Stonebrook
- Completed EA's for:
    - Whittle Road extension
    - Burnhamthorpe Road East – between Arista Way and Dixie Road
    - Lakeshore Rd East and Stavebank Road - intersection realignment
- Scheduled completion of the Avonhead Road Extension from Lakeshore Road West to 965 metres northerly
- New five year winter maintenance contract scheduled to start this winter with improved service levels to sidewalks and bus stops
- Background Development Charges Review Studies completed
- Scheduled completion of Public Sector Accounting Board (PSAB) inventories and financial reporting

STORM SEWER AND WATERCOURSE RELATED ACCOMPLISHMENTS

- Scheduled completion of:
    - Mimico Creek erosion control at Wildwood Park
    - Little Etobicoke Creek erosion control- Eglinton Avenue to 401
    - Huron Park drainage improvements
    - Amity Road Storm Sewer outfall
    - Park Royal drainage improvements (three storm sewer projects)
    - 300 m of storm sewer along Dundas Street

NEW INITIATIVES

The Roads, Storm Drainage & Watercourses Business Plan contains initiatives that take into consideration the challenges and opportunities facing this service area and respond to the strategic guidelines set out for the Transportation and Works Department's plans, while still maintaining the provision of core services. Other major initiatives which this service will be involved with in 2010 and beyond include:

- Develop a Dundas Street integrated higher order transit/land use/urban design study
- Implementation of new municipal parking to support Sheridan Mississauga Campus
- Participate in mobility hub planning around Pearson Airport
- Complete and implement a new Cycling Strategy
- Progress towards the completion of the sidewalk and cycling network in nodes and corridors within a ten minute walk/cycle to all transit stops, as well as providing accessible sidewalks to transit stops
- Implement a multi-modal transportation network
- Develop and implement an Environmental Master Plan
- Implement the Downtown 21 master plan
- Implement the Storm Water Quality Control Strategy
- Cooksville Creek technical review
- Ongoing implementation and refinement of asset management tools

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Budget

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3 YEAR BUDGET AND FORECAST

	2009 Budget	2010 Budget	2011 Forecast	2012 Forecast
Labour Costs	22,433,300	22,664,200	25,297,100	26,294,200
Other Operating Expenses	40,155,000	43,786,200	45,589,400	47,351,900
TOTAL COSTS	62,588,300	66,450,400	70,886,500	73,646,100
TOTAL REVENUES	**(6,984,400)**	**(7,887,000)**	**(7,787,000)**	**(7,787,000)**
NET COSTS	**55,603,900**	**58,563,400**	**63,099,500**	**65,859,100**
Allocations	2,583,700	2,223,600	2,412,800	2,500,600
NET of ALLOCATIONS	**58,187,600**	**60,787,000**	**65,512,300**	**68,359,700**

Human Resources Requirement

	Total FTE
2009 Budget Recommendation	385.5
2010 Budget Recommendation	386.5

Human Resources Requirement Distribution

Program	2009	2010
Maintenance Control*	120.5	124.5
Development Construction	13.0	12.0
Engineering & Capital Works	59.4	59.4
Corporate Fleet Maintenance	28.7	27.7
Transportation & Infrastructure Planning	43.5	43.5
Crossing Guards	68.9	68.9
Traffic Management	49.5	49.5
Parking Facilities	2.0	1.0
Total Recommended	385.5	386.5

* The Maintenance Control Program includes complement for Sewer, Bridge and Watercourse Maintenance, Winter Maintenance, Roads & Sidewalk Maintenance and Clean & Litter Pick-up.

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BUDGET OVERVIEW

ROADS, STORM DRAINAGE AND WATERCOURSES

	2008 Actual	2009 Budget	2010 Base Budget	2010 Program Changes	2010 Request	2010 Change	
	$	$	$	$	$	$	%
EXPENDITURES							
LABOUR COST	24,351,253	22,433,300	23,050,300	(386,100)	22,664,200	230,900	1.0%
Staff Development Costs	101,251	92,800	92,800	0	92,800	0	0.0%
Communications Costs	606,474	607,500	662,500	0	662,500	55,000	9.1%
Transportation Costs	(1,882,807)	(1,992,400)	(2,106,500)	0	(2,106,500)	(114,100)	-5.7%
Occupancy & City Costs	7,077,446	7,582,600	7,749,400	0	7,749,400	166,800	2.2%
Equipment Costs & Maintenance Agreement	89,231	69,200	69,200	0	69,200	0	0.0%
Contractor & Professional Services	25,978,364	24,611,700	25,470,500	1,875,000	27,345,500	2,733,800	11.1%
Advertising & Promotions	52,222	40,000	40,000	0	40,000	0	0.0%
Materials, Supplies & Other Services	8,985,155	8,853,100	9,398,100	(300)	9,397,800	544,700	6.2%
Finance Other	(25,754)	38,700	38,700	0	38,700	0	0.0%
Transfers	533,712	251,800	496,800	0	496,800	245,000	97.3%
OTHER OPERATING EXPENSES	**41,515,294**	**40,155,000**	**41,911,500**	**1,874,700**	**43,786,200**	**3,631,200**	**9.0%**
TOTAL EXPENDITURES	**65,866,547**	**62,588,300**	**64,961,800**	**1,488,600**	**66,450,400**	**3,862,100**	**6.2%**
REVENUES							
Grants	(1,968,209)	(2,394,300)	(2,544,300)	0	(2,544,300)	(150,000)	-6.3%
Fees & Service Charges	(5,039,015)	(4,310,500)	(4,387,700)	(695,000)	(5,082,700)	(772,200)	-17.9%
Licenses & Permits	(106,444)	(110,000)	(110,000)	0	(110,000)	0	0.0%
Other Revenue	(2,991)	0	0	0	0	0	0.0%
Transfers	(5,670,076)	(169,600)	(150,000)	0	(150,000)	19,600	11.6%
TOTAL REVENUES	**(12,786,736)**	**(6,984,400)**	**(7,192,000)**	**(695,000)**	**(7,887,000)**	**(902,600)**	**-12.9%**
NET SERVICE IMPACT	**53,079,811**	**55,603,900**	**57,769,800**	**793,600**	**58,563,400**	**2,959,500**	**5.3%**
Allocations	2,346,500	2,583,700	2,223,600	0	2,223,600	(360,100)	-13.9%
NET of ALLOCATIONS	**55,426,311**	**58,187,600**	**59,993,400**	**793,600**	**60,787,000**	**2,599,400**	**4.5%**

Roads, Storm Drainage & Watercourses

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2010 NET BUDGET BY PROGRAM

	2008 Actual	2009 Budget	2010 Base Budget	2010 Program Changes	2010 Request	2010 Change	
	$	$	$	$	$	$	%
PROGRAM EXPENDITURES							
Maintenance Control	9,445,304	8,063,400	8,211,200	(61,100)	8,150,100	86,700	1.1%
Sewer Bridges & Watercourses	1,243,777	1,160,200	1,201,000	0	1,201,000	40,800	3.5%
Winter Maintenance	19,810,282	16,629,600	17,763,900	1,825,000	19,588,900	2,959,300	17.8%
Roads and Sidewalk Maintenance	4,808,172	4,474,800	4,465,200	0	4,465,200	(9,600)	-0.2%
Cleaning and Litter Pickup	2,829,146	3,860,000	3,764,200	125,000	3,889,200	29,200	0.8%
Development Construction	1,014,364	1,092,100	1,150,900	(93,400)	1,057,500	(34,600)	-3.2%
Engineering & Capital Works	(3,867,526)	485,400	114,300	0	114,300	(371,100)	-76.5%
Corporate Fleet Maintenance	1,102,060	1,120,600	1,238,600	(75,500)	1,163,100	42,500	3.8%
Transportation & Infrastructure Planning	3,242,306	3,800,700	4,000,200	(244,600)	3,755,600	(45,100)	-1.2%
Streetlighting	6,531,895	6,925,600	7,048,600	0	7,048,600	123,000	1.8%
Crossing Guards	2,375,612	2,378,000	2,439,700	0	2,439,700	61,700	2.6%
Traffic Management	6,890,920	8,012,200	8,311,100	125,000	8,436,100	423,900	5.3%
Parking Facilities	0	185,000	284,500	(806,800)	(522,300)	(707,300)	-382.3%
NET PROGRAM IMPACT	**55,426,311**	**58,187,600**	**59,993,400**	**793,600**	**60,787,000**	**2,599,400**	**4.5%**

Service Budget Highlights - Operating

The recommended 2010 Total Operating Expenditures of $66.5 million (gross) is $3.9 million, or 6.2%, more than the 2009 Revised Total Operating Expenditure for the service. This increase provides the funding necessary to maintain current service levels and programs and to move forward with planned Roads, Storm Drainage & Watercourses initiatives.

The recommended 2010 Net Operating Plan of $60.8 million represents an increase of $2.6 million or 4.5% from the 2009 Operating Plan.

2010 Highlights include :

- The Winter Maintenance Program increased by $2.5 million. The various increases, followed by a budget reduction are detailed below:
  - $1.3 million for enhanced winter maintenance service levels for sidewalk/bus stop service level
  - $700.0k for contract cost increases
  - $500.0k for windrow snow clearing subsidy for qualifying older adults and disabled residents
  - $500.0k for salt and sand costs
  - $300.0k for anti icing program ($75.0k per works yard)
  - $25.0k for automated vehicle locators
  - $345.0k (net) decrease related to the five year pricing for winter maintenance – contract cost and in-house operations decrease
- The Traffic Management Program increased by $424.0k. The various components of this increase, followed by a budget reduction are as follows:
  - $137.0k for performance pay and economic adjustment increases, labour adjustments, and other fringe benefit changes
  - $125.0k for bike lane program
  - $55.0k for traffic communication maintenance
  - $10.0k for traffic data counts
  - $75.0k for traffic signal maintenance contract and equipment maintenance
  - $37.0k for traffic system maintenance increases

Service Budget Highlights - Operating

  - $10.0k for additional special markings at intersections for the increase in number of signal locations
  - Program reduction of:
    - $24.6k for Corporate Service Call Centre

- The Streetlighting Program increased by $123.0k. The various increases are as follows:
  - $100.0k for electricity cost increases
  - $23.0k for Streetlighting utility maintenance
- The 2008 e3 review for the Corporate Service Centre recommended an additional mechanic position in order to perform more work in-house with a corresponding reduction in contracted service. Since the review was completed there has been a reduction of six heavy vehicles. As a result, the additional mechanic is not required.
- Temporary staff funding for road maintenance activities is being increased by $250.0k to align the budget with expenditures. This funding is required to maintain existing service levels in an increasingly more demanding and complicated business environment.
- A program decrease of $45.0k for Transportation & Infrastructure Planning related to the following:
  - $200.0k decrease in professional services
  - $44.0k decrease in the elimination of a Traffic Technician
  - $153.0k increase for performance pay and economic adjustment, labour adjustments, and other fringe benefit changes
  - $46.0k increase in lease cost for 201 City Centre
- The Municipal Parking program increased by $695.0k. The various increases are as follows:
  - $270.0k for public parking in the civic precinct (to be funded by reserves due to the Civic Centre Public Square Rehabilitation project)
  - $425.0k for public parking revenues at Civic Precinct

Service Budget Highlights - Capital

Capital plan highlights include:

2010 Highlights:

- A total of $92.2 million (net) funding is recommended for the 2010 Roads, Storm Drainage & Watercourses capital budget.
- The 2010 program continues to reflect the department's mission:
  - To plan and develop a transportation system;
  - To oversee the construction of the City's roads and roadway-related assets; and
  - To safeguard public and private infrastructure and property from erosion and flooding

Significant 2010 projects include:

- $27.5 million (net) for the Major Roads Program
  - Construction Work Plan
    - Drew Road – Tomken Road to Dixie Road
    - Torbram Road grade separation
    - Phase 2 – Burnhamthorpe Road East from Arista Way to Dixie Road
    - Phase 3 – Hurontario Street and Highway 401 interchange improvements
    - Phase 1 – Goreway Drive grade separation
- $26.0 million (net) for the Other Engineering Program
  - $8.6 million (net) for the Property Acquisition Sub-Program
    - Property acquisition for the Creekbank Road extension
    - Property acquisition for the Hurontario Road terminal
  - $3.8 million (net) for the new Cycling Sub-Program
  - $3.6 million (net) for the Noise Wall Sub-Program

Service Budget Highlights - Capital

- $3.1 million (net) for the Traffic Signals Sub-Program
  - 15 new signal locations added annually
- $2.5 million (net) for the Municipal Parking Sub-Program
  - $1.5m for modifications to Living Arts Centre Parking Garage
  - $1.0m for design of a Municipal Parking Structure
- $1.7 million (net) for the Vehicle & Equipment Replacement Sub-Program
- $1.4 million (net) for the Streetlighting Sub-Program
- $947.0k (net) for the Sidewalk Sub-Program

- $21.3 million (net) for the Road Rehabilitation Program
  - 2010 program altered to align with Peel's Infrastructure Stimulus Funding (ISF) watermain program
  - 13 major and industrial roads (75% of budget)
  - 19 residential streets (25% of budget)
  - 3 Low Impact Development Projects
- $12.9 million (net) for the Storm Drainage Program
  - Loyalist Creek storm water management facilities
  - Meadowvale Business Park channelization and culvert works
  - Meadowvale Business Park storm water management facilities
  - Erosion control of Credit River adjacent to Ostler Court
  - Erosion control of Cooksville Creek – various locations
- $4.5 million (net) for the Bridge and Structure Rehabilitation Program
  - Hurontario Street, 0.30 km South of Highway 403
  - Burnhamthorpe Road bridge over Little Etobicoke Creek

Service Budget Highlights - Capital

2010-2019 Highlights:

- A total $699.6 million (net) funding is recommended for the Roads, Storm Drainage & Watercourses budget over the next ten years
- $212.4 million (net) for the Road Rehabilitation Program, funding has decreased by $17.4 million over the previous 10 year plan primarily in order to fund the Municipality's 1/3 contribution to the projects approved under the Federal & Provincial Infrastructure Stimulus plan.
  - $80.1 million (net) for Major Roads
  - $70.1 million (net) for Industrial Roads
  - $59.2 million (net) for Residential Roads
  - $43.5 million in road rehabilitation is unfunded over the 10 year plan
  - Pavement management system is being upgraded, 10 year forecasting to be updated for 2011 budget cycle
- $194.0 million (net) for the Other Engineering Program
  - $37.7 million (net) for the new Cycling Sub-Program
  - $31.9 million (net) for the Property Acquisition Sub-Program
  - $29.1 million (net) for the Vehicle & Equipment Replacement Sub-Program
    - Program funding held constant despite continued growth in total City fleet
  - $28.7 million (net) for the Traffic Signal Sub-Program
    - $15.7 million (net) for new and rebuilt Traffic Signals
    - $4.8 million (net) for the new Traffic Signal Pre-Emption DC program
    - $3.0 million (net) for upgrades to the Traffic System & Intelligent Transportation System (ITS) control room including the establishment of a Traffic Management Centre
    - $1.9 million (net) for Traffic Controller replacements
    - $1.6 million (net) for Traffic Signal equipment enhancements
    - $1.5 million (net) for the City wide replacement of LED Traffic Signals

Service Budget Highlights - Capital

- $17.5 million (net) for the Municipal Parking Sub-Program
  - $15.0 million (net) for the construction of a City Centre Parking Structure
- $14.2 million (net) for the Street Lighting Sub-Program
- $11.0 million (net) for the Works Yard Space Sub-Program
  - Funding provided for land acquisition & construction of a new 6th North Central Works Yard
- $10.9 million (net) for the Noise Wall Sub-Program
  - $5.1 million in noise walls is unfunded including:
    - $3.0 million in 2013 through 2014 to address remaining NOW and 1 – 5 year needs; and
    - $2.1 million in 2015 through 2019 to address remaining 1 – 5 and 6+ year needs.
- $8.5 million (net) for the Sidewalk Sub-Program

- $161.0 million (net) for the Major Roads Program, funding has increased by $34.2 million over the previous 10 year plan
  - $116.8 million (net) for Major Road Improvements
  - Major roads included in the plan for 2010 and beyond are as follows:

Argentia Road	Duke of York/Square One Drive Roundabout
Belgrave Drive	Dundas Street West
Burnhamthorpe Road East	Edwards Blvd Extension
Centreview Drive	Highway 401/Hurontario Street Structure & Ramps
Courtneypark Drive East	Highway 401/Mavis Road Ramp Extension
Creditview Road	Mavis Road
Creekbank Road Extension	McLaughlin Road
Derrycrest Drive	Ninth Line
Drew Road	Tenth Line

Service Budget Highlights - Capital

- $34.3 million (net) for Grade Separations
  - $14.3 million (net) for the Drew Road Grade Separation
  - $8.0 million (net) for the Goreway Drive Grade Separation
  - $7.0 million (net) for the Torbram Road Grade Separation
  - $5.0 million (net) for the Ninth Line/Tenth Line Grade Separation.
- $9.0 million (net) for Intersection Improvements

- $112.5 million (net) for the Storm Drainage Program
  - Budgets and timing of projects in the forecast were programmed as reported in the 2009 DC Background Study
  - Need to add new erosion control projects to the 10 year program and advance Cooksville Creek and Sawmill Creek projects due to problems arising from storm events which occurred in 2009
  - Limited tax funding available for erosion control projects
  - $33.6 million (net) for Cooksville Creek storm drainage projects
    - $17.3 million (net) for storm water management facilities
    - $8.8 million (net) for erosion control works
    - $6.1 million (net) for culvert improvements
    - $1.5 million (net) for channelization works
  - $23.2 million (net) for Mullet Creek storm drainage projects
    - $12.9 million (net) for storm water management facilities
    - $10.4 million (net) for erosion control works
  - $9.9 million (net) for Credit River storm drainage projects
    - $8.9 million (net) for erosion control works
    - $979.0k (net) for storm water management facilities
  - $4.8 million (net) for Meadowvale Business Park storm drainage projects
    - $3.1 million (net) for channelization and culvert improvements
    - $1.7 million (net) for storm water management facilities

Service Budget Highlights - Capital

- $5.6 million (net) for Little Etobicoke Creek storm drainage projects
  - $5.2 million (net) for storm water management facilities
  - $380.0k (net) for channelization works.
- $5.4 million (net) for Sawmill Creek storm drainage projects
  - $3.2 million (net) for storm water management facilities
  - $2.2 million (net) for erosion control works
- $4.8 million (net) for Loyalist Creek storm water management facilities
- $3.2 million (net) for Lakeside Creek storm water management facilities
- $2.8 million (net) for Etobicoke Creek erosion control works
- $2.7 million (net) for Avonhead Creek storm water management facilities
- $2.6 million (net) for Clearview Creek storm water management facilities
- $2.0 million (net) for storm sewer oversizing at various locations
- $1.7 million (net) for Storm Water Management Pond dredging and rehabilitation at various locations
- $1.5 million (net) for Sheridan Creek erosion control works
- $1.3 million (net) for Tecumseh Creek culvert improvements

- $19.7 million (net) for the Bridges and Structure Rehabilitation Program
  - Analysis of the Bridge Management Study has been completed and partially incorporated into the 2010 budget and 10 year plan
  - $23.5 million is unfunded over the 10 year plan as the study shows that $4.5 million is needed annually

Service Budget Highlights - Capital

Summary:

- The net 2010 - 2019 Capital Budget and Forecast for the Roads, Storm Drainage & Watercourses is approximately $143.7 million more than the prior 10 year forecast. The plan continues to reflect the department's emphasis on maintaining existing infrastructure and providing a controlled expansion of capital infrastructure to handle growth.
- A total of $73.1 million is unfunded over the 10 year capital plan which includes:
  - $43.5 million in the Road Rehabilitation Program;
  - $23.5 million in the Bridge and Structure Rehabilitation Program;
  - $5.1 million in the Noise Walls Sub-Program;
  - $570k in the Vehicle and Equipment Replacement Sub-Program; and
  - $375.0k in the Survey Control Densification Recovery Sub-Program.
- In the long term, the combination of costs that are increasing significantly faster than the additional tax funding being allocated to the capital program will lead to:
  - Lowered/adjusted service levels for pavement and other infrastructure
  - Increased pressure in the future on the operating budget and staff
  - Increased risk exposure
  - Higher lifecycle, operating and total ownership costs
- These programs will be monitored and adjusted on an annual basis as required

Roads, Storm Drainage & Watercourses

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2010 Explanation of Budget Changes

Program: Maintenance Control

Description of Program

Identification of maintenance needs, preparation and management of maintenance tenders and co-ordination and direction with respect to maintenance programs.

	2009 Restated Budget	2010 Requested Budget	Change in 2010 Requested Budget To 2009 Restated Budget		Explanation
	$	$	$	%	
EXPENDITURES					
LABOUR COST	**4,309,600**	**4,668,400**	**358,800**	**8.3%**	- The increase in permanent labour costs reflects adjustments for the following items: - Performance pay and economic adjustment increases, labour adjustments, and other fringe benefit changes. - The temporary labour budget was increased by $250.0k to maintain existing service levels. - The budget was decreased by ($61.1k) for the elimination of 1 Works Person II (Load Operator).
Staff Development Costs	61,400	61,400	0	0.0%	
Communication Costs	71,500	71,500	0	0.0%	
Transportation Costs	438,300	438,300	0	0.0%	
Occupancy & City Costs	366,600	364,600	(2,000)	-0.5%	- The budget was decreased by a net $2.0k related to decreased utilities cost allocations.
Equipment Costs & Maintenance Agreements	29,300	29,300	0	0.0%	
Contractor & Professional Services	59,700	59,700	0	0.0%	
Advertising & Promotions	8,800	8,800	0	0.0%	
Materials, Supplies & Other Services	313,600	328,600	15,000	4.8%	- The budget was increased by $15.0k related to collective agreement increases for tool and clothing allowances.
Finance Other	(37,700)	(37,700)	0	0.0%	
OTHER OPERATING EXPENSES	**1,311,500**	**1,324,500**	**13,000**	**1.0%**	
TOTAL EXPENDITURES	**5,621,100**	**5,992,900**	**371,800**	**6.6%**	

2010 EXPLANATION OF BUDGET CHANGES

PROGRAM: MAINTENANCE CONTROL

	2009 Restated Budget	2010 Requested Budget	Change in 2010 Requested Budget To 2009 Restated Budget		Explanation
	$	$	$	%	
REVENUES					
Grants	(2,500)	(2,500)	0	0.0%	
Fees & Service Charges	(13,500)	(13,500)	0	0.0%	
TOTAL REVENUES	**(16,000)**	**(16,000)**	**0**	**0.0%**	
Allocations	2,458,300	2,173,200	(285,100)	-11.6%	- The budget was decreased by ($285.1k) related to the decreased costs in the Transportation & Works Department's Business Services Division which are allocated to each of the Services within the Department.
NET PROGRAM IMPACT	**8,063,400**	**8,150,100**	**86,700**	**1.1%**	

2010 Explanation of Budget Changes

Program: Sewer, Bridge and Watercourse Maintenance

Description of Program

Maintenance and minor repairs of structures, repair and replacement of headwalls in cross culverts and driveways and installation of cross culverts, bridge preventative maintenance work, including sidewalk and rail repair, repair and installation of entrance culvert headwalls and cross culverts and repairs to the City's storm sewer system, including the reconstruction of storm sewer outlets and repair of cracked and broken storm sewer pipes, emergency storm sewer repairs, the installation of new catchbasins and storm sewer sections and the repair of manholes and catch basins.

	2009 Restated Budget	2010 Requested Budget	Change in 2010 Requested Budget To 2009 Restated Budget		Explanation
	$	$	$	%	
EXPENDITURES					
LABOUR COST	**236,600**	**242,400**	**5,800**	**2.5%**	- The increase in permanent labour costs reflects adjustments for the following items: - Performance pay and economic adjustment increases, labour adjustments, and other fringe benefit changes.
Transportation Costs	53,300	53,300	0	0.0%	
Contractor & Professional Services	933,000	968,000	35,000	3.8%	- The budget was increased by $35.0k related to expanded preventative maintenance work - bridge cleaning/power washing.
Materials, Supplies & Other Services	65,900	65,900	0	0.0%	
OTHER OPERATING EXPENSES	**1,052,200**	**1,087,200**	**35,000**	**3.3%**	
TOTAL EXPENDITURES	**1,288,800**	**1,329,600**	**40,800**	**3.2%**	
REVENUES					
Grants	(5,000)	(5,000)	0	0.0%	
Fees & Service Charges	(123,600)	(123,600)	0	0.0%	
TOTAL REVENUES	**(128,600)**	**(128,600)**	**0**	**0.0%**	
Allocations	0	0	0	0.0%	
NET PROGRAM IMPACT	**1,160,200**	**1,201,000**	**40,800**	**3.5%**	

2010 Explanation of Budget Changes

Program: Winter Maintenance

Description of Program

Winter maintenance operations including ploughing, sanding and salting of roads, sidewalks, bus stops and bus shelters as required during the winter season.

	2009 Restated Budget	2010 Requested Budget	Change in 2010 Requested Budget To 2009 Restated Budget		Explanation
	$	$	$	%	
EXPENDITURES					
LABOUR COST	**1,461,500**	**1,441,100**	**(20,400)**	**-1.4%**	- The increase in permanent labour costs reflects adjustments for the following items: - Performance pay and economic adjustment increases, labour adjustments, and other fringe benefit changes.
Transportation Costs	579,400	465,300	(114,100)	-19.7%	- The budget was decreased by ($114.1k) related to the five year pricing for winter maintenance - contract cost and in-house operations decrease.
Contractor & Professional Services	10,662,500	13,256,300	2,593,800	24.3%	- The budget was increased by: - $1.3M related to enhanced winter maintenance service levels for sidewalk ploughing - $500k related to windrow snow removal subsidy to qualifying older adults and disabled residents - $25.0k related to automated vehicle locators - $700.0k due to contract increase related to additional equipment - $300.0k related to the winter maintenance anti-icing program ($75.0k per works yard). - The budget was decreased by ($231.3k) based on the 2009 winter maintenance tender prices.

2010 EXPLANATION OF BUDGET CHANGES
PROGRAM: WINTER MAINTENANCE

	2009 Restated Budget	2010 Requested Budget	Change in 2010 Requested Budget To 2009 Restated Budget		Explanation
	$	$	$	%	
Materials, Supplies & Other Services	4,539,700	5,039,700	500,000	11.0%	- The budget was increased by $500.0k related to the purchase of sand and salt.
OTHER OPERATING EXPENSES	**15,781,600**	**18,761,300**	**2,979,700**	**18.9%**	
TOTAL EXPENDITURES	**17,243,100**	**20,202,400**	**2,959,300**	**17.2%**	
REVENUES					
Grants	(431,000)	(431,000)	0	0.0%	
Fees & Service Charges	(32,500)	(32,500)	0	0.0%	
Transfers	(150,000)	(150,000)	0	0.0%	
TOTAL REVENUES	**(613,500)**	**(613,500)**	**0**	**0.0%**	
Allocations	0	0	0	0.0%	
NET PROGRAM IMPACT	**16,629,600**	**19,588,900**	**2,959,300**	**17.8%**	

2010 Explanation of Budget Changes

Program: Roads & Sidewalk Maintenance

Description of Program

Road repair, base reinforcement, guide rail installation and maintenance, grading and shoulder reconstruction, ditching activities and boundary road maintenance, repair/replacement of sidewalk slabs that are heaved or depressed and the installation or repair of fences on City rights-of-way.

	2009 Restated Budget	2010 Requested Budget	Change in 2010 Requested Budget To 2009 Restated Budget		Explanation
	$	$	$	%	
EXPENDITURES					
LABOUR COST	**864,500**	**932,700**	**68,200**	**7.9%**	- The increase in permanent labour costs reflects adjustments for the following items: - Performance pay and economic adjustment increases, labour adjustments, and other fringe benefit changes.
Transportation Costs	232,400	232,400	0	0.0%	
Contractor & Professional Services	5,727,000	5,624,200	(102,800)	-1.8%	- The budget was increased by: - $75.0k related to sidewalk repairs to meet deficiency criteria and outstanding work - $15.0k related to the increase in costs and requirements of fence repairs - The budget was decreased by: - ($165.0k) related to favourable tender prices for crack sealing and sidewalk jacking - ($27.8k) related to reductions for the Corporate Services Call Centre.
Materials, Supplies & Other Services	172,200	197,200	25,000	14.5%	- The budget was increased by $25.0k related to increases in hot and cold mix for asphalt repairs.
OTHER OPERATING EXPENSES	**6,131,600**	**6,053,800**	**(77,800)**	**-1.3%**	
TOTAL EXPENDITURES	**6,996,100**	**6,986,500**	**(9,600)**	**-0.1%**	

2010 EXPLANATION OF BUDGET CHANGES

PROGRAM: ROAD/SIDEWALK MAINTENANCE

	2009 Restated Budget	2010 Requested Budget	Change in 2010 Requested Budget To 2009 Restated Budget		Explanation
	$	$	$	%	
REVENUES					
Grants	(1,021,800)	(1,021,800)	0	0.0%	
Fees & Service Charges	(1,499,500)	(1,499,500)	0	0.0%	
TOTAL REVENUES	**(2,521,300)**	**(2,521,300)**	**0**	**0.0%**	
Allocations	0	0	0	0.0%	
NET PROGRAM IMPACT	**4,474,800**	**4,465,200**	**(9,600)**	**-0.2%**	

2010 Explanation of Budget Changes

Program: Cleaning and Litter Pickup

Description of Program

Removal of leaves, litter and debris from City streets, cleaning of sidewalks on an as required basis in commercial areas, cleaning of walkways joining adjacent streets, cleaning of storm sewer inlets and outlets, storm sewer flushing, storm sewer inspection, and catchbasin cleaning.

	2009 Restated Budget	2010 Requested Budget	Change in 2010 Requested Budget To 2009 Restated Budget		Explanation
	$	$	$	%	
EXPENDITURES					
LABOUR COST	**1,598,100**	**1,577,300**	**(20,800)**	**-1.3%**	- The increase in permanent labour costs reflects adjustments for the following items: - Performance pay and economic adjustment increases, labour adjustments, and other fringe benefit changes.
Transportation Costs	538,700	538,700	0	0.0%	
Contractor & Professional Services	2,633,800	2,833,800	200,000	7.6%	- The budget was increased by: $105.0k related to boulevard/island/walkway/sidewalk cleaning. - $105.0k related to boulevard/island/walkway/sidewalk cleaning - $15.0k related to street cleanliness waste bin pick up. - $20.0k related to works waste haulage & disposal. - $30.0k related to graffiti cleaning. - $30.0k related to works leaf pickup.
Advertising & Promotions	22,300	22,300	0	0.0%	
Materials, Supplies & Other Services	94,100	94,100	0	0.0%	
OTHER OPERATING EXPENSES	**3,288,900**	**3,488,900**	**200,000**	**6.1%**	
TOTAL EXPENDITURES	**4,887,000**	**5,066,200**	**179,200**	**3.7%**	

2010 EXPLANATION OF BUDGET CHANGES

PROGRAM: CLEANING & LITTER PICKUP

	2009 Restated Budget	2010 Requested Budget	Change in 2010 Requested Budget To 2009 Restated Budget		Explanation
	$	$	$	%	
REVENUES					
Grants	(934,000)	(1,084,000)	(150,000)	-16.1%	- To allign budget to reflect higher than previously forecasted revenue.
Fees & Service Charges	(93,000)	(93,000)	0	0.0%	
TOTAL REVENUES	**(1,027,000)**	**(1,177,000)**	**(150,000)**	**-14.6%**	
Allocations	0	0	0	0.0%	
NET PROGRAM IMPACT	**3,860,000**	**3,889,200**	**29,200**	**0.8%**	

2010 Explanation of Budget Changes

Program: Engineering & Capital Works

Description of Program

Design and construction of capital works involving roads, bridges, sidewalks, storm sewers, and major watercourse improvements; and inspection services for departmental projects.

	2009 Restated Budget	2010 Requested Budget	Change in 2010 Requested Budget To 2009 Restated Budget		Explanation
	$	$	$	%	
EXPENDITURES					
LABOUR COST	**384,200**	**13,100**	**(371,100)**	**-96.6%**	- The budget was decreased by ($500k) due to the increase in labour recovery related to the capital engineering fees. The decrease was offset partially by performance pay and economic adjustment increases, labour adjustments, and other fringe benefit changes.
Transportation Costs	68,800	68,800	0	0.0%	
Equipment Costs & Maintenance Agreements	15,400	15,400	0	0.0%	
Materials, Supplies & Other Services	51,000	51,000	0	0.0%	
Finance Other	76,400	76,400	0	0.0%	
OTHER OPERATING EXPENSES	**211,600**	**211,600**	**0**	**0.0%**	
TOTAL EXPENDITURES	**595,800**	**224,700**	**(371,100)**	**-62.3%**	
REVENUES					
Fees & Service Charges	(120,000)	(120,000)	0	0.0%	
TOTAL REVENUES	**(120,000)**	**(120,000)**	**0**	**0.0%**	
Allocations	9,600	9,600	0	0.0%	
NET PROGRAM IMPACT	**485,400**	**114,300**	**(371,100)**	**-76.5%**	

2010 Explanation of Budget Changes

Program: Development Construction

Description of Program

The focus of this program is on ensuring that the terms of the City's servicing agreements are met on plans of subdivision, and liaison among the City, developers, consulting engineers and homeowners.

	2009 Restated Budget	2010 Requested Budget	Change in 2010 Requested Budget To 2009 Restated Budget		Explanation
	$	$	$	%	
EXPENDITURES					
LABOUR COST	**1,089,900**	**1,055,300**	**(34,600)**	**-3.2%**	- The budget was decreased by ($93.4k) for the elimination of 1 Development Construction Technician. The decrease was offset to a large extent by performance pay and economic adjustment increases, labour adjustments, and other fringe benefit changes.
Contractor & Professional Services	9,700	9,700	0	0.0%	
OTHER OPERATING EXPENSES	**9,700**	**9,700**	**0**	**0.0%**	
TOTAL EXPENDITURES	**1,099,600**	**1,065,000**	**(34,600)**	**-3.1%**	
REVENUES					
Fees & Service Charges	(7,500)	(7,500)	0	0.0%	
TOTAL REVENUES	**(7,500)**	**(7,500)**	**0**	**0.0%**	
Allocations	0	0	0	0.0%	
NET PROGRAM IMPACT	**1,092,100**	**1,057,500**	**(34,600)**	**-3.2%**	

2010 Explanation of Budget Changes

Program: Corporate Fleet Maintenance

Description of Program

Service and repair to City vehicles, including fuel.

	2009 Restated Budget	2010 Requested Budget	Change in 2010 Requested Budget To 2009 Restated Budget		Explanation
	$	$	$	%	
EXPENDITURES					
LABOUR COST	**2,303,200**	**2,345,700**	**42,500**	**1.8%**	- The increase in permanent labour costs reflects adjustments for the following items: - Performance pay and economic adjustment increases, labour adjustments, and other fringe benefit changes. - The budget was decreased by ($75.5k) related to the elimination of 1 Mechanic. - The budget was increased by $18.9k for the annualization of 1 Mechanic.
Transportation Costs	(4,164,500)	(4,164,500)	0	0.0%	
Equipment Costs & Maintenance Agreements	4,500	4,500	0	0.0%	
Materials, Supplies & Other Services	3,001,300	3,001,300	0	0.0%	
OTHER OPERATING EXPENSES	**(1,158,700)**	**(1,158,700)**	**0**	**0.0%**	
TOTAL EXPENDITURES	**1,144,500**	**1,187,000**	**42,500**	**3.7%**	
REVENUES					
Fees & Service Charges	(55,000)	(55,000)	0	0.0%	
TOTAL REVENUES	**(55,000)**	**(55,000)**	**0**	**0.0%**	
Allocations	31,100	31,100	0	0.0%	
NET PROGRAM IMPACT	**1,120,600**	**1,163,100**	**42,500**	**3.8%**	

2010 Explanation of Budget Changes

Program: Street Lighting

Description of Program

Repair, maintenance and energy costs associated with the City's street lighting system.

	2009 Restated Budget	2010 Requested Budget	Change in 2010 Requested Budget To 2009 Restated Budget		Explanation
	$	$	$	%	
EXPENDITURES					
LABOUR COST	**0**	**0**	**0**	**0.0%**	
Occupancy & City Costs	6,925,600	7,048,600	123,000	1.8%	- The budget was increased by: - $100.0k related to higher Streetlighting hydro cost based on estimates provided by Facilities & Property Management (F&PM) - $23.0k to cover Streetlighting utility maintenance growth of 1%
OTHER OPERATING EXPENSES	**6,925,600**	**7,048,600**	**123,000**	**1.8%**	
TOTAL EXPENDITURES	**6,925,600**	**7,048,600**	**123,000**	**1.8%**	
REVENUES					
TOTAL REVENUES	**0**	**0**	**0**	**0.0%**	
Allocations	0	0	0	0.0%	
NET PROGRAM IMPACT	**6,925,600**	**7,048,600**	**123,000**	**1.8%**	

2010 Explanation of Budget Changes

Program: Crossing Guards

Description of Program

Recruitment, training, placement and supervision of crossing guards at locations in school zones as approved by the Traffic Safety Council.

	2009 Restated Budget	2010 Requested Budget	Change in 2010 Requested Budget To 2009 Restated Budget		Explanation
	$	$	$	%	
EXPENDITURES					
LABOUR COST	**2,191,300**	**2,253,000**	**61,700**	**2.8%**	- The increase in permanent labour costs reflects adjustments for the following items: - Performance pay and economic adjustment increases, labour adjustments, and other fringe benefit changes.
Communication Costs	1,700	1,700	0	0.0%	
Transportation Costs	140,100	140,100	0	0.0%	
Materials, Supplies & Other Services	44,900	44,900	0	0.0%	
OTHER OPERATING EXPENSES	**186,700**	**186,700**	**0**	**0.0%**	
TOTAL EXPENDITURES	**2,378,000**	**2,439,700**	**61,700**	**2.6%**	
REVENUES					
TOTAL REVENUES	**0**	**0**	**0**	**0.0%**	
Allocations	0	0	0	0.0%	
NET PROGRAM IMPACT	**2,378,000**	**2,439,700**	**61,700**	**2.6%**	

2010 Explanation of Budget Changes

Program: Traffic Management

Description of Program

Engineering, operation and maintenance of the City's traffic signal network and traffic data collection, installation and maintenance of pavement lane line markings and special markings, repair and collection of revenues from parking meters and the manufacture, supply and installation of traffic signs and street name signs.

	2009 Restated Budget	2010 Requested Budget	Change in 2010 Requested Budget To 2009 Restated Budget		Explanation
	$	$	$	%	
EXPENDITURES					
LABOUR COST	**3,771,800**	**3,908,300**	**136,500**	**3.6%**	- The increase in permanent labour costs reflects adjustments for the following items: - Performance pay and economic adjustment increases, labour adjustments, and other fringe benefit changes.
Communication Costs	522,700	577,700	55,000	10.5%	- The budget was increased by $55.0k related to traffic signal line rental.
Transportation Costs	85,700	85,700	0	0.0%	
Occupancy & City Costs	138,400	138,400	0	0.0%	
Contractor & Professional Services	4,003,200	4,230,600	227,400	5.7%	- The budget was increased by: - $37.0k related to traffic system maintenance - $70.0k related to traffic signal maintenance - $10.0k related to special markings for the increase in number of signal locations. - $10.0k related to the traffic data count program - $125.0k related to the bike lane program - $5.0k related to traffic data equipment maintenance - The budget was decreased by ($24.6k) related to reductions for the Corporate Service Call Centre.

Roads, Storm Drainage & Watercourses

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2010 EXPLANATION OF BUDGET CHANGES

PROGRAM: TRAFFIC MANAGEMENT

	2009 Restated Budget	2010 Requested Budget	Change in 2010 Requested Budget To 2009 Restated Budget		Explanation
	$	$	$	%	
Advertising & Promotions	1,000	1,000	0	0.0%	
Materials, Supplies & Other Services	521,700	526,700	5,000	1.0%	- Contract increase for traffic data equipment maintenance.
OTHER OPERATING EXPENSES	**5,272,700**	**5,560,100**	**287,400**	**5.5%**	
TOTAL EXPENDITURES	**9,044,500**	**9,468,400**	**423,900**	**4.7%**	
REVENUES					
Fees & Service Charges	(987,000)	(987,000)	0	0.0%	
Licenses & Permits	(55,000)	(55,000)	0	0.0%	
TOTAL REVENUES	**(1,042,000)**	**(1,042,000)**	**0**	**0.0%**	
Allocations	9,700	9,700	0	0.0%	
NET PROGRAM IMPACT	**8,012,200**	**8,436,100**	**423,900**	**5.3%**	

2010 Explanation of Budget Changes

Program: Parking Facilities

Description of Program

This program is responsible for administering the implementation of the Parking Strategy for the City of Mississauga. This includes the implementation of Municipal paid parking as well as advancing partnerships to encourage development.

	2009 Restated Budget	2010 Requested Budget	Change in 2010 Requested Budget To 2009 Restated Budget		Explanation
	$	$	$	%	
EXPENDITURES					
LABOUR COST	**202,400**	**97,300**	**(105,100)**	**-51.9%**	- The budget was decreased by ($111.8k) related to the elimination of 1 Parking Manager Position. The decrease was partially offset by performance pay and economic adjustment increase, labour adjustments, and other fringe benefit changes.
Transportation Costs	7,000	7,000	0	0.0%	
Contractor & Professional Services	3,900	3,900	0	0.0%	
Materials, Supplies & Other Services	12,900	12,900	0	0.0%	
Transfers	251,800	496,800	245,000	97.3%	- To increase the transfer to reserve for the 2010 budget regarding City Centre Precint.
OTHER OPERATING EXPENSES	**275,600**	**520,600**	**245,000**	**88.9%**	
TOTAL EXPENDITURES	**478,000**	**617,900**	**139,900**	**29.3%**	
REVENUES					
Fees & Service Charges	(368,000)	(1,140,200)	(772,200)	-209.8%	- The budget increase of $772.2k relates to the following: $502.2k in parking revenue from on street parking and $270.0k for public parking in the civic precinct garage. Commencing in 2010, 50% of the net parking revenues will be transferred to a Parking Reserve and 50% will remain in the operating budget.
TOTAL REVENUES	**(368,000)**	**(1,140,200)**	**(772,200)**	**-209.8%**	
Allocations	75,000	0	(75,000)	-100.0%	
NET PROGRAM IMPACT	**185,000**	**(522,300)**	**(707,300)**	**-382.3%**	

2010 Explanation of Budget Changes

Program: Transportation & Infrastructure Planning

Description of Program

This division is responsible for infrastructure and transportation planning and development engineering.

	2009 Restated Budget	2010 Requested Budget	Change in 2010 Requested Budget To 2009 Restated Budget		Explanation
	$	$	$	%	
EXPENDITURES					
LABOUR COST	**4,020,200**	**4,129,600**	**109,400**	**2.7%**	- The increase in permanent labour costs reflects adjustments for the following items: - Performance pay and economic adjustment increases, labour adjustments, and other fringe benefit changes. - The budget was decreased by ($68.8k) related to the elimination of 1 Traffic Technician offset by seasonal temporary hours. - The budget was increased by $24.5k for seasonal temporary hours to offset the reduction of 1 Traffic Technician.
Staff Development Costs	31,400	31,400	0	0.0%	
Communication Costs	11,600	11,600	0	0.0%	
Transportation Costs	28,400	28,400	0	0.0%	
Occupancy & City Costs	152,000	197,800	45,800	30.1%	- The budget was increased by $45.8k related to the increased lease cost for 201 City Centre Drive.
Equipment Costs & Maintenance Agreements	20,000	20,000	0	0.0%	
Contractor & Professional Services	578,900	359,300	(219,600)	-37.9%	- The budget was decreased by ($200.0k) related to the reduction in professional services and by ($19.6k) related to the removal of the 2008 operating budget reserved into 2009.
Advertising & Promotions	7,900	7,900	0	0.0%	
Materials, Supplies & Other Services	35,800	35,500	(300)	-0.8%	-The budget was decreased by ($0.3k) for "My Idea #17" for the elimination of styrofoam cups.
OTHER OPERATING EXPENSES	**866,000**	**691,900**	**(174,100)**	**-20.1%**	
TOTAL EXPENDITURES	**4,886,200**	**4,821,500**	**(64,700)**	**-1.3%**	

Roads, Storm Drainage & Watercourses

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2010 EXPLANATION OF BUDGET CHANGES

PROGRAM: TRANSPORTATION & INFRASTRUCTURE PLANNING

	2009 Restated Budget	2010 Requested Budget	Change in 2010 Requested Budget To 2009 Restated Budget		Explanation
	$	$	$	%	
REVENUES					
Fees & Service Charges	(1,010,900)	(1,010,900)	0	0.0%	
Licenses & Permits	(55,000)	(55,000)	0	0.0%	
Transfers	(19,600)	0	19,600	100.0%	- The budget was decreased by ($19.6k) related to the removal of the 2008 operating budget reserved into 2009.
TOTAL REVENUES	**(1,085,500)**	**(1,065,900)**	**19,600**	**1.8%**	
Allocations	0	0	0	0.0%	
NET PROGRAM IMPACT	**3,800,700**	**3,755,600**	**(45,100)**	**-1.2%**	

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2010 Summary of Program Directions

Program Additions / New Staff (+)

Description	FTE	Expenditure	Revenue	Net	Start Date	Briefing Note or Budget Book Page Reference
Winter Maintenance Service Levels		1,825,000		1,825,000	January 1, 2010	H-47
Street Cleanliness		125,000		125,000	January 1, 2010	H-48
Traffic Management		125,000		125,000	January 1, 2010	H-49
Total Division/Service Base Budget Impacts	**0**	**2,075,000**	**-**	**2,075,000**		

New Revenues (-)

Description	FTE	Expenditure	Revenue	Net	Start Date	Briefing Note or Budget Book Page Reference
Parking Revenues - Public Parking in Civic Precinct Parking Garages and			(270,000)	(270,000)	January 1, 2010	H-50
Parking Revenues - City Centre On-Street Paid Parking			(425,000)	(425,000)	January 1, 2010	H-51
Total Division/Service Base Budget Impacts	**0**	**-**	**(695,000)**	**(695,000)**		

Program Reductions (-)

Description	FTE	Expenditure	Revenue	Net	Start Date	Briefing Note or Budget Book Page Reference
Elimination of Development Construction Technician	-1	(93,400)		(93,400)	January 1, 2010	H-52
Elimination of Works Person II Position (Loader Operator)	-1	(61,100)		(61,100)	January 1, 2010	H-53
Elimination of Service Centre Mechanic	-1	(75,500)		(75,500)	January 1, 2010	H-54
Elimination of Traffic Planning Technician Position - Offset with Seasonal Temp Hours		(44,300)		(44,300)	January 1, 2010	H-55
Elimination of Parking Manager Position	-1	(111,800)		(111,800)	January 1, 2010	H-56
Professional Services - Reduction		(200,000)		(200,000)	January 1, 2010	H-57
Total Division/Service Base Budget Impacts	**-4**	**(586,100)**	**-**	**(586,100)**		

Efficiencies / Reserve Transfers (+) or (-)

Description	FTE	Expenditure	Revenue	Net	Start Date	Briefing Note or Budget Book Page Reference
myidea Employee Challenge Program - Elimination of disposable cups		(300)		(300)	January 1, 2010	H-58
Total Division/Service Base Budget Impacts	**0**	**(300)**	**-**	**(300)**		

Roads, Storm Drainage & Watercourses

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2010 Service Change

Winter Maintenance Service Levels

Service: Roads Storm Drainage & Watercourses

Strategic Pillar Completing Our Neighbourhoods

Type of Change Program Additions or New Staff

Division: Engineering & Works

Effective Date: January 1, 2010

Financial Impact	2009 Budget	2010 Change	2011 Change
Labour			
Operating Expenses	10,367,800	1,825,000	
Revenue			
Net Cost	$10,367,800	$1,825,000	$0
FTE			

FTE:

Permanent	0
Temporary	0

Details of Service Change

The new tender for winter maintenance covers the provision of contracted equipment and crews to perform various snow and ice control activities throughout the City of Mississauga for a five year period beginning with the 2009/2010 winter season. The new tender maintains current winter maintenance service levels for priority/secondary roads, as well as Council approved service level enhancements from 36 hours to 24 hours after the end of a storm for sidewalk plowing, bus stops/intersection clearing, and snow removal. Also beginning in 2010 there will be a windrow snow clearing subsidy program for qualifying older adults and disabled residents to assist in clearing the end of their driveways.

Service Impact

Maintain current levels for roads, and significantly improve service level enhancements from 36 hours to 24 hours after the end of a storm for sidewalk plowing, bus stops/intersection clearing, and snow removal.

Roads, Storm Drainage & Watercourses

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2010 Service Change

Street Cleanliness

Service: Roads Storm Drainage & Watercourses

Strategic Pillar Completing Our Neighbourhoods

Type of Change Program Additions or New Staff

Division: Engineering & Works

Effective Date: January 1, 2010

Financial Impact	2009 Budget	2010 Change	2011 Change
Labour			
Operating Expenses	1,336,800	125,000	
Revenue			
Net Cost	$1,336,800	$125,000	$0
FTE			

FTE:

Permanent	0
Temporary	0

Details of Service Change

Additional funding is required to address the pressures placed on existing programs (graffiti clean up, leaf pick up, litter pick up, spring clean up, on street recycling, street sweeping program, indiscriminant dumping clean up, waste bin pick up, and inlet and outlet cleaning).

Service Impact

Maintain current levels.

2010 Service Change
Traffic Management

Service: Roads Storm Drainage & Watercourses

Strategic Pillar Completing Our Neighbourhoods

Type of Change Program Additions or New Staff

Division: Engineering & Works

Effective Date: January 1, 2010

Financial Impact	2009 Budget	2010 Change	2011 Change
Labour			
Operating Expenses	1,233,400	125,000	
Revenue			
Net Cost	$1,233,400	$125,000	$0
FTE			

FTE:

Permanent	0
Temporary	0

Details of Service Change

Gradual phase in of the proposed 2010 Cycling Master Plan related to re-stripping pavement markings on existing roads to accommodate bike lanes.

Service Impact

Service enhancements - bike lanes.

Roads, Storm Drainage & Watercourses

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2010 Service Change

Parking Revenues - Public Parking in Civic Precinct Parking Garages and Civic Precint Paid Parking

Service: Roads Storm Drainage & Watercourses

Strategic Pillar Completing Our Neighbourhoods

Type of Change New Revenues

Division: Transportation Project Office

Effective Date: January 1, 2010

Financial Impact	2009 Budget	2010 Change	2011 Change
Labour			
Operating Expenses			
Revenue	(253,000)	(270,000)	
Net Cost	**($253,000)**	**($270,000)**	**$0**
FTE			

FTE:

Permanent	0
Temporary	0

Details of Service Change

This service change involves the installation of paid parking in the Civic Precinct Parking Garages (Living Arts, Civic Centre, and Central Library). In order to undertake this initiative, capital improvements are required to these facilities to outfit them with appropriate paid parking technology and provide additional illumination, pedestrian access, and new signage/wayfinding. 50% of the net revenues generated from paid parking will be transferred to a City Centre parking reserve fund annually and the remainder of the net parking revenues will be included in the operating budget.

Service Impact

The introduction of paid parking in the Civic Precinct parking garages may generate negative feedback from users who traditionally had free parking and now have to pay. By contributing 50% of net parking revenues to the City Centre parking reserve, this will increase the available funding for future parking projects in the City Centre.

Roads, Storm Drainage & Watercourses

2010businessplan&budgetupdate

2010 Service Change

Parking Revenues - City Centre On-Street Paid Parking

Service: Roads Storm Drainage & Watercourses

Strategic Pillar Completing Our Neighbourhoods

Type of Change New Revenues

Division: Transportation Project Office

Effective Date: January 1, 2010

Financial Impact	2009 Budget	2010 Change	2011 Change
Labour			
Operating Expenses			
Revenue	(253,000)	(425,000)	
Net Cost	**($253,000)**	**($425,000)**	**$0**
FTE			

FTE:

Permanent	0
Temporary	0

Details of Service Change

This service change will result in:

1. The re-allocation of net parking revenues from the City Centre paid on-street parking program
2. 50% of the net revenues generated from paid parking will be transferred to a City Centre parking reserve fund annually and the remainder of the net parking revenues will be included in the operating budget.

Service Impact

There are no direct public service level impacts related to the on-street paid parking program at this time. By contributing 50% of net parking revenues to the City Centre parking reserve, additional funding will be available for future parking projects in the City Centre.

Roads, Storm Drainage & Watercourses

2010businessplan&budgetupdate

2010 Service Change

Elimination of Development Construction Technician

Service: Roads Storm Drainage & Watercourses **Strategic Pillar** Completing Our Neighbourhoods

Type of Change Program Reductions **Division:** Engineering & Works **Effective Date:** January 1, 2010

Financial Impact	2009 Budget	2010 Change	2011 Change
Labour	$1,089,900	($93,400)	
Operating Expenses			
Revenue			
Net Cost	$1,089,900	($93,400)	$0
FTE		-1	

FTE:

Permanent	-1
Temporary	0

Details of Service Change

Minimal impact due to down turn in economy and decline in construction of single family dwellings. This change will leave one Supervisor and one Technician in each of three development areas of the City.

Service Impact

Minimal due to down turn in economy and decline in single family dwelling construction.

Roads, Storm Drainage & Watercourses

2010businessplan&budgetupdate

2010 Service Change

Elimination of Works Person II Position (Loader Operator)

Service: Roads Storm Drainage & Watercourses **Strategic Pillar** Completing Our Neighbourhoods

Type of Change Program Reductions **Division:** Engineering & Works **Effective Date:** January 1, 2010

Financial Impact	2009 Budget	2010 Change	2011 Change
Labour	$104,800	($61,100)	
Operating Expenses			
Revenue			
Net Cost	**$104,800**	**($61,100)**	**$0**
FTE		-1	

FTE:

Permanent	-1
Temporary	0

Details of Service Change

Elimination of one full time Work Person II (Loader Operator). Acting Works Person II will be utilized when required to address work load requirements.

Service Impact

Minimal change due to availability of acting Works Person II.

Roads, Storm Drainage & Watercourses

2010businessplan&budgetupdate

2010 Service Change

Elimination of Service Centre Mechanic

Service: Roads Storm Drainage & Watercourses

Strategic Pillar Completing Our Neighbourhoods

Type of Change Program Reductions

Division: Engineering & Works

Effective Date: January 1, 2010

Financial Impact	2009 Budget	2010 Change	2011 Change
Labour	$1,475,500	($75,500)	
Operating Expenses			
Revenue			
Net Cost	**$1,475,500**	**($75,500)**	**$0**
FTE		-1	

FTE:

Permanent	-1
Temporary	0

Details of Service Change

One Mechanic position is no longer required. A review of vehicles scheduled for replacement in 2009 resulted in the elimination of six heavy vehicles.

Service Impact

There will be no service level reductions.

Roads, Storm Drainage & Watercourses

2010businessplan&budgetupdate

2010 Service Change

Elimination of Traffic Planning Technician Position - Offset with Seasonal Temp Hours

Service: Roads Storm Drainage & Watercourses **Strategic Pillar** Completing Our Neighbourhoods

Type of Change Program Reductions **Division:** Transportation Infrastructure Planning **Effective Date:** January 1, 2010

Financial Impact	2009 Budget	2010 Change	2011 Change
Labour	$1,121,400	($44,300)	
Operating Expenses			
Revenue			
Net Cost	**$1,121,400**	**($44,300)**	**$0**
FTE			

FTE:

Permanent	-1
Temporary	1

Details of Service Change

Eliminate permanent position (currently vacant and being filled in 2009 by a co-op student) and replaced with seasonal temporary hours to assist with seasonal driveway curb-cut applications. Also, requires assignment of a portion of the work to existing permanent staff in Transportation and Infrastructure Planning Division and Engineering and Works Division.

Service Impact

No service impact. Position is to be filled by a co-op student.

Roads, Storm Drainage & Watercourses

2010businessplan&budgetupdate

2010 Service Change

Elimination of Parking Manager Position

Service: Roads Storm Drainage & Watercourses **Strategic Pillar** Completing Our Neighbourhoods

Type of Change Program Reductions **Division:** Transportation Project Office **Effective Date:** January 1, 2010

Financial Impact	2009 Budget	2010 Change	2011 Change
Labour	$202,400	($111,800)	
Operating Expenses			
Revenue			
Net Cost	$202,400	($111,800)	$0
FTE		-1	

FTE:

Permanent	-1
Temporary	0

Details of Service Change

The parking manager position (currently vacant) was approved as a tax funded position. At the present time the position will not be required. If and when this position is to be filled, funding will come from either parking revenues or it will be charged to a specific parking capital project (e.g. new municipal parking garage). Based on current plans for the Pay-for-Parking program, the Parking Manager position will not be required for several years.

Service Impact

No service impact.

Roads, Storm Drainage & Watercourses

2010businessplan&budgetupdate

2010 Service Change

Professional Services - Reduction

Service: Roads Storm Drainage & Watercourses **Strategic Pillar** Completing Our Neighbourhoods

Type of Change Program Reductions **Division:** Transportation Infrastructure Planning **Effective Date:** January 1, 2010

Financial Impact	2009 Budget	2010 Change	2011 Change
Labour			
Operating Expenses	350,000	(200,000)	
Revenue			
Net Cost	$350,000	($200,000)	$0
FTE			

FTE:

Permanent	0
Temporary	0

Details of Service Change

In combination with Preliminary Engineering capital funding, this Professional Services budget is utilized for various engineering and transportation studies related to planning issues and strategies such as: Clarkson Village Transportation Sub-Study, Lakeshore Road Functional Design Study, and the Eglinton-Hurontario Node Transportation Study. There is an on-going need for such technical studies in response to new planning issues and development proposals. In recent years, this account has been significantly underspent because Preliminary Engineering funding has been available; however, this will not continue as those funds are earmarked for smaller technical studies required in advance of the approval of specific capital projects. It is proposed that the Professional Service account be reduced by $200,000 leaving a base budget of $150,000. Some funding is included in the new Development Charges study for growth-related studies that, if approved, will provide funding for transportation and asset management planning studies where appropriate.

Service Impact

No service impact.

Roads, Storm Drainage & Watercourses

2010businessplan&budgetupdate

2010 Service Change

myidea Employee Challenge Program - Elimination of disposable cups

Service: Roads Storm Drainage & Watercourses

Strategic Pillar Completing Our Neighbourhoods

Type of Change Efficiencies / Reserve Transfers

Division: Transportation Infrastructure Planning

Effective Date: January 1, 2010

Financial Impact	2009 Budget	2010 Change	2011 Change
Labour			
Operating Expenses	26,100	(300)	
Revenue			
Net Cost	$26,100	($300)	$0
FTE			

FTE:

Permanent	0
Temporary	0

Details of Service Change

The myidea Employee Challenge program challenged employees to draw upon their knowledge and creativity to develop and submit innovative ideas that would positively impact the City's budget. Staff from across the city engaged in the program. This resulted in a $300 savings for the Transportation Infrastructure Planning Section by encouraging or asking employees to bring and use their own personal cups instead of disposable cups.

Service Impact

None.

Roads, Storm Drainage & Watercourses

2010businessplan&budgetupdate







Capital

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Roads, Storm Drainage & Watercourses

2010businessplan&budgetupdate

Roads, Storm Drainage and Watercourses
2010 - 2019 Net Capital Expenditures By Program
(000's)

Roads, Storm Drainage and Watercourses	2010 Budget	2011 Forecast	2012 Forecast	2013 Forecast	2014 Forecast	2015 Forecast	2016 Forecast	2017 Forecast	2018 Forecast	2019 Forecast	Total
	$	$	$	$	$	$	$	$	$	$	$
Bridge and Structure Rehabilitation	4,500	2,325	325	2,125	2,125	1,725	1,325	1,325	1,850	2,030	19,655
Major Roads	27,533	8,501	13,670	22,298	35,420	13,268	5,648	1,298	998	32,358	160,992
Other Engineering	26,019	32,021	16,127	15,092	15,165	30,009	16,816	11,643	17,220	13,915	194,022
Roadway Rehabilitation	21,250	17,108	15,124	15,974	23,650	24,200	23,650	23,600	24,250	23,600	212,405
Storm Drainage	12,852	11,396	15,741	3,314	11,399	7,959	9,844	5,264	22,839	11,884	112,493
Total Net Expenditures	**92,154**	**71,350**	**60,986**	**58,803**	**87,758**	**77,161**	**57,282**	**43,130**	**67,157**	**83,787**	**699,567**

2010 – 2019 Net Capital Expenditures by Program and Sub-Program (000's)

Description of Program

Bridges and Culverts Rehabilitation

The Bridges and Culverts rehabilitation program detail is prepared based on the results of the condition surveys. These surveys provide a detailed assessment of the structural repairs required to prepare contract documents and specifications. The bridges and culverts shown on the following pages are scheduled for repair between 2010 and 2019 in order to extend the life of the structure through proper maintenance strategies. The studies undertaken have identified the need for these rehabilitation works.

Bridges & Structure Rehabilitation	2010 Budget	2011 Forecast	2012 Forecast	2013 Forecast	2014 Forecast	2015 Forecast	2016 Forecast	2017 Forecast	2018 Forecast	2019 Forecast	Total
	$	$	$	$	$	$	$	$	$	$	$
Bridge and Structure Rehabilitation	4,195	0	0	0	0	0	0	0	0	0	4,195
Bridge Repairs	130	1,950	150	1,950	1,950	1,350	1,150	1,150	1,675	1,655	13,110
Bridge and Culvert Appraisal & Improvement Priority	0	200	0	0	0	200	0	0	0	200	600
Inspection & Design	175	175	175	175	175	175	175	175	175	175	1,750
Total Net Expenditures	**4,500**	**2,325**	**325**	**2,125**	**2,125**	**1,725**	**1,325**	**1,325**	**1,850**	**2,030**	**19,655**

Project Listing

Program: Bridge and Structure Rehabilitation

Bridge & Structure Rehabilitation

Year	Project	Pavement	Deck	Girders	Sub Structure	Expansion Joints	Sidewalk	Handrail	Other	Net Cost ('000's)
2010	Birchwood Drive over Birchwood Creek	X							X	350
2010	Burnhamthorpe Road Bridge over Etobicoke Creek Tributary	X			X		X	X		230
2010	Burnhamthorpe Road Bridge over Little Etobicoke Creek	X	X				X	X		870
2010	Harborn Road over Mary Fix Creek	X							X	480
2010	Hurontario Street, 0.30 km South of Highway 403	X	X	X	X	X	X	X	X	1,800
2010	Orr Road over Sheridan Creek Tributary	X							X	335
2010	Thornlodge Drive over Loyalist Creek							X	X	130
Total										**4,195**

Project Listing

Program: Bridge and Structure Rehabilitation

Bridge Repairs

Year	Project	Description	Net Cost ('000's)
2010	Bridge Repairs	Funding for bridge repairs that are determined during the yearly appraisal	130
2011	Bridge Repairs	Funding for bridge repairs that are determined during the yearly appraisal	1,950
2012	Bridge Repairs	Funding for bridge repairs that are determined during the yearly appraisal	150
2013	Bridge Repairs	Funding for bridge repairs that are determined during the yearly appraisal	1,950
2014	Bridge Repairs	Funding for bridge repairs that are determined during the yearly appraisal	1,950
2015	Bridge Repairs	Funding for bridge repairs that are determined during the yearly appraisal	1,350
2016	Bridge Repairs	Funding for bridge repairs that are determined during the yearly appraisal	1,150
2017	Bridge Repairs	Funding for bridge repairs that are determined during the yearly appraisal	1,150
2018	Bridge Repairs	Funding for bridge repairs that are determined during the yearly appraisal	1,675

Project Listing

Program: Bridge and Structure Rehabilitation

Bridge Repairs

Year	Project	Description	Net Cost ('000's)
2019	Bridge Repairs	Funding for bridge repairs that are determined during the yearly appraisal	1,655
Total			**13,110**

Bridge/Culvert Appraisal & Improvement Priority

Year	Project	Description	Net Cost ('000's)
2011	Bridge/Culvert Appraisal & Improvement Priority	Funding for bridge repairs that are determined during the yearly appraisal	200
2015	Bridge/Culvert Appraisal & Improvement Priority	Funding for bridge repairs that are determined during the yearly appraisal	200
2019	Bridge/Culvert Appraisal & Improvement Priority	Funding for bridge repairs that are determined during the yearly appraisal	200
Total			**600**

Project Listing

Program: Bridge and Structure Rehabilitation

Inspection & Design

Year	Project	Description	Net Cost ('000's)
2010	Inspection & Design	Design and inspection costs to carry out the required bridge repairs	175
2011	Inspection & Design	Design and inspection costs to carry out the required bridge repairs	175
2012	Inspection & Design	Design and inspection costs to carry out the required bridge repairs	175
2013 - 2019	Inspection & Design	Design and inspection costs to carry out the required bridge repairs	1,225
Total			**1,750**

2010 - 2019 Net Capital Expenditures by Program and Sub-Program (000's)

Description of Program

Major Roads
This program focuses on upgrading and widening arterial/collector roads to city standards. The proposed works are required in order to handle traffic volume increases resulting from City growth on these routes and to correct structural and surface deficiencies.

Major Roads	2010 Budget	2011 Forecast	2012 Forecast	2013 Forecast	2014 Forecast	2015 Forecast	2016 Forecast	2017 Forecast	2018 Forecast	2019 Forecast	Total
	$	$	$	$	$	$	$	$	$	$	$
Grade Separations	9,250	2,000	4,000	0	14,000	0	0	0	0	5,000	34,250
Intersection Improvements	1,353	668	673	898	898	898	898	898	898	898	8,980
Road Improvements	16,930	5,833	8,997	21,400	20,522	12,370	4,750	400	100	26,460	117,762
Total Net Expenditures	**27,533**	**8,501**	**13,670**	**22,298**	**35,420**	**13,268**	**5,648**	**1,298**	**998**	**32,358**	**160,992**

Project Listing

Program: Major Roads

Grade Separation

Year	Project	Description	Net Cost ('000's)
2010	Grade Separation	Drew Road Grade Separation - Class Environmental Assessment	250
2010	Grade Separation	Torbram Road Grade Separation	7,000
2010	Grade Separation	Goreway Drive Grade Separation Phase 1 of 3 - Construction	2,000
2011	Grade Separation	Goreway Drive Grade Separation Phase 2 of 3 - Construction	2,000
2012	Grade Separation	Goreway Drive Grade Separation Phase 3 of 3 - Construction	4,000
2014	Grade Separation	Drew Road Grade Separation - Construction	14,000
2019	Grade Separation	Ninth Line/Tenth Line Grade Separation	5,000
Total			**34,250**

Project Listing

Program: Major Roads

Intersection Improvements

Year	Project	Description	Net Cost ('000's)
2010	Intersection Improvements	Funding to improve operation deficiencies of intersections throughout the City	1,353
2011	Intersection Improvements	Funding to improve operation deficiencies of intersections throughout the City	668
2012	Intersection Improvements	Funding to improve operation deficiencies of intersections throughout the City	673
2013	Intersection Improvements	Funding to improve operation deficiencies of intersections throughout the City	898
2014	Intersection Improvements	Funding to improve operation deficiencies of intersections throughout the City	898
2015	Intersection Improvements	Funding to improve operation deficiencies of intersections throughout the City	898
2016	Intersection Improvements	Funding to improve operation deficiencies of intersections throughout the City	898
2017	Intersection Improvements	Funding to improve operation deficiencies of intersections throughout the City	898
2018	Intersection Improvements	Funding to improve operation deficiencies of intersections throughout the City	898
2019	Intersection Improvements	Funding to improve operation deficiencies of intersections throughout the City	898
Total			**8,980**

Project Listing

Program: Major Roads

Road Improvements - 2010 to 2012 Detail

Year	Project	Activity	Reconstruct/ Widen	New Road	Streetscaping	# Through Lanes	Intersection Improvements	Traffic Signals	Streetlighting	Storm Sewer	Sidewalk	Other	Net Cost ('000's)
2010	Argentia Road - Tenth Line West to Ninth Line	Construct		X	X	4		X	X	X		X	1,087
2010	Drew Road - Dixie Road to Tomken Road	Construct		X	X	4		X	X	X		X	8,760
2010	Drew Road Widening - Torbram Road to 660m Easterly	Construct	X			4			X			X	250
2010	Hurontario Street/ Highway 401 Structure Widening Phase 3 of 3	Construct	X			8				X	X	X	3,000
2010	Burnhamthorpe Road East - Arista Way to Dixie Road	Construct			X		X	X	X		X	X	3,500

Project Listing

Program: Major Roads

Road Improvements - 2010 to 2012 Detail

Year	Project	Activity	Reconstruct/ Widen	New Road	Streetscaping	# Through Lanes	Intersection Improvements	Traffic Signals	Streetlighting	Storm Sewer	Sidewalk	Other	Net Cost ('000's)
2010	Courtneypark Drive East - Kennedy Road to Dixie Road	Design	X			6		X	X	X	X	X	250
2010	Preliminary Engineering Studies	Study											83
2011	Burnhamthorpe Road - Hurontario Street to Confederation Parkway	Construct	X		X		X	X	X		X	X	3,500
2011	Duke of York/Square One Drive Roundabout	Construct		X	X				X	X	X	X	2,250
2011	Preliminary Engineering Studies	Study											83

Project Listing

Program: Major Roads

Road Improvements - 2010 to 2012 Detail

Year	Project	Activity	Reconstruct/ Widen	New Road	Streetscaping	# Through Lanes	Intersection Improvements	Traffic Signals	Streetlighting	Storm Sewer	Sidewalk	Other	Net Cost ('000's)
2012	Creekbank Road, Matheson Boulevard East to North Limit of Creekbank	Construct	X			4	X		X	X	X	X	780
2012	Creekbank Road Extension - Enterprise Road to Shawson Drive	Construct		X	X	4			X	X	X	X	1,348
2012	Creekbank Road Extension - Highway 401 Bridge to Enterprise Road	Construct		X	X	4			X	X	X	X	2,362
2012	Creekbank Road Extension North Limit of Creekbank to South Highway 401	Construct		X	X	4			X	X	X	X	233

Project Listing

Program: Major Roads

Road Improvements - 2010 to 2012 Detail

Year	Project	Activity	Reconstruct/ Widen	New Road	Streetscaping	# Through Lanes	Intersection Improvements	Traffic Signals	Streetlighting	Storm Sewer	Sidewalk	Other	Net Cost ('000's)
2012	Creekbank Road Extension-Shawson Drive to Britannia Road East	Construct		X	X	4			X	X	X	X	1,018
2012	Burnhamthorpe Road - Confederation Parkway to Mavis Road	Construct	X		X		X	X	X		X	X	2,500
2012	Edwards Boulevard Extension to Highway 407	Study		X	X	2		X	X	X		X	450
2012	Preliminary Engineering Studies	Study											100
2012	Mavis Road -220m North of tracks to Burnhamthorpe Road	Study	X		X	6		X	X		X	X	206
Total	**2010 to 2012**												**31,760**

Project Listing

Program: Major Roads

Road Improvements - 2013 to 2019

Year	Project	Description	Net Cost ('000's)
2013	Road Improvements	Baif Road - Burnhamthorpe Road West to Webb Drive	231
2013	Road Improvements	Belgrave Drive from Cantay Road to North Termius & Highway 401	207
2013	Road Improvements	Creekbank Road Extension Structure over Highway 401 Phase 1 of 2	3,802
2013	Road Improvements	Creekbank Road Extension Structure over Highway 401 Phase 2 of 2	7,500
2013	Road Improvements	Drew Road Widening - Torbram Road to 660m Easterly	1,790
2013	Road Improvements	Highway 401 Westbound Off Ramp - Highway 401 to Enterprise Road	3,510
2013	Road Improvements	McLaughlin Road - Bristol Road to Britannia Road West	4,260
2013	Road Improvements	Preliminary Engineering Studies	100
2014	Road Improvements	Centreview Drive Widening - Duke of York to Rathburn Road West	1,270

Project Listing

Program: Major Roads

Road Improvements - 2013 to 2019

Year	Project	Description	Net Cost ('000's)
2014	Road Improvements	Courtneypark Drive - Kennedy Road to Tomken Road	4,210
2014	Road Improvements	Courtneypark Drive East - Tomken Road to Dixie Road	3,770
2014	Road Improvements	DCA Study (Major Roads)	200
2014	Road Improvements	Drew Road - From 660m East of Torbram Road to Airport Road	1,350
2014	Road Improvements	Ninth Line Widening - Derry Road to North Limit	9,422
2014	Road Improvements	Official Plan Study	200
2014	Road Improvements	Preliminary Engineering Studies	100
2015	Road Improvements	Belgrave Drive from Cantay Road to North Termius and Highway 401	1,560

Project Listing

Program: Major Roads

Road Improvements - 2013 to 2019

Year	Project	Description	Net Cost ('000's)
2015	Road Improvements	Derrycrest Drive - Derry Road West to Hurontario Street	150
2015	Road Improvements	Hurontario Ramp Terminal - Highway 401 to Britannia Road	8,250
2015	Road Improvements	Highway 401 Eastbound Ramp Extension - Mavis Road to Belgrave Drive	2,110
2015	Road Improvements	Preliminary Engineering Studies	100
2015	Road Improvements	Transportation Master Plan Study	200
2016	Road Improvements	Derrycrest - Derry Road West to Hurontario Street	1,520
2016	Road Improvements	Mavis Road - 220m North of tracks to Burnhamthorpe Road	3,130
2016	Road Improvements	Preliminary Engineering Studies	100

Project Listing

Program: Major Roads

Road Improvements - 2013 to 2019

Year	Project	Description	Net Cost ('000's)
2017	Road Improvements	Creditview Road - Argentia Road to Old Creditview Road (Including Credit Road Bridge)	300
2017	Road Improvements	Preliminary Engineering Studies	100
2018	Road Improvements	Preliminary Engineering Studies	100
2019	Road Improvements	Creditview Road - Argentia Road to Old Creditview Road (Including Credit Road Bridge)	6,430
2019	Road Improvements	DCA Study (Major Roads)	200
2019	Road Improvements	Dundas Street West - Winston Churchill Boulevard to Glen Erin Drive	4,390
2019	Road Improvements	Edwards Boulevard Extension - North of Topflight Drive to Highway 10/Highway 407	1,280
2019	Road Improvements	Ninth Line Widening - Eglinton Avenue West to Britannia Road West	9,010

Project Listing

Program: Major Roads

Road Improvements - 2013 to 2019

Year	Project	Description	Net Cost ('000's)
2019	Road Improvements	Official Plan Study	200
2019	Road Improvements	Preliminary Engineering Studies	100
2019	Road Improvements	Tenth Line - Derry Road to Argentia Road	4,850
Total	**2013 to 2019**		**86,002**

2010 - 2019 Net Capital Expenditures by Program and Sub-Program (000's)

Description of Program

Other Engineering
This program consists of the seventeen subprogram listed below:

Other Engineering	2010 Budget	2011 Forecast	2012 Forecast	2013 Forecast	2014 Forecast	2015 Forecast	2016 Forecast	2017 Forecast	2018 Forecast	2019 Forecast	Total
	$	$	$	$	$	$	$	$	$	$	$
Cycling Program	3,770	3,770	3,770	3,770	3,770	3,770	3,770	3,770	3,770	3,770	37,700
Depots/Yards	0	150	0	0	0	0	0	0	0	0	150
Facility Repairs - Works	0	0	20	20	20	20	20	20	20	20	160
New Vehicles & Equipment	150	750	195	195	195	195	195	195	195	195	2,460
Noise Wall Program	3,580	1,500	3,000	378	378	378	378	378	375	565	10,910
Parking - Municipal	2,500	0	0	0	0	15,000	0	0	0	0	17,500
Property Acquisition	8,610	16,970	0	0	1,680	2,180	0	0	0	2,470	31,910
Salt Management Program	50	50	50	50	50	50	50	50	50	50	500
Sidewalks	947	994	994	994	994	947	662	662	662	662	8,518
Specialized Equipment	50	50	50	50	50	50	50	50	50	50	500
Streetlighting	1,409	1,476	1,454	1,454	1,544	1,422	1,350	1,350	1,350	1,350	14,159
Streetscape	100	100	0	0	0	0	0	0	0	0	200
Survey Equipment	0	0	260	0	0	0	0	0	0	0	260
Topographical Updating	90	0	0	0	100	0	0	0	110	0	300
Traffic Signals	3,067	2,967	2,867	4,867	2,492	2,492	2,492	2,492	2,492	2,492	28,715
Vehicle & Equipment Replacement	1,696	3,244	3,467	3,314	3,892	3,505	2,989	2,676	2,046	2,291	29,120
Works Yards Space	0	0	0	0	0	0	4,860	0	6,100	0	10,960
Total Net Expenditures	**26,019**	**32,021**	**16,127**	**15,092**	**15,165**	**30,009**	**16,816**	**11,643**	**17,220**	**13,915**	**194,022**

Project Listing

Program: Other Engineering

Cycling Program

Year	Project	Description	Net Cost ('000's)
2010	Cycling Program	Implementation of Cycling Program in accordance with Cycling Master Plan	3,770
2011	Cycling Program	Implementation of Cycling Program in accordance with Cycling Master Plan	3,770
2012	Cycling Program	Implementation of Cycling Program in accordance with Cycling Master Plan	3,770
2013	Cycling Program	Implementation of Cycling Program in accordance with Cycling Master Plan	3,770
2014	Cycling Program	Implementation of Cycling Program in accordance with Cycling Master Plan	3,770
2015	Cycling Program	Implementation of Cycling Program in accordance with Cycling Master Plan	3,770
2016	Cycling Program	Implementation of Cycling Program in accordance with Cycling Master Plan	3,770
2017	Cycling Program	Implementation of Cycling Program in accordance with Cycling Master Plan	3,770
2018	Cycling Program	Implementation of Cycling Program in accordance with Cycling Master Plan	3,770
2019	Cycling Program	Implementation of Cycling Program in accordance with Cycling Master Plan	3,770
Total			**37,700**

Project Listing

Program: Other Engineering

Depots and Yards - Works

Year	Project	Description	Net Cost ('000's)
2011	Depots and Yards - Works	Transformation of Existing Work Management& Yard Operations in Transportation and Works	150
Total			**150**

Facility Repair - Works

Year	Project	Description	Net Cost ('000's)
2012	Facility Repairs - Works	Minor facility repairs and maintenance for Works facilities	20
2013	Facility Repairs - Works	Minor facility repairs and maintenance for Works facilities	20
2014	Facility Repairs - Works	Minor facility repairs and maintenance for Works facilities	20
2015	Facility Repairs - Works	Minor facility repairs and maintenance for Works facilities	20
2016	Facility Repairs - Works	Minor facility repairs and maintenance for Works facilities	20
2017	Facility Repairs - Works	Minor facility repairs and maintenance for Works facilities	20
2018	Facility Repairs - Works	Minor facility repairs and maintenance for Works facilities	20
2019	Facility Repairs - Works	Minor facility repairs and maintenance for Works facilities	20
Total			**160**

Project Listing

Program: Other Engineering

New Vehicles and Equipment

Year	Project	Description	Net Cost ('000's)
2010	New Vehicles & Equipment	Automated Vehicle Locator	150
2011	New Vehicles & Equipment	New vehicles & equipment required due to growth	600
2011	New Vehicles & Equipment	Automated Vehicle Locator	150
2012	New Vehicles & Equipment	New vehicles & equipment required due to growth	195
2013	New Vehicles & Equipment	New vehicles & equipment required due to growth	195
2014	New Vehicles & Equipment	New vehicles & equipment required due to growth	195
2015	New Vehicles & Equipment	New vehicles & equipment required due to growth	195
2016	New Vehicles & Equipment	New vehicles & equipment required due to growth	195
2017	New Vehicles & Equipment	New vehicles & equipment required due to growth	195
2018	New Vehicles & Equipment	New vehicles & equipment required due to growth	195
2019	New Vehicles & Equipment	New vehicles & equipment required due to growth	195
Total			**2,460**

Project Listing
Program: Other Engineering

Noise Wall Program

Year	Project	Description	Net Cost ('000's)
2010	Noise Wall Program	Replacement of existing noise walls as prioritized according to current condition. Also includes opportunity for new noise wall construction.	3,580
2011	Noise Wall Program	Replacement of existing noise walls as prioritized according to current condition. Also includes opportunity for new noise wall construction.	1,500
2012	Noise Wall Program	Replacement of existing noise walls as prioritized according to current condition. Also includes opportunity for new noise wall construction.	3,000
2013	Noise Wall Program	Replacement of existing noise walls as prioritized according to current condition. Also includes opportunity for new noise wall construction.	378
2014	Noise Wall Program	Replacement of existing noise walls as prioritized according to current condition. Also includes opportunity for new noise wall construction.	378
2015	Noise Wall Program	Replacement of existing noise walls as prioritized according to current condition. Also includes opportunity for new noise wall construction.	378
2016	Noise Wall Program	Replacement of existing noise walls as prioritized according to current condition. Also includes opportunity for new noise wall construction.	378
2017	Noise Wall Program	Replacement of existing noise walls as prioritized according to current condition. Also includes opportunity for new noise wall construction.	378
2018	Noise Wall Program	Replacement of existing noise walls as prioritized according to current condition. Also includes opportunity for new noise wall construction.	375
2019	Noise Wall Program	Replacement of existing noise walls as prioritized according to current condition. Also includes opportunity for new noise wall construction.	565
Total			**10,910**

Project Listing
Program: Other Engineering

Parking - Municipal

Year	Project	Description	Net Cost ('000's)
2010	Parking - Municipal	Parking Structure Design - Living Arts Centre - Strategic Initiative	1,000
2010	Parking - Municipal	Parking Garage Modifications	1,500
2015	Parking - Municipal	Parking Structure Construction - City Centre	15,000
Total			**17,500**

Property Acquisition

Year	Project	Description	Net Cost ('000's)
2010	Property Acquisition	Ongoing program of purchasing right-of-way widenings required for major road improvements	8,610
2011	Property Acquisition	Ongoing program of purchasing right-of-way widenings required for major road improvements	16,970
2014	Property Acquisition	Ongoing program of purchasing right-of-way widenings required for major road improvements	1,680
2015	Property Acquisition	Ongoing program of purchasing right-of-way widenings required for major road improvements	2,180
2019	Property Acquisition	Ongoing program of purchasing right-of-way widenings required for major road improvements	2,470
Total			**31,910**

Project Listing

Program: Other Engineering

Property Acquisition Details

Year	Road	Limits
2010 - 2011	Creekbank Road Extension	Matheson Boulevard Road to Britannia Road East
2010	Argentia Road	Ninth Line to Tenth Line
2010	Hurontario Road	Hurontario Ramp Terminal from Highway 401 to Britannia Road
2011	McLaughlin Road	Bristol Road to Britannia Road
2011	Enterprise Road	Highway 401 Westbound off Ramp to Enterprise Road
2014	Courtneypark Drive	Tomken Road to Dixie Road
2015	Belgrave Drive	Cantay Road to Mavis Road Ramp Extension
2015	Mavis	Highway 401 Eastbound Extension from Mavis Road to Belgrave Road
2019	Edwards Boulevard	Edwards Boulevard from North Topflight to Highway 10/407

Project Listing

Program: Other Engineering

Salt Management Program

Year	Project	Description	Net Cost ('000's)
2010	Salt Management Program	Implementation of plan to comply with Environment Canada's Code of Practice for the Environmental Management of Road Salt.	50
2011	Salt Management Program	Implementation of plan to comply with Environment Canada's Code of Practice for the Environmental Management of Road Salt.	50
2012	Salt Management Program	Implementation of plan to comply with Environment Canada's Code of Practice for the Environmental Management of Road Salt.	50
2013-2019	Salt Management Program	Implementation of plan to comply with Environment Canada's Code of Practice for the Environmental Management of Road Salt.	350
Total			**500**

Project Listing

Program: Other Engineering

Sidewalks

Year	Project	Description	Net Cost ('000's)
2010	Sidewalks	New sidewalk construction throughout the City.	947
2011	Sidewalks	New sidewalk construction throughout the City.	994
2012	Sidewalks	New sidewalk construction throughout the City.	994
2013	Sidewalks	New sidewalk construction throughout the City.	994
2014	Sidewalks	New sidewalk construction throughout the City.	994
2015	Sidewalks	New sidewalk construction throughout the City.	947
2016	Sidewalks	New sidewalk construction throughout the City.	662
2017	Sidewalks	New sidewalk construction throughout the City.	662
2018	Sidewalks	New sidewalk construction throughout the City.	662
2019	Sidewalks	New sidewalk construction throughout the City.	662
Total			**8,518**

Project Listing

Program: Other Engineering

Specialized Equipment

Year	Project	Description	Net Cost ('000's)
2010	Specialized Equipment	Equipment required to maintain the City's road and traffic signal network	50
2011	Specialized Equipment	Equipment required to maintain the City's road and traffic signal network	50
2012	Specialized Equipment	Equipment required to maintain the City's road and traffic signal network	50
2013-2019	Specialized Equipment	Equipment required to maintain the City's road and traffic signal network	350
Total			**500**

Project Listing

Program: Other Engineering

Streetlighting

Year	Project	Description	Net Cost ('000's)
2010	Streetlighting	Ongoing program of installing and upgrading streetlighting along various roads throughout the City.	1,409
2011	Streetlighting	Ongoing program of installing and upgrading streetlighting along various roads throughout the City.	1,476
2012	Streetlighting	Ongoing program of installing and upgrading streetlighting along various roads throughout the City.	1,454
2013	Streetlighting	Ongoing program of installing and upgrading streetlighting along various roads throughout the City.	1,454
2014	Streetlighting	Ongoing program of installing and upgrading streetlighting along various roads throughout the City.	1,544
2015	Streetlighting	Ongoing program of installing and upgrading streetlighting along various roads throughout the City.	1,422
2016	Streetlighting	Ongoing program of installing and upgrading streetlighting along various roads throughout the City.	1,350
2017	Streetlighting	Ongoing program of installing and upgrading streetlighting along various roads throughout the City.	1,350
2018	Streetlighting	Ongoing program of installing and upgrading streetlighting along various roads throughout the City.	1,350
2019	Streetlighting	Ongoing program of installing and upgrading streetlighting along various roads throughout the City.	1,350
Total			**14,159**

Project Listing

Program: Other Engineering

Streetscape

Year	Project	Description	Net Cost ('000's)
2010	Street Cleanliness	Street cleanliness throughout the City.	100
2011	Street Cleanliness	Street cleanliness throughout the City.	100
Total			**200**

Survey Equipment

Year	Project	Description	Net Cost ('000's)
2012	Survey Equipment	Base stations and rover	126
2012	Survey Equipment	Rovers	84
2012	Survey Equipment	Upgrade 2 stations - Autolock to robotic	17
2012	Survey Equipment	Upgrade 2 stations to full robotics	33
Total			**260**

Project Listing

Program: Other Engineering

Topographical Updating

Year	Project	Description	Net Cost ('000's)
2010	Topographical Updating	Update of 1:2,000 topographic mapping asset to supply the various City business systems with up-to-date information including Mississauga Approval Xpress (MAX), TXM Tax Manager and the new eCity portal	90
2014	Topographical Updating	Update of 1:2,000 topographic mapping asset to supply the various City business systems with up-to-date information including Mississauga Approval Xpress (MAX), TXM Tax Manager and the new eCity portal	100
2018	Topographical Updating	Update of 1:2,000 topographic mapping asset to supply the various City business systems with up-to-date information including Mississauga Approval Xpress (MAX), TXM Tax Manager and the new eCity portal	110
Total			**300**

Project Listing

Program: Other Engineering

Traffic Signals

Year	Project	Description	Net Cost ('000's)
2010	Traffic Signals	Field Equipment Replacement - Traffic Controllers	190
2010	Traffic Signals	Integrated Road Safely Program (IRSP)	200
2010	Traffic Signals	LED City Wide Traffic Signal Lens Replacement	375
2010	Traffic Signals	Traffic Signal Equipment Enhancements	155
2010	Traffic Signals	Traffic Signal Pre-Emption Equipment	480
2010	Traffic Signals	New traffic signal installations and improvements at various intersections throughout the City	1,567
2010	Traffic Signals	Traffic System and Intelligent Transportation System (ITS)	100
2011	Traffic Signals	Field Equipment Replacement - Traffic Controllers	190
2011	Traffic Signals	LED City Wide Traffic Signal Lens Replacement	375
2011	Traffic Signals	Traffic Management Centre	100

Project Listing

Program: Other Engineering

Traffic Signals

Year	Project	Description	Net Cost ('000's)
2011	Traffic Signals	Traffic Signal Equipment Enhancements	155
2011	Traffic Signals	Traffic Signal Pre-Emption Equipment	480
2011	Traffic Signals	New traffic signal installations and improvements at various intersections throughout the City	1,567
2011	Traffic Signals	Traffic System and Intelligent Transportation System (ITS)	100
2012	Traffic Signals	Field Equipment Replacement - Traffic Controllers	190
2012	Traffic Signals	LED City Wide Traffic Signal Lens Replacement	375
2012	Traffic Signals	Traffic Signal Equipment Enhancements	155
2012	Traffic Signals	Traffic Signal Pre-Emption Equipment	480
2012	Traffic Signals	New traffic signal installations and improvements at various intersections throughout the City	1,567
2012	Traffic Signals	Traffic System and Intelligent Transportation System (ITS)	100

Project Listing

Program: Other Engineering

Traffic Signals

Year	Project	Description	Net Cost ('000's)
2013	Traffic Signals	Field Equipment Replacement - Traffic Controllers	190
2013	Traffic Signals	LED City Wide Traffic Signal Lens Replacement	375
2013	Traffic Signals	Traffic Signal Equipment Enhancements	155
2013	Traffic Signals	Traffic Signal Pre-Emption Equipment	480
2013	Traffic Signals	New traffic signal installations and improvements at various intersections throughout the City	1,567
2013	Traffic Signals	Traffic System and Intelligent Transportation System (ITS)	100
2013	Traffic Signals	Traffic System and Intelligent Transportation System (ITS)	2,000
2014	Traffic Signals	Field Equipment Replacement - Traffic Controllers	190
2014	Traffic Signals	Traffic Signal Equipment Enhancements	155
2014	Traffic Signals	Traffic Signal Pre-Emption Equipment	480

Project Listing

Program: Other Engineering

Traffic Signals

Year	Project	Description	Net Cost ('000's)
2014	Traffic Signals	New traffic signal installations and improvements at various intersections throughout the City	1,567
2014	Traffic Signals	Traffic System and Intelligent Transportation System (ITS)	100
2015	Traffic Signals	Field Equipment Replacement - Traffic Controllers	190
2015	Traffic Signals	Traffic Signal Equipment Enhancements	155
2015	Traffic Signals	Traffic Signal Pre-Emption Equipment	480
2015	Traffic Signals	New traffic signal installations and improvements at various intersections throughout the City	1,567
2015	Traffic Signals	Traffic System and Intelligent Transportation System (ITS)	100
2016	Traffic Signals	Field Equipment Replacement - Traffic Controllers	190
2016	Traffic Signals	Traffic Signal Equipment Enhancements	155
2016	Traffic Signals	Traffic Signal Pre-Emption Equipment	480

Project Listing

Program: Other Engineering

Traffic Signals

Year	Project	Description	Net Cost ('000's)
2016	Traffic Signals	New traffic signal installations and improvements at various intersections throughout the City	1,567
2016	Traffic Signals	Traffic System and Intelligent Transportation System (ITS)	100
2017	Traffic Signals	Field Equipment Replacement - Traffic Controllers	190
2017	Traffic Signals	Traffic Signal Equipment Enhancements	155
2017	Traffic Signals	Traffic Signal Pre-Emption Equipment	480
2017	Traffic Signals	New traffic signal installations and improvements at various intersections throughout the City	1,567
2017	Traffic Signals	Traffic System and Intelligent Transportation System (ITS)	100
2018	Traffic Signals	Field Equipment Replacement - Traffic Controllers	190
2018	Traffic Signals	Traffic Signal Equipment Enhancements	155
2018	Traffic Signals	Traffic Signal Pre-Emption Equipment	480

Project Listing

Program: Other Engineering

Traffic Signals

Year	Project	Description	Net Cost ('000's)
2018	Traffic Signals	New traffic signal installations and improvements at various intersections throughout the City	1,567
2018	Traffic Signals	Traffic System and Intelligent Transportation System (ITS)	100
2019	Traffic Signals	Field Equipment Replacement - Traffic Controllers	190
2019	Traffic Signals	Traffic Signal Equipment Enhancements	155
2019	Traffic Signals	Traffic Signal Pre-Emption Equipment	480
2019	Traffic Signals	New traffic signal installations and improvements at various intersections throughout the City	1,567
2019	Traffic Signals	Traffic System and Intelligent Transportation System (ITS)	100
Total			**28,715**

Project Listing

Program: Other Engineering

Vehicle and Equipment Replacement

Year	Project	Description	Net Cost ('000's)
2010	Vehicle & Equipment Replacement	Replacement of Corporate vehicles & equipment (excluding Fire & Transit) based on mileage or age.	1,696
2011	Radio Replacement	Parking Enforcement	33
2011	Vehicle & Equipment Replacement	Replacement of Corporate vehicles & equipment (excluding Fire & Transit) based on mileage or age.	3,211
2012	Vehicle & Equipment Replacement	Replacement of Corporate vehicles & equipment (excluding Fire & Transit) based on mileage or age.	3,467
2013	Vehicle & Equipment Replacement	Replacement of Corporate vehicles & equipment (excluding Fire & Transit) based on mileage or age.	3,314
2014	Radio Replacement	Parking Enforcement	33
2014	Vehicle & Equipment Replacement	Replacement of Corporate vehicles & equipment (excluding Fire & Transit) based on mileage or age.	3,859

Project Listing

Program: Other Engineering

Vehicle and Equipment Replacement

Year	Project	Description	Net Cost ('000's)
2015	Vehicle & Equipment Replacement	Replacement of Corporate vehicles & equipment (excluding Fire & Transit) based on mileage or age.	3,505
2016	Vehicle & Equipment Replacement	Replacement of Corporate vehicles & equipment (excluding Fire & Transit) based on mileage or age.	2,989
2017	Radio Replacement	Parking Enforcement	33
2017	Vehicle & Equipment Replacement	Replacement of Corporate vehicles & equipment (excluding Fire & Transit) based on mileage or age.	2,643
2018	Vehicle & Equipment Replacement	Replacement of Corporate vehicles & equipment (excluding Fire & Transit) based on mileage or age.	2,046
2019	Vehicle & Equipment Replacement	Replacement of Corporate vehicles & equipment (excluding Fire & Transit) based on mileage or age.	2,291
Total			**29,120**

Project Listing
Program: Other Engineering

Replacement Details

2010 Replacements	
Equipment/Vehicle	
2 - 5 Ton Dump/Sander/Plow	1 - Fork Lift
1 - 1 Ton Dump	1 - Large Loader
1 - 3 Ton Dump	3 - Park Trackless
4 - 1/2 Ton Pickups	24 - Riding Mowers
2 - 3/4 Ton Pick Up Trucks	2 - Animal Vehicles
2 - 1 Ton Crewcabs	3 - Compressors
4 - 1 Ton Pickup 4 X 4	3 - Ice Resurfacers
2 - Security Vehicles	9 - Trailers
2 - 3/4 Ton Vans	3 - Rollers
3 - 1 Ton Vans	2 - Skid Steer Loaders
1 - Compact Cars	2 -Utility Truckster
3 - Golf Course Equipment	1 - Min Van- Passenger /1/2 Ton Van

Project Listing
Program: Other Engineering

Works Yards Space

Year	Project	Description	Net Cost ('000's)
2016	Works Yards	North Central Works Yard Land Acquisition	4,860
2018	Works Yards	North Central Works Yard Land Construction	6,100
Total			**10,960**

2010 - 2019 Net Capital Expenditures by Program and Sub-Program (000's)

Description of Program

Roads Rehabilitation
This program aims to maintain the city's aging road infrastructure in a state of 'good repair'. It covers roadway rehabilitation, preventative maintenance, and data collection on a rotating basis for the pavement management system.

Road Rehabilitation	2010 Budget	2011 Forecast	2012 Forecast	2013 Forecast	2014 Forecast	2015 Forecast	2016 Forecast	2017 Forecast	2018 Forecast	2019 Forecast	Total
	$	$	$	$	$	$	$	$	$	$	$
Crack Sealing	100	100	100	100	100	100	100	100	100	100	1,000
Parking Lot Rehabilitation	50	0	50	0	50	0	50	0	50	0	250
Roadway Infrastructure Review	0	0	600	0	0	600	0	0	600	0	1,800
Road Rehabilitation	21,100	17,008	14,374	15,874	23,500	23,500	23,500	23,500	23,500	23,500	209,355
Total Net Expenditures	**21,250**	**17,108**	**15,124**	**15,974**	**23,650**	**24,200**	**23,650**	**23,600**	**24,250**	**23,600**	**212,405**

Project Listing

Program: Road Rehabilitation

Crack Sealing

Year	Project	Description	Net Cost ('000's)
2010	Crack Sealing	Preventative maintenance funding for road crack sealing	100
2011	Crack Sealing	Preventative maintenance funding for road crack sealing	100
2012	Crack Sealing	Preventative maintenance funding for road crack sealing	100
2013	Crack Sealing	Preventative maintenance funding for road crack sealing	100
2014	Crack Sealing	Preventative maintenance funding for road crack sealing	100
2015	Crack Sealing	Preventative maintenance funding for road crack sealing	100
2016	Crack Sealing	Preventative maintenance funding for road crack sealing	100
2017	Crack Sealing	Preventative maintenance funding for road crack sealing	100
2018	Crack Sealing	Preventative maintenance funding for road crack sealing	100
2019	Crack Sealing	Preventative maintenance funding for road crack sealing	100
Total			**1,000**

Project Listing
Program: Road Rehabilitation

Parking Lot Rehabilitation

Year	Project	Description	Net Cost ('000's)
2010	Parking Lot Rehabilitation	Ongoing funding to rehabilitate parking lots.	50
2012	Parking Lot Rehabilitation	Ongoing funding to rehabilitate parking lots.	50
2014	Parking Lot Rehabilitation	Ongoing funding to rehabilitate parking lots.	50
2016	Parking Lot Rehabilitation	Ongoing funding to rehabilitate parking lots.	50
2018	Parking Lot Rehabilitation	Ongoing funding to rehabilitate parking lots.	50
Total			**250**

Roadway Infrastructure Review

Year	Project	Description	Net Cost ('000's)
2012	Roadway Infrastructure Review	Ongoing funding to update the pavement management system data	600
2015	Roadway Infrastructure Review	Ongoing funding to update the pavement management system data	600
2018	Roadway Infrastructure Review	Ongoing funding to update the pavement management system data	600
Total			**1,800**

Project Listing
Program: Road Rehabilitation

Road Rehabilitation

Year	Project	Description	Net Cost ('000's)
2010	Road Rehabilitation	Various Industrial Roads	6,083
2010	Road Rehabilitation	Various Major Roads	9,807
2010	Road Rehabilitation	Various Residential Roads	5,210
2011	Road Rehabilitation	Various Industrial Roads	4,988
2011	Road Rehabilitation	Various Major Roads	4,970
2011	Road Rehabilitation	Various Residential Roads	7,050
2012	Road Rehabilitation	Various Industrial Roads	7,038
2012	Road Rehabilitation	Various Major Roads	1,461
2012	Road Rehabilitation	Various Residential Roads	5,875
2013	Road Rehabilitation	Various Industrial Roads	7,471
2013	Road Rehabilitation	Various Major Roads	2,553
2013	Road Rehabilitation	Various Residential Roads	5,850
2014	Road Rehabilitation	Various Industrial Roads	7,403
2014	Road Rehabilitation	Various Major Roads	10,223
2014	Road Rehabilitation	Various Residential Roads	5,875
2015	Road Rehabilitation	Various Industrial Roads	7,403

Project Listing
Program: Road Rehabilitation

Road Rehabilitation

Year	Project	Description	Net Cost ('000's)
2015	Road Rehabilitation	Various Major Roads	10,223
2015	Road Rehabilitation	Various Residential Roads	5,875
2016	Road Rehabilitation	Various Industrial Roads	5,875
2016	Road Rehabilitation	Various Major Roads	10,223
2016	Road Rehabilitation	Various Residential Roads	7,403
2017	Road Rehabilitation	Various Industrial Roads	7,471
2017	Road Rehabilitation	Various Major Roads	10,179
2017	Road Rehabilitation	Various Residential Roads	5,850
2018	Road Rehabilitation	Various Industrial Roads	7,403
2018	Road Rehabilitation	Various Major Roads	10,223
2018	Road Rehabilitation	Various Residential Roads	5,875
2019	Road Rehabilitation	Various Industrial Roads	7,403
2019	Road Rehabilitation	Various Major Roads	10,223
2019	Road Rehabilitation	Various Residential Roads	5,875
Total			**209,355**

Project Listing

Program: Road Rehabilitation

Residential Road Resurfacing

Year	Street	From	To
2010	Inverhouse Drive	Orr Road	Bonnymede Drive (North leg)
2010	Bonnymede Drive	Entire	Entire
2010	Third Street *	Alexandra Avenue	Meredith Avenue
2010	First Street *	Greaves Avenue	Meredith Avenue
2010	Clarington Road	Haig Boulevard	Myron Drive
2010	Kentlow Court	Myron Drive	End
2010	Myron Drive	Entire	Entire
2010	Brookhurst Road	Tredmore Drive	Lewisham Drive
2010	Autumn Breeze Drive South	Harborn Road	North End
2010	Doulton Drive	Blythe Road	Blythe Road

Project Listing

Program: Road Rehabilitation

Residential Road Resurfacing

Year	Street	From	To
2010	Doulton Place	Doulton Drive	End
2010	Elm Drive West *	Kariya Drive	Joan Drive
2010	Canital Court	Delaware Drive	End
2010	Chieftain Circle	Ojibway Trail	Ojibway Trail
2010	Cree Lane	Nahani Way	End
2010	Ojibway Trail	Nahani Way	Delaware Drive
2010	Tailfeather Crescent	Ojibway Trail	Chieftain Circle
2010	Tuscadero Crescent	Delaware Drive	Delaware Drive
2010	Formentera Avenue	Aquitaine Avenue	Shelter Bay Road
*	Low Impact Development of Street (Greening)		

Project Listing

Program: Road Rehabilitation

Major, Collector & Industrial Road Rehabilitation

Year	Street	From	To
2010	Bromsgrove Road	Winston Churchill Boulevard	Constable Road
2010	Bromsgrove Road	Southdown Rd (GO access)	Just before Bridge
2010	South Sheridan Way	Winston Churchill Boulevard	Finfar Court
2010	North Service Road	Cawthra Road	Insley Road
2010	Kennedy Road	Eglinton Avenue	Dakota Road
2010	Bristol Road West	Creditview Road	Church Street
2010	Creditview Road	Bristol Road West	Britannia Road
2010	Tannery Street	Queen Street South	Joymar Drive
2010	Thomas Street	Erin Mills Parkway	Queen Street South
2010	Battleford Road	Winston Churchill Boulevard	Glen Erin Drive
2010	Bramalea Road	Drew Road	North End
2010	Drew Road	Bramalea Road	Torbram Road
2010	Tenth Line	Britannia Road	Derry Road

2010 - 2019 Net Capital Expenditures by Program and Sub-Program (000's)

Description of Program

Storm Drainage
This program covers works required to ensure the storm sewer and watercourse systems within the City, which consists of storm sewers, storm water management (SWM) facilities, ditches, channels, watercourses and culverts, continues to function efficiently and effectively.

Storm Drainage	2010 Budget	2011 Forecast	2012 Forecast	2013 Forecast	2014 Forecast	2015 Forecast	2016 Forecast	2017 Forecast	2018 Forecast	2019 Forecast	Total
	$	$	$	$	$	$	$	$	$	$	$
Channelization	3,118	0	0	0	0	0	0	240	1,390	0	4,748
Culvert Improvement	0	0	0	0	0	0	0	2,190	100	5,030	7,320
Erosion Control	2,950	3,540	5,705	2,250	4,550	5,020	2,980	2,340	3,660	6,570	39,565
Flood Relief	0	0	0	0	0	0	0	210	0	0	210
Storm Sewer Oversizing	204	204	204	204	204	204	204	204	204	204	2,044
Study	0	250	750	80	400	0	0	0	80	0	1,560
Storm Water Management (SWM) Facilities	6,580	7,401	9,082	780	6,244	2,735	6,659	80	17,405	80	57,046
Total Net Expenditures	**12,852**	**11,396**	**15,741**	**3,314**	**11,399**	**7,959**	**9,844**	**5,264**	**22,839**	**11,884**	**112,493**

Project Listing

Program: Storm Drainage

Storm Drainage

Year	Project	Activity	Flood Control	Erosion Control	Relief Storm Sewer	Culvert Improvement	Channel Improvement	Quality and/or Quantity Facilities	Other	Net Cost ('000's)
2010	Cooksville Creek Erosion Control - North of Dundas Street East behind Jaguar Valley Drive	Design		X						170
2010	Cooksville Creek Erosion Control - Camilla Road to North Service Road	Construct		X						270
2010	Cooksville Creek Erosion Control - Dundas Street East to King Street East	Construct		X						410
2010	Cooksville Creek Erosion Control - Willa Road to Orano Avenue	Design		X						180
2010	Credit River Erosion Control - Adjacent to Ostler Court	Construct		X						1,260
2010	Credit River Erosion Control - South of Dundas Street West behind Jarvis Street	Design		X						160

Project Listing

Program: Storm Drainage

Storm Drainage

Year	Project	Activity	Flood Control	Erosion Control	Relief Storm Sewer	Culvert Improvement	Channel Improvement	Quality and/or Quantity Facilities	Other	Net Cost ('000's)
2010	Land Acquisition - Meadowvale Business Park District (North Sixteen District) Storm Water Management Ponds 5502 and 5503 - Between Ninth Line and Tenth Line West	Acquire						X		1,733
2010	Land Acquisition - Meadowvale Business Park District (North Sixteen District) - Remaining Channelization and Culvert Works	Acquire					X			1,186
2010	Mary Fix Creek Erosion Control - Harborn Road to Premium Way	Construct		X						170
2010	Meadowvale Business Park District (North Sixteen District) - Remaining Channelization & Culvert Works	Construct				X	X			1,932

Project Listing

Program: Storm Drainage

Storm Drainage

Year	Project	Activity	Flood Control	Erosion Control	Relief Storm Sewer	Culvert Improvement	Channel Improvement	Quality and/or Quantity Facilities	Other	Net Cost ('000's)
2010	Minor Erosion Control Works - Various Locations	Design/ Construct		X						80
2010	Monitoring and Minor Modification of Storm Water Management Facilities - Various Locations	Study						X		80
2010	Retrofit Loyalist Creek Storm Water Management Pond 5901 - West of Winston Churchill Drive and North of Dundas Street West	Construct						X		2,713
2010	Retrofit Loyalist Creek Storm Water Management Pond 5903 - West of Winston Churchill Drive and South of The Collegeway	Construct						X		2,054

Project Listing

Program: Storm Drainage

Storm Drainage

Year	Project	Activity	Flood Control	Erosion Control	Relief Storm Sewer	Culvert Improvement	Channel Improvement	Quality and/or Quantity Facilities	Other	Net Cost ('000's)
2010	Sawmill Creek Erosion Control - South of Burnhamthorpe Road West	Design		X						200
2010	Sheridan Creek Erosion Control - Downstream of Benedet Drive	Design		X						50
2010	Storm Sewer Oversizing - Various Locations	Construct							Minor System Capacity	204
2011	City-wide Watercourse Erosion and Rehabilitation Study	Study		X						400
2011	Cooksville Creek Erosion Control - Burnhamthorpe Road East to Mississauga Valley Boulevard	Design		X						110

Project Listing
Program: Storm Drainage

Storm Drainage

Year	Project	Activity	Flood Control	Erosion Control	Relief Storm Sewer	Culvert Improvement	Channel Improvement	Quality and/or Quantity Facilities	Other	Net Cost ('000's)
2011	Credit River Erosion Control - South of Queen Elizabeth Way to behind Pinetree Crescent	Design		X						110
2011	Minor Erosion Control Works - Various Locations	Design/ Construct		X						80
2011	Monitoring and Minor Modification of Storm Water Management Facilities - Various Locations	Study						X		80
2011	Mullet Creek Erosion Control - Burnhamthorpe Road West to behind Woodchuck Lane	Construct		X						1,500
2011	Retrofit Arch Storm Water Management Pond 5401 - West of Argentia Road and North of Derry Road West	Construct						X		3,592

Project Listing
Program: Storm Drainage

Storm Drainage

Year	Project	Activity	Flood Control	Erosion Control	Relief Storm Sewer	Culvert Improvement	Channel Improvement	Quality and/or Quantity Facilities	Other	Net Cost ('000's)
2011	Retrofit Arch Storm Water Management Pond 5401 - West of Argentia Road and North of Derry Road West	Design						X		539
2011	Sawmill Creek (Glen Erin Brook) Storm Water Management Pond 5805 - North of Highway 403, West of Winston Churchill Boulevard	Acquire						X		2,236
2011	Sawmill Creek (Glen Erin Brook) Storm Water Management Pond 5805 - North of Highway 403, West of Winston Churchill Boulevard	Design/ Construct						X		955
2011	Sheridan Creek Erosion Control - Clarkson Road to Meadow Wood Road	Construct		X						1,340

Project Listing

Program: Storm Drainage

Storm Drainage

Year	Project	Activity	Flood Control	Erosion Control	Relief Storm Sewer	Culvert Improvement	Channel Improvement	Quality and/or Quantity Facilities	Other	Net Cost ('000's)
2011	Storm Sewer Network Modeling - Pilot Watershed	Study							Minor System Capacity	250
2011	Storm Sewer Oversizing - Various Locations	Construct							Minor System Capacity	204
2012	Cooksville Creek Erosion Control - North of Dundas Street East behind Jaguar Valley Drive	Construct		X						950
2012	Cooksville Creek Erosion Control - Rathburn Road to Absolute Avenue	Design		X						240
2012	Cooksville Creek Erosion Control - Willa Road to Orano Avenue	Construct		X						960

Project Listing

Program: Storm Drainage

Storm Drainage

Year	Project	Activity	Flood Control	Erosion Control	Relief Storm Sewer	Culvert Improvement	Channel Improvement	Quality and/or Quantity Facilities	Other	Net Cost ('000's)
2012	Credit River Erosion Control - South of Dundas Street West behind Jarvis Street	Construct		X						810
2012	Fletchers Creek Erosion Control - West of Second Line	Design		X						50
2012	Minor Erosion Control Works - Various Locations	Design/ Construct		X						80
2012	Monitoring and Minor Modification of Storm Water Management Facilities - Various Locations	Study						X		80
2012	Mullet Creek Erosion Control Works - Wabukayne Tributary	Design		X						480

Project Listing

Program: Storm Drainage

Storm Drainage

Year	Project	Activity	Flood Control	Erosion Control	Relief Storm Sewer	Culvert Improvement	Channel Improvement	Quality and/or Quantity Facilities	Other	Net Cost ('000's)
2012	Retrofit Mullet Creek Storm Water Management Pond 5402 - North of Derry Road West and West of Sentex Drive	Construct						X		7,610
2012	Retrofit Mullet Creek Storm Water Management Pond 5402 - North of Derry Road West and West of Sentex Drive	Design						X		1,142
2012	Sawmill Creek Erosion Control - South of Burnhamthorpe Road West	Construct		X						2,000
2012	Sheridan Creek Erosion Control - Downstream of Benedet Drive	Construct		X						135

Project Listing

Program: Storm Drainage

Storm Drainage

Year	Project	Activity	Flood Control	Erosion Control	Relief Storm Sewer	Culvert Improvement	Channel Improvement	Quality and/or Quantity Facilities	Other	Net Cost ('000's)
2012	Storm Sewer Network Modeling - City-wide Model	Study							Minor System Capacity	750
2012	Storm Sewer Oversizing - Various Locations	Construct							Minor System Capacity	204
2012	Storm Water Management Pond Dredging and Rehabilitation - Preliminary Engineering for 2013 Projects	Study						X		50
2012	Storm Water Management Pond Dredging and Rehabilitation - Eastgate Business Park (Pond 2601A)	Design/ Construct						X		200

Project Listing

Program: Storm Drainage

Storm Drainage

Year	Project	Activity	Flood Control	Erosion Control	Relief Storm Sewer	Culvert Improvement	Channel Improvement	Quality and/or Quantity Facilities	Other	Net Cost ('000's)
2013	Cooksville Creek Erosion Control - Cawthra Creek Diversion	Design		X						50
2013	Cooksville Creek Erosion Control - Highway 403 to Kingsbridge Garden Circle	Design		X						110
2013	Cooksville Creek Erosion Control - Kirwin Avenue to Canadian Pacific Railway	Design		X						80
2013	Cooksville Creek Erosion Control - Queen Elizabeth Way to Elaine Trail	Design		X						190
2013	Cooksville Creek Erosion Control - Burnhamthorpe Road East to Mississauga Valley Boulevard	Construct		X						450

Project Listing

Program: Storm Drainage

Storm Drainage

Year	Project	Activity	Flood Control	Erosion Control	Relief Storm Sewer	Culvert Improvement	Channel Improvement	Quality and/or Quantity Facilities	Other	Net Cost ('000's)
2013	Credit River Erosion Control - South of Queen Elizabeth Way to behind Pinetree Crescent	Construct		X						540
2013	Development Charges Update	Study							X	80
2013	Fletchers Creek Erosion Control - West of Second Line	Construct		X						220
2013	Lornewood Creek Erosion Control - North of Springhill Drive to behind Algonquin Drive	Design		X						50
2013	Mimico Creek Erosion Control - Etude Drive to Derry Road East	Design		X						30

Project Listing

Program: Storm Drainage

Storm Drainage

Year	Project	Activity	Flood Control	Erosion Control	Relief Storm Sewer	Culvert Improvement	Channel Improvement	Quality and/or Quantity Facilities	Other	Net Cost ('000's)
2013	Minor Erosion Control Works - Various Locations	Design/ Construct		X						80
2013	Monitoring and Minor Modification of Storm Water Management Facilities - Various Locations	Study						X		80
2013	Mullet Creek Erosion Control - Wabukayne Tributary, Downstream of Erin Mills Parkway	Design		X						250
2013	Mullet Creek Erosion Control - Upstream and Downstream of Highway 403	Design		X						70
2013	Storm Sewer Oversizing - Various Locations	Construct							Minor System Capacity	204

Project Listing

Program: Storm Drainage

Storm Drainage

Year	Project	Activity	Flood Control	Erosion Control	Relief Storm Sewer	Culvert Improvement	Channel Improvement	Quality and/or Quantity Facilities	Other	Net Cost ('000's)
2013	Storm Water Management Pond Dredging and Rehabilitation - Churchill Meadows, Fletchers Creek FFP3 and Shipp-Higgins (Ponds 5701, 4403 and 4402)	Design/ Construct						X		700
2013	Tecumseh Creek Erosion Control - South of Indian Road	Design		X						130
2014	Cooksville Creek Erosion Control - Rathburn Road to Absolute Avenue	Construct		X						1,380
2014	Etobicoke Creek Erosion Control - Eglinton Avenue East to Hydro Corridor	Design		X						110

Project Listing

Program: Storm Drainage

Storm Drainage

Year	Project	Activity	Flood Control	Erosion Control	Relief Storm Sewer	Culvert Improvement	Channel Improvement	Quality and/or Quantity Facilities	Other	Net Cost ('000's)
2014	Meadowvale Area Storm Water Management Facility 4503 - North of Highway 401, East of Credit River	Design						X		130
2014	Meadowvale Area Storm Water Management Facility 4503 - North of Highway 401, East of Credit River	Construct						X		849
2014	Minor Erosion Control Works - Various Locations	Design/ Construct		X						80
2014	Mississauga Storm Water Quality Control Strategy Update	Study						X		400
2014	Monitoring and Minor Modification of Storm Water Management Facilities - Various Locations	Study						X		80

Project Listing

Program: Storm Drainage

Storm Drainage

Year	Project	Activity	Flood Control	Erosion Control	Relief Storm Sewer	Culvert Improvement	Channel Improvement	Quality and/or Quantity Facilities	Other	Net Cost ('000's)
2014	Mullet Creek Erosion Control - Tannery Street to Thomas Street	Design		X						160
2014	Mullet Creek Erosion Control - Wabukayne Tributary, Upstream of Canadian Pacific Railway	Construct		X						2,820
2014	Retrofit - Little Etobicoke Creek Timberlea Storm Water Management Pond 3602	Design/ Construct						X		5,185
2014	Storm Sewer Oversizing - Various Locations	Construct							Minor System Capacity	204
2015	Clearview Creek Storm Water Management Facility 0401 - South of Lakeshore Road West	Design/ Construct						X		2,605

Project Listing

Program: Storm Drainage

Storm Drainage

Year	Project	Activity	Flood Control	Erosion Control	Relief Storm Sewer	Culvert Improvement	Channel Improvement	Quality and/or Quantity Facilities	Other	Net Cost ('000's)
2015	Cooksville Creek Erosion Control - Cawthra Creek Diversion, North of Lakeshore Road East	Construct		X						170
2015	Cooksville Creek Erosion Control - Highway 403 to Kingsbridge Garden Circle	Construct		X						600
2015	Cooksville Creek Erosion Control - King Street East to North of Paisley Boulevard	Design		X						90
2015	Cooksville Creek Erosion Control - Kirwin Avenue to Canadian Pacific Railway	Construct		X						420
2015	Cooksville Creek Erosion Control - Queen Elizabeth Way to Elaine Trail	Construct		X						1,030

Project Listing

Program: Storm Drainage

Storm Drainage

Year	Project	Activity	Flood Control	Erosion Control	Relief Storm Sewer	Culvert Improvement	Channel Improvement	Quality and/or Quantity Facilities	Other	Net Cost ('000's)
2015	Lornewood Creek Erosion Control - North of Springhill Drive to behind Algonquin Drive	Construct		X						150
2015	Mary Fix Erosion Control - Old River Road to the Credit River	Design		X						90
2015	Mimico Creek Erosion Control - Etude Drive to Derry Road East	Construct		X						90
2015	Minor Erosion Control Works - Various Locations	Design/ Construct		X						80
2015	Monitoring and Minor Modification of Storm Water Management Facilities - Various Locations	Study						X		80

Project Listing

Program: Storm Drainage

Storm Drainage

Year	Project	Activity	Flood Control	Erosion Control	Relief Storm Sewer	Culvert Improvement	Channel Improvement	Quality and/or Quantity Facilities	Other	Net Cost ('000's)
2015	Mullet Creek Erosion Control - Upstream and downstream of Highway 403	Construct		X						200
2015	Mullet Creek Erosion Control - Wabukayne Tributary, Downstream of Erin Mills Parkway	Construct		X						1,410
2015	Storm Sewer Oversizing - Various Locations	Construct							Minor System Capacity	204
2015	Storm Water Management Pond Dredging and Rehabilitation - Preliminary Engineering for 2016 Projects	Study						X		50

Project Listing

Program: Storm Drainage

Storm Drainage

Year	Project	Activity	Flood Control	Erosion Control	Relief Storm Sewer	Culvert Improvement	Channel Improvement	Quality and/or Quantity Facilities	Other	Net Cost ('000's)
2015	Tecumseh Creek Erosion Control - South of Indian Road	Construct		X						530
2015	Wolfedale Creek Erosion Control - North and South of Central Parkway West	Design		X						160
2016	Avonhead Creek Storm Water Management Facility 0402 - North of Lakeshore Road West, East of Hazlehurst Road	Design/ Construct						X		520
2016	Cooksville Creek Erosion Control - King Street East to North of Paisley Boulevard	Construct		X						390

Project Listing

Program: Storm Drainage

Storm Drainage

Year	Project	Activity	Flood Control	Erosion Control	Relief Storm Sewer	Culvert Improvement	Channel Improvement	Quality and/or Quantity Facilities	Other	Net Cost ('000's)
2016	Credit River Erosion Control - North of Canadian National Railway, behind Stavebank Road and behind Mississauga Road	Design		X						450
2016	Credit River Erosion Control - West of Creditview Road, behind Kenninghall Boulevard	Design		X						170
2016	Credit River Erosion Control - North of Queen Elizabeth Way, behind Mississauga Crescent	Design		X						170
2016	Etobicoke Creek Erosion Control - Eglinton Avenue East to Hydro Corridor	Construct		X						410

Project Listing

Program: Storm Drainage

Storm Drainage

Year	Project	Activity	Flood Control	Erosion Control	Relief Storm Sewer	Culvert Improvement	Channel Improvement	Quality and/or Quantity Facilities	Other	Net Cost ('000's)
2016	Fletchers Creek Erosion Control - Upstream of Derry Road West to storm outfall	Design/ Construct		X						140
2016	Lakeside Creek Storm Water Management Facility 0403 - Lakeshore Road West at Clarkson Waste Water Treatment Plant	Design/ Construct						X		930
2016	Land Acquisition - Avonhead Creek Storm Water Management Facility 0402	Acquire						X		2,157
2016	Land Acquisition - Lakeside Creek Storm Water Management Facility 0403	Acquire						X		2,272

Project Listing

Program: Storm Drainage

Storm Drainage

Year	Project	Activity	Flood Control	Erosion Control	Relief Storm Sewer	Culvert Improvement	Channel Improvement	Quality and/or Quantity Facilities	Other	Net Cost ('000's)
2016	Minor Erosion Control Works - Various Locations	Design/ Construct		X						80
2016	Monitoring and Minor Modification of Storm Water Management Facilities - Various Locations	Study						X		80
2016	Mullet Creek Erosion Control - Quenippenon Tributary, Upstream of Erin Mills Parkway to Middlebury Drive	Design		X						290
2016	Mullet Creek Erosion Control - Tannery Street to Thomas Street	Construct		X						880
2016	Storm Sewer Oversizing - Various Locations	Construct							Minor System Capacity	204

Project Listing

Program: Storm Drainage

Storm Drainage

Year	Project	Activity	Flood Control	Erosion Control	Relief Storm Sewer	Culvert Improvement	Channel Improvement	Quality and/or Quantity Facilities	Other	Net Cost ('000's)
2016	Storm Water Management Pond Dredging and Rehabilitation - Churchill Meadows, Mattamy Lorne Park, Mary Fix Creek and Fieldrun Subdivision (Ponds 5702, 0801, 2201 and 5301)	Design/ Construct						X		700
2017	Cooksville Creek Channelization - Mississauga Valley Boulevard to Canadian Pacific Railway	Design					X			200
2017	Cooksville Creek Culvert Improvement - Canadian Pacific Railway crossing	Design/ Construct				X				2,190
2017	Cooksville Creek Dyking - Downstream of Central Parkway East	Design/ Construct	X							210

Project Listing

Program: Storm Drainage

Storm Drainage

Year	Project	Activity	Flood Control	Erosion Control	Relief Storm Sewer	Culvert Improvement	Channel Improvement	Quality and/or Quantity Facilities	Other	Net Cost ('000's)
2017	Cooksville Creek Erosion Control - Rhonda Valley Boulevard to Mississauga Valley Boulevard	Design		X						100
2017	Credit River Erosion Control - West of Creditview Road, behind Kenninghall Boulevard	Construct		X						890
2017	Little Etobicoke Creek Channelization - North of Burnhamthorpe Road East	Design					X			40
2017	Mary Fix Erosion Control - Old River Road to the Credit River	Construct		X						530
2017	Minor Erosion Control Works - Various Locations	Design/ Construct		X						80

Project Listing

Program: Storm Drainage

Storm Drainage

Year	Project	Activity	Flood Control	Erosion Control	Relief Storm Sewer	Culvert Improvement	Channel Improvement	Quality and/or Quantity Facilities	Other	Net Cost ('000's)
2017	Monitoring and Minor Modification of Storm Water Management Facilities - Various Locations	Study						X		80
2017	Storm Sewer Oversizing - Various Locations	Construct							Minor System Capacity	204
2017	Wolfedale Creek Erosion Control - North and South of Central Parkway West	Construct		X						740
2018	City-wide Watercourse Erosion and Rehabilitation Study	Study		X						400
2018	Cooksville Creek Culvert Improvement - Canadian National Railway crossing	Design				X				100

Project Listing

Program: Storm Drainage

Storm Drainage

Year	Project	Activity	Flood Control	Erosion Control	Relief Storm Sewer	Culvert Improvement	Channel Improvement	Quality and/or Quantity Facilities	Other	Net Cost ('000's)
2018	Cooksville Creek Channelization - Mississauga Valley Boulevard to Canadian Pacific Railway	Construct					X			1,050
2018	Cooksville Creek Erosion Control - Rhonda Valley Boulevard to Mississauga Valley Boulevard	Construct		X						430
2018	Credit River Erosion Control - North of Queen Elizabeth Way, behind Mississauga Crescent	Construct		X						890
2018	Development Charges Update	Study							X	80
2018	Etobicoke Creek Erosion Control - North of Eglinton Avenue East	Design/ Construct		X						150

Project Listing

Program: Storm Drainage

Storm Drainage

Year	Project	Activity	Flood Control	Erosion Control	Relief Storm Sewer	Culvert Improvement	Channel Improvement	Quality and/or Quantity Facilities	Other	Net Cost ('000's)
2018	Little Etobicoke Creek Channelization - North of Burnhamthorpe Road East	Construct					X			340
2018	Minor Erosion Control Works - Various Locations	Design/ Construct		X						80
2018	Monitoring and Minor Modification of Storm Water Management Facilities - Various Locations	Study						X		80
2018	Mullet Creek Erosion Control - Quenippenon Tributary, Upstream of Erin Mills Parkway to Middlebury Drive	Construct		X						1,710

Project Listing

Program: Storm Drainage

Storm Drainage

Year	Project	Activity	Flood Control	Erosion Control	Relief Storm Sewer	Culvert Improvement	Channel Improvement	Quality and/or Quantity Facilities	Other	Net Cost ('000's)
2018	Retrofit - Cooksville Creek Storm Water Management Pond 3701 - North of Bristol Road between McLaughlin Road and Hurontario Street	Design/ Construct						X		17,325
2018	Storm Sewer Oversizing - Various Locations	Construct							Minor System Capacity	204
2019	Applewood Creek Erosion Control - Canadian National Railway to south Lakeshore Road	Design/ Construct		X						350
2019	Cooksville Creek Culvert Improvement - Canadian National Railway crossing	Construct				X				2,150

Project Listing

Program: Storm Drainage

Storm Drainage

Year	Project	Activity	Flood Control	Erosion Control	Relief Storm Sewer	Culvert Improvement	Channel Improvement	Quality and/or Quantity Facilities	Other	Net Cost ('000's)
2019	Cooksville Creek Culvert Improvement - The Queensway East crossing	Design/ Construct				X				1,630
2019	Credit River Erosion Control - North of Canadian National Railway, behind Stavebank Road and behind Mississauga Road	Construct		X						2,450
2019	Credit River Erosion Control - North of Hydro Right of way, behind Shawanaga Trail	Design/ Construct		X						470
2019	Credit River Erosion Control - North of Britannia Road, behind Shady Lawn Court	Design/ Construct		X						510

Project Listing

Program: Storm Drainage

Storm Drainage

Year	Project	Activity	Flood Control	Erosion Control	Relief Storm Sewer	Culvert Improvement	Channel Improvement	Quality and/or Quantity Facilities	Other	Net Cost ('000's)
2019	Etobicoke Creek Erosion Control - Downstream of Queen Elizabeth Way, adjacent to Toronto Golf Club	Design/ Construct		X						1,370
2019	Etobicoke Creek Erosion Control - Upstream of Queen Elizabeth Way, adjacent to Toronto Golf Club	Design/ Construct		X						180
2019	Etobicoke Creek Erosion Control - Canadian National Railway south of Dundas Street East	Design/ Construct		X						540
2019	Minor Erosion Control Works - Various Locations	Design/ Construct		X						80
2019	Monitoring and Minor Modification of Storm Water Management Facilities - Various Locations	Study						X		80

Project Listing

Program: Storm Drainage

Storm Drainage

Year	Project	Activity	Flood Control	Erosion Control	Relief Storm Sewer	Culvert Improvement	Channel Improvement	Quality and/or Quantity Facilities	Other	Net Cost ('000's)
2019	Mullet Creek Erosion Control - GO Transit downstream of Erin Centre Boulevard	Design/ Construct		X						620
2019	Storm Sewer Oversizing - Various Locations	Construct							Minor System Capacity	204
2019	Tecumseh Creek Culvert Improvement - Canadian National Railway crossing	Design/ Construct				X				1,250
Total										**112,493**

Roads, Storm Drainage & Watercourses

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Not Funded

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Roads, Storm Drainage & Watercourses

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Roads, Storm Drainage and Watercourses
2010 - 2019 Not Funded - Net Capital Expenditures By Program
(000's)

Service/Program	2010 Budget	2011 Forecast	2012 Forecast	2013 Forecast	2014 Forecast	2015 Forecast	2016 Forecast	2017 Forecast	2018 Forecast	2019 Forecast	Total	Funding Sources
	$	$	$	$	$	$	$	$	$	$		
Other Engineering	0	75	0	2,697	378	453	378	1,023	375	679	6,058	TX-CRF/TX-RIMRF
Bridge & Structure Rehabilitation	0	2,175	2,375	2,375	2,375	2,775	3,175	3,175	2,650	2,470	23,545	TX-CRF
Roadways Rehabilitation - Residential, Major and Industrial Roads	0	5,918	5,082	4,775	4,825	4,204	4,854	4,600	4,600	4,600	43,458	TX-RIMRF
Total - Not Funded	**0**	**8,168**	**7,457**	**9,847**	**7,578**	**7,432**	**8,407**	**8,798**	**7,625**	**7,749**	**73,061**	

Fire and Emergency Services – Table of Contents

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City of Mississauga

Fire and Emergency Services 2010 Business Plan Update







Mississauga Fire and Emergency Services is committed to the safety and security of the residents of the City of Mississauga through education, prevention, investigation, training, rescue, fire suppression, dangerous goods containment and life support services.

The responsibilities of the Fire Department are divided between 6 divisions including Suppression, Prevention, Administration, Training, Communications and Fleet and Building Maintenance. These six divisions work together to support the operations of the Fire Department from the prevention of a potential emergency to the safety and protection of individuals in the event that one occurs.

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2010 Business Plan & Budget Update

The 2009-2010 Business Plan and Budget represented two years of thorough and coordinated Service Area planning. The Fire and Emergency Services Business Plan and Budget are integrated plans which include deliverables that have been identified as both a priority and achievable within the prescribed timetable as set out by the Service Area staff. They also include performance measures and benchmarks which are continually monitored to ensure adherence and that the goals remain attainable. 2010 marks the second year of Mississauga's two year Business Plan and Budget. This year, staff are focusing primarily on updating and identifying any exceptions and/or amendments to the existing Service Area Business Plans while still providing comprehensive budgets and two year forecasts.

The following will provide the reader with a summary of items and circumstances that may have changed since the development of the 2009-2010 Business Plans and Budgets and will also highlight achievements have been realized. The proposed capital and operating budgets which summarize the financial resources required to implement the proposed 2010 business plans are included in the Service Area section of the 2010 Business Plan and Budget Update book.

Updates to 2010 Business Plan & Budget

Major Initiatives Updates & Accomplishments

This section includes Major Initiatives and Activities that were outline in the 2009-2010 Fire and Emergency Services Business Plan that have either changed since the printing of the 2009-2010 Business Plan & Budget or require updating to reflect current conditions.

This document summarizes the Major Initiatives for 2010 by identifying each as they pertain to the Business Planning priority and strategic pillars identified in the 2009-2010 Business Plan.

1. Greening the Environment
    - Living Green

2. State of Good Repair for Infrastructure
    - Completing Our Neighbourhoods

3. Continuous Improvement
    - Building a Sustainable Business Plan

General Considerations

Overall the current economic conditions have impacted both the demand and price of goods and services. This may be affect the final budget as there are currently three ongoing capital projects that have not yet been tendered as well as one that is in the process of being tendered. Updates and accomplishments are listed by initiative below. Detailed descriptions of these initiatives can be found in the 2009-2010 Budget and Business Plan document as well as on the City's website.

Greening the Environment
Living Green

Fire Training and Mechanical Centre (Garry W. Morden Centre)

The design of the facility has been completed and includes all considerations for LEED (Leadership in Energy and Environmental Design) Silver standard. Included in the design process is radiant heating in the garage bays, energy efficient HVAC system, heat recovering ventilators, low consumption showers, low emissivity solar glazing, and high reflective roofing membrane to reflect heat.

Air quality monitoring stations will surround the property and the building design has allowed for the harvesting and storage of rainwater to be used in the vehicle wash bay area and for flushing toilets.

This project is officially registered in the LEED program.

State of Good Repair for Infrastructure
Completing our Neighbourhoods

Station 116 Relocation and Partnership with Peel Emergency Medical Services

The design of the facility has been completed and includes a fire station and an EMS reporting station which will service the surrounding community. The tender process is underway with construction expected to commence in late fall 2009 and occupancy still on schedule for early 2011.

Station 106 Relocation and Partnership with Peel Emergency Medical Services

The funding of the land to support the new location was approved and a successful public meeting was held that identified the benefits of relocating this station. The preliminary design process is now underway with occupancy scheduled for Spring 2011.

Fire Training and Mechanical Centre (Garry W. Morden Centre)

The design of both the site and building is complete and includes requirements for Fire Training and Mechanical Divisions as well as the Department of National Defence and Peel Regional Police. A binding Memorandum of Understanding is expected to be complete by November 2009. Construction is expected to commence in the Spring of 2010 with occupancy expected by fall 2011.

Continuous Improvement and Tax Rate Management
Building a Sustainable Business Plan

Development of a Fire Master Plan

Preliminary findings on Suppression resourcing and a Station Location Review have been completed. A final report and associated recommendations for the Station Location Review is scheduled to go to the Leadership Team for review in early November. Organizational research is in progress with anticipated completion in Spring of 2010.

Fire Station Alerting System

An upgrade of the computer aided dispatch (CAD) system is complete which will allow for the new fire station alerting system to begin implementation in fall of 2009.

The new system will be NFPA compliant and vendor supported. The current fire station alerting system is neither.

Considerations for 2010 and Beyond

The Fire and Emergency Services Business Plan contains initiatives that take into consideration the challenges and opportunities facing this service area. It also responds to the strategic priorities identified in the City Wide Strategic Plan while still maintaining the provision of our core services. Major initiatives and considerations for 2010 and beyond for this service area include the following:

Building a Sustainable Business Plan

- With Council approval and guided by the Station location Review and Fire Master Plan, respond to expected impacts of both current and future growth City Wide.
- Implementation of a Fire Department succession plan and ongoing resource assessment.
- Continue with the assessment of Mobile Data Units (MDU's) for deployment in designated vehicles.
- Assess the impact of AVL (Automated Vehicle Locators) on response times.
- Continue to assess the feasibility of other potential partnership opportunities.
- Final implementation of Fire Alerting System.
- Assessment and response impacts of new legislation requiring By-Laws for Rooming and Boarding Houses and Accessory Dwelling Units by Fire Prevention.
- Assessment and response to impacts of new legislation effective January 2010 requiring the review and approval of emergency response plans submitted by Propane Companies.

Completing our Neighbourhoods

- Construction, occupancy and staffing of the Garry W. Morden Centre and the continued development of the associated partnerships.
- Construction and occupancy of Station 106 Fire Station and EMS Satellite Station.
- Construction and occupancy of Station 116 Fire Station and EMS Reporting Station.

Employer of Choice

- Continue to develop the Joint Health and Wellness Program.
- Continue to be proactive in the recruitment of suppression staff to fill existing vacancies.

Fire and Emergency Services

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Budget

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3 YEAR BUDGET AND FORECAST

	2009 Budget	2010 Budget	2011 Forecast	2012 Forecast
Labour Costs	76,038,000	79,317,700	82,416,400	85,545,000
Other Operating Expenses	3,214,600	3,201,500	3,278,400	3,377,300
TOTAL COSTS	79,252,600	82,519,200	85,694,800	88,922,300
TOTAL REVENUES	**(1,572,100)**	**(1,748,600)**	**(1,748,600)**	**(1,748,600)**
NET COSTS	**77,680,500**	**80,770,600**	**83,946,200**	**87,173,700**
Allocations	1,011,700	935,200	1,006,100	1,043,000
NET of ALLOCATIONS	**78,692,200**	**81,705,800**	**84,952,300**	**88,216,700**

Human Resources Requirement

	Total FTE
2009 Establishment	704
2010 Budget Recommendation	704

Distribution

Program	2009	2010
Suppression	616	616
Building Maintenance	2	2
Vehicle Maintenance	10	10
Prevention	38	38
Divisional Support Services	38	38
Total Recommended	704	704

BUDGET OVERVIEW

FIRE & EMERGENCY SERVICES

	2008 Actual	2009 Budget	2010 Base Budget	2010 Program Changes	2010 Request	2010 Change	
	$	$	$	$	$	$	%
EXPENDITURES							
LABOUR COST	71,132,374	76,038,000	79,317,700	0	79,317,700	3,279,700	4.3%
Staff Development Costs	151,135	183,200	183,200	(4,300)	178,900	(4,300)	-2.3%
Communications Costs	251,142	232,500	232,500	0	232,500	0	0.0%
Transportation Costs	1,245,451	1,125,900	1,125,900	(6,000)	1,119,900	(6,000)	-0.5%
Occupancy & City Costs	792,240	752,700	750,500	0	750,500	(2,200)	-0.3%
Equipment Costs & Maintenance Agreement	179,997	249,400	249,400	0	249,400	0	0.0%
Contractor & Professional Services	3,674	14,600	14,600	0	14,600	0	0.0%
Advertising & Promotions	15,761	21,300	21,300	0	21,300	0	0.0%
Materials, Supplies & Other Services	556,390	671,700	671,700	(600)	671,100	(600)	-0.1%
Finance Other	2,941	(36,700)	(36,700)	0	(36,700)	0	0.0%
OTHER OPERATING EXPENSES	**3,198,731**	**3,214,600**	**3,212,400**	**(10,900)**	**3,201,500**	**(13,100)**	**-0.4%**
TOTAL EXPENDITURES	**74,331,104**	**79,252,600**	**82,530,100**	**(10,900)**	**82,519,200**	**3,266,600**	**4.1%**
REVENUES							
Fees & Service Charges	(1,528,248)	(1,487,100)	(1,487,100)	(101,500)	(1,588,600)	(101,500)	-6.8%
Licenses & Permits	(1,193)	(5,000)	(5,000)	0	(5,000)	0	0.0%
Other Revenue	(150,789)	(80,000)	(155,000)	0	(155,000)	(75,000)	-93.8%
TOTAL REVENUES	**(1,680,230)**	**(1,572,100)**	**(1,647,100)**	**(101,500)**	**(1,748,600)**	**(176,500)**	**-11.2%**
NET SERVICE IMPACT	**72,650,874**	**77,680,500**	**80,883,000**	**(112,400)**	**80,770,600**	**3,090,100**	**4.0%**
Allocations	978,100	1,011,700	935,200	0	935,200	(76,500)	-7.6%
NET of ALLOCATIONS	**73,628,974**	**78,692,200**	**81,818,200**	**(112,400)**	**81,705,800**	**3,013,600**	**3.8%**

2010 NET BUDGET BY PROGRAM

	2008 Actual	2009 Budget	2010 Base Budget	2010 Program Changes	2010 Request	2010 Change	
	$	$	$	$	$	$	%
PROGRAM EXPENDITURES							
Suppression	61,198,028	65,839,300	69,011,000	(87,500)	68,923,500	3,084,200	4.7%
Building Maintenance	906,579	898,300	905,900	0	905,900	7,600	0.8%
Vehicle Maintenance	2,573,829	2,743,100	2,799,800	(6,000)	2,793,800	50,700	1.8%
Prevention	3,598,419	4,126,300	4,148,000	(14,000)	4,134,000	7,700	0.2%
Divisional Support Services	5,352,120	5,085,200	4,953,500	(4,900)	4,948,600	(136,600)	-2.7%
NET PROGRAM IMPACT	**73,628,974**	**78,692,200**	**81,818,200**	**(112,400)**	**81,705,800**	**3,013,600**	**3.8%**

Service Budget Highlights - Operating

2010 Highlights:

The 2010 budget submission has a gross operating budget of $83.5 million including allocations and a net budget of $81.7 million. This budget submission reflects an increase in the operating budget of $3.0 million or 3.8% over the 2009 approved net budget. The increase in the budget is primarily due to annual labour increases for staff.

The Fire & Emergency Service 2010 budget also includes a new revenue of $87,500, as approved by Council through Budget Committee resolution BC#0014-2009. This will be a cost recovery initiative that will charge property owners in the event that Fire and Emergency Services is requested by an external agency to provide assistance for the purposes of preventing, controlling, or eliminating an emergency. This new fee will be included in the revised fees and charges bylaw to be presented to Council in December 2009.

Service Budget Highlights - Capital

The Fire & Emergency Services 2010 – 2019 capital budget and forecast is included at a total of $42.6 million over the ten year period. $35.9 million or 84% is funded from tax based reserves and $6.7 million or 16% is funded from development charges.

The 2010 capital budget request is $1.3 million, consisting of,

- $765,000 for the replacement of aerial 107, four cars, cash flowed over two years;
- $146,000 for the life cycle replacement of fire accessory equipment;
- $197,000 for refurbishment of aerial 101; and
- $195,000 for the life cycle replacement of personal protective equipment.

The ten year forecast of $42.6 million consists of:

- $10.1 million for construction of the Gary W. Morden Centre (total lifetime cost is $38.9 million (gross) and $32.9 million (net));
- $23.0 million for life cycle replacement and refurbishment of fire vehicles;
- $3.2 million for new equipment;
- $3.9 million for life cycle replacement of equipment;
- $2.2 million for life cycle replacement of personal protective equipment. and
- $0.12 million for Fire & Emergency Services Master Plan review.

A significant portion of the Fire & Emergency Services capital budget and forecast is funding for the life cycle based replacement and refurbishment of fire vehicles, budgeted at $23.0 million.

The new equipment program includes $3.0 million in 2013, for the estimated share of the City portion of the replacement Voice Communication (VCOMM) system, shared with other emergency services including Peel Region Police, Brampton and Caledon Fire & Emergency Services, and an annual amount of $20,000 towards new traffic signal pre-emption equipment.

The equipment replacement program budgeted at $3.9 million includes $1.6 million for the replacement of the self contained breathing apparatus equipment, $300,000 for the upgrade of a component of VCOMM Radio system in 2019, $420,000 for the replacement of

Service Budget Highlights - Capital

automatic defibrillator equipment, and $1.7 million over the ten year period, for the replacement of fire accessory equipment.

With the funding of the new Gary W. Morden Centre, the development charge reserve account for Fire is in a deficit position and is expected to come out of it only by 2018 as indicated in the 2009 Development Charges Background Study. The Station Renovation program has an unfunded amount of $7.9 million, representing the estimated cost of renovating stations 101, 102, 104, 107, 108, 109, 112, 114, 115, 117, 118, and 119. These are expected to be funded in the next budget submission, taking into account the recommendations of the Fire Master Plan study currently under way and future partnership agreements with the Region of Peel Paramedic Services, for potential facility co-location.

Fire and Emergency Services

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Operating

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2010 Explanation of Budget Changes

Program: Suppression

Description of Program

This program consists of fire suppression, rescue (including high angle and rope), confined space, contained space, medical response, hazardous materials response, trench rescue, Home Safe Home Inspections, and Tactical Reviews.

	2009 Restated Budget	2010 Requested Budget	Change in 2010 Requested Budget To 2009 Restated Budget		Explanation
	$	$	$	%	
EXPENDITURES					
LABOUR COST	**66,303,400**	**69,475,100**	**3,171,700**	**4.8%**	The increase in permanent labour costs reflects performance pay and economic adjustment increases, labour adjustments and other fringe benefit changes.
Staff Development Costs	8,100	8,100	0	0.0%	
Transportation Costs	16,800	16,800	0	0.0%	
OTHER OPERATING EXPENSES	**24,900**	**24,900**	**0**	**0.0%**	
TOTAL EXPENDITURES	**66,328,300**	**69,500,000**	**3,171,700**	**4.8%**	
REVENUES					
Fees & Service Charges	(489,000)	(576,500)	(87,500)	-17.9%	Charge property owners for services where Mississauga Fire & Emergency Services is requested by an outside agency.
TOTAL REVENUES	**(489,000)**	**(576,500)**	**(87,500)**	**-17.9%**	
NET PROGRAM IMPACT	**65,839,300**	**68,923,500**	**3,084,200**	**4.7%**	

2010 Explanation of Budget Changes

Program: Building Maintenance

Description of Program

The primary function of this division is the implementation of effective preventative and demand maintenance for all stations and associated equipment.

	2009 Restated Budget	2010 Requested Budget	Change in 2010 Requested Budget To 2009 Restated Budget		Explanation
	$	$	$	%	
EXPENDITURES					
LABOUR COST	**243,300**	**253,100**	**9,800**	**4.0%**	The increase in permanent labour costs reflects performance pay and economic adjustment increases, labour adjustments and other fringe benefit changes.
Occupancy & City Costs	655,000	652,800	(2,200)	-0.3%	Decrease in utilities due to revised rates and efficiencies.
OTHER OPERATING EXPENSES	**655,000**	**652,800**	**(2,200)**	**-0.3%**	
TOTAL EXPENDITURES	**898,300**	**905,900**	**7,600**	**0.8%**	
NET PROGRAM IMPACT	**898,300**	**905,900**	**7,600**	**0.8%**	

2010 Explanation of Budget Changes

Program: Vehicle Maintenance

Description of Program

The primary function of this division includes preventative and demand maintenance of 79 vehicles and the maintenance, control and distribution of parts and equipment to ensure uninterrupted service provision.

	2009 Restated Budget	2010 Requested Budget	Change in 2010 Requested Budget To 2009 Restated Budget		Explanation
	$	$	$	%	
EXPENDITURES					
LABOUR COST	**1,114,100**	**1,170,800**	**56,700**	**5.1%**	The increase in permanent labour costs reflects performance pay and economic adjustment increases, labour adjustments and other fringe benefit changes.
Staff Development Costs	14,600	14,600	0	0.0%	
Transportation Costs	981,700	975,700	(6,000)	-0.6%	My Idea Employee Challenge Program - Fuel savings - road tax rebates.
Occupancy & City Costs	58,400	58,400	0	0.0%	
Equipment Costs & Maintenance Agreements	167,400	167,400	0	0.0%	
Materials, Supplies & Other Services	406,900	406,900	0	0.0%	
OTHER OPERATING EXPENSES	**1,629,000**	**1,623,000**	**(6,000)**	**-0.4%**	
TOTAL EXPENDITURES	**2,743,100**	**2,793,800**	**50,700**	**1.8%**	
NET PROGRAM IMPACT	**2,743,100**	**2,793,800**	**50,700**	**1.8%**	

2010 Explanation of Budget Changes

Program: Prevention

Description of Program

The primary functions of this division are plans review, public education, inspections pertaining to building code, fire code and complaints, fire investigations and site plan and development applications review to ensure compliance with Fire Code. Prevention also works to develop effective and cooperative relationships with all appropriate fire prevention agencies and customers.

	2009 Restated Budget	2010 Requested Budget	Change in 2010 Requested Budget To 2009 Restated Budget		Explanation
	$	$	$	%	
EXPENDITURES					
LABOUR COST	**3,991,000**	**4,012,700**	**21,700**	**0.5%**	The increase in permanent labour costs reflects performance pay and economic adjustment increases, labour adjustments and other fringe benefit changes.
Staff Development Costs	15,500	15,500	0	0.0%	
Transportation Costs	123,500	123,500	0	0.0%	
Equipment Costs & Maintenance Agreements	6,400	6,400	0	0.0%	
Advertising & Promotions	19,400	19,400	0	0.0%	
Materials, Supplies & Other Services	53,500	53,500	0	0.0%	
OTHER OPERATING EXPENSES	**218,300**	**218,300**	**0**	**0.0%**	
TOTAL EXPENDITURES	**4,209,300**	**4,231,000**	**21,700**	**0.5%**	
REVENUES					
Fees & Service Charges	(78,000)	(92,000)	(14,000)	-17.9%	Increase fees for Fire Extinguisher Training.
Licenses & Permits	(5,000)	(5,000)	0	0.0%	
TOTAL REVENUES	**(83,000)**	**(97,000)**	**(14,000)**	**-16.9%**	
NET PROGRAM IMPACT	**4,126,300**	**4,134,000**	**7,700**	**0.2%**	

2010 Explanation of Budget Changes

Program: Divisional Support Services

Description of Program

This division takes into account all of the operations that support the delivery of emergency service to the community and ensure that all functions of Fire and Emergency Services are delivered in a superior and cost effective manner while anticipating, initiating and managing change effectively. These include training all Fire and Emergency Staff to meet or exceed recognized standards in response to service level expectations, provide emergency call taking and resource dispatch that is accurate, timely and effective as well as the overall administration of all fire operations.

2010 EXPLANATION OF BUDGET CHANGES

PROGRAM: Divisional Support Services

	2009 Restated Budget	2010 Requested Budget	Change in 2010 Requested Budget To 2009 Restated Budget		Explanation
	$	$	$	%	
EXPENDITURES					
LABOUR COST	**4,386,200**	**4,406,000**	**19,800**	**0.5%**	The increase in permanent labour costs reflects performance pay and economic adjustment increases, labour adjustments and other fringe benefit changes.
Staff Development Costs	145,000	140,700	(4,300)	-3.0%	Reduction in Courses to meet tax target.
Communication Costs	232,500	232,500	0	0.0%	
Transportation Costs	3,900	3,900	0	0.0%	
Occupancy & City Costs	39,300	39,300	0	0.0%	
Equipment Costs & Maintenance Agreements	75,600	75,600	0	0.0%	
Contractor & Professional Services	14,600	14,600	0	0.0%	
Advertising & Promotions	1,900	1,900	0	0.0%	
Materials, Supplies & Other Services	211,300	210,700	(600)	-0.3%	My Idea Employee Challenge Program to eliminate the cost of disposable cups.
Finance Other	(36,700)	(36,700)	0	0.0%	
OTHER OPERATING EXPENSES	**687,400**	**682,500**	**(4,900)**	**-0.7%**	
TOTAL EXPENDITURES	**5,073,600**	**5,088,500**	**14,900**	**0.3%**	
REVENUES					
Fees & Service Charges	(920,100)	(920,100)	0	0.0%	
Other Revenue	(80,000)	(155,000)	(75,000)	-93.8%	Salary recovery of 43% from Region for Communication Administrative Annualization.
TOTAL REVENUES	**(1,000,100)**	**(1,075,100)**	**(75,000)**	**-7.5%**	
Allocations	1,011,700	935,200	(76,500)	-7.6%	
NET PROGRAM IMPACT	**5,085,200**	**4,948,600**	**(136,600)**	**-2.7%**	

2010 Summary of Program Directions

Fire & Emergency

New Revenues (-)

Description	FTE	Expenditure	Revenue	Net	Start Date	Briefing Note or Budget Book Page Reference
Charge property owners for services where MFES is requested by an outside agency to assist.			(87,500)	(87,500)	Jan 1, 2010	I-26
Increase Fees for Fire Extinguisher Training			(14,000)	(14,000)	Jan 1, 2010	I-27
Total Division/Service Base Budget Impacts	**0**	-	**(101,500)**	**(101,500)**		

Program Reductions (-)

Description	FTE	Expenditure	Revenue	Net	Start Date	Briefing Note or Budget Book Page Reference
Reduce Staff Development Budget		(4,300)		(4,300)	Jan 1, 2010	I-28
My Idea Employee Challenge Program		(6,600)		(6,600)	Jan 1, 2010	I-29
Total Division/Service Base Budget Impacts	**0**	(10,900)	**-**	**(10,900)**		

Fire and Emergency Services

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2010 Service Change

Charge property owners for services where Mississauga Fire & Emergency Services is requested by an outside agency to assist.

Service: Fire & Emergency **Strategic Pillar** Enter Priority

Type of Change New Revenues **Division:** Fire & Emergency Services **Effective Date:** January 1, 2010

Financial Impact	2009 Budget	2010 Change	2011 Change
Labour			
Operating Expenses			
Revenue	-	(87,500)	
Net Cost	**$0**	**($87,500)**	**$0**
FTE			

FTE:

Permanent	#
Temporary	#

Details of Service Change

This initiative would allow Mississauga Fire and Emergency Services to charge the property owner in the event that an outside agency requests assistance to help control, prevent, mitigate or eliminate an emergency situation. This would primarily be a cost recovery for the use of resources

Service Impact

This will be an additional revenue source. Based on a review of previous years statistics, approximately 250 incidents per year would be affected by this change and would therefore become billable. The standard charge for each call is $350 resulting in an estimated revenue of approximately $87,500 and would require a change to the existing fees and charges by-law.

Fire and Emergency Services

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2010 Service Change

Increase Fees for Fire Extinguisher Training

Service: Fire & Emergency **Strategic Pillar** Enter Priority

Type of Change New Revenues **Division:** Fire & Emergency Services **Effective Date:** January 1, 2010

Financial Impact	2009 Budget	2010 Change	2011 Change
Labour			
Operating Expenses			
Revenue	-	(14,000)	-
Net Cost	$0	($14,000)	$0
FTE			

FTE:

Permanent	#
Temporary	#

Details of Service Change

This initiative is a new source of fees for Fire Extinguisher Training done by Public Education staff for commercial training. This initiative would require a change to the existing by-law for the fee increase.

Service Impact

Based on an average of 60 sessions per year and an increase from $154/session to $239/session, the estimated budgeted revenue is approximately $14,000. This would require a change to the existing by-law.

Fire and Emergency Services

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2010 Service Change

Staff Development Reduction

Service: Fire & Emergency **Strategic Pillar** Enter Priority

Type of Change Program Reductions **Division:** Fire & Emergency Services **Effective Date:** January 1, 2010

Financial Impact	2009 Budget	2010 Change	2011 Change
Labour			
Operating Expenses	183,200	(4,300)	
Revenue			
Net Cost	$183,200	($4,300)	$0
FTE			

FTE:

Permanent	#
Temporary	#

Details of Service Change

City wide initiative to reduce staff development costs.

Service Impact

No Services Impact.

Fire and Emergency Services

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2010 Service Change

My Idea Employee Challenge Program

Service: Fire & Emergency **Strategic Pillar** Enter Priority

Type of Change Program Reductions **Division:** Fire & Emergency Services **Effective Date:** January 1, 2010

Financial Impact	2009 Budget	2010 Change	2011 Change
Labour			
Operating Expenses	511,100	(6,600)	
Revenue			
Net Cost	$511,100	($6,600)	$0
FTE			

FTE:

Permanent	#
Temporary	#

Details of Service Change

My Idea is a city wide initiative to eliminate disposable cup budget and savings in fuel - (Road Tax Rebates)

Service Impact

No Service Impact


Fire and Emergency Services
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Capital

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2010 – 2019 Net Capital Expenditures by Program and Sub-Program (000's)

Description of Program

Stations and Auxiliary Buildings

- The construction of a new fire training facility for training and vehicle maintenance; and
- Fire and Emergency Service Master Plan review.

Vehicles and Equipment

- Replacement of fire apparatus such as pumpers, aerial ladders, district chief vans, maintenance trucks, respiratory protective equipment, and upgrade radio communication systems;
- Equipment replacement to maintain safety standards for staff and the public;
- Vehicle refurbishment; and
- Replacement of safety clothing for firefighters.

Fire and Emergency Service

2010 - 2019 Net Capital Expenditures By Program and Sub-Program
(000's)

Fire	2010 Budget	2011 Forecast	2012 Forecast	2013 Forecast	2014 Forecast	2015 Forecast	2016 Forecast	2017 Forecast	2018 Forecast	2019 Forecast	Total
	$	$	$	$	$	$	$	$	$	$	$
Stations and Auxiliary Buildings											
Stations - Renovations	0	0	0	0	0	0	0	0	0	0	0
Stations New	0	10,074	0	0	0	0	0	0	0	0	10,074
Studies	0	38	0	0	42	0	0	45	0	0	125
Total Stations and Auxiliary Buildings	**0**	**10,112**	**0**	**0**	**42**	**0**	**0**	**45**	**0**	**0**	**10,199**
Vehicles and Equipment											
Equipment New	20	20	20	2,998	20	20	20	20	20	20	3,178
Equipment Replacement	146	150	1,825	160	164	169	174	480	185	490	3,943
Fire Vehicle Replacement	962	1,837	2,172	1,200	3,358	3,877	1,728	1,214	4,463	2,235	23,045
Safety Clothing Replacement	195	201	207	213	219	226	233	240	248	255	2,237
Total Vehicles and Equipment	**1,323**	**2,208**	**4,224**	**4,571**	**3,761**	**4,292**	**2,155**	**1,954**	**4,916**	**3,000**	**32,403**
Total - Fire Services	**1,323**	**12,320**	**4,224**	**4,571**	**3,803**	**4,292**	**2,155**	**1,999**	**4,916**	**3,000**	**42,602**

Project Listing

Program: Stations and Auxiliary Buildings

Stations New

Year	Project	Description	Net Cost ('000's)
2011	Gary W. Morden Centre	The 37 acre site will house a 60 thousand sq ft administration building, a 1.2 km driver training circuit and improved versions of external training props. The mechanical division will include 5 bays that will service 80 fire vehicles. This project has a partnership component with both the Department of National Defence and the Peel Regional Police - cash flow funding.	10,074
Total			**10,074**

Project Listing

Program: Stations and Auxiliary Buildings

Studies

Year	Project	Description	Net Cost ('000's)
2011	Various Fire Stations	Fire and Emergency Services master plan review	38
2014	Various Fire Stations	Fire and Emergency Services master plan review	42
2017	Various Fire Stations	Fire and Emergency Services master plan review	45
Total			**125**

Project Listing
Program: Vehicles and Equipment
Equipment New

Year	Project	Description	Net Cost ('000's)
2010	Fire Accessory Equipment	Installation of traffic signal pre-emption equipment	20
2011	Fire Accessory Equipment	Installation of traffic signal pre-emption equipment	20
2012	Fire Accessory Equipment	Installation of traffic signal pre-emption equipment	20
2013	Fire Rescue Equipment	Replacement and upgrade of radio communication system to Voice Communication (VCOMM) radio system	2,978
2013-2019	Fire Accessory Equipment	Installation of traffic signal pre-emption equipment	140
Total			**3,178**

Project Listing
Program: Vehicles and Equipment

Equipment Replacement

Year	Project	Description	Net Cost ('000's)
2010	Fire Accessory Equipment	Hoses and fittings, breathing apparatus, furniture and appliances	146
2011	Fire Accessory Equipment	Hoses and fittings, breathing apparatus, furniture and appliances	150
2012	Fire Accessory Equipment	Life cycle replacement of respiratory protective equipment	1,550
2012	Fire Accessory Equipment	Life cycle replacement of semi-automatic defibrillator equipment	120
2017	Fire Accessory Equipment	Life cycle replacement of semi-automatic defibrillator equipment	300
2019	Fire Rescue Equipment	Component Upgrade of radio communication system to Voice Communication (VCOMM) radio system	300
2012-2019	Fire Accessory Equipment	Hoses and fittings, breathing apparatus, furniture and appliances	1,377
Total			**3,943**

Project Listing
Program: Vehicles and Equipment
Fire Vehicle Replacement

Year	Project	Description	Net Cost ('000's)
2010	Vehicle Replacement	Replace one aerial, and four fire prevention cars - cash flow funding	765
2010	Vehicle Maintenance	Refurbish fire vehicles to maintain life cycle, includes paint body and aerial ladder	197
2011	Vehicle Replacement	Replace one aerial, and four fire prevention cars - cash flow funding	510
2011	Vehicle Replacement	Replace one aerial, one pumper, five fire prevention cars and one public education trailer - cash flow funding	1,124
2012	Vehicle Replacement	Replace one aerial, one pumper, five fire prevention cars and one public education trailer - cash flow funding	849
2012	Vehicle Replacement	Replace one pumper and five support vehicles	1,114
2013	Vehicle Replacement	Replace one pumper, one assistant deputy car and two fire prevention cars	985
2014	Vehicle Replacement	Replace two pumpers, one aerial ladder and one hazardous material truck	3,136
2015	Vehicle Replacement	Replace three pumpers, one aerial ladders, one marine trailer and six support vehicles	3,649

Project Listing
Program: Vehicles and Equipment
Fire Vehicle Replacement

Year	Project	Description	Net Cost ('000's)
2016	Vehicle Replacement	Replace two pumpers and one support vehicle	1,493
2017	Vehicle Replacement	Replace one pumper and two fire prevention cars	972
2018	Vehicle Replacement	Replace two aerials, two pumpers and two fire prevention cars	4,213
2019	Vehicle Replacement	Replace one aerial, one Squad and one Tanker	1,977
2011-2019	Vehicle Maintenance	Refurbish fire vehicles to maintain life cycle, includes paint body and aerial ladder	2,062
Total			**23,045**

Project Listing
Program: Vehicles and Equipment

Safety Clothing Replacement

Year	Project	Description	Net Cost ('000's)
2010	Fire Safety Equipment	Replacement of worn and damaged safety clothing including helmets, footwear, gloves, bunker gear and protective hoods	195
2011	Fire Safety Equipment	Replacement of worn and damaged safety clothing including helmets, footwear, gloves, bunker gear and protective hoods	201
2012	Fire Safety Equipment	Replacement of worn and damaged safety clothing including helmets, footwear, gloves, bunker gear and protective hoods	207
2013-2019	Fire Safety Equipment	Replacement of worn and damaged safety clothing including helmets, footwear, gloves, bunker gear and protective hoods	1,634
Total			**2,237**

Fire and Emergency Services

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Not Funded

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Fire and Emergency Services
2010- 2019 Not Funded - Net Capital Expenditures By Program
(000's)

Program	2010 Budget	2011 Forecast	2012 Forecast	2013 Forecast	2014 Forecast	2015 Forecast	2016 Forecast	2017 Forecast	2018 Forecast	2019 Forecast	Total	Funding Sources
	$	$	$	$	$	$	$	$	$	$		
Stations and Auxiliary Buildings	83	1,063	2,887	1,139	683	951	400	668	0	0	7,874	TX-FRRRF
Total - Not Funded	**83**	**1,063**	**2,887**	**1,139**	**683**	**951**	**400**	**668**	**0**	**0**	**7,874**	

The unfunded projects include the renovation of existing fire stations. Stations 101and 107 have been identified as additional potential sites for co-location with Region of Peel Emergency Medical Services (EMS).

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City of Mississauga

Mississauga Transit
2010 Business Plan Update



Mississauga transit provides an alternative to private vehicles for personal transportation needs. Through Mississauga Transit the City provides an environmentally efficient mode of transportation. Mississauga transit makes significant contributions to the City's decisions and programs that endeavour to adopt high density development and address traffic congestion, parking availability, citizen's mobility and their health.

The value of public transit to the success of Mississauga has been validated by the:

- Citizens and subject matter experts on city planning, health, and environmental sustainability; who throughout *Our Future Mississauga* consultation, repeatedly communicated their expectation for a reliable and convenient transit service in Mississauga.
- City's strategic pillar: Developing a Transit-Oriented City.

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2010 Business Plan & Budget Update

The 2009-2010 Business Plan and Budget represented two years of thorough and coordinated Service Area planning. The Transit Business Plan & Budget are integrated plans which include deliverables that have been identified as both a priority and achievable within the prescribed periods of time as set out by the Service Area staff. They also include performance measures and benchmarks which are monitored to ensure that Service Area plans are achievable. 2010 marks the second year of Mississauga's two year Business Plan and Budget. This year, the focus is primarily on updating and presenting exceptions and amendments to Service Area plans, while still providing comprehensive budgets and two year operational forecasts.

The following summary indicates what has changed since writing the 2009-2010 Business Plan & Budget and what achievements have been realized. The proposed capital and operating budgets which summarize the financial resources required to implement the proposed 2010 business plan are included in the Service Area section of the 2010 Business Plan & Budget Update book.

Today 150,000 people depend on Mississauga Transit for their daily commute; regular and occasional customers make almost 30 million trips a year. The impact on the environment is immediate, as transit users prevent the emission of approximately 3.3 million lbs. a day (or 992 million lbs. a year) of carbon dioxide.

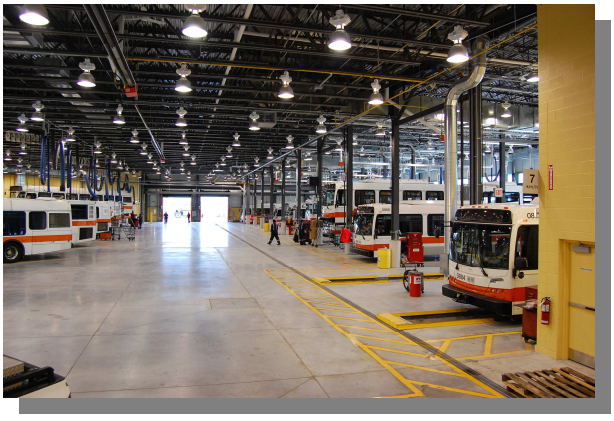
Our Future Mississauga Action Plan recognizes the long-term commitment required to deliver a viable alternative to personal vehicles. Under the visionary tab for move, the action plan acknowledges the infrastructure challenge the City must overcome to achieve a dramatic impact on its transportation modal split. This section also highlights the importance of a successful transit service to ensure environmental sustainability, vibrant and connected neighbourhoods, and continuous economic exchange.

Council has already, particularly in the past four years, allocated important resources to initiate the transformation of Mississauga Transit from a suburban service, which mainly carried people to and from Toronto's subway system, to a transit service in which 87% of the trips are initiated and finished within City boundaries.

Mississauga Transit is the delivery arm of one of the City's strategic pillars and pivot to the success of Building a City of the 21st Century Strategic Priority.

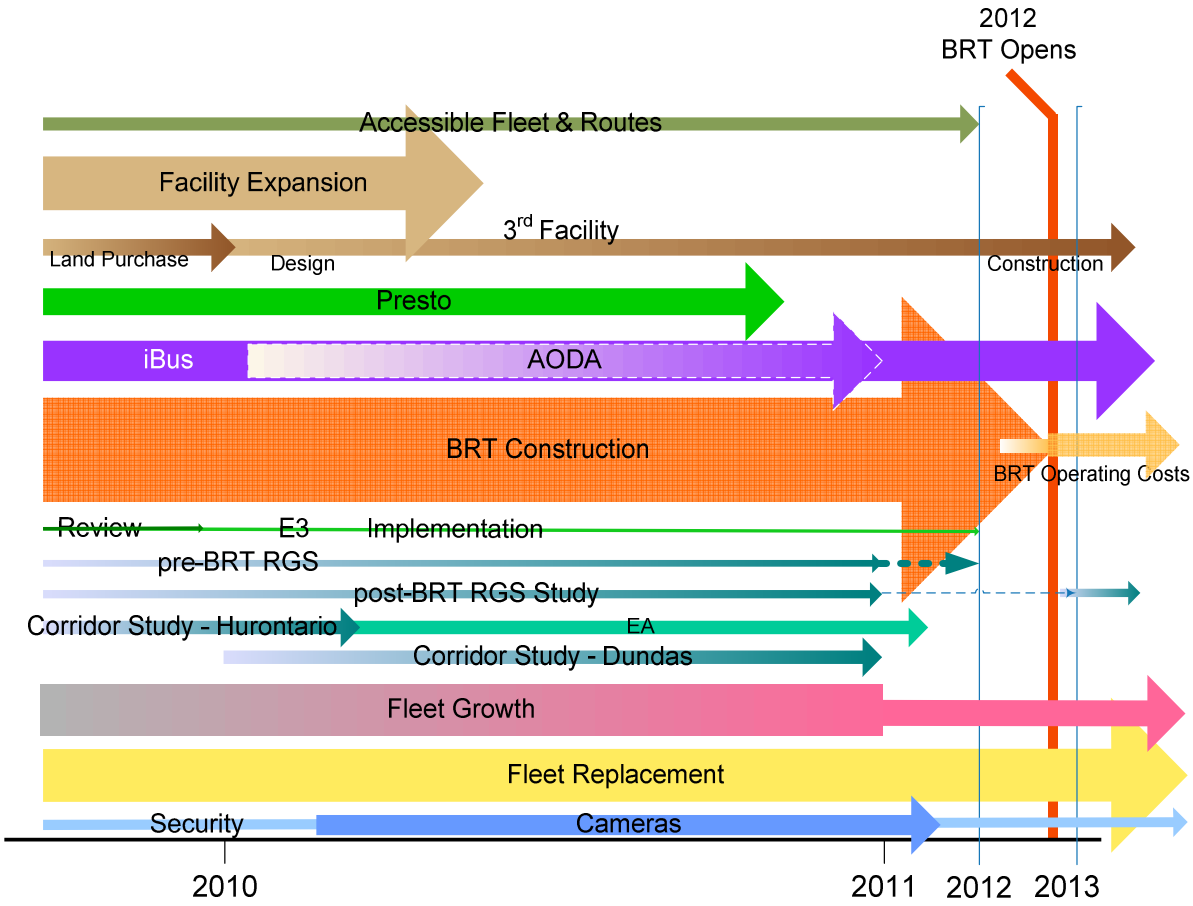
The Bus Rapid Transit (BRT) project office is a high profile part of the Transit Service Area. The Mississauga BRT Project will see the creation of an 18 kilometre high-efficiency transit corridor connecting Winston Churchill Blvd. with Renforth Drive. The Mississauga BRT Project is part of a larger 100 kilometre GTA BRT program connecting Oakville to Pickering.

Transportation Planning, a section of Transportation and Infrastructure Planning, is also an important part of the Transit Service Area. Transportation Planning works with a long-term view to ensure the City's on-going and future investments on its road network incorporates transit friendly features, particularly on main corridors like Hurontario.



2010 Update on Transit Service Area Projects:

The following graphic illustrates the timing for all the transit service area initiatives; the next table provides a brief summary on the status of each project. All these activities are directed towards the development of the infrastructure, service capacity, and management capabilities required to deliver a transit service that is convenient for customers; particularly the choice rider.



	Initiatives	Update
1	Ridership Growth Strategy (Phase II)	▫ Ridership losses due to the economic downturn and the lack of sustained funding forced a review of the original plan's scope and reach. ▫ 2010 will see the launch of the pre-BRT City Centre-Malton Route 107 during weekday peak hours. ▫ Resources will be allocated to compensate for the traffic congestion issues that are a by-product of the major road programs of the ISF infrastructure projects.
2	Transit 2010 – I.T. Framework	▫ Replacement of Mississauga Transit (MT) scheduling software was initiated. ▫ Contract for the replacement and implementation of MT operating systems was awarded and the design phase initiated. ▫ City Link has a new IVR (interactive voice recognition). ▫ Procurement was completed and a vendor successfully awarded the contract for the development of the intelligent transportation systems for transit, with a priority given to the deployment of automated stop announcements.
3	GTA Fare System – PRESTO	▫ PRESTO's first deployment with end-state equipment is taking place in Oakville and Burlington. ▫ Mississauga's internal team continues to work on its readiness program to start device installation in spring 2010 and planned go-live on fall 2010.
4	Central Parkway Transit Facility Expansion	▫ New facilities – body shop, bus repair, and bus storage – were completed and in full operation. ▫ Existing facilities – bus storage, bus repair and operations building – are under renovation with completion date planned for spring 2010.
5	Mississauga Transit Third Satellite	▫ Council approved negotiations to secure required land. ▫ First phase of the facility is scheduled to be fully functional by 2015.
6	Mississauga Transit Fleet	▫ 25 new buses, of the 2008/2009 bus procurement program, were accepted for delivery in September 2008. ▫ 12 new 30 ft. ElDorado buses were received in August 2009. ▫ 57 new buses will be received in 2010 and 50 in 2011.
7	Accessibility	▫ 2,000 bus stops were made accessible in 2009. The remainder of the stops are planned to be fully accessible by the end of 2012. ▫ 350 more bus stops will be made accessible in 2010. ▫ 47 of the 78 regular routes in system will be accessible by the end of 2009.
8	Bus Rapid Transit	▫ Project is on schedule. Detailed design to be completed by the end of 2010. ▫ Construction will start in the spring of 2010 and will last for three full construction seasons.

		▫ Project will be substantially complete by the end of 2012. ▫ Project will now integrate with the planned Eglinton LRT at Renforth BRT Station.
9	Post-BRT Ridership Growth Strategy (Phase III)	▫ Transit service planning sections started design work on major corridors to take advantage of the new opportunities created by the BRT, particularly in regards to: ∗ Rathburn transit priority lanes – an ISF project. ∗ Hurontario future LRT and precursor service integration with Brampton Transit along this corridor (2011). ∗ Brampton's Main service to Square One. ▫ Future opportunities also under review: ∗ Downtown 21, including City Centre Transit Terminal. ∗ TTC's proposed Eglinton LRT. ∗ Dundas future LRT.
10	Transit Priority	▫ A matrix identifying candidate intersections for "transit priority" measures qualified by type of measure and prioritized by relevance for our system now and in the future is being completed and should be available in the first quarter of 2010.
11	Mississauga Transit Security	▫ Recommendations of the Mississauga Transit Threat Risk Assessment and Comprehensive Security Plans have been prioritized. ▫ Recommendations included in the plans have been implemented, including the establishment of a Security Review Committee, preliminary work to acquire bus cameras, and the strategic placement of Transit Enforcement Services officers to travel on in-service, Mississauga Transit buses to prevent and address crime and violations of the Transit By-law. ▫ Bus cameras will be installed on all buses that have 10 years of service or less.
12	Transit Corridor Study – Hurontario	▫ Corridor assessment completed. A public meeting is planned for December 2009 and the Master Plan completion is scheduled for the 1st Quarter 2010. ▫ Environmental assessment will commence in 2010.
13	Transit Corridor Study – Dundas	▫ Waiting for completion of Metrolinx BCA (1st Quarter 2010).
14	E^3 (benchmark and efficiency review study)	▫ Scheduled for completion in 2010.

Mississauga Transit

2010businessplan&budgetupdate







Budget

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3 YEAR BUDGET AND FORECAST

	2009 Budget	2010 Budget	2011 Forecast	2012 Forecast
Labour Costs	90,747,700	96,056,400	100,760,500	105,264,500
Other Operating Expenses	28,124,700	24,448,900	26,608,800	27,990,500
TOTAL COSTS	118,872,400	120,505,300	127,369,300	133,255,000
TOTAL REVENUES	**(83,789,300)**	**(84,710,900)**	**(82,780,800)**	**(80,713,550)**
NET COSTS	**35,083,100**	**35,794,400**	**44,588,500**	**52,541,450**
Allocations	3,213,900	3,333,200	3,586,400	3,698,100
NET of ALLOCATIONS	**38,297,000**	**39,127,600**	**48,174,900**	**56,239,550**

Human Resources Requirement

	Total FTE
2009 Budget Recommendation	1,177.0
2010 Budget Recommendation	1,170.0

BUDGET OVERVIEW

TRANSIT

	2008 Actual	2009 Budget	2010 Base Budget	2010 Program Changes	2010 Request	2010 Change	
	$	$	$	$	$	$	%
EXPENDITURES							
LABOUR COST	81,468,460	90,747,700	94,258,600	1,797,800	96,056,400	5,308,700	5.9%
Staff Development Costs	106,294	117,300	118,200	(9,000)	109,200	(8,100)	-6.9%
Communications Costs	79,251	88,400	88,400	0	88,400	0	0.0%
Transportation Costs	21,508,548	22,019,800	17,996,700	53,800	18,050,500	(3,969,300)	-18.0%
Occupancy & City Costs	1,947,491	2,673,900	2,642,600	(3,800)	2,638,800	(35,100)	-1.3%
Equipment Costs & Maintenance Agreement	222,407	190,700	190,700	0	190,700	0	0.0%
Contractor & Professional Services	735,709	818,800	770,300	192,000	962,300	143,500	17.5%
Advertising & Promotions	6,950	14,400	14,400	0	14,400	0	0.0%
Materials, Supplies & Other Services	1,914,115	2,196,000	2,228,000	161,200	2,389,200	193,200	8.8%
Finance Other	(217,163)	5,400	5,400	0	5,400	0	0.0%
Transfers	750,700	0	0	0	0	0	0.0%
OTHER OPERATING EXPENSES	**27,054,301**	**28,124,700**	**24,054,700**	**394,200**	**24,448,900**	**(3,675,800)**	**-13.1%**
TOTAL EXPENDITURES	**108,522,761**	**118,872,400**	**118,313,300**	**2,192,000**	**120,505,300**	**1,632,900**	**1.4%**
REVENUES							
Fees & Service Charges	(60,351,439)	(67,084,300)	(60,237,300)	0	(60,237,300)	6,847,000	10.2%
Rents, Concessions & Franchise	(134,886)	(182,000)	(182,000)	0	(182,000)	0	0.0%
Other Revenue	534	(16,523,000)	(21,511,500)	(2,780,100)	(24,291,600)	(7,768,600)	-47.0%
Transfers	(8,799,083)	0	0	0	0	0	0.0%
TOTAL REVENUES	**(69,284,873)**	**(83,789,300)**	**(81,930,800)**	**(2,780,100)**	**(84,710,900)**	**(921,600)**	**-1.1%**
NET SERVICE IMPACT	**39,237,888**	**35,083,100**	**36,382,500**	**(588,100)**	**35,794,400**	**711,300**	**2.0%**
Allocations	2,696,700	3,213,900	3,333,200	0	3,333,200	119,300	3.7%
NET of ALLOCATIONS	**41,934,588**	**38,297,000**	**39,715,700**	**(588,100)**	**39,127,600**	**830,600**	**2.2%**

Service Budget Highlights - Operating

The recommended 2010 Total Operating Plan of $120.5 million (gross) has increased by $1.6 million, or 1.4%, over the 2009 revised total operating plan. An increase in the funding allocated from the provincial gas tax revenues will cover the incremental costs related to the service improvements and expansion. In 2010, the transfer from the Provincial Gas Tax Reserve Fund to Transit's operating budget will total $14.2 million, an increase of $1.4 million. In addition, farebox revenue shortfalls from 2008 and 2009, as well as 2010 revenue adjustments totalling $9.5 million, have been offset in 2010 by transitional funding from the Provincial Gas Tax Reserve Fund. The net service impact for 2010 is an increase of $830.6k.

2010 Highlights of the recommended budget include :

- Implementation of the revised Ridership Growth Strategy year 4 (RGS IV) of a 5 year plan, with specific emphasis on:
  - Pre-BRT Limited Stop route (107 Airport/Malton)
  - Addressing congestion issues due to traffic
  - Strengthening rush hour service on main corridors
  - Rationalizing neighbourhood coverage
  - Resetting local feeders
  - Consolidating main corridors

- The original RGS plans for 2009/10/11 proposed to continue increasing service hours by approximately 87,500 hours annually. This plan has been reviewed and a revised strategy developed to eliminate the need for tax funded support for this growth in 2010. This, however, will result in a reduction in additional service hours from 87,500 hours to 30,000 hours in 2010.

- The cost of these Transit service improvements, as well as the balance of the 2009 service improvement costs (RGS III), is $2.3 million. These growth-related pressures will be funded by an increased draw from the Provincial Gas Tax Reserve Fund in 2010.

Service Budget Highlights - Operating

- Current funding from the Province, based on the allocation of 2 cents of the provincial gas tax, will be fully utilized once the additional draw is made in 2010. A plan has also been developed to replace the $9.5 million draw for the farebox revenue shortfall from the Provincial Gas Tax Reserve Fund with tax funding over the three year period from 2011 to 2013.

- Transit's commitment and support to ongoing capital projects (Central Parkway expansion and renovation, Presto Farecard) is also increasing as these projects move forward.

- To implement/support the operating and capital initiatives and to ensure that base staffing levels are in place to meet daily service requirements, 30 new permanent and one contract conversion to permanent will be required. These staff will be required for the implementation of RGS year IV and the 30,000 additional service hours. As well, the elimination of 38 permanent and one contract staff has been shown in the overall complement for Transit to reflect the scaling back in service for RGS year III and route rationalizations in 2009 and 2010. The new 2010 staff request for Transit RGS year IV is as follows:

2010 Summary of New Staff Requests

Operations	**Transit Operators**	**20**
Maintenance	**Mechanical**	**2**
	Building/Clerical/Stores	**3**
	Hoist Maintenance Person (F&PM)	**1**
	Maintenance Supervisor	**1**
Service Delivery	**Allocation**	**1**
Security	**Transit Enforcement Officers**	**2**
Total New Positions		**30**

Service Budget Highlights - Operating

The proposed 2010 operating plan for Mississauga Transit provides for:

- $5.2 million in additional funding for labour costs
- $2.6 million of this increase relates to the balance of the annualization costs for 2009 service improvements that have been budgeted in 2010 and the 2010 portion of RGS IV
- A reduction of $270.1k represents Transit route eliminations and frequency reductions
- The balance, or $2.9 million, covers collective agreement increases, economic adjustments, performance increases and related fringe benefit increases

Other significant operating changes include:

- Farebox revenues have decreased $6.9 million, or 11%, from the 2009 budget of $63.3 million.
  - $6.9 million decrease relating to carryover of ridership decline in 2009 and unrealized fare increase revenues from the last few years
  - $2.6 million decrease of 2010 farebox revenue projections that were originally included in the budget but were subsequently deemed unrealistic in the current economic downturn

  The total decrease of $9.5 million is fully offset by a transfer from the Provincial Gas Tax Reserve Fund.

- The diesel fuel budget has decreased by $4.3 million. This decrease is related to the following:
  - $4.0 million decrease for diesel fuel represents a twenty-four cent decrease/litre over the 2009 budgeted price/litre ($0.98 to $0.74)
  - $452.1k decrease related to revised fuel consumption estimates
  - $110.2k decrease for 2010 route rationalization
  - $199.1k increase to annualize the 2009 RGS III fuel requirement
  - $30.2k increase for the pro-rated 2010 RGS IV fuel requirement

Service Budget Highlights - Operating

- The transportation cost has increased by $361.7k, consisting of the following:
  - $250.0k for inventory increases
  - $35.0k for inflationary tire lease costs
  - $52.7k for the annualization of the 2009 Ridership Growth Strategy, Year III
  - $23.2k for various ATU collective agreement items

- Transit Route Eliminations and Frequency Reductions:
  - Mississauga Transit has conducted a system wide review of route performance with a view toward eliminating or reducing service levels on poor performing transit routes. Total potential savings of $335.4k (full year) are forecasted based on the following adjustments:

  - Route Elimination - 62 Cooksville Shuttle-Webb Go Shuttle $59.2k
  - Service Reduction - 33 Erin Centre Loop - $103.0k
  - Frequency Reduction - 26 Burnhamthorpe, 31 Folkway-Homelands, 44 Mississauga Road - $173.2k
  - Implementation will occur in a phased manner. Consequently, total savings of $270.1k are achievable in 2010 which will result in the elimination of four transit operator positions.

Service Budget Highlights - Capital

The 2010 - 2019 capital budget and forecast recommends a net expenditure of $123.0 million for 2010 and a total of $472.9 million for the ten year period.

2010 Highlights:

A total of $169.8 million (gross), $123.0 million (net) is recommended for the 2010 Transit Capital budget.

- Mississauga Transit is faced with formidable challenges over the next several years to not only meet the pressures of daily service delivery but also to manage the following key initiatives:
  - Acquisition of 8 growth buses this year for use towards the implementation of the Ridership Growth Strategy
  - Acquisition of 49 replacement buses as part of the 12 year bus lifecycle
  - Final phase of the Central Parkway Campus Expansion and Renovation (completion expected in spring 2010)
  - PRESTO project
  - Integrate implementation of various technology based projects needed to update Transit's core operational applications and provide automated performance measurement systems to improve service reliability, schedule adherence and provide real time information (second stage)

- The planning and start of construction of Mississauga's portion of the Bus Rapid Transit (BRT) Project continues to advance in 2010 with:
  - Start of construction in spring, 2010
  - Completion of construction and start of full operations continues to be on target for late 2012
  - The City of Mississauga will continue to lead the design and construction of the BRT East segment (City Centre to Renforth Drive) while GO Transit will lead design and construction of BRT West segment (Winston Churchill Blvd. to Erin Mills Parkway)
  - Transit priority measures and upgraded passenger facilities along the Hurontario Street and Dundas Street corridors.

Service Budget Highlights - Capital

Significant projects included in the 2010 plan are:

- Bus acquisitions – 49 replacement and 8 growth buses ($33.7 million)
- BRT detailed design, start of construction of the East Segment of the BRT ($66.6 million)
- Transit CAD/AVL/automated stop announcements initiative, integrating Transit Smart Bus technologies with Transit's Operational Systems – Phase 2 (of 3) funding ($8.0 million)
- Transit GTA Farecard (PRESTO) – final phase to integrate Transit systems in the GTA to allow for a seamless ride for the Transit user ($4.2 million)
- Transit facility expansion/renovation/upgrade ($2.5 million)
  -Final phase funding for the Central Parkway Maintenance Facility and Bus Storage expansion and renovation

Highlights of the 10 year plan include:

Transit Capital Highlights : A total of $599.2 million (gross), $472.9 million (net)

- The design and construction of the Mississauga segment of the 403/Eglinton BRT ($103.6 million)
- Design and construction of the third Bus Storage and Maintenance Facility ($62.0 million)
- Total bus fleet replacements over ten years
  - 297 buses ($96.5 million)
- Total bus fleet expansion over ten years
  - 80 forty foot buses and 15 sixty foot BRT buses ($61.0 million)

Transit Capital Unfunded Highlights:

- $28.9 million relates to the Transit Growth Buses (2011-2019)
- The BRT has a construction shortfall of $52.5million (gross) of which a portion could be offset by interest earned on project funds of $14.7 million with a request for the remaining shortfall to come from our Federal and Provincial partners.

Mississauga Transit

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Operating

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2010 Explanation of Budget Changes

Program: Transit

Description of Program

This division/program administers and operates the transit system in the City of Mississauga. It includes on-street bus operations, on-street operational control, supervision, driver training; fleet maintenance, route maintenance, transit service development, customer relations, system bus scheduling, fleet allocation, and the BRT project office.

	2009 Restated Budget	2010 Requested Budget	Change in 2010 Requested Budget To 2009 Restated Budget		Explanation
	$	$	$	%	
EXPENDITURES					
LABOUR COST	**90,747,700**	**96,056,400**	**5,308,700**	**5.9%**	- The increase in permanent labour costs reflects adjustments for the following items: - Performance pay and economic adjustment increases, labour adjustments, and other fringe benefit changes. - The budget was increased by $996.0k related to the annualization of 38 positions for (2009/10) of the Ridership Growth Strategy (RGS). Costs include $319.0k for 5 General Service Persons (GSPs), $121.2k for 25 Transit Operators, $118.6k for 2 Mechanics, $106.8k for 2 Route Supervisors, $59.3k for 1 Bodyman, $41.1k for 1 General Service Person (GSP), $37.7k for 1 Service Delivery Super User, $37.7k for 1 Maintenance Supervisor, $39.7k for 2 Transit Enforcement Officers, $19.3k for 1 Maintenance Clerk, $19.3k for 1 Storekeeper, $14.8k for the Conversion from Contract to Perm for the Operations Super User, $14.8 for 1 Operations Supervisor, $14.8k for 1 GSP Supervisor, $12.9k for 1 Training Officer, $10.5k for 1 Building & Route (B&R) Service Person, and $8.5k for 1 Allocator.

2010 EXPLANATION OF BUDGET CHANGES

PROGRAM: TRANSIT

	2009 Restated Budget	2010 Requested Budget	Change in 2010 Requested Budget To 2009 Restated Budget		Explanation
	$	$	$	%	
					- The budget decreased by ($325.1k) related to the annualization of the October 15, 2009 Budget Committee initiative - Transit Route Eliminations & Frequency Reductions for Operators. The budget was decreased by ($270.1k) related to the pro-rated 2010 Transit Route Eliminations & Frequency Reductions for Operators. - The budget was increased by $1.9M related to the pro-rated cost of 30 new staff required for (2010/11) of the Ridership Growth Strategy (RGS). Cost include $1.5M for 20 Operators, $103.7k for 2 Transit Enforcement Officers, $61.8k for 2 Mechanics, $56.2k for 1 Building & Route Service Person, $55.0k for 1 Maintenance Supervisor, $45.9k for 1 Allocator, $41.6k for 1 Hoist Maintenance Person, $28.0k for 1 Storekeeper; and $21.4k for 1 General Service Person (GSP). - The budget was increased by $149.8k related to the pro-rated cost of 2 Contract GTA Farecard Trainers. - The budget was decreased by ($60.6k) related to the elimination of 1 Contract Garage Supervisor. - The budget was decreased by ($55.1k) related to the elimination of 1 Contract Technical Business Analyst added in 2008.
Staff Development Costs	117,300	109,200	(8,100)	-6.9%	- The budget decrease relates to the City wide staff development reduction.
Communication Costs	88,400	88,400	0	0.0%	
Transportation Costs	22,019,800	18,050,500	(3,969,300)	-18.0%	- The budget was increased by: $199.1k related to Diesel Fuel for the Annualization of Year 3 of the Ridership Growth Strategy (RGS). - The budget was increased by $55.1k related to the annualization of other operating expenditures for Year 3 of the Ridership Growth Strategy (RGS).

2010 EXPLANATION OF BUDGET CHANGES

PROGRAM: TRANSIT

	2009 Restated Budget	2010 Requested Budget	Change in 2010 Requested Budget To 2009 Restated Budget		Explanation
	$	$	$	%	
Occupancy & City Costs	2,673,900	2,638,800	(35,100)	-1.3%	- The budget was increased by $30.2k related to the pro-rated cost of Diesel fuel for Year 4 of the Ridership Growth Strategy (RGS). - The budget was increased by $23.6k related to the pro-rated costs of other operating expenditures for Year 4 of the Ridership Growth Strategy (RGS). - The budget was increased by $285.0k related to increased vehicle maintenance costs. Costs include $35.0k for a 15% increase in the cost of the tire lease contract and $250.0k for inventory cost increases. - The budget was decreased by: $4.0M related to a ($0.24) decrease (from $0.98 to $0.74) in the price of Diesel fuel. - The budget was decreased by ($452.1k) related to diesel capacity excess offset by a decrease in gas tax. - The budget was decreased by ($110.2k) related to the annualization of the October 15, 2009 Budget Committee initiative - Transit Route Eliminations & Frequency Reductions for diesel fuel. - The budget was decreased by ($50.0k) for land lease - parking lot near Malton Transit Garage. - The budget was increased by $22.5k related to the increased lease cost for the Transit Project Office. - The budget was decreased by a net ($5.2k) related to decreased utilities cost allocations. - The budget was decreased by a total of ($2.4k) related to "My Idea #229" ($1.5k) for turning the escalator off overnight at the City Centre Transit Terminal, and "My Idea #110) ($0.9) for turning off lights at the Malton Garage.
Equipment Costs & Maintenance Agreements	190,700	190,700	0	0.0%	

Mississauga Transit

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2010 EXPLANATION OF BUDGET CHANGES

PROGRAM: TRANSIT

	2009 Restated Budget	2010 Requested Budget	Change in 2010 Requested Budget To 2009 Restated Budget		Explanation
	$	$	$	%	
Contractor & Professional Services	818,800	962,300	143,500	17.5%	- The budget increased by a net $143.5k related to the following: $192.0k for the new armoured courier contract, and a reduction of ($48.5k) for the realignment of budgets to prior years actual.
Advertising & Promotions	14,400	14,400	0	0.0%	
Materials, Supplies & Other Services	2,196,000	2,389,200	193,200	8.8%	- The budget was increased by: $8.8k related to the annualization of other operating expenditures for Year 3 of the Ridership Growth Strategy (RGS) - The budget was increased by $23.2k related to increased costs for non-labour allowances as a result of the new Amalgamated Transit Union (ATU) Collective Agreement. - The budget was increased by $146.0k related to fare media commissions payable to agents. - The budget was increased by $14.9k related to the pro-rated costs of other operating expenditures for Year 4 of the Ridership Growth Strategy (RGS). - The budget was decreased by ($2.7k) related to "My Idea #17" for the elimination of styrofoam cups.
Finance Other	5,400	5,400	0	0.0%	
OTHER OPERATING EXPENSES	**28,124,700**	**24,448,900**	**(3,675,800)**	**-13.1%**	
TOTAL EXPENDITURES	**118,872,400**	**120,505,300**	**1,632,900**	**1.4%**	

Mississauga Transit

2010businessplan&budgetupdate

2010 EXPLANATION OF BUDGET CHANGES

PROGRAM: TRANSIT

	2009 Restated Budget	2010 Requested Budget	Change in 2010 Requested Budget To 2009 Restated Budget		Explanation
	$	$	$	%	
REVENUES					
Fees & Service Charges	(67,084,300)	(60,237,300)	6,847,000	10.2%	-The budget was reduced by $6.9M based on the carryover of the 2009 ridership decline into 2010 and unrealized fare increase revenue from the last several years. - The budget was decreased by ($89.0k) related to the October 15, 2009 Budget Committee Initiative - Transit Route Eliminations & Frequency Reductions for revenues. - The budget was increased by $100.0k related to increased revenues from the Transit passenger shelter advertising contract.
Rents, Concessions & Franchise	(182,000)	(182,000)	0	0.0%	
Other Revenue	(16,523,000)	(24,291,600)	(7,768,600)	-47.0%	- The budget was increased by $7.8M which represents the additional draw from the Provincial Gas Tax Reserve Fund to offset growth related pressures of $2.3M and transitional funding of $5.5M to cover farebox revenue shortfalls.
TOTAL REVENUES	**(83,789,300)**	**(84,710,900)**	**(921,600)**	**-1.1%**	
Allocations	3,213,900	3,333,200	119,300	3.7%	- The budget was increased by a net $82.9k related to the following: $182.9k in increased costs in the Transportation & Works Department's Business Services Division which are allocated to each of the Services within the Department, offset by ($100.0k) related to decreased Information Technology (IT) Maintenance costs which are allocated to the services within the City.
NET PROGRAM IMPACT	**38,297,000**	**39,127,600**	**830,600**	**2.2%**	

2010 Summary of Program Directions

Program Additions / New Staff (+)

Description	FTE	Expenditure	Revenue	Net	Start Date	Briefing Note or Budget Book Page Reference
2010 Pro-Rated Ridership Growth Strategy (RGS), Year 4	30	2,149,200		2,149,200	Various 2010	J-23
New Armoured Courier Contract		192,000	(192,000)	-	January 1, 2010	J-24
Increase to Fare Media Commissions		146,000	(146,000)	-	January 1, 2010	J-25
Total Division/Service Base Budget Impacts	**30**	**2,487,200**	**(338,000)**	**2,149,200**		

New Revenues (-)

Description	FTE	Expenditure	Revenue	Net	Start Date	Briefing Note or Budget Book Page Reference
2010 Pro-Rated Ridership Growth Strategy (RGS), Year 4			(1,442,100)	(1,442,100)	January 1, 2010	J-26
Total Division/Service Base Budget Impacts	**0**	**-**	**(1,442,100)**	**(1,442,100)**		

Program Reductions (-)

Description	FTE	Expenditure	Revenue	Net	Start Date	Briefing Note or Budget Book Page Reference
Ridership Growth Strategy (RGS) - Revised Provincial Gas Tax Allocation			(1,000,000)	(1,000,000)	January 1, 2010	J-27
Transit Route Eliminations and Frequency Reductions	-4	(280,100)		(280,100)	January 1, 2010	J-28
Reduction to Staff Development		(9,000)		(9,000)	January 1, 2010	J-29
Total Division/Service Base Budget Impacts	**-4**	**(289,100)**	**(1,000,000)**	**(1,289,100)**		

Efficiencies / Reserve Transfers (+) or (-)

Description	FTE	Expenditure	Revenue	Net	Start Date	Briefing Note or Budget Book Page Reference
myidea Employee Challenge Program		(6,100)		(6,100)	January 1, 2010	J-30
Total Division/Service Base Budget Impacts	**0**	**(6,100)**	**-**	**(6,100)**		

2010 Service Change

2010 Pro-Rated Ridership Growth Strategy (RGS), Year 4

Service: Transit **Strategic Pillar** Developing a Transit Oriented City

Type of Change Program Additions or New Staff **Division:** Transit **Effective Date:** Various 2010

Financial Impact	2009 Budget	2010 Change	2011 Change
Labour	$81,163,100	$2,077,900	
Operating Expenses	20,102,200	71,300	
Revenue			
Net Cost	**$101,265,300**	**$2,149,200**	**$0**
FTE		30	

FTE:

Permanent	30
Temporary	

Details of Service Change

Implementation of the revised Ridership Growth Strategy year 4 plan:
- One additional pre-BRT Limited Stop route (107 Airport/Malton);
- Addressing rush hour issues due to traffic congestion and overcrowded buses, additional service hours reduced from original plan of approximately 87,500 hours to 30,000 hours;
- Negligible off-peak improvements;
- Budget hiring in 2010 consists of 20 operators, 7 maintenance personnel, 3 others;
- Fleet growth from 2010 onwards is limited to 8 buses per year.

Service Impact

Limited peak service improvements.

2010 Service Change

New Armoured Courier Contract Increases

Service: Transit **Strategic Pillar** Developing a Transit Oriented City

Type of Change Program Additions or New Staff **Division:** Transit **Effective Date:** January 1, 2010

Financial Impact	2009 Budget	2010 Change	2011 Change
Labour			
Operating Expenses	124,700	192,000	
Revenue	(41,700)	(192,000)	
Net Cost	**$83,000**	**$0**	**$0**
FTE			

FTE:

Permanent	0
Temporary	0

Details of Service Change

-Contract with previous service provider was cancelled as of August, 2009. In 2010, this contract will be re-tendered.
-Increase for 2010 incorporates anticipated increase for base service as well as services required during the Central Parkway renovation and additional pick-up at the new Bus storage garage.

Service Impact

-Additional armoured courier services are required to ensure transit revenues are transferred and deposited to the bank in a timely and safe manner.

Mississauga Transit

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2010 Service Change

Increase to Fare Media Commission Sales

Service: Transit **Strategic Pillar** Developing a Transit Oriented City

Type of Change Program Additions or New Staff **Division:** Transit **Effective Date:** January 1, 2010

Financial Impact	2009 Budget	2010 Change	2011 Change
Labour			
Operating Expenses	342,000	146,000	
Revenue	(41,700)	(146,000)	
Net Cost	$300,300	$0	$0
FTE			

FTE:

Permanent	0
Temporary	0

Details of Service Change

Increase in fare media commissions is due to increased sales of weekly/monthly passes, tickets and Mississauga Transit stickers for GO pass riders.

Service Impact

No impact on service levels.

2010 Service Change

2010 Pro-Rated Ridership Growth Strategy (RGS), Year 4

Service: Transit **Strategic Pillar** Developing a Transit Oriented City

Type of Change New Revenues **Division:** Transit **Effective Date:** January 1, 2010

Financial Impact	2009 Budget	2010 Change	2011 Change
Labour			
Operating Expenses			
Revenue	(63,345,600)	(1,442,100)	
Net Cost	**($63,345,600)**	**($1,442,100)**	**$0**
FTE			

FTE:

Permanent	0
Temporary	0

Details of Service Change

- Transfer of additional Provincial Gas Tax Funding to cover the pro-rated 2010 Ridership Growth Strategy, Year 4 operating costs. A further $0.7 million was subsequently added to the transfer to fully offset the farebox revenue adjustment for this new service based on the ridership and revenue declines related to the economic downturn.
The original RGS plans for 2009/10/11 proposed to continue increasing service hours by approximately 87,500 hours annually. This plan has been reviewed and a revised strategy developed to eliminate the need for tax funded support for this growth in 2010. This, however, results in a reduction in additional service hours from 87,500 hours to 30,000 hours in 2010.

Service Impact

Limited peak service improvements.

2010 Service Change

Ridership Growth Strategy (RGS) - Revised Provincial Gas Tax Allocation

Service: Transit **Strategic Pillar** Completing Our Neighbourhoods

Type of Change Program Reductions **Division:** Transit **Effective Date:** January 1, 2010

Financial Impact	2009 Budget	2010 Change	2011 Change
Labour			
Operating Expenses			
Revenue	(12,802,400)	(1,000,000)	
Net Cost	**($12,802,400)**	**($1,000,000)**	**$0**
FTE			

FTE:

Permanent	0
Temporary	0

Details of Service Change

Ridership Growth Strategy (RGS) - revised plans for 2009-2011 aligned incremental costs with remaining provincial gas tax funding, eliminated tax funding requirement for RGS plans in 2010 and utilized $1 million in provincial gas tax funding in lieu of another fare increase in 2010.

Service Impact

Limited peak service improvements.

Mississauga Transit

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2010 Service Change

Transit Route Eliminations and Frequency Reductions

Service: Transit **Strategic Pillar** Completing Our Neighbourhoods

Type of Change Program Reductions **Division:** Transit **Effective Date:** January 1, 2010

Financial Impact	2009 Budget	2010 Change	2011 Change
Labour	$65,948,800	($280,100)	
Operating Expenses			
Revenue			
Net Cost	$65,948,800	($280,100)	$0
FTE		-4	

FTE:

Permanent	-4
Temporary	

Details of Service Change

Mississauga Transit has conducted a system wide review of route performance with a view toward eliminating or reducing service levels on poor performing transit routes. The total potential savings of $334.4k (full year) are forecasted based on the following:

*Route Elimination - 62 Cooksville Shuttle-Webb Go Shuttle - $59.2k

*Service Reduction - 33 Erin Centre Loop - $103.0k

*Frequency Reduction - 26 Burnhamthorpe, 31 Folkway-Homelands, 44 Mississauga Road - $173.2k

Implementation will occur in a phased in manner. Consequently, total savings of $270.1k are achievable in 2010 which will result in the elimination of four transit operator positions. Additional savings of $10.0k were achieved with the reorganization of supervisory responsibilities in two areas of Transit.

Service Impact

Limited peak service improvements.

2010 Service Change

Reduction to Staff Development

Service: Transit **Strategic Pillar** Developing a Transit Oriented City

Type of Change Program Reductions **Division:** Transit **Effective Date:** January 1, 2010

Financial Impact	2009 Budget	2010 Change	2011 Change
Labour			
Operating Expenses	19,500	(9,000)	
Revenue			
Net Cost	$19,500	($9,000)	$0
FTE			

FTE:

Permanent	0
Temporary	0

Details of Service Change

In the 2010 Budget, the Transportation and Works department reduced their Staff Development budget by $10,000, of which $9,000 pertains to the Transit Division.

Service Impact

Staff development plans will be reviewed and adjusted as required.

Mississauga Transit

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2010 Service Change

myidea Employee Challenge Program

Service: Transit **Strategic Pillar** Developing a Transit Oriented City

Type of Change Efficiencies / Reserve Transfers **Division:** Transit **Effective Date:** January 1, 2010

Financial Impact	2009 Budget	2010 Change	2011 Change
Labour			
Operating Expenses	204,500	(6,100)	
Revenue			
Net Cost	$204,500	($6,100)	$0
FTE			

FTE:

Permanent	0
Temporary	0

Details of Service Change

The my idea Employee Challenge Program challenged employees to draw upon their knowledge and creativity to develop and submit innovative ideas that would positively impact the City's budget. Staff from across the City engaged in the program. This resulted in a $6,100 savings for the Transit Division in the following areas:

- Turn off lights at Malton Garage
- Turn off escalator overnight at the Transit Terminal
- Elimination of disposable cups

Service Impact

No impact on service levels







Capital

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Transit Service

2010 - 2019 Net Capital Expenditures By Program
(000's)

Transit	2010 Budget	2011 Forecast	2012 Forecast	2013 Forecast	2014 Forecast	2015 Forecast	2016 Forecast	2017 Forecast	2018 Forecast	2019 Forecast	Total
	$	$	$	$	$	$	$	$	$	$	$
Buildings	2,880	3,600	10,000	30,040	20,040	40	40	40	40	0	66,720
Buses	40,887	20,289	12,728	14,923	13,470	14,758	18,864	18,824	24,047	15,923	194,713
Higher Order Transit	69,777	24,791	12,160	0	0	0	0	0	0	0	106,728
On-street Facilities	475	275	325	375	190	17,000	17,150	17,135	17,135	17,100	87,160
Other Transit	8,500	3,500	100	0	0	100	0	0	100	0	12,300
Vehicle and Equipment	525	695	420	495	450	1,045	730	480	280	200	5,320
Total Net Expenditures	**123,044**	**53,150**	**35,733**	**45,833**	**34,150**	**32,943**	**36,784**	**36,479**	**41,602**	**33,223**	**472,941**

2010 - 2019 Net Capital Expenditures by Program and Sub-Program (000's)

Description of Program

Buildings

This program provides funding for new facility construction including the Central Parkway Campus Expansion and Renovation project, a 3rd Transit Facility in the North West quadrant of the City. As well, this program provides funding for minor facility repairs and maintenance for transit facilities.

Buildings	2010 Budget	2011 Forecast	2012 Forecast	2013 Forecast	2014 Forecast	2015 Forecast	2016 Forecast	2017 Forecast	2018 Forecast	2019 Forecast	Total
	$	$	$	$	$	$	$	$	$	$	$
Transit New Construction	2,880	2,600	10,000	30,000	20,000	0	0	0	0	0	65,480
Transit Major Refurbishment	0	1,000	0	0	0	0	0	0	0	0	1,000
Transit Minor Improvements	0	0	0	40	40	40	40	40	40	0	240
Total Net Expenditures	**2,880**	**3,600**	**10,000**	**30,040**	**20,040**	**40**	**40**	**40**	**40**	**0**	**66,720**

Project Listing
Program: Buildings

Transit New Construction

Year	Project	Description	Net Cost ('000's)
2010	Transit Central Parkway Expansion & Refurbishment	Construction	2,500
2010	Transit Bicycle Storage Facility	Construction	380
2011	Transit City Centre Transit Terminal # 2	Construction	600
2011	Transit Facility # 3	Design	2,000
2012	Transit Facility # 3	Construction	10,000
2013	Transit Facility # 3	Construction	30,000
2014	Transit Facility # 3	Construction	20,000
Total			**65,480**

Project Listing
Program: Buildings

Transit Major Refurbishment

Year	Project	Description	Net Cost ('000's)
2011	Transit Malton Satelite Bus Storage Parking Refurbishment	Construction	**1,000**

Transit Minor Improvements

Year	Project	Description	Net Cost ('000's)
2013	Transit Facility Repairs (Minor)	General Facility Repairs	40
2014	Transit Facility Repairs (Minor)	General Facility Repairs	40
2015	Transit Facility Repairs (Minor)	General Facility Repairs	40
2016	Transit Facility Repairs (Minor)	General Facility Repairs	40
2017	Transit Facility Repairs (Minor)	General Facility Repairs	40
2018	Transit Facility Repairs (Minor)	General Facility Repairs	40
Total			**240**

2010 - 2019 Net Capital Expenditures by Program and Sub-Program (000's)

Description of Program

Buses

This program provides funding for initiatives within the 10 year plan which include:

Bus Replacement – Replacement of Transit buses which have reached the end of their useful lives and are no longer cost effective for service.

Fleet Expansion – Annual provisions for growth related buses funded via Development Charges (DC) and for growth buses related to the Ridership Growth Strategy (RGS).

Bus Equipment
- Various Transit Smart Bus Technologies;
- Full system implementation of the Transit GTA Farecard (Presto);
- Various Transit Security Improvements/Enhancements;
- Full replacement of the Transit Radio System and annual provisions for growth;
- Annual provisions for the acquisition of Transit Fareboxes related to growth;

Bus Major Maintenance – Annual provisions for rebuilds and replacements of major bus components including engines and transmissions.

Buses	2010 Budget	2011 Forecast	2012 Forecast	2013 Forecast	2014 Forecast	2015 Forecast	2016 Forecast	2017 Forecast	2018 Forecast	2019 Forecast	Total
	$	$	$	$	$	$	$	$	$	$	$
Bus Equipment	5,952	4,392	1,702	130	130	130	130	130	130	0	12,826
Bus - Major Maintenance	1,200	1,300	1,400	1,800	2,500	2,100	1,900	1,860	1,860	1,860	17,780
Bus Replacement	29,695	10,765	5,554	8,921	6,768	6,768	11,074	11,074	16,297	8,303	115,219
Fleet Expansion	4,040	3,832	4,072	4,072	4,072	5,760	5,760	5,760	5,760	5,760	48,888
Total Net Expenditures	**40,887**	**20,289**	**12,728**	**14,923**	**13,470**	**14,758**	**18,864**	**18,824**	**24,047**	**15,923**	**194,713**

Project Listing
Program: Buses

Bus Equipment

Year	Project	Description	Net Cost ('000's)
2010	Transit Radio System Acquisitions - Growth	Radios for (7) 2010 growth buses	70
2010	Transit Farebox Acquisitions - Growth	Fareboxes for (15) 2010 growth buses	162
2010	Transit GTA Farecard (PRESTO)	Full system implementation - Phase 2	4,220
2010	Transit Security Improvements/Enhancements	Various security initiatives	1,500
2011	Transit Radio System Acquisitions - Replacement	New System - To replace radios in 2011	2,500
2011	Transit Radio System Acquisitions - Growth	Radios for (8) 2011 growth buses	80
2011	Transit Farebox Acquisitions - Growth	Fareboxes for (30) growth buses	412
2011	Transit Security Improvements/Enhancements	Various security initiatives	1,400
2012	Transit Radio System Acquisitions - Growth	Radios for (8) 2012 growth buses	40
2012	Transit Farebox Acquisitions - Growth	Fareboxes for (15) 2012 growth buses	162

Project Listing
Program: Buses

Bus Equipment

Year	Project	Description	Net Cost ('000's)
2012	Transit Customer Information Interfaces	Interactive Voice Recognition (IVR) trip planning, link to click n' ride and shelters with information displays	1,500
2013	Transit Radio System Acquisitions - Growth	Radios for (8) 2013 growth buses	40
2013	Transit Farebox Acquisitions - Growth	Fareboxes for (8) 2013 growth buses	90
2014	Transit Radio System Acquisitions - Growth	Radios for (8) 2014 growth buses	40
2014	Transit Farebox Acquisitions - Growth	Fareboxes for (8) 2014 growth buses	90
2015	Transit Radio System Acquisitions - Growth	Radios for (8) 2015 growth buses	40
2015	Transit Farebox Acquisitions - Growth	Fareboxes for (8) 2015 growth buses	90
2016	Transit Radio System Acquisitions - Growth	Radios for (8) 2016 growth buses	40
2016	Transit Farebox Acquisitions - Growth	Fareboxes for (8) 2016 growth buses	90

Project Listing
Program: Buses

Bus Equipment

Year	Project	Description	Net Cost ('000's)
2017	Transit Radio System Acquisitions - Growth	Radios for (8) 2017 growth buses	40
2017	Transit Farebox Acquisitions - Growth	Fareboxes for (8) 2017 growth buses	90
2018	Transit Farebox Acquisitions - Growth	Fareboxes for (8) 2017 growth buses	90
2018	Transit Radio System Acquisitions - Growth	Radios for (8) 2018 growth buses	40
Total			**12,826**

Project Listing
Program: Buses

Bus - Major Maintenance

Year	Project	Description	Net Cost ('000's)
2010	Capital Bus Maintenance - Major Component Rehabilitation/Replacement	Rebuild and replacement of major components (eg. engines, transmissions).	1,200
2011	Capital Bus Maintenance - Major Component Rehabilitation/Replacement	Rebuild and replacement of major components (eg. engines, transmissions).	1,300
2012	Capital Bus Maintenance - Major Component Rehabilitation/Replacement	Rebuild and replacement of major components (eg. engines, transmissions).	1,400
2013	Capital Bus Maintenance - Major Component Rehabilitation/Replacement	Rebuild and replacement of major components (eg. engines, transmissions).	1,800
2014	Capital Bus Maintenance - Major Component Rehabilitation/Replacement	Rebuild and replacement of major components (eg. engines, transmissions).	2,500
2015	Capital Bus Maintenance - Major Component Rehabilitation/Replacement	Rebuild and replacement of major components (eg. engines, transmissions).	2,100
2016	Capital Bus Maintenance - Major Component Rehabilitation/Replacement	Rebuild and replacement of major components (eg. engines, transmissions).	1,900
2017	Capital Bus Maintenance - Major Component Rehabilitation/Replacement	Rebuild and replacement of major components (eg. engines, transmissions).	1,860
2018	Capital Bus Maintenance - Major Component Rehabilitation/Replacement	Rebuild and replacement of major components (eg. engines, transmissions).	1,860
2019	Capital Bus Maintenance - Major Component Rehabilitation/Replacement	Rebuild and replacement of major components (eg. engines, transmissions).	1,860
Total			**17,780**

Project Listing
Program: Buses

Bus Replacement

Year	Project	Description	Net Cost ('000's)
2010	Transit Bus Acquisitions - Replacement	Replace (27) 1998 - 40' buses	10,995
2010	Transit Bus Acquisitions - Replacement	(22) 60' buses for 2010 MetroLinx	18,700
2011	Transit Bus Acquisitions - Replacement	Replace (35) 1997 - 40' buses	10,765
2012	Transit Bus Acquisitions - Replacement	Replace (10) 2001 - 60' buses	5,554
2013	Transit Bus Acquisitions - Replacement	Replace (14) 2001 & Replace (15) 1998 - 40' buses	8,921
2014	Transit Bus Acquisitions - Replacement	Replace (22) 2003 - 40' Buses	6,768
2015	Transit Bus Acquisitions - Replacement	Replace (22) 2003 - 40' Buses	6,768
2016	Transit Bus Acquisitions - Replacement	Replace (36) 2005 - 40' Buses	11,074
2017	Transit Bus Acquisitions - Replacement	Replace (36) 2005 - 40' Buses	11,074
2018	Transit Bus Acquisitions - Replacement	Replace (53) 2006 - 40' Buses	16,297
2019	Transit Bus Acquisitions - Replacement	Replace (27) 2007 - 40' Buses	8,303
Total			**115,219**

Project Listing
Program: Buses

Fleet Expansion

Year	Project	Description	Net Cost ('000's)
2010	Transit Bus Acquisitions - Growth	(8) 40' Growth buses for 2010	4,040
2011	Transit Bus Acquisitions - Growth	(8) 40' Growth buses for 2011	3,832
2012	Transit Bus Acquisitions - Growth	(8) 40' Growth buses for 2012	4,072
2013	Transit Bus Acquisitions - Growth	(8) 40' Growth buses for 2013	4,072
2014	Transit Bus Acquisitions - Growth	(8) 40' Growth buses for 2014	4,072
2015	Transit Bus Acquisitions - Growth	(8) 40' Growth buses for 2015	5,760
2016	Transit Bus Acquisitions - Growth	(8) 40' Growth buses for 2016	5,760
2017	Transit Bus Acquisitions - Growth	(8) 40' Growth buses for 2017	5,760
2018	Transit Bus Acquisitions - Growth	(8) 40' Growth buses for 2018	5,760
2019	Transit Bus Acquisitions - Growth	(8) 40' Growth buses for 2019	5,760
Total			**48,888**

2010 - 2019 Net Capital Expenditures by Program and Sub-Program (000's)

Description of Program

High Order Transit

This program provides for the preliminary & detailed design, construction of the transitway and terminals for Mississauga's portion of the Bus Rapid Transitway (BRT). This new roadway will eventually transverse the city and provide a rapid bus only transitway from Winston Churchill Boulevard in the West to Renforth Drive in the East along the Highway 403 hydro corridor and Eglinton Avenue. Funding for the acquisition of fifteen 60 –foot BRT buses is also included.

Higher Order Transit	2010 Budget	2011 Forecast	2012 Forecast	2013 Forecast	2014 Forecast	2015 Forecast	2016 Forecast	2017 Forecast	2018 Forecast	2019 Forecast	Total
	$	$	$	$	$	$	$	$	$	$	$
Bus Rapid Transit	66,627	24,791	12,160	0	0	0	0	0	0	0	103,578
Hurontario Corridor	3,150	0	0	0	0	0	0	0	0	0	3,150
Total Net Expenditures	**69,777**	**24,791**	**12,160**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**106,728**

Project Listing
Program: Higher Order Transit

Bus Rapid Transit

Year	Project	Description	Net Cost ('000's)
2010	Transit BRT	Construction	66,627
2011	Transit BRT	Construction	24,791
2012	Transit BRT - Bus Acquisition	(15) 60' buses for BRT in 2010	12,160
Total			**103,578**

Hurontario Corridor

Year	Project	Description	Net Cost ('000's)
2010	Transit Hurontario Corridor Study	Hurontario Corridor - rapid transit feasibility and environmental assessment studies	3,150
Total			**3,150**

2010 – 2019 Net Capital Expenditures by Program and Sub-Program (000's)

Description of Program

On-street Facilities

This program provides funding for initiatives within the 10 year plan which include:

Mini Terminals, Bays and Bus Loops
- Various Transit/BRT priority measures;
- Mini Terminals/Bays/Bus Loops – replacement; and
- Transit Passenger Information – Display Systems/Signage/Solutions

Passenger Shelters, Pads and Signs – Annual provisions for the installation of additional bus stops, pads and signs along new routes and stops and the replacement of existing bus stops, pads and signs.

BRT Priority Measures- post BRT implementation to ensure traffic flow

On-Street Facilities	2010 Budget	2011 Forecast	2012 Forecast	2013 Forecast	2014 Forecast	2015 Forecast	2016 Forecast	2017 Forecast	2018 Forecast	2019 Forecast	Total
	$	$	$	$	$	$	$	$	$	$	$
Mini Terminals, Bay and Bus Loops	200	0	50	100	50	17,000	17,150	17,000	17,000	17,100	85,650
Passenger Shelters, Pads and Signs	275	275	275	275	140	0	0	135	135	0	1,510
Total Net Expenditures	**475**	**275**	**325**	**375**	**190**	**17,000**	**17,150**	**17,135**	**17,135**	**17,100**	**87,160**

Project Listing
Program: On-street Facilities

Mini Terminals, Bay and Bus Loops

Year	Project	Description	Net Cost ('000's)
2010	Transit Mini Terminals/Bays/Bus Loops - Replacement	Refurbishment of mini terminals, bays and bus loops.	100
2010	Transit Passenger Information - Display Systems/Signage/Solutions	Ongoing program to improve passenger information	50
2010	Transit Terminals - Security Cameras	Cameras for (1) Terminal in 2010	50
2012	Transit Passenger Information - Display Systems/Signage/Solutions	Ongoing program to improve passenger information	50
2013	Transit Mini Terminals/Bays/Bus Loops - Replacement	Refurbishment of mini terminals, bays and bus loops.	100
2014	Transit Passenger Information - Display Systems/Signage/Solutions	Ongoing program to improve passenger information	50
2015	Transit/BRT Priority Measures	Various BRT priority measures	17,000
2016	Transit Mini Terminals/Bays/Bus Loops - Replacement	Refurbishment of mini terminals, bays and bus loops.	100

Project Listing
Program: On-street Facilities

Mini Terminals, Bay and Bus Loops

Year	Project	Description	Net Cost ('000's)
2016	Transit Passenger Info - Display Systems/Signage/Solutions	Ongoing program to improve passenger information	50
2016	Transit/BRT Priority Measures	Various BRT priority measures	17,000
2017	Transit/BRT Priority Measures	Various BRT priority measures	17,000
2018	Transit/BRT Priority Measures	Various BRT priority measures	17,000
2019	Transit/BRT Priority Measures	Various BRT priority measures	17,000
2019	Transit Mini Terminals/Bays/Bus Loops - Replacement	Refurbishment of mini terminals, bays and bus loops.	100
Total			**85,650**

Project Listing
Program: On-street Facilities
Passenger Shelters, Pads and Signs

Year	Project	Description	Net Cost ('000's)
2010	Transit Bus Stops/Pads/Signs - Growth	Installation of additional bus stops, pads and signs along new routes and stops.	135
2010	Transit Bus Stops/Pads/Signs - Replacement	Replacement of existing bus stops, pads and signs.	140
2011	Transit Bus Stops/Pads/Signs - Growth	Installation of additional bus stops, pads and signs along new routes and stops.	135
2011	Transit Bus Stops/Pads/Signs - Replacement	Replacement of existing bus stops, pads and signs.	140
2012	Transit Bus Stops/Pads/Signs - Growth	Installation of additional bus stops, pads and signs along new routes and stops.	135
2012	Transit Bus Stops/Pads/Signs - Replacement	Replacement of existing bus stops, pads and signs.	140
2013	Transit Bus Stops/Pads/Signs - Growth	Installation of additional bus stops, pads and signs along new routes and stops.	135
2013	Transit Bus Stops/Pads/Signs - Replacement	Replacement of existing bus stops, pads and signs.	140
2014	Transit Bus Stops/Pads/Signs - Replacement	Replacement of existing bus stops, pads and signs.	140
2017	Transit Bus Stops/Pads/Signs - Growth	Installation of additional bus stops, pads and signs along new routes and stops.	135
2018	Transit Bus Stops/Pads/Signs - Growth	Installation of additional bus stops, pads and signs along new routes and stops.	135
Total			**1,510**

2010 – 2019 Net Capital Expenditures by Program and Sub-Program (000's)

Description of Program

Other Transit

This program provides funding for comprehensive passenger marketing surveys conducted once every three years to solicit feedback from users and non-users of Transit.

Other Transit	2010 Budget	2011 Forecast	2012 Forecast	2013 Forecast	2014 Forecast	2015 Forecast	2016 Forecast	2017 Forecast	2018 Forecast	2019 Forecast	Total
	$	$	$	$	$	$	$	$	$	$	$
Transit Information Systems	8,500	3,500	0	0	0	0	0	0	0	0	12,000
Transit Surveys	0	0	100	0	0	100	0	0	100	0	300
Total Net Expenditures	**8,500**	**3,500**	**100**	**0**	**0**	**100**	**0**	**0**	**100**	**0**	**12,300**

Project Listing
Program: Other Transit

Transit Information Systems

Year	Project	Description	Net Cost ('000's)
2010	Transit CAD/AVL/automated stop announcements	Integrated approach to the implementation of various technology based projects required to update Mississauga Transit core operational applications and provide automated performance measurements.	8,000
2010	Transit Stop Identification	Fleet branding aimed at changing residents' perception of public transit using signage, bus stops, web-site and shelters.	500
2011	Transit CAD/AVL/automated stop announcements	Integrated approach to the implementation of various technology based projects required to update Mississauga Transit core operational applications and provide automated performance measurements.	3,500
Total			**12,000**

Transit Surveys

Year	Project	Description	Net Cost ('000's)
2012	Transit Passenger Marketing Surveys	Comprehensive survey to solicit feedback from users and non-users which will be used to refine and update the marketing plan.	100
2015	Transit Passenger Marketing Surveys	Comprehensive survey to solicit feedback from users and non-users which will be used to refine and update the marketing plan.	100
2018	Transit Passenger Marketing Surveys	Comprehensive survey to solicit feedback from users and non-users which will be used to refine and update the marketing plan.	100
Total			**300**

2010 - 2019 Net Capital Expenditures by Program and Sub-Program (000's)

Description of Program

Vehicles and Equipment

This program provides for the acquisition of additional or replacement equipment for Transit including equipment for the maintenance section. As well, this program provides funding for the acquisition of additional, or replacement, small vehicles for Transit including vehicles for maintenance, route supervisors, operator change-off vehicles and the Transit security unit.

Vehicles and Equipment	2010 Budget	2011 Forecast	2012 Forecast	2013 Forecast	2014 Forecast	2015 Forecast	2016 Forecast	2017 Forecast	2018 Forecast	2019 Forecast	Total
	$	$	$	$	$	$	$	$	$	$	$
Transit Equipment	380	100	145	145	145	145	145	145	145	0	1,495
Transit Vehicles	145	595	275	350	305	900	585	335	135	200	3,825
Total Net Expenditures	**525**	**695**	**420**	**495**	**450**	**1,045**	**730**	**480**	**280**	**200**	**5,320**

Project Listing
Program: Vehicles and Equipment

Transit Equipment

Year	Project	Description	Net Cost ('000's)
2010	Transit Capital Equipment Acquisition - Maintenance Section	Purchase of additional or replacement equipment.	100
2010	Transit Hastus Module Replacement	Replacement of Transit Hastus Module	280
2011	Transit Capital Equipment Acquisition - Maintenance Section	Purchase of additional or replacement equipment.	100
2012	Transit Capital Equipment Acquisition - Maintenance Section	Purchase of additional or replacement equipment.	145
2013	Transit Capital Equipment Acquisition - Maintenance Section	Purchase of additional or replacement equipment.	145
2014	Transit Capital Equipment Acquisition - Maintenance Section	Purchase of additional or replacement equipment.	145
2015	Transit Capital Equipment Acquisition - Maintenance Section	Purchase of additional or replacement equipment.	145
2016	Transit Capital Equipment Acquisition - Maintenance Section	Purchase of additional or replacement equipment.	145
2017	Transit Capital Equipment Acquisition - Maintenance Section	Purchase of additional or replacement equipment.	145
2018	Transit Capital Equipment Acquisition - Maintenance Section	Purchase of additional or replacement equipment.	145
Total			**1,495**

Project Listing
Program: Vehicles and Equipment

Transit Vehicles

Year	Project	Description	Net Cost ('000's)
2010	Transit Route Supervisor Vehicle Acquisitions - Growth	(2) Vehicles in 2010	70
2010	Transit Change-Off Vehicle Acquisitions - Growth	(1) Growth vehicle for 2010	25
2010	Transit Change-Off Vehicle Acquisitions - Replacement	(2) Vehicles for 2010	50
2011	Transit Change-Off Vehicle Acquisitions - Growth	(1) Growth vehicle for 2011	25
2011	Transit Change-Off Vehicle Acquisitions - Replacement	(2) Vehicles for 2011	50
2011	Transit Route Supervisor Vehicle Acquisitions - Growth	(1) Vehicle in 2011	35
2011	Transit Route Supervisor Vehicle Acquisitions - Replacement	(11) Vehicles in 2011	385
2011	Transit Security Vehicles & Equipment - Growth	(2) Vehicles in 2011	100
2012	Transit Change-Off Vehicle Acquisitions - Growth	(1) Growth vehicle for 2012	25
2012	Transit Maintenance Vehicle Acquisitions - Replacement	(1) 2002 1 Ton Service Truck (CPKY) in 2012	80
2012	Transit Route Supervisor Vehicle Acquisitions - Growth	(1) Vehicle in 2012	35

Project Listing
Program: Vehicles and Equipment

Transit Vehicles

Year	Project	Description	Net Cost ('000's)
2012	Transit Route Supervisor Vehicle Acquisitions - Replacement	(1) Vehicle in 2012	35
2012	Transit Security Vehicles & Equipment - Replacement	(2) Vehicles in 2012	100
2013	Transit Maintenance Vehicle Acquisitions - Replacement	(1) 2003 3/4 Ton Stockroom Truck (CPKY) in 2013	40
2013	Transit Route Supervisor Vehicle Acquisitions - Growth	(1) Vehicle in 2013	35
2013	Transit Route Supervisor Vehicle Acquisitions - Replacement	(5) Vehicles in 2013	175
2013	Transit Security Vehicles & Equipment - Replacement	(2) Vehicles in 2013	100
2014	Transit Maintenance Vehicle Acquisitions - Replacement	(1) 2005 3/4 Ton B&R Truck (CPKY) & (2) Coin Room Vans 2014	100
2014	Transit Route Supervisor Vehicle Acquisitions - Growth	(1) Vehicle in 2014	35
2014	Transit Route Supervisor Vehicle Acquisitions - Replacement	(2) Vehicles in 2014	70
2014	Transit Security Vehicles & Equipment - Replacement	(2) Vehicles in 2014	100
2015	Transit Change-Off Vehicle Acquisitions - Replacement	(4) Replacement vehicles for 2015	100

Project Listing
Program: Vehicles and Equipment

Transit Vehicles

Year	Project	Description	Net Cost ('000's)
2015	Transit Maintenance Vehicle Acquisitions - Replacement	(3) Cars, (1) 1/2 Ton & (1) 1 Ton Truck, 1 Full & (1)Mid Van	315
2015	Transit Route Supervisor Vehicle Acquisitions - Growth	(1) Vehicle in 2015	35
2015	Transit Route Supervisor Vehicle Acquisitions - Replacement	(10) Vehicles in 2015	350
2015	Transit Security Vehicles & Equipment - Replacement	(2) Vehicles in 2015	100
2016	Transit Change-Off Vehicle Acquisitions - Replacement	(12) Replacement vehicles for 2016	300
2016	Transit Maintenance Vehicle Acquisitions - Replacement	(1) 1/2 Ton B&R Truck & (1) 1 Ton Service Truck for Malton	115
2016	Transit Route Supervisor Vehicle Acquisitions - Growth	(1) Vehicle in 2016	35
2016	Transit Route Supervisor Vehicle Acquisitions - Replacement	(1) Vehicle in 2016	35
2016	Transit Security Vehicles & Equipment - Replacement	(2) Vehicles in 2016	100
2017	Transit Change-Off Vehicle Acquisitions - Replacement	(1) Replacement vehicle for 2017	25

Project Listing
Program: Vehicles and Equipment

Transit Vehicles

Year	Project	Description	Net Cost ('000's)
2017	Transit Route Supervisor Vehicle Acquisitions - Growth	(1) Vehicle in 2017	35
2017	Transit Route Supervisor Vehicle Acquisitions - Replacement	(5) Vehicles in 2017	175
2017	Transit Security Vehicles & Equipment - Replacement	(2) Vehicles in 2017	100
2018	Transit Route Supervisor Vehicle Acquisitions - Growth	(1) Vehicle in 2018	35
2018	Transit Security Vehicles & Equipment - Replacement	(2) Vehicles in 2018	100
2019	Transit Change-Off Vehicle Acquisitions - Growth	(8) Vehicles for 2019	200
Total			**3,825**







Not Funded

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Transit
2010 - 2019 Not Funded - Net Capital Expenditures By Program
(000's)

Service/Program	2010 Budget	2011 Forecast	2012 Forecast	2013 Forecast	2014 Forecast	2015 Forecast	2016 Forecast	2017 Forecast	2018 Forecast	2019 Forecast	Total	Funding Sources
	$	$	$	$	$	$	$	$	$	$		
Transit Bus Acquisitions - Growth	-	3,213	3,213	3,213	3,213	3,213	3,213	3,213	3,213	3,213	28,917	GAS-RFGTRGF
Transit BRT - Construction	-	23,086	14,765	-	-	-	-	-	-	-	37,851	TX-CRF
Total - Not Funded	**0**	**26,299**	**17,978**	**3,213**	**3,213**	**3,213**	**3,213**	**3,213**	**3,213**	**3,213**	**66,768**	

Recreation and Parks – Table of Contents

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City of Mississauga

Recreation and Parks
2010 Business Plan Update



Recreation and Parks service area consists of two Divisions, Park Planning & Development and Recreation and Parks. Park Planning and Development is responsible for providing the planning and development of Recreation and Parks infrastructure, preserving public natural areas, and constructing parks and amenities. Recreation and Parks is focused on the delivery of programs that enhance the community opportunity for active healthy living, social interaction, learning new skills, access to nature, opportunities for self-expression and the ability to have a positive impact on the environment.

The two Divisions include seven key service areas; Park Planning and Development, the Environment, Protecting and Enhancing Parks and Green Space, Community Development and Events, Community Recreation Programming, Facility Operations and Support Services.

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2010 Business Plan & Budget Update

The 2009-2010 Business Plan and Budget represented two years of thorough and coordinated Service Area planning. The Recreation and Parks Business Plans and Budget are integrated plans which include deliverables which are achievable in the prescribed periods of time. They also include performance measures and benchmarks which are monitored to ensure Service Area Plans are achievable. 2010 marks the second year of Mississauga's two year Business Plan and Budget. For this year, staff have focused primarily on updating and presenting exceptions and amendments to the Service Area Business Plans while still providing comprehensive budgets and two year forecasts.

The following summary will set out a brief description of the Service Area, what has changed since writing the 2009-2010 Business Plans and Budgets and what achievements have been realized. The proposed capital and operating budgets which summarize the financial resources required to implement the proposed 2010 business plans are included in the Service Area section of the 2010 Business Plan and Budget Update book.

Recreation & Parks Service Area

Updates to 2010 Business Plan & Budget

This section includes Major Initiatives and Activities that have changed or require updating since the printing of the 2009-2010 Business Plan & Budget.

Updates and Accomplishments are listed by initiative below. Detailed descriptions of these initiatives can be found in the 2009-2010 Budget and Business Plan document as well as on the City's website.

Strategic Pillar: Belong (ensuring youth, older adults and new immigrants thrive)

My Mississauga

In 2009 the My Mississauga program facilitated 15 community organized festivals on the Civic Square including such events as the Telus Mosaic South Asian Heritage Festival, Muslimfest and Viet Summer Fest. These community festivals were complemented by Canada Day and the Mississauga Rotary Ribfest with the latter two becoming "anchors" to summer festivals and celebrations. Overall attendance for My Mississauga events increased 34%, to 294,000 in 2009 from fewer than 220,000 in 2008. The number of events for the 2010 season are expected to increase and will be relocated to the Living Arts Centre Park during the Civic Centre construction.

Youth Plan

In May 2009 Council approved in principle a Youth Plan that will guide program delivery, activities and partnerships with other organizations to ensure the City of Mississauga is a community that provides opportunities for youth to develop to their full potential.

Tourism Partnership

The City of Mississauga Council has renewed the Mississauga West Toronto Tourism partnership with a budget allocation of $145,400 in 2009. An update presentation to Council in a July budget session noted expenditures levered toward tourism in Mississauga was approximately 8:1 with approximately $1.2 million of expenditures and support for tourism including Sport Tourism, Event Support, Office administration, Official Visitor Guide and web site support.

Fee Assistance Program

In May of 2009 Council approved a Fee Assistance Program (FAP) to ensure that individuals and families in economic need have the opportunity to participate in recreation activities. At year end 2,500 participants have accessed FAP.

Customer Service Excellence

Customer Service Excellence has focused on a number of key efforts in 2009 including; on-line survey technology, increasing e-communications, targeted efforts at attracting new participants and training programs to enhance satisfaction.

Our objectives are to increase resident awareness of benefits of Active Living; increase participation in City of Mississauga recreation and parks programs, drop-in activities, events and parks; leverage electronic communications in conjunction with the global shift to these emerging communication strategies and reduce the impact of print material where practical.

Pricing Strategy

The pricing strategy review project was launched in the spring of 2009. This project includes a review of pricing for all recreational programs, memberships, pay as you go drop-in programs and rental fees with the objectives to; establishing fewer price points, simplify the pricing structure to streamline WEB-based processes and to build a sustainable business plan.

Recommendations will be brought forward for consideration in 2010 for implementation in the 2011/2012 Business Plan.

Strategic Pillar: Connect (completing our neighbourhoods)

Recreation and Parks Master Plan

In September 2009 an overview of a Master Plan for the delivery of both Recreation and Parks services to residents of Mississauga was presented to Council. The plan and recommendations will address future park development, cemeteries, park and facility development needs, potential acquisitions, recreation programming, usage trends and impacts on operational requirements. Public consultations across the City of Mississauga were held in Fall 2009 and the final report with recommended actions will be presented to Council in March of 2010.

Port Credit Memorial Arena

Port Credit Memorial Arena is a 50 year old facility with heritage designation. This capital project is advancing through the design stage with site construction scheduled from March to December 2010, re-opening in January 2011.

Erin Meadows Pool

Erin Meadows pool was closed for change room and pool deck tile replacement through the summer of 2009. The repair was completed on schedule and the pool resumed operations in September 2009.

Park Development

Community Common, Lakeside Park, and ten new community parks construction are underway to be completed in 2010.

Strategic Pillar: Living Green

Environmental Sustainability

Recreation and Parks is a key service area that participates on the Environmental Advisory Committee. In view of continued evidence of climate change, Recreation & Parks uses low impact development strategies including support for cleaner air, land, and water through installation of bioswales; new vegetation and naturalization; protection of woodlands and tree cover canopies; street tree maintenance and planting; greatly enhanced turf cultural practices and energy efficiency projects at 40+ service outlets.

Infrastructure Stimulus Funding (ISF) and Recreation Infrastructure Canada (RInC)

In the winter of 2009 the Federal and Provincial governments launched the ISF and RInC infrastructure investment programs designed to stimulate the economy. The City of Mississauga secured funding from these programs to support the upgrading and renewal of:

Civic and Library Square

Building on prior work accomplished by "Placemaking" and "Building a City for the 21st Century", the investment in the Civic and Library Squares will position the square to fulfill its role as a key downtown focal point as the City continues to transform from suburban to urban. The re-investment in this area will enhance the ability to deliver My Mississauga events on a year round basis as well to spatially relate to other city centre parks. The new square will be under construction throughout 2010. My Mississauga 2010 Events will be relocated to the Living Arts Centre Park in the interim;

Replacement of Clarkson and Malton Indoor Shared Use School Pools

These two pools are attached to existing Peel District School Board high schools and will be re-located onto existing Community Centres. This will increase foot traffic and use, replace aging infrastructure and allow the Board of Education to consider adaptive re-use of the existing space;

Renewal of Six Outdoor Pools

The City was able to secure RInC funding for upgrades and repairs to six outdoor aquatic facilities. This renewal will ensure that families and future generations can enjoy these facilities for decades to come. Pools will be under construction in 2010;

Pathways
The city secured ISF Funding to rehabilitate 73 park pathway sections and associated pathway lighting. This is a tremendous benefit to the lifecycle and asset management program.

Preparing for the Future (2010 Initiatives)

In addition, moving forward into 2010 a number of significant planning efforts are in the process to ensure our services are relevant, valued and aligned to resident needs as the future unfolds. These include;

Complete the Recreation and Parks Master Plan

The draft version of the master plans has been completed. The plan and recommendations will address future park and natural area planning and development, cemeteries, park and facility development needs, park and natural areas acquisition strategy, recreational programming, usage trends and impact on operational requirements. The master plans will also include an implementation component. A number of public consultations across the City are planned for October and November, 2009 and it is anticipated that the final report will be presented to Council within the 1st quarter of 2010.

Implement the Older Adult and Youth Plan Recommendations

Internal re-allocation of staff will provide resources to co-ordinate and support implementation of the Older Adult and Youth plan.

Customer Service Excellence

Customer focused efforts for ease of payment, improved service delivery, electronic communications, electronic social marketing and continued training/ program standards that help delivery quality assurance.

Complete the ISF and RInC Projects

ISF and RInC projects are scheduled to be completed by March 31, 2011.

Meadowvale Community Centre

Complete the conceptual design for renewal of Meadowvale Community Centre.

Mississauga Cycling Network Master Plan

The Cycling Master Plan will recommend a comprehensive cycling network and implementation plan that outlines a strategic approach to safe cycling in Mississauga. The plan will encourage and promote cycling as a viable alternative transportation for living, working and playing in Mississauga.

Credit Valley Park Plan

The initiation of the Master Plan that outlines goals, objectives and uses of the park lands along the Credit River Valley. This will include park concept plans and budget estimates for the future development of property along the Credit River including Streetsville Memorial, Pinchin, Erindale and any newly acquired lands.

Recreation and Parks

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Budget

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3 YEAR BUDGET AND FORECAST

	2009 Budget	2010 Budget	2011 Forecast	2012 Forecast
Labour Costs	58,290,600	60,282,100	62,724,800	64,707,300
Other Operating Expenses	28,541,600	28,617,100	29,702,400	30,327,000
TOTAL COSTS	86,832,200	88,899,200	92,427,200	95,034,300
TOTAL REVENUES	**(46,554,400)**	**(47,537,400)**	**(46,733,500)**	**(47,174,900)**
NET COSTS	**40,277,800**	**41,361,800**	**45,693,700**	**47,859,400**
Allocations	2,650,000	3,042,000	3,313,400	3,446,200
NET of ALLOCATIONS	**42,927,800**	**44,403,800**	**49,007,100**	**51,305,600**

Human Resources Requirement

	Total FTE
2009 Establishment	1,104.0
2010 Budget Recommendation	1,115.0

Distribution

Program	2009	2010
Recreation Facilities and Programs	632.0	641.5
Divisional Support Services	72.0	72.0
Boulevards and Forestry	42.0	42.0
Golf/Marinas and Hershey Centre	71.0	71.0
Parks Maintenance	250.0	251.5
Parks Planning and Development	37.0	37.0
Total Recommended	1,104.0	1,115.0

Recreation and Parks

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BUDGET OVERVIEW

RECREATION AND PARKS

	2008 Actual	2009 Budget	2010 Base Budget	2010 Program Changes	2010 Request	2010 Change	
	$	$	$	$	$	$	%
EXPENDITURES							
LABOUR COST	55,761,008	58,290,600	59,987,100	295,000	60,282,100	1,991,500	3.4%
Staff Development Costs	200,816	179,700	179,700	(4,200)	175,500	(4,200)	-2.3%
Communications Costs	265,823	298,300	258,700	0	258,700	(39,600)	-13.3%
Transportation Costs	3,150,859	3,012,900	3,012,900	0	3,012,900	0	0.0%
Occupancy & City Costs	8,811,043	10,099,100	9,838,900	(21,000)	9,817,900	(281,200)	-2.8%
Equipment Costs & Maintenance Agreement	839,719	860,700	900,100	0	900,100	39,400	4.6%
Contractor & Professional Services	8,799,323	8,337,700	8,619,300	15,900	8,635,200	297,500	3.6%
Advertising & Promotions	928,452	784,500	708,500	(90,000)	618,500	(166,000)	-21.2%
Materials, Supplies & Other Services	4,805,410	4,839,400	4,873,700	186,700	5,060,400	221,000	4.6%
Finance Other	(152,185)	(57,700)	(57,700)	0	(57,700)	0	0.0%
Transfers	168,559	187,000	195,600	0	195,600	8,600	4.6%
OTHER OPERATING EXPENSES	**27,817,818**	**28,541,600**	**28,529,700**	**87,400**	**28,617,100**	**75,500**	**0.3%**
TOTAL EXPENDITURES	**83,578,826**	**86,832,200**	**88,516,800**	**382,400**	**88,899,200**	**2,067,000**	**2.4%**
REVENUES							
Grants	(570,964)	(457,300)	(557,300)	0	(557,300)	(100,000)	-21.9%
Fees & Service Charges	(22,716,838)	(24,254,600)	(25,214,600)	(40,000)	(25,254,600)	(1,000,000)	-4.1%
Licenses & Permits	(207,082)	(159,800)	(159,800)	(15,000)	(174,800)	(15,000)	-9.4%
Rents, Concessions & Franchise	(19,775,974)	(20,706,000)	(20,719,000)	(115,000)	(20,834,000)	(128,000)	-0.6%
Investment Income	(57,095)	(44,400)	(44,400)	0	(44,400)	0	0.0%
Other Revenue	(729,266)	(657,300)	(652,300)	0	(652,300)	5,000	0.8%
Transfers	(431,218)	(275,000)	(20,000)	0	(20,000)	255,000	92.7%
TOTAL REVENUES	**(44,488,437)**	**(46,554,400)**	**(47,367,400)**	**(170,000)**	**(47,537,400)**	**(983,000)**	**-2.1%**
NET SERVICE IMPACT	**39,090,388**	**40,277,800**	**41,149,400**	**212,400**	**41,361,800**	**1,084,000**	**2.7%**
Allocations	2,465,000	2,650,000	3,042,000	0	3,042,000	392,000	14.8%
NET of ALLOCATIONS	**41,555,388**	**42,927,800**	**44,191,400**	**212,400**	**44,403,800**	**1,476,000**	**3.4%**

2010 NET BUDGET BY PROGRAM

	2008 Actual	2009 Budget	2010 Base Budget	2010 Program Changes	2010 Request	2010 Change	
	$	$	$	$	$	$	%
PROGRAM EXPENDITURES							
Recreation Facilities and Programs	10,480,689	11,416,300	11,627,500	136,500	11,764,000	347,700	3.0%
Divisional Support Services	8,425,888	8,897,800	9,372,700	(90,200)	9,282,500	384,700	4.3%
Boulevards and Forestry	4,880,796	4,865,100	4,972,100	50,000	5,022,100	157,000	3.2%
Golf/Marinas and Hershey Centre	(605,041)	(957,300)	(887,900)	(20,300)	(908,200)	49,100	5.1%
Parks Maintenance	16,141,833	16,512,900	16,982,500	147,700	17,130,200	617,300	3.7%
Parks Planning and Development	2,231,223	2,193,000	2,124,500	(11,300)	2,113,200	(79,800)	-3.6%
NET PROGRAM IMPACT	**41,555,388**	**42,927,800**	**44,191,400**	**212,400**	**44,403,800**	**1,476,000**	**3.4%**

Service Budget Highlights - Operating

2010 Highlights

The 2010 budget submission has a gross operating budget of $91.9 million including allocations and a net budget of $44.4 million. This budget submission reflects an increase in the operating budget of $1.5 million or 3.4% over the 2009 approved net budget .

The 2010 budget increase incorporates an estimated annual labour increase of $2.1 million including the economic adjustment cost flow through for staff contracted by SMG to operate Hershey SportsZone. Utility savings of $250,000 have been included in the budget resulting from lower gas rates and improved efficiencies in consumption as a result of energy conservation initiatives.

Annual recreational program fee increases have been included in the revenues at $470,000, pending the detailed report on the fees and charges bylaws to be presented to Council in December 2009. Annualization of the energy surcharge fee on arena rental fee rates is expected to yield $100,000 in revenue; annualization of the older adult swim and skate fee is expected to add $10,000 additional revenue. A review of the sports field use and growth in demand is estimated to contribute $115,000 in revenues. Based on actual trends, additional revenues of $150,000 have been budgeted for aquatics revenue, and $100,000 for higher level of grants from the Province of Ontario for cost recovery of seniors programs. Room rentals in the community centres are experiencing a revenue shortfall in 2009, and hence the 2010 revenue budget has been reduced by $135,000. The introduction of the Harmonized Sales Tax (HST) in July 2010, is anticipated to increase the tax on adult programs, adult membership fees and facility rental contracts. In these areas, individuals and organizations are currently paying the 5% GST. It is anticipated that these fees will be subject to the 13% harmonized sales tax. Clarification from the Province has been requested. Impact of HST on the recreation revenues has not been factored into the budget submission.

The 2010 budget also reflects new programs that have been approved by Council. 6 FTEs have been added to the 2010 budget for the implementation of the Youth Plan, with additional phases expected over 2011 and 2012. Funding of $406,100 for maintenance and additional complement of 6 FTEs have been included in the budget for parkland growth, with the addition of 104 acres including Lakeside Park, the addition of Community Common Park and Riverwood Gardens starting mid year 2010. $50,000 has been added to the budget for additional park maintenance costs due to the recent banning of pesticide use by the Province.

Service Budget Highlights - Operating

Three contract staff were added mid year to the 2009 complement, to manage the ward specific projects funded through the 2009 Special Tax Reserve Fund. The staffing costs are fully recovered through chargebacks to the capital budget. The 2010 budget reflects the annualization of these staff and the related chargeback recovery.

Service level reductions of $160,000 or 4.5 FTE's, have been included in the budget for a two week reduction in the fall clean up schedule and a one week reduction in the spring clean up of parks. Other cost reductions factored into the budget include reducing the number of print copies of the Active Mississauga guide for a saving of $40,000, reducing the advertising budget by $50,000 and removing the fitness loyalty program for another $30,000. These reductions were approved by Council through Budget Committee resolution BC# 0014-2009.

The 2010 budget also reflects the reopening of the Erin Meadows pool that was temporarily closed in 2009 for pool tile replacement, and the closure of the Port Credit Arena from spring 2010 to the end of the year for renovation, as reflected in this capital budget submission.

In total, the Recreation & Parks Service budget includes service level reductions and efficiency savings of $440,000. The operating budget strives to incorporate initiatives that promote a healthy community and active lifestyles across the city, reflects the needs of the community, while balancing with the objective of fiscal responsibility.

Service Budget Highlights - Capital

The Recreation and Parks Service 2010 – 2019 capital budget and forecast totals $299 million, funded through a combination of tax, development charges and cash in lieu of parkland contributions. $114.4 million or 38% of the funding is from cash in lieu of parkland contributions, $73.1 million or 24% of the funding is from tax based reserves, $103.1 million or 35% of the funding is from development charges and the balance of $8.2 million or 3% of the funding is from developer contribution accounts, and $0.4 million from the 2009 Special Tax Reserve Fund.

The Recreation and Parks service has a significant capital program of waterfront development, park development and redevelopment, city centre development, parkland acquisition, recreation facility renovation and parks and sports field maintenance.

2010 Highlights:

The Recreation and Parks Service 2010 capital budget totals $21.7 million, funded through a combination of tax, development charges and cash in lieu of parkland reserves. $5.1 million or 24% of the funding is from tax based reserves, $3.2 million or 15% of the funding is from development charges, $11.6 million or 54% of the funding is from cash in lieu of parkland reserves and the balance of $1.7 million or 7% of the funding is from developer contribution accounts.

It should be noted that for effective cash management within the city, the larger projects have been shown in the budget, based on the funding needs for the particular year.

Key projects in 2010 are:

- $11.5 million for Facility Renovations which includes:
  - $10.0 million on a cash flow basis for the redevelopment of Port Credit Memorial Arena;
  - $1.3 million on a cash flow basis for the design of Meadowvale Community Centre;
  - $125 thousand for recreation and parks studies; and
  - $50 thousand for a feasibility study of a long term artifact collections and storage requirements of the Museums of Mississauga, as presented to Council and received through resolution #GC 0571-2009 and #GC 0572-2009.

Service Budget Highlights - Capital

- $2.5 million for Parkland Development primarily for Community Parks including:
  - $0.7 million for basic development construction at Sanford Farm;
  - $0.6 million for basic development construction for P_493 (not yet named);
  - $0.5 million for design at Madill Common; and
  - $0.4 million for improvements at Lion's Park;
- $1.7 million for Park Redevelopments including:
  - $1.4 million for playground equipment and landscape improvements; and
  - $0.2 million for life cycle pedestrian bridge repairs and parking lots;
- $1.2 million for City Wide Facilities including $0.8 million for the design and basic development of the Parkway Belt (P_302);
- $0.9 million for Parks and Sports Field Maintenance including $0.2 million for Lakeview Golf Course Maintenance and $0.5 million for Lit and Unlit Sports Field Maintenance;
- $0.7 million for Park Facility Installations including:
  - $0.4 million for the construction of Huron Heights Spray Pad;
  - $0.2 million for new (standard) Playground Equipment - 2 parks; and
  - $0.1 million for construction of a Skateboard park (Ward 8);
- $1.2 million for the Urban Forestry program including $0.6 for plantings in new subdivisions funded from the developers contributions and $0.2 million for forest management; and
- $1.6 million for Vehicles and Equipment including $1.1 million for recreation equipment and $0.5 million for parks vehicles.

Highlights of the 10 year plan include:

- $75.5 million for City Wide Facilities development, which includes:
  - $26.6 million for the Waterfront Development, including preliminary estimates for park design and construction of Marina Park and Fusion property in the later forecast years;
  - $16.1 million for the Riverwood Park Development, including basic development of 150 acres funded in 2015;
  - $16.0 million for the Bicycle/Pedestrian System;
  - $9.1 million for the Parkway Belt Development;

Service Budget Highlights - Capital

  - $5.4 million for the City Centre Development, including basic development of park F-101 in 2014 and park F-405 in 2018; and
  - $2.3 million for Studies;
  - A significant portion of this program is funded from Development Charges and therefore reflects the growth related projects over the next ten year period.
- $52.4 million for the Recreation Facility Major Renovation program, which includes:
  - $20.3 million for the Meadowvale Community Centre and gymnasium, cash flow budgeted from 2011 to 2013;
  - $11.8 million for Port Credit Memorial Arena, cash flow budgeted in 2010 and 2011;
  - $7.8 million for River Grove Community Centre, cash flow budgeted in 2013 and 2014;
  - $11.9 million for west end artificial soccer fields and buildings in 2013 and 2014;
  - $0.4 million for demolition/decommissioning of Clarkson and Malton school pools; and
  - $0.2 million for studies;
  - Unfunded amount of $24.3 million for this program including $12.0 million for the construction of a Museum Collection Storage Facility, $6.6 million for the renovation of outdoor pools and school pools, $3.2 million for the Malton Arena redevelopment, and $2.5 million for the west end soccer field's bubble.
- $34.5 million for Park Development projects including:
  - $30.3 million for Community and City Parks (i.e. 9th Line lands); and
  - $4.2 million for Greenbelt Development;
  - This program is funded almost entirely from Development Charges along with the appropriate tax funded co-payment, as required under the Development Charges Act.
- $17.8 million for Park Redevelopment projects including:
  - $8.0 million for Playground Redevelopment; and
  - $9.8 million for other Park Redevelopment including bridges, underpasses and parking lots;
  - Unfunded amount of $22.7 million in this program (Erindale, Wildwood & Streetsville Memorial Parks);
- $73.3 million for Land Acquisition including:
  - $47.0 million for Parkland; and
  - $26.3 million for Greenbelt;

Service Budget Highlights - Capital

  - This program is funded entirely from cash in lieu of parkland contributions.
- $12.9 million for Parks and Sports Field Maintenance including lit and unlit sports fields, tennis court maintenance, and pathway reconstruction. There is an unfunded amount of $25.0 million for pathway reconstruction and $5.0 million for sports field maintenance based on the life cycle modelling of the replacement needs;
- $8.2 million for Park Amenities including:
  - $1.2 million for Play Equipment;
  - $4.5 million for Washroom Facilities; and
  - $2.5 million for Cricket, Basketball, Skateboard, Tennis, Unlit Soccer & Spray Pad facilities;
- $4.8 million for ongoing productivity related facility improvements at the community centres;
- $10.1 million for Urban Forestry, which includes:
  - $6.1 million for tree planting in new subdivisions; and
  - $4.0 million for park and playground tree planting, streetscape beautification and road reconstruction planting.
  - An unfunded amount of $6.1 million in this program for the replacement of dead and damaged trees, increased canopy cover through intensification of tree plantings, hazardous tree mitigation and woodland restoration; and
- $9.6 million for replacement of park and community centre equipment and growth related purchases.

Projects shown in the capital budget and forecast are in line with the 2009 Development Charges Background Study and therefore reflect the potential growth related projects. These will be updated in the next budget submission, based on the recommendations of the Future Directions studies currently underway.

In summary, the Recreation & Parks Service 10 year capital budget and forecast is a comprehensive program seeking to develop the city centre, waterfront parks, key city wide parks including the Riverwood Park, all in alignment with the city's strategic plan, reinvesting in existing community centres, sports fields and parks to enhance the customer experience, and prioritising competing needs so as to make financially prudent investments.

Recreation and Parks

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2010 Explanation of Budget Changes

Program: Recreation Facilities and Programs

Description of Program

- Operation of eleven major community centre facilities, twenty ice surfaces (plus 4 in Hershey Centre), three outdoor artificial ice pads, eleven indoor pools (four of which are school pools), seven outdoor pools, two museums, one theatre and one older adult centre;
- Maintenance activities related to recreation facilities;
- Provision and administration of active living programs, aquatic, fitness, older adults, youth, child and community recreation programs including community outreach programs and special event co-ordination;
- Concession, lounge, vending and pro shop operations;
- Operation of a variety of sports instructional/skill development programs;
- Operation of summer specialty camps and activity centres for children and youth;
- Operation of the “My Mississauga” program;
- Liaison with community sports and youth groups; and
- Program co-ordination for outdoor fields, rentals and leagues.

2010 EXPLANATION OF BUDGET CHANGES

PROGRAM: RECREATION FACILITIES & PROGRAMS

	2009 Restated Budget	2010 Requested Budget	Change in 2010 Requested Budget To 2009 Restated Budget		Explanation
	$	$	$	%	
EXPENDITURES					
LABOUR COST	**31,287,400**	**32,342,700**	**1,055,300**	**3.4%**	The increase in permanent labour costs reflects performance pay and economic adjustment increases, labour adjustments and other fringe benefit changes. Also included in the increase is the additional staff requirement for the Youth Plan Strategy. Also included is a decrease in labour for the closure of Port Credit Arena redevelopment effective March 2010 and an increase in labour reflective of a full programming in 2010 year at Erin Meadows pool.
Staff Development Costs	14,300	14,300	0	0.0%	
Communication Costs	69,400	69,800	400	0.6%	
Transportation Costs	286,200	286,200	0	0.0%	
Occupancy & City Costs	6,724,900	6,566,200	(158,700)	-2.4%	Decrease is a result of revised utility rates and efficiencies expected in Gas charges from the My Idea Program to implement liquid pool blanket.
Equipment Costs & Maintenance Agreements	502,800	544,800	42,000	8.4%	Increase is a result of recreation related expenses.
Contractor & Professional Services	647,700	654,100	6,400	1.0%	
Advertising & Promotions	167,500	168,500	1,000	0.6%	
Materials, Supplies & Other Services	1,844,100	1,938,100	94,000	5.1%	Increase is a result of implementation of Youth Plan Strategy, removal of Loyalty incentive program and recreation related expenses.
Finance Other	4,600	4,600	0	0.0%	
OTHER OPERATING EXPENSES	**10,261,500**	**10,246,600**	**(14,900)**	**-0.1%**	
TOTAL EXPENDITURES	**41,548,900**	**42,589,300**	**1,040,400**	**2.5%**	

2010 EXPLANATION OF BUDGET CHANGES

PROGRAM: RECREATION FACILITIES & PROGRAMS

	2009 Restated Budget	2010 Requested Budget	Change in 2010 Requested Budget To 2009 Restated Budget		Explanation
	$	$	$	%	
REVENUES					
Grants	(457,300)	(557,300)	(100,000)	-21.9%	Increase in budget is to reflect actual grants received from Province for senior designated programs.
Fees & Service Charges	(17,440,900)	(18,440,900)	(1,000,000)	-5.7%	Increase is a result of recreation fee increase, reversal of Erin Meadows Pool closure and an increase in aquatic revenue to reflect actuals.
Licenses & Permits	(20,000)	(20,000)	0	0.0%	
Rents, Concessions & Franchise	(11,685,000)	(11,537,700)	147,300	1.3%	Decrease is primarily a result of Port Credit Arena closure for redevelopment and room rental decrease as a result of municipal alcohol policy and related insurance requirements, offset by an increase in recreation fees and energy surcharge for ice rental.
Other Revenue	(274,400)	(269,400)	5,000	1.8%	
Transfers	(255,000)	0	255,000	100.0%	Reversal of transfer from reserve no longer required to offset revenue impact of Erin Meadows pool closure.
TOTAL REVENUES	**(30,132,600)**	**(30,825,300)**	**(692,700)**	**-2.3%**	
NET PROGRAM IMPACT	**11,416,300**	**11,764,000**	**347,700**	**3.0%**	

2010 Explanation of Budget Changes

Program: Divisional Support Services

Description of Program

- General administrative services for division;
- Retail, concessions administration and courier operations co-ordination;
- Budget co-ordination, monitoring and controls;
- Administration of the Active Mississauga Guide;
- Customer Service Centre operation for program registrations and facility bookings (community centre, civic centre, library branches and parks), including payment processing and collections as well as coordination of divisional CLASS system training;
- Divisional co-ordination of Facility and Parks Operations training, co-ordination of city-wide sponsorship initiatives and "Mississauga At Play" program, administration and co-ordination of Active Assist; and
- Business Development operations including divisional marketing, web design co-ordination, and recreation program analysis.

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	2009 Restated Budget	2010 Requested Budget	Change in 2010 Requested Budget To 2009 Restated Budget		Explanation
	$	$	$	%	
EXPENDITURES					
LABOUR COST	**5,304,200**	**5,466,200**	**162,000**	**3.1%**	The increase in permanent labour costs reflects performance pay and economic adjustment increases, labour adjustments and other fringe benefit changes.
Staff Development Costs	121,900	123,800	1,900	1.6%	
Communication Costs	173,000	133,000	(40,000)	-23.1%	Decrease is a result of communication efficiencies leading to a decrease in postage requirements.
Transportation Costs	44,400	44,400	0	0.0%	
Occupancy & City Costs	163,300	198,700	35,400	21.7%	Increase is a result of increased leased cost for 201 City Centre Drive.
Equipment Costs & Maintenance Agreements	208,700	210,100	1,400	0.7%	
Contractor & Professional Services	136,300	136,300	0	0.0%	
Advertising & Promotions	552,500	385,500	(167,000)	-30.2%	Decrease is a result of discontinuing home delivery of the Active Mississauga Guide, reduction in advertising budget and reducing the print run for the Active Mississauga Guide from 100,000 copies to 60,000 copies per issue.
Materials, Supplies & Other Services	249,600	265,200	15,600	6.3%	Increase is primarily a result of supplies necessary to maintain additional parkland (104 acres), offset by the elimination of styrofoam cup purchases as a result of the My Idea challenge program.
Finance Other	(63,300)	(63,300)	0	0.0%	
Transfers	112,000	120,600	8,600	7.7%	Increase in transfer to reserve fund for Courtney Park turf and track.
OTHER OPERATING EXPENSES	**1,698,400**	**1,554,300**	**(144,100)**	**-8.5%**	
TOTAL EXPENDITURES	**7,002,600**	**7,020,500**	**17,900**	**0.3%**	
REVENUES					
Fees & Service Charges	(337,000)	(337,000)	0	0.0%	
Rents, Concessions & Franchise	(65,000)	(73,600)	(8,600)	-13.2%	Increase is due to an increase for sport fields fees at Courtney Park.
Other Revenue	(197,400)	(197,400)	0	0.0%	
TOTAL REVENUES	**(599,400)**	**(608,000)**	**(8,600)**	**-1.4%**	
Allocations	2,494,600	2,870,000	375,400	15.0%	Increased allocations.
NET PROGRAM IMPACT	**8,897,800**	**9,282,500**	**384,700**	**4.3%**	

2010 Explanation of Budget Changes

Program: Boulevards and Forestry

Description of Program

- Selection, planting and warranty of new trees along City road allowances;
- Maintenance of City owned trees along road allowance;
- Management and restoration of woodlands;
- Administration, commenting and inspection of tree preservation sites outlined in servicing agreements;
- Commenting and inspection of utility corridor applications;
- Enforcement of the Private Tree By-Law;
- Developing strategies and managing infestation of pests in woodlands;
- Maintenance activities on major arterial street boulevards such as grass cutting and litter pickup; and
- Cemeteries operation and maintenance.

2010 EXPLANATION OF BUDGET CHANGES
PROGRAM: BOULEVARDS & FORESTRY

	2009 Restated Budget	2010 Requested Budget	Change in 2010 Requested Budget To 2009 Restated Budget		Explanation
	$	$	$	%	
EXPENDITURES					
LABOUR COST	**2,858,000**	**2,966,000**	**108,000**	**3.8%**	The increase in permanent labour costs reflects performance pay and economic adjustment increases, labour adjustments and other fringe benefit changes.
Staff Development Costs	10,000	10,000	0	0.0%	
Communication Costs	20,100	20,100	0	0.0%	
Transportation Costs	241,800	241,800	0	0.0%	
Equipment Costs & Maintenance Agreements	6,800	6,800	0	0.0%	
Contractor & Professional Services	1,973,200	1,979,200	6,000	0.3%	
Advertising & Promotions	0	0	0	0.0%	
Materials, Supplies & Other Services	59,200	102,200	43,000	72.6%	Increase is a result of additional pesticide applications (from one to three per season) necessary to control weeds as per the new Provincial pesticide regulations.
OTHER OPERATING EXPENSES	**2,311,100**	**2,360,100**	**49,000**	**2.1%**	
TOTAL EXPENDITURES	**5,169,100**	**5,326,100**	**157,000**	**3.0%**	
REVENUES					
Fees & Service Charges	(159,000)	(159,000)	0	0.0%	
Investment Income	(15,000)	(15,000)	0	0.0%	
Other Revenue	(110,000)	(110,000)	0	0.0%	
Transfers	(20,000)	(20,000)	0	0.0%	
TOTAL REVENUES	**(304,000)**	**(304,000)**	**0**	**0.0%**	
NET PROGRAM IMPACT	**4,865,100**	**5,022,100**	**157,000**	**3.2%**	

2010 Explanation of Budget Changes

Program: Golf/Marinas and Hershey Centre

Description of Program

- Operation and maintenance of two public eighteen hole golf courses at Lakeview and BraeBen and a nine hole Academy course at BraeBen;
- Golf courses offer a full range of services including a pro shop, snack bar and licensed lounge. Specific to BraeBen are tournaments, catered events and Junior Golf Programs;
- Management of boating facilities at Lakefront Promenade Marina and Credit Village Marina which includes management of 170 seasonal slips, 64 transient slips, fuel service dock, winter boat storage, special events, and launch ramp program;
- Operation of licensed outdoor patio and meeting room facilities;
- General park information centre;
- Landlord to Peel Regional Police Marine unit and Snug Harbour;
- Operation and maintenance of the Hershey Centre including 5,400 seat spectator arena, three community ice rinks, concessions, pro shops and leasable areas; and
- Operation and maintenance of the Sports Complex including indoor soccer, gymnastics area, gymnasium, concessions and lounge operation.

Recreation and Parks

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	2009 Restated Budget	2010 Requested Budget	Change in 2010 Requested Budget To 2009 Restated Budget		Explanation
	$	$	$	%	
EXPENDITURES					
LABOUR COST	**3,518,900**	**3,648,800**	**129,900**	**3.7%**	The increase in permanent labour costs reflects performance pay and economic adjustment increases, labour adjustments and other fringe benefit changes.
Staff Development Costs	9,600	9,600	0	0.0%	
Communication Costs	14,800	14,800	0	0.0%	
Transportation Costs	126,700	126,700	0	0.0%	
Occupancy & City Costs	2,116,600	1,926,800	(189,800)	-9.0%	Decrease is a result of revised utility rates.
Equipment Costs & Maintenance Agreements	126,400	126,400	0	0.0%	
Contractor & Professional Services	5,243,500	5,518,500	275,000	5.2%	Increase in the minimum wage legislation has increased contractor costs at Hershey. Also included in the increase is higher volume of patronage at the Sports Complex, which is offset by increased revenues.
Advertising & Promotions	64,000	64,000	0	0.0%	
Materials, Supplies & Other Services	1,574,400	1,569,400	(5,000)	-0.3%	
Finance Other	700	700	0	0.0%	
OTHER OPERATING EXPENSES	**9,276,700**	**9,356,900**	**80,200**	**0.9%**	
TOTAL EXPENDITURES	**12,795,600**	**13,005,700**	**210,100**	**1.6%**	
REVENUES					
Fees & Service Charges	(5,511,500)	(5,511,500)	0	0.0%	
Rents, Concessions & Franchise	(8,146,500)	(8,307,500)	(161,000)	-2.0%	Increase is a result of recreation fee increase, energy surcharge for ice rental and increased revenue at the Sports Complex due to higher patronage volume, which is offset by an increase in expenses.
Investment Income	(29,400)	(29,400)	0	0.0%	
Other Revenue	(75,500)	(75,500)	0	0.0%	
TOTAL REVENUES	**(13,762,900)**	**(13,923,900)**	**(161,000)**	**-1.2%**	
Allocations	10,000	10,000	0	0.0%	
NET PROGRAM IMPACT	**(957,300)**	**(908,200)**	**49,100**	**5.1%**	

2010 Explanation of Budget Changes

Program: Parks Maintenance

Description of Program

- Horticultural maintenance of parkland, outdoor landscaping and grounds maintenance at the Civic Centre, 950 Burnhamthorpe, Central Library, Living Arts Centre, Hershey SportZone, Transit Facilities, Community Centres and other properties;
- Turf maintenance including mowing, trimming, weed control, pest control, fertilizing, aerating, watering, litter pickup of all parks, schools, trails and other open space areas;
- Sports field maintenance and general maintenance for park structures;
- Equipment, vehicle and related building maintenance;
- Snow clearance/removal services and application of salt and sand on park pathways, parking lots; and
- Maintenance and installation of approximately 30-40 neighbourhood natural ice rinks (weather dependent).

Recreation and Parks

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	2009 Restated Budget	2010 Requested Budget	Change in 2010 Requested Budget To 2009 Restated Budget		Explanation
	$	$	$	%	
EXPENDITURES					
LABOUR COST	**12,710,700**	**13,326,800**	**616,100**	**4.8%**	The increase in permanent labour costs reflects performance pay and economic adjustment increases, labour adjustments and other fringe benefit changes. Also included in the increase is the additional staff required to maintain parkland growth and Riverwood Garden. Increase is partially offset by curtailing park Spring maintenance by one week and ending Fall maintenance and park cleaning two weeks sooner.
Staff Development Costs	6,100	0	(6,100)	-100.0%	
Communication Costs	15,500	15,500	0	0.0%	
Transportation Costs	2,292,800	2,292,800	0	0.0%	
Occupancy & City Costs	1,094,300	1,126,200	31,900	2.9%	Increase in Hydro due to revised rates and additional utilities necessary for Community Common development.
Equipment Costs & Maintenance Agreements	16,000	12,000	(4,000)	-25.0%	
Contractor & Professional Services	329,700	339,800	10,100	3.1%	Increase is primarily related to the maintenance of Riverwood Garden development.
Materials, Supplies & Other Services	1,093,500	1,166,900	73,400	6.7%	Increase is due to supplies necessary to maintain additional parkland (104 acres) and maintenance of Community Common.
Finance Other	300	300	0	0.0%	
OTHER OPERATING EXPENSES	**4,848,200**	**4,953,500**	**105,300**	**2.2%**	
TOTAL EXPENDITURES	**17,558,900**	**18,280,300**	**721,400**	**4.1%**	
REVENUES					
Fees & Service Charges	(242,100)	(242,100)	0	0.0%	
Licenses & Permits	(139,800)	(154,800)	(15,000)	-10.7%	Increase in permit revenue at Riverwood Garden is expected as a result of the redevelopment.
Rents, Concessions & Franchise	(809,500)	(915,200)	(105,700)	-13.1%	
TOTAL REVENUES	**(1,191,400)**	**(1,312,100)**	**(120,700)**	**-10.1%**	
Allocations	145,400	162,000	16,600	11.4%	Increased allocations.
NET PROGRAM IMPACT	**16,512,900**	**17,130,200**	**617,300**	**3.7%**	

2010 Explanation of Budget Changes

Program: Parks Planning and Development

Description of Program

- Development of master plans and detailed design for new parks, redeveloped parks and park amenities;
- Inspection of park development projects undertaken by developers;
- Tendering, contract administration and project management of capital parks projects;
- Land acquisition identification and participation in review of development applications; and
- Maintain inventory and provide advice on all heritage resources.

Recreation and Parks

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	2009 Restated Budget	2010 Requested Budget	Change in 2010 Requested Budget To 2009 Restated Budget		Explanation
	$	$	$	%	
EXPENDITURES					
LABOUR COST	**2,611,400**	**2,531,600**	**(79,800)**	**-3.1%**	The increase in permanent labour costs reflects performance pay and economic adjustment increases, labour adjustments and other fringe benefit changes. Increase is offset by a chargeback labour recovery for capital projects.
Staff Development Costs	17,800	17,800	0	0.0%	
Communication Costs	5,500	5,500	0	0.0%	
Transportation Costs	21,000	21,000	0	0.0%	
Contractor & Professional Services	7,300	7,300	0	0.0%	
Advertising & Promotions	500	500	0	0.0%	
Materials, Supplies & Other Services	18,600	18,600	0	0.0%	
Transfers	75,000	75,000	0	0.0%	
OTHER OPERATING EXPENSES	**145,700**	**145,700**	**0**	**0.0%**	
TOTAL EXPENDITURES	**2,757,100**	**2,677,300**	**(79,800)**	**-2.9%**	
REVENUES					
Fees & Service Charges	(564,100)	(564,100)	0	0.0%	
TOTAL REVENUES	**(564,100)**	**(564,100)**	**0**	**0.0%**	
NET PROGRAM IMPACT	**2,193,000**	**2,113,200**	**(79,800)**	**-3.6%**	

2010 Summary of Program Directions

Recreation & Parks

Program Additions / New Staff (+)

Description	FTE	Expenditure	Revenue	Net	Start Date	Briefing Note or Budget Book Page Reference
Youth Plan	6.0	198,000		198,000	January 1, 2010	K-38
Community Common Maintenance	0.5	53,900		53,900	July 1, 2010	K-39
Parkland Growth	4.0	268,200		268,200	January 1, 2010	K-40
Riverwood Garden Maintenance	1.5	99,000	(15,000)	84,000	January 1, 2010	K-41
Naturalized Turf Management		50,000		50,000	January 1, 2010	K-42
Total Division/Service Base Budget Impacts	**12.0**	**669,100**	**(15,000)**	**654,100**		

Program Reductions (-)

Description	FTE	Expenditure	Revenue	Net	Start Date	Briefing Note or Budget Book Page Reference
Sport Field Fees			(115,000)	(115,000)	January 1, 2010	K-43
Curtail Fall clean up in parks by two weeks	-3.0	(106,000)		(106,000)	January 1, 2010	K-44
Curtail Spring clean up in parks by one week	-1.5	(53,000)		(53,000)	January 1, 2010	K-45
Remove Fitness Loyalty Incentive		10,000	(40,000)	(30,000)	January 1, 2010	K-46
Curtail Student Hiring in Parks Planning and Development		(11,300)		(11,300)	January 1, 2010	K-47
Reduce spending on staff courses and conferences		(4,200)		(4,200)	January 1, 2010	K-48
Total Division/Service Base Budget Impacts	**-4.5**	**(164,500)**	**(155,000)**	**(319,500)**		

2010 Summary of Program Directions

Recreation & Parks

Efficiencies / Reserve Transfers (+) or (-)

Description	FTE	Expenditure	Revenue	Net	Start Date	Briefing Note or Budget Book Page Reference
Reduce Advertising Budget		(50,000)		(50,000)	January 1, 2010	K-49
Reduce Active Mississauga Guide print run copies		(40,000)		(40,000)	January 1, 2010	K-50
My Idea Employee Challenge Program		(32,200)		(32,200)	January 1, 2010	K-51
Total Division/Service Base Budget Impacts	**0**	**(122,200)**	**-**	**(122,200)**		

2010 Service Change
Youth Plan

Service: Recreation & Parks **Strategic Pillar** Ensuring Youth, Older Adults & New Immigrants Thrive

Type of Change Program Additions or New Staff **Division:** Recreation and Parks **Effective Date:** January 1, 2010

Financial Impact	2009 Budget	2010 Change	2011 Change
Labour		$151,000	$442,000
Operating Expenses		47,000	67,500
Revenue			
Net Cost	**$0**	**$198,000**	**$509,500**
FTE		6	15

FTE:

Permanent	
Temporary	6

Details of Service Change

Moving Forward Document identifies the need for a Youth Plan.

Service Impact

Implementation of Youth Plan will extend over the next five years and will identify initiatives that will reach all youth sectors and population demographics.

Recreation and Parks

2010businessplan&budgetupdate

2010 Service Change

Community Common Maintenance

Service: Recreation & Parks **Strategic Pillar** Enter Pillar

Type of Change Program Additions or New Staff **Division:** Recreation and Parks **Effective Date:** July 1, 2010

Financial Impact	2009 Budget	2010 Change	2011 Change
Labour	$12,710,700	$30,000	$30,000
Operating Expenses	1,000,400	23,900	30,000
Revenue			
Net Cost	**$13,711,100**	**$53,900**	**$60,000**
FTE		0.5	

FTE:

Permanent	
Temporary	0.5

Details of Service Change

Maintenance of Community Common (Park #471) for six months which includes maintenance of washroom and other related amenities.

Service Impact

No service impact.

Recreation and Parks

2010businessplan&budgetupdate

2010 Service Change

Parkland Growth

Service: Recreation & Parks **Strategic Pillar** Enter Pillar

Type of Change Program Additions or New Staff **Division:** Recreation and Parks **Effective Date:** January 1, 2010

Financial Impact	2009 Budget	2010 Change	2011 Change
Labour	$12,710,700	$201,200	$63,000
Operating Expenses	1,000,400	67,000	20,500
Revenue			
Net Cost	**$13,711,100**	**$268,200**	**$83,500**
FTE		4	1.5

FTE:

Permanent	1
Temporary	3

Details of Service Change

Recreation and Parks has established an average cost per acre to maintain parkland at $2,800 for 2010. This cost has been used to adjust operating budgets as new parks are developed. It is projected that 104 acres of parkland will come on stream and require regular maintenance in 2010. Labour including fringe, represents one full time staff (Grade C) to start January 2010 and 3 part time staff to start July 2010.

Service Impact

No service impact.

Recreation and Parks

2010businessplan&budgetupdate

2010 Service Change

Riverwood Garden Maintenance

Service: Recreation & Parks **Strategic Pillar** Enter Pillar

Type of Change Program Additions or New Staff **Division:** Recreation and Parks **Effective Date:** January 1, 2010

Financial Impact	2009 Budget	2010 Change	2011 Change
Labour	$12,710,700	$83,100	$83,100
Operating Expenses	1,000,400	15,900	15,900
Revenue		(15,000)	
Net Cost	**$13,711,100**	**$84,000**	**$99,000**
FTE		1.5	

FTE:

Permanent	1
Temporary	0.5

Details of Service Change

Maintenance of Riverwood Garden operating material of $15,900 and additional permit revenue of $15,000 is expected to be generated at this location. Labour including fringe, represents one full time staff (Grade D) to start January 2010 and .5 part time staff to start July 2010.

Service Impact

No service impact.

2010 Service Change
Naturilized Turf Management

Service: Recreation & Parks **Strategic Pillar** Living Green

Type of Change Program Additions or New Staff **Division:** Recreation and Parks **Effective Date:** January 1, 2010

Financial Impact	2009 Budget	2010 Change	2011 Change
Labour			
Operating Expenses	1,000,400	50,000	
Revenue			
Net Cost	**$1,000,400**	**$50,000**	**$0**
FTE			

FTE:

Permanent ☐
Temporary ☐

Details of Service Change

Increase pesticide application costs due to a change in provincial regulations. Application on boulevards for weed control will increase from once per year to three times a year.

Service Impact

This change will result in a more environmentally friendly method of weed control.

Recreation and Parks

2010businessplan&budgetupdate

2010 Service Change

Sport Field Fees

Service: Recreation & Parks **Strategic Pillar** Enter Pillar

Type of Change Program Reductions **Division:** Recreation and Parks **Effective Date:** January 1, 2010

Financial Impact	2009 Budget	2010 Change	2011 Change
Labour			
Operating Expenses			
Revenue	(1,051,500)	(115,000)	
Net Cost	**($1,051,500)**	**($115,000)**	**$0**
FTE			

FTE:

Permanent	
Temporary	

Details of Service Change

Outdoor sport field fees (soccer, baseball, football, cricket) generate approximately $1million in gross revenues from sport field participants. About 35% of this gross revenue comes from artificial turf fields. The current fee by-law will need to be amended to allow for sport field permit increases to create an additional $115,000 in permit revenue.

Service Impact

Generating an additional $115,000 would increase current gross revenue by 11%. Fee increases will be based on market assessment, costs for electricity/lighting and the impact of pesticide legislation on field maintenance. In addition, Harmonized Sales Tax (HST) may impact user attendance effective July 1, 2010 which may challenge the revenue opportunity of $115,000.

Recreation and Parks

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2010 Service Change

Curtail Fall clean up in parks by two weeks

Service: Recreation & Parks **Strategic Pillar** Enter Pillar

Type of Change Program Reductions **Division:** Recreation and Parks **Effective Date:** January 1, 2010

Financial Impact	2009 Budget	2010 Change	2011 Change
Labour	$12,710,700	($106,000)	
Operating Expenses			
Revenue			
Net Cost	**$12,710,700**	**($106,000)**	**$0**
FTE		-3	

FTE:

Permanent	
Temporary	-3

Details of Service Change

Fall maintenance and park cleaning in all wards would end two weeks sooner. Currently staff work until the third week of November. This initiative would have staff end the first week of November.
Based on seventy part time staff at fourty hours per week for two weeks, this initiative would save $106,000.

Service Impact

Maintenance of park assets would end two week sooner. Fall maintenance/renovations at sport fields and ball diamonds would be curtailed. Clean up of greenbelts, woodlots/natural areas would be reduced.

Recreation and Parks

2010businessplan&budgetupdate

2010 Service Change

Curtail Spring clean up in parks by one week

Service: Recreation & Parks **Strategic Pillar** Enter Pillar

Type of Change Program Reductions **Division:** Recreation and Parks **Effective Date:** January 1, 2010

Financial Impact	2009 Budget	2010 Change	2011 Change
Labour	$12,710,700	($53,000)	
Operating Expenses			
Revenue			
Net Cost	**$12,710,700**	**($53,000)**	**$0**
FTE		-1.5	

FTE:

Permanent	
Temporary	-1.5

Details of Service Change

Spring maintenance and park cleaning would begin one week later. Currently, staff start the last week of March. This initiative would have staff start the first week of April. Based on seventy part time staff at fourty hours per week, this initiative would save $53,000.

Service Impact

Maintenance of park assets would begin one week later. Spring clean-up of debris and litter in greenbelts and woodlots/natural areas would be delayed.

Recreation and Parks

2010businessplan&budgetupdate

2010 Service Change

Remove Fitness Loyalty Incentive

Service: Recreation & Parks **Strategic Pillar** Enter Pillar

Type of Change Program Reductions **Division:** Recreation and Parks **Effective Date:** January 1, 2010

Financial Impact	2009 Budget	2010 Change	2011 Change
Labour			
Operating Expenses	177,600	10,000	
Revenue	(3,365,400)	(40,000)	
Net Cost	**($3,187,800)**	**($30,000)**	**$0**
FTE			

FTE:

Permanent	
Temporary	

Details of Service Change

Fitness membership includes a loyalty incentive that extends a renewed annual membership for one additional month which will be discontinued.
Total membership extensions in 2008 were provided to 1656 members which resulted in a net opportunity loss to the city.

Service Impact

Fitness customers that renew their annual membership will not receive the 13th month for "free". Therefore, the net revenue proceeds will depend on loyalty of fitness members on the basis of paying the full 12 month fees without discount and still obtain expected fitness revenues.

Recreation and Parks

2010businessplan&budgetupdate

2010 Service Change

Curtail Student Hiring in Parks Planning and Development

Service: Recreation & Parks **Strategic Pillar** Enter Pillar

Type of Change Program Reductions **Division:** Recreation and Parks **Effective Date:** January 1, 2010

Financial Impact	2009 Budget	2010 Change	2011 Change
Labour	$285,900	($11,300)	
Operating Expenses			
Revenue			
Net Cost	**$285,900**	**($11,300)**	**$0**
FTE			

FTE:

Permanent ☐
Temporary ☐

Details of Service Change

Parks Planning and Development will curtail co-op student spending by $15,000.

Service Impact

This will impact the Parks Planning and Development section of the division, as they rely significantly on student spending to supplement gaps in full-time resources. The value of these students is significant, as they perform tasks that would not otherwise be completed.

Recreation and Parks

2010businessplan&budgetupdate

2010 Service Change

Reduce spending on staff courses and conferences

Service: Recreation & Parks **Strategic Pillar** Enter Pillar

Type of Change Program Reductions **Division:** Recreation and Parks **Effective Date:** January 1, 2010

Financial Impact	2009 Budget	2010 Change	2011 Change
Labour			
Operating Expenses	102,700	(4,200)	
Revenue			
Net Cost	**$102,700**	**($4,200)**	**$0**
FTE			

FTE:

Permanent	
Temporary	

Details of Service Change

City wide initiative to reduce staff development cost throughout the City.

Service Impact

No service impact.

Recreation and Parks

2010businessplan&budgetupdate

2010 Service Change

Reduce Advertising Budget

Service: Recreation & Parks **Strategic Pillar** Enter Pillar

Type of Change Efficiencies / Reserve Transfers **Division:** Recreation and Parks **Effective Date:** January 1, 2010

Financial Impact	2009 Budget	2010 Change	2011 Change
Labour			
Operating Expenses	442,400	(50,000)	
Revenue			
Net Cost	**$442,400**	**($50,000)**	**$0**
FTE			

FTE:

Permanent	
Temporary	

Details of Service Change

Reduce the current advertising budget by $50,000 of which $6,500 is related to MY Idea initiative from staff to reduce portable sign use. Staff will work with a lower budget and distribute advertising funds to priority areas.

Service Impact

Expenditure reductions include eliminating telephone directories advertising, reducing print advertising for program/camps and reducing use of road side portable signs.

Recreation and Parks

2010businessplan&budgetupdate

2010 Service Change

Reduce Active Mississauga Guide print run copies

Service: Recreation & Parks **Strategic Pillar** Enter Pillar

Type of Change Efficiencies / Reserve Transfers **Division:** Recreation and Parks **Effective Date:** January 1, 2010

Financial Impact	2009 Budget	2010 Change	2011 Change
Labour			
Operating Expenses	290,000	(40,000)	
Revenue			
Net Cost	**$290,000**	**($40,000)**	**$0**
FTE			

FTE:

Permanent	
Temporary	

Details of Service Change

Reduction of the Active Mississauga Guide print run copies from 100,000 per issue to 60,000 per issue.

Service Impact

Over the years, the Active Mississauga Guide was delivered to residents across the City through the local newspaper. As of the third week in August (2009), the Active Guide will be available for pick-up at Community Centres and Libraries. For the 2010 Spring/Summer Guide and the 2010 Fall/Winter Guide, the print run would be reduced from 100,000 copies for each edition to 60,000 copies for each edition.

2010 Service Change

My Idea Employee Challenge Program

Service: Recreation & Parks **Strategic Pillar** Living Green

Type of Change Efficiencies / Reserve Transfers **Division:** Recreation and Parks **Effective Date:** January 1, 2010

Financial Impact	2009 Budget	2010 Change	2011 Change
Labour			
Operating Expenses	2,081,100	(32,200)	
Revenue			
Net Cost	**$2,081,100**	**($32,200)**	**$0**
FTE			

FTE:

Permanent ☐
Temporary ☐

Details of Service Change

The My Idea Employee Challenge Program includes a reduction of disposable cups purchased ($700) and utility efficiencies ($31,500) to prevent heat loss through a heat trapping "liquid pool blanket" for pools.

Service Impact

The introduction of the heat trapping liquid will require a full year of use to determine the sustainability of any long term efficiencies.


Recreation and Parks
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Capital

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Recreation & Parks
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Recreation and Parks Service
2010 - 2019 Net Capital Expenditures By Program
(000's)

Recreation and Parks	2010 Budget	2011 Forecast	2012 Forecast	2013 Forecast	2014 Forecast	2015 Forecast	2016 Forecast	2017 Forecast	2018 Forecast	2019 Forecast	Total
	$	$	$	$	$	$	$	$	$	$	$
City Wide Facilities	1,213	4,855	3,909	1,529	12,077	17,527	7,569	7,858	17,690	1,270	75,497
City Wide Recreation	11,524	9,170	9,700	15,447	6,567	0	0	0	0	0	52,408
Facility Renovations and Rehabilitations	477	477	477	477	477	477	477	477	477	477	4,770
Park Facility Installation	672	1,415	2,453	251	1,107	0	532	1,497	322	0	8,249
Park Redevelopment	1,695	1,418	1,115	2,262	2,158	1,956	1,452	1,197	1,465	3,092	17,810
Parkland Acquisition	0	7,481	17,510	3,000	13,969	2,000	13,344	5,000	6,000	5,000	73,304
Parkland Development	2,475	1,307	24	868	4,086	12,461	6,206	4,913	2,196	0	34,536
Parks Maintenance	381	1,089	797	383	391	497	525	514	580	557	5,714
Sports Field Maintenance	528	499	364	974	1,745	451	318	388	1,238	658	7,163
Urban Forestry	1,188	1,057	1,035	977	977	978	978	978	978	978	10,124
Vehicles, Equipment	1,587	897	860	1,065	880	875	875	890	870	820	9,619
Total Net Expenditures	**21,740**	**29,665**	**38,244**	**27,233**	**44,434**	**37,222**	**32,276**	**23,712**	**31,816**	**12,852**	**299,194**

2010 – 2019 Net Capital Expenditures by Program and Sub-Program (000's)

Description of Program

City Wide Facilities

This program includes five projects identified in accordance with the recommendations made in the 2004 Future Direction for Recreation and Parks:

- **Bicycle Pedestrian System**: The construction of the major routes and community routes throughout the city based on the 2001 Mississauga Multi-Use Recreational Trail Study, including Culham and Burnhamthorpe Trails. Routes on city streets are coordinated with the Transportation and Works Department's road reconstruction and sidewalk programs. Details of the recommended program will be presented to Council at a later date;

- **City Centre Development**: Funds identified will be used to prepare detail design, tender documents, construction administration for the improvements and expansion of the Civic Square and Library Square to create flexible, accessible spaces in conjunction with "My Mississauga" programming;

- **Parkway Belt Development**: Funds are identified for design and construction of pre-engineering work and basic park development;

- **Planning and Development Studies:** Funds are identified for site investigations, appraisals and audits prior to Parkland Acquisition. Funds are also identified for future directions review and background studies, and park pre-development studies;

- **Riverwood Development**: Funds are identified for developing Chappell House entry court and rear terrace, the park front entrance and peripheral areas, MacEwan Barn expansion to include washrooms, a pedestrian bridge to link developed areas and a common green in front of the Visual Arts Mississauga (VAM) building; and

- **Waterfront Development**: Funds are identified for design and construction of various waterfront parks including Port Credit Memorial Park West, Marina Park, Park 389 (Not yet named/Fusion Park) and J.C. Saddington Park. Funds have been estimated based on concepts prepared through the Mississauga Waterfront Parks Strategy. Design and construction for restoring the falling shoreline at R.K. McMillan Park and various sites are also included.

Recreation and Parks Service

2010 - 2019 Net Capital Expenditures By Sub-Program

(000's)

City Wide Facilities	2010 Budget	2011 Forecast	2012 Forecast	2013 Forecast	2014 Forecast	2015 Forecast	2016 Forecast	2017 Forecast	2018 Forecast	2019 Forecast	Total
	$	$	$	$	$	$	$	$	$	$	$
Bicycle/Pedestrian System	270	1,410	1,015	202	485	1,976	810	1,887	7,912	0	15,967
City Centre Development	0	0	687	0	3,352	0	357	0	1,032	0	5,428
Parkway Belt Development	820	2,703	0	0	0	611	4,952	0	0	0	9,086
Planning and Development Studies	123	69	69	327	451	313	269	69	327	270	2,287
Riverwood Park Development	0	403	246	0	1,154	12,546	306	0	1,469	0	16,124
Waterfront Development	0	270	1,892	1,000	6,635	2,081	875	5,902	6,950	1,000	26,605
Total Net Expenditures	**1,213**	**4,855**	**3,909**	**1,529**	**12,077**	**17,527**	**7,569**	**7,858**	**17,690**	**1,270**	**75,497**

Project Listing

Program: City Wide Facilities

Bicycle/ Pedestrian System

Year	Project	Description	Net Cost ('000's)
2010	Various Routes	Street Furniture	170
2010	Various Routes	Multi-use trails - design and construction	100
2011	Various Routes	Multi-use trails - design and construction	1,410
2012	Erindale Park	Required Future Maintenance	167
2012	Various Routes	Multi-use trails - design and construction	848
2013	Erindale Park	Required Future Maintenance	202
2014	Various Routes	Multi-use trails - design and construction	485
2015	Culham Trail	Multi-use trails - design and construction	1,976
2016	Various Routes	Multi-use trails - design and construction	810

Project Listing

Program: City Wide Facilities

Bicycle/ Pedestrian System

Year	Project	Description	Net Cost ('000's)
2017	Various Routes	Multi-use trails - design and construction	1,887
2018	Various Routes	Multi-use trails - design and construction	7,912
Total			**15,967**

Project Listing
Program: City Wide Facilities

City Centre Development

Year	Project	Description	Net Cost ('000's)
2012	Not Yet Named F_101	Basic development - design	312
2012	Zonta Meadows	Addition to Zonta Meadows - design	375
2014	Not Yet Named F_101	Basic development - construction	2,196
2014	Not Yet Named F_406	Basic development - design	31
2014	Zonta Meadows	Addition to Zonta Meadows - construction	125
2014	Zonta Meadows	Amenities & service building - construction	1,000
2016	Not Yet Named F_405	Basic development - design	182
2016	Not Yet Named F_406	Basic development - construction	175
2018	Not Yet Named F_405	Basic development - construction	1,032
Total			**5,428**

Project Listing
Program: City Wide Facilities

Parkway Belt Development

Year	Project	Description	Net Cost ('000's)
2010	Not Yet Named P_302	Basic development - design	820
2011	Not Yet Named P_302	Basic development - construction	2,703
2015	Not Yet Named P_302	Basic development - design	611
2016	Not Yet Named P_302	Basic development - construction	4,952
Total			**9,086**

Project Listing
Program: City Wide Facilities

Planning and Development Studies

Year	Project	Description	Net Cost ('000's)
2010	Various Community Parks	Heritage designation, survey plaques	15
2010	Various Community Parks	Site investigations, appraisals and audits	108
2011	Various Community Parks	Heritage designation, survey plaques	15
2011	Various Community Parks	Site investigations, appraisals and audits	54
2012	Various Community Parks	Heritage designation, survey plaques	15
2012	Various Community Parks	Site investigations, appraisals and audits	54
2013	Future Directions	Future Directions background study	108
2013	Various Waterfront Parks	Waterfront Strategy Study (5 years)	150
2014	Fusion Park	Fusion site pre-development studies	181

Project Listing
Program: City Wide Facilities

Planning and Development Studies

Year	Project	Description	Net Cost ('000's)
2014	Future Directions	Recreation & Parks Future Directions 30 year review	201
2015	J.C. Saddington Park	J.C. Saddington site pre-development studies	244
2016	Trail Masterplan Review	Cycling Master Plan update	200
2018	Future Directions	Future Directions background study	108
2018	Various Waterfront Parks	Waterfront Strategy Study (5 years)	150
2019	Future Directions	Future Directions background study	201
2013-2019	Various Community Parks	Heritage designation, survey plaques	105
2013-2019	Various Community Parks	Site investigations, appraisals and audits	378
Total			**2,287**

Project Listing
Program: City Wide Facilities

Riverwood Park Development

Year	Project	Description	Net Cost ('000's)
2011	Riverwood	Chappell House exterior and rear terrace phase 2 construction	403
2012	Riverwood	MacEwan barn expansion washrooms - design	72
2012	Riverwood	Park front entrance and peripheral areas phase 2 - design	174
2014	Riverwood	MacEwan barn expansion washrooms - construction	338
2014	Riverwood	Park front entrance and peripheral areas phase 2 - construction	816
2015	Riverwood	Basic development - design and construction	12,546
2016	Riverwood	MacEwan Creek bridge and VAM Common Green - design	306
2018	Riverwood	MacEwan Creek bridge and VAM Common Green - construction	1,469
Total			**16,124**

Project Listing

Program: City Wide Facilities

Waterfront Development

Year	Project	Description	Net Cost ('000's)
2011	Port Credit Memorial Park West	Basic development - design	270
2012	Marina Park	Rivergate walk design - connecting walkway along the Credit River shoreline to J.C. Saddington park.	117
2012	Marina Park	Basic development - design	525
2012	Port Credit Memorial Park	Shoreline and site preparation - construction	900
2012	Various Bike Route Parks	Construction-Pathway link under Lakeshore road bridge	350
2013	Port Credit Memorial Park West	Basic development - construction	1,000
2014	Marina Park	Rivergate walk construction - connecting walkway along the Credit River shoreline to J.C. Saddington park.	1,166
2014	Marina Park	Basic development - construction	5,248
2014	Various Waterfront Parks	Shoreline - design	221

Project Listing
Program: City Wide Facilities

Waterfront Development

Year	Project	Description	Net Cost ('000's)
2015	Fusion Park	Washrooms - design	64
2015	Fusion Park	Basic development - design	817
2015	Various Waterfront Parks	Restore Failing Shoreline	1,200
2016	J.C. Saddington Park	Redevelopment of existing parkland as a feature waterfront park - detailed design	875
2017	Fusion Park	Play equipment - new larger standard	103
2017	Fusion Park	Washrooms - construction	636
2017	Fusion Park	Development - construction - cash flow funding	5,163
2018	Fusion Park	Development - construction - cash flow funding	3,000
2018	J.C. Saddington Park	Redevelopment of existing parkland as a feature waterfront park - shoreline and site preparation	3,600

Project Listing
Program: City Wide Facilities

Waterfront Development

Year	Project	Description	Net Cost ('000's)
2018	Various Waterfront Parks	Design and install wayfinds and interpretation signage	350
2019	J.C. Saddington Park	Land based development - construction	1,000
Total			**26,605**

2010 – 2019 Net Capital Expenditures by Program and Sub-Program (000's)

Description of Program

City Wide Recreation

This program includes projects identified in accordance with the recommendations made in the 2004 Future Direction for Recreation and Parks:

- **Recreation Facilities**: Where possible, these renovations are timed to correspond with major life cycle repairs and at the same time address program or operations improvement initiatives, revenue generation opportunities, risk management issues, new legislation requirements, and/or to enhance the aesthetics of a facility. Included within this program is the renovation of Port Credit Arena (2010), Meadowvale Community Centre (2011), River Grove Community Centre (2013) and West End Soccer (2013); and
- **Recreation and Parks Studies**: Includes strategies that align with the Corporation's strategic priorities. Parks and Forestry Study (2010), Museum Collection Facility Feasibility Study (2010) and Arboretum/Memorial Forest Study (2010).

Recreation and Parks Service

2010 - 2019 Net Capital Expenditures By Sub-Program

(000's)

City Wide Recreation	2010 Budget	2011 Forecast	2012 Forecast	2013 Forecast	2014 Forecast	2015 Forecast	2016 Forecast	2017 Forecast	2018 Forecast	2019 Forecast	Total
	$	$	$	$	$	$	$	$	$	$	$
Recreation Facilities	11,349	9,170	9,700	15,447	6,567	0	0	0	0	0	52,233
Recreation and Parks Studies	175	0	0	0	0	0	0	0	0	0	175
Total Net Expenditures	**11,524**	**9,170**	**9,700**	**15,447**	**6,567**	**0**	**0**	**0**	**0**	**0**	**52,408**

Project Listing

Program: City Wide Recreation

Recreation Facilities

Year	Project	Description	Net Cost ('000's)
2010	Meadowvale Community Centre	Design of major renovation to accommodate relocated library branch and address deficiencies (office and storage space), provide lifecycle repairs and add new amenities (double sports gymnasium, therapy pool, family change rooms, cash counting room and expand fitness program space to meet demand). Cash flow funding	1,349
2010	Port Credit Memorial Arena	Major capital renovation to address significant life-cycle needs of the arena's heritage features including the exterior siding. Project addresses the life-cycle requirements of the dehumidification system, roof insulation and the arena boards and glass. Will also bring the ice resurfacer garage up to required safety standards, address accessibility issues, customer service desk, safety, onsite stormwater management, environmental initiatives and other building deficiencies. Cash flow funding	10,000
2011	Clarkson School Pool	Demolition/Decommissioning	200

Project Listing

Program: City Wide Recreation

Recreation Facilities

Year	Project	Description	Net Cost ('000's)
2011	Meadowvale Community Centre	Major capital renovation to accommodate the re-located library branch and address deficiencies (office and storage space). Will also provide lifecycle repairs and add new amenities (double sports gymnasium, therapy pool, family change rooms, cash counting room and expand fitness program space to meet demand) and implement environmental initiatives. Cash flow funding	6,471
2011	Port Credit Memorial Arena	Major capital renovation to address significant life-cycle needs of the arena's heritage features including the exterior siding. Project addresses the life-cycle requirements of the dehumidification system, roof insulation and the arena boards and glass. Will also bring the ice resurfacer garage up to required safety standards, address accessibility issues, customer service desk, safety, onsite stormwater management, environmental initiatives and other building deficiencies. Cash flow funding	1,786
2011	River Grove Community Centre	Design of capital renovation to address the undersized change rooms in aquatics through building expansion. This project will also address security and utilization improvements throughout the existing 18,500 sq ft of space, improving HVAC issues, fitness program space requirements and environmental initiatives	713

Project Listing

Program: City Wide Recreation

Recreation Facilities

Year	Project	Description	Net Cost ('000's)
2012	Malton School Pool	Demolition/Decommissioning	200
2012	Meadowvale Community Centre	Major capital renovation to accommodate the re-located library branch and address deficiencies (office and storage space). Will also provide lifecycle repairs and add new amenities (double sports gymnasium, therapy pool, family change rooms, cash counting room and expand fitness program space to meet demand) and implement environmental initiatives. Cash flow funding	9,500
2013	Meadowvale Community Centre	Major capital renovation to accommodate the re-located library branch and address deficiencies (office and storage space). Will also provide lifecycle repairs and add new amenities (double sports gymnasium, therapy pool, family change rooms, cash counting room and expand fitness program space to meet demand) and implement environmental initiatives. Cash flow funding	3,012

Project Listing

Program: City Wide Recreation

Recreation Facilities

Year	Project	Description	Net Cost ('000's)
2013	River Grove Community Centre	Capital renovation to address the undersized change rooms in aquatics through building expansion. This project will also address security and utilization improvements throughout the existing 18,500 sq ft of space, improving HVAC issues, fitness program space requirements and environmental initiatives. Cash flow funding	6,500
2013	West End Artificial Soccer Fields (2) & Building	Construction of 2 outdoor artificial soccer fields, change rooms, washrooms and concessions. Pending planning approval from the Town of Milton. Cash flow funding	5,935
2014	River Grove Community Centre	Capital renovation to address the undersized change rooms in aquatics through building expansion. This project will also address security and utilization improvements throughout the existing 18,500 sq ft of space, improving HVAC issues, fitness program space requirements and environmental initiatives. Cash flow funding	632

Project Listing

Program: City Wide Recreation

Recreation Facilities

Year	Project	Description	Net Cost ('000's)
2014	West End Artificial Soccer Fields (2) & Building	Construction of 2 outdoor artificial soccer fields, change rooms, washrooms and concessions. Pending planning approval from the Town of Milton. Cash flow funding	5,935
Total			**52,233**

Recreation and Parks Studies

Year	Project	Description	Net Cost ('000's)
2010	Future Directions	Parks and Forestry - Various Studies	50
2010	Future Directions	Museum Collection Facility - Feasibility Study	50
2010	Future Directions	Arboretum/Memorial Forest Study	75
Total			**175**

2010 – 2019 Net Capital Expenditures by Program and Sub-Program (000's)

Description of Program

Facility Renovations and Rehabilitations

This program includes minor rehabilitations to various community centres and arenas.

Recreation and Parks Service

2010 - 2019 Net Capital Expenditures By Sub-Program

(000's)

Facility Renovations and Rehabilitation Projects	2010 Budget	2011 Forecast	2012 Forecast	2013 Forecast	2014 Forecast	2015 Forecast	2016 Forecast	2017 Forecast	2018 Forecast	2019 Forecast	Total
	$	$	$	$	$	$	$	$	$	$	$
Facility Renovations and Rehabilitations	477	477	477	477	477	477	477	477	477	477	4,770
Total Net Expenditures	**477**	**477**	**477**	**477**	**477**	**477**	**477**	**477**	**477**	**477**	**4,770**

Project Listing
Program: Facility Renovations and Rehabilitations

Facility Renovations and Rehabilitations

Year	Project	Description	Net Cost ('000's)
2010	Various Community Centres	Minor rehabilitation projects	477
2011	Various Community Centres	Minor rehabilitation projects	477
2012	Various Community Centres	Minor rehabilitation projects	477
2013-2019	Various Community Centres	Minor rehabilitation projects	3,339
Total			**4,770**

2010 – 2019 Net Capital Expenditures by Program and Sub-Program (000's)

Description of Program

Park Facility Installation

The Park Facility Installation program includes the new construction of Cricket Pitches, Outdoor Basketball Courts, Play Equipment, Skateboard Facilities, Tennis Courts, Spray Pads, Unlit Soccer Fields and Park Washrooms.

- The installation of a Primary Cricket Pitch includes grading, sodding, sight screens, storage and wicket area.
- "New growth" unlit sports fields and play structures are constructed in accordance with the recommendations made in the 2004 Future Directions for Recreation and Parks and the Development Charges Act standards.
- Outdoor Basketball Courts include the hoop, backboard, post and pavement.
- Play Equipment (Standard) consists of the installation of play structure equipment of a scale suitable to local community use.
- Unlit Soccer Fields includes permanent goal posts for each field.
- Cost and location of proposed washrooms varies depending on servicing costs, number of stalls and ancillary uses. Locations of the washrooms in the budget are as per recommendations put forth in the 2003/2004 Washroom Review.
- The installation of unlit Tennis Courts includes a colour coated playing surface, drainage and fencing.

Recreation and Parks Service

2010 - 2019 Net Capital Expenditures By Sub-Program

(000's)

Park Facility Installation	2010 Budget	2011 Forecast	2012 Forecast	2013 Forecast	2014 Forecast	2015 Forecast	2016 Forecast	2017 Forecast	2018 Forecast	2019 Forecast	Total
	$	$	$	$	$	$	$	$	$	$	$
Cricket Pitch	0	0	0	0	0	0	0	1,032	0	0	1,032
Outdoor Basketball	0	0	113	113	0	0	0	0	0	0	226
Sports Field - Tennis Court	0	0	0	0	467	0	0	0	0	0	467
Play Equipment	134	0	0	67	0	0	532	465	0	0	1,198
Skateboard Facility	116	0	0	0	0	0	0	0	0	0	116
Spray Pads	351	0	0	0	0	0	0	0	322	0	673
Unlit Soccer	13	0	0	7	0	0	0	0	0	0	20
Washrooms	58	1,415	2,340	64	640	0	0	0	0	0	4,517
Total Net Expenditures	**672**	**1,415**	**2,453**	**251**	**1,107**	**0**	**532**	**1,497**	**322**	**0**	**8,249**

Project Listing
Program: Park Facility Installation

Cricket Pitch

Year	Project	Description	Net Cost ('000's)
2017	Various Community Parks	Installation of (2) primary use cricket pitch	1,032
Total			**1,032**

Outdoor Basketball

Year	Project	Description	Net Cost ('000's)
2012	Various Neighbourhood Parks	Installation of basketball - unlit full court (4 hoops)	113
2013	Various Neighbourhood Parks	Installation of basketball - unlit full court (4 hoops)	113
Total			**226**

Project Listing
Program: Park Facility Installation

Sports Field - Tennis Court

Year	Project	Description	Net Cost ('000's)
2014	Various Neighbourhood Parks	Construction of four double courts	467
Total			**467**

Play Equipment

Year	Project	Description	Net Cost ('000's)
2010	Not Yet Named P_493	Playground - standard	67
2010	Sanford Farm	Playground - standard	67
2013	Not Yet Named F_034	Playground - standard	67
2016	City - East Location TBD	Playground - inclusive	465

Project Listing
Program: Park Facility Installation

Play Equipment

Year	Project	Description	Net Cost ('000's)
2016	Not Yet Named F_284	Playground - standard	67
2017	City - North Location TBD	Playground - inclusive	465
Total			**1,198**

Skateboard Facility

Year	Project	Description	Net Cost ('000's)
2010	Location to-be-determined.	Building a skateboard park in Ward 8.	116
Total			**116**

Project Listing
Program: Park Facility Installation

Spray Pads

Year	Project	Description	Net Cost ('000's)
2010	Huron Heights	Spray pad - construction	351
2018	Erindale Park (proposed)	Spray pad - design and construction	322
Total			**673**

Unlit Soccer

Year	Project	Description	Net Cost ('000's)
2010	Sanford Farm	2 senior soccer goal posts	13
2013	Heatherleigh Park	1 senior soccer goal posts	7
Total			**20**

Project Listing
Program: Park Facility Installation

Washrooms

Year	Project	Description	Net Cost ('000's)
2010	Lisgar Fields Washrooms	Washrooms - design	58
2011	Dr. Martin Dobkin Washrooms	Washrooms - construction	601
2011	Fallingbrook Community Washrooms	Washrooms - design	58
2011	Garnetwood Washrooms	Washrooms - design	58
2011	Iceland Parkway Belt Washrooms	Washrooms - design	60
2011	Lisgar Fields Washrooms	Washrooms - construction	580
2011	South Common Washrooms	Washrooms - design	58
2012	Fallingbrook Community Washrooms	Washrooms - construction	580

Project Listing
Program: Park Facility Installation

Washrooms

Year	Project	Description	Net Cost ('000's)
2012	Garnetwood Washrooms	Washrooms - construction	580
2012	Iceland Parkway Belt Washrooms	Washrooms - construction	600
2012	South Common Washrooms	Washrooms - construction	580
2013	Wildwood Washrooms	Washrooms picnic area B - design	64
2014	Wildwood Washrooms	Washrooms picnic area B - construction	640
Total			**4,517**

2010 – 2019 Net Capital Expenditures by Program and Sub-Program (000's)

Description of Program

Park Redevelopment

Park Redevelopment projects are grouped into five categories:

- **Bridges and Underpasses**: This program includes the new installation or replacement of bridges and related structures integral to the movement of pedestrians, cyclists and maintenance equipment throughout the park pathway and multi-use recreational trail system;

- **Major Redevelopment**: Projects are large value, comprehensive and will include a redevelopment master plan to recognize changing demographics of the community, community input and current construction and service standards. A separate design year is typically included to prepare drawings and present master plan options to the community. Costs associated with the design and construction reflect the site characteristics and the complexity of issues related to each redevelopment;

- **Park Improvements**: Projects include a variety of smaller value additions, rehabilitations or modifications to existing parks that require more attention than simple life cycle replacement of existing features;

- **Parking Lot Enhancements and New Parking Lots**: Projects include construction of new parking lots, expansions or upgrades to existing ones to alleviate problems resulting from such factors as an increased use of the outdoor facilities, new park uses, traffic congestion and on street parking; and

- **Playground Redevelopment**: This program includes the replacement of old and obsolete playground equipment and additions to existing playgrounds. New playgrounds are designed to comply with the Canadian Standards Association (CSA) Standard Z614 for safety. Each installation can be designed to meet space limitations and community use patterns. Playgrounds can include swings, slides, overhead equipment, climbers, activity panels, spring toys, and stand-alone play pieces. Sand is used as a safety surface for it's added play value. Benches and shade trees are included where necessary. Removal and replacement of wood frame structures is expected to be completed in 2009.

Recreation and Parks Service

2010 - 2019 Net Capital Expenditures By Sub-Program

(000's)

Park Redevelopment	2010 Budget	2011 Forecast	2012 Forecast	2013 Forecast	2014 Forecast	2015 Forecast	2016 Forecast	2017 Forecast	2018 Forecast	2019 Forecast	Total
	$	$	$	$	$	$	$	$	$	$	$
Bridges & Underpasses	144	452	499	171	421	464	114	114	220	0	2,599
Major Redevelopment	0	90	0	0	0	0	0	0	0	2,009	2,099
Park Improvements	508	187	30	1,333	523	652	498	243	405	243	4,622
Parking Lots	122	0	0	0	411	0	0	0	0	0	533
Playground Redevelopment	921	689	586	758	803	840	840	840	840	840	7,957
Total Net Expenditures	**1,695**	**1,418**	**1,115**	**2,262**	**2,158**	**1,956**	**1,452**	**1,197**	**1,465**	**3,092**	**17,810**

Project Listing

Program: Park Redevelopment

Bridges and Underpasses

Year	Project	Description	Net Cost ('000's)
2010	Valley Park	Maintenance restoration of a designated heritage bridge - design	30
2010	Various Neighbourhood Parks	Repair approaches, decks and railings	114
2011	Gordon S. Shipp Memorial Park	Pedestrian bridge - design and construction	220
2011	Valley Park	Maintenance restoration of a designated heritage bridge - construction	118
2011	Various Neighbourhood Parks	Repair approaches, decks and railings	114
2012	Garnetwood Park	Replace existing culvert with bridge	117
2012	Glen Eden Park	Repair approaches, decks and repaint superstructures	268
2012	Various Neighbourhood Parks	Repair approaches, decks and railings	114

Project Listing

Program: Park Redevelopment

Bridges and Underpasses

Year	Project	Description	Net Cost ('000's)
2013	Camilla Park	East abutment repair - railing replacement	57
2014	Lake Wabukayne Trail	Repair approaches, decks and repaint superstructures	220
2014	Various Neighbourhood Parks	Structural evaluation review	87
2015	Marina Park	Pedestrian bridge - deck surface and structural repairs	350
2018	Adamson Estate Grounds	Boardwalk deck	106
2013-2018	Various Neighbourhood Parks	Repair approaches, decks and railings	684
Total			**2,599**

Project Listing

Program: Park Redevelopment

Major Redevelopment

Year	Project	Description	Net Cost ('000's)
2011	Wildwood Park	Park review & needs assessment	90
2019	Streetsville Memorial Park	Design	769
2019	Wildwood Park	Design	1,240
Total			**2,099**

Park Improvements

Year	Project	Description	Net Cost ('000's)
2010	Albert McBride Park	Landscape improvements - construction	508
2011	Bishopstoke Park	Basic development & park enhancement	30

Project Listing

Program: Park Redevelopment

Park Improvements

Year	Project	Description	Net Cost ('000's)
2011	Erindale Park	Greenbelt planting & fencing	37
2011	Lakefront Promenade	Spray pad & landscape improvements - design	120
2012	Meadowvale Hall Grounds	Landscape improvements - design	30
2013	Father Joseph A. Nolan Park	Landscape improvements - design	33
2013	Richard's Memorial Park	Replacement of existing picnic shelter	175
2013	Lakefront Promenade	Spray pad & landscape improvements - construction	825
2013	Meadowvale Hall Grounds	Landscape improvements - construction	300

Project Listing

Program: Park Redevelopment

Park Improvements

Year	Project	Description	Net Cost ('000's)
2014	Father Joseph A. Nolan Park	Landscape improvements - construction	335
2014	Meadowvale Conservation Area	Landscape improvements	147
2014	Wildwood Park	New picnic area by tennis courts - design	41
2015	Wildwood Park	New picnic area by tennis courts - construction	409
2016	Mississauga Valley	Provide new picnic shelter in picnic area 'A'	255
2018	Jack Darling Memorial Park	Replacement- picnic shelter and water services	162
2015-2019	Various Community Parks	Landscape improvements - various park assessments	1,215
Total			**4,622**

Project Listing

Program: Park Redevelopment

Parking Lots

Year	Project	Description	Net Cost ('000's)
2010	Meadow Green	Parking Lot	122
2014	Lakefront Promenade	Expansion of capacity and modifications to islands	85
2014	Meadowvale Sports Park	Reconstruction of existing asphalt parking lot	326
Total			**533**

Playground Redevelopment

Year	Project	Description	Net Cost ('000's)
2010	Albert McBride Park	Replacement of play equipment and landscape improvements	70
2010	Arbour Green	Replacement of play equipment and landscape improvements	70

Project Listing

Program: Park Redevelopment

Playground Redevelopment

Year	Project	Description	Net Cost ('000's)
2010	Ashwood Park	Replacement of play equipment and landscape improvements	70
2010	Aspen Ridge	Replacement of play equipment and landscape improvements	70
2010	Dr. Martin Dobkin Park	Replacement of play equipment and landscape improvements	96
2010	Hawthorne Valley	Replacement of play equipment and landscape improvements	70
2010	John "Bud" Cleary Park	Replacement of play equipment and landscape improvements	70
2010	Meadow Green	Replacement of play equipment and landscape improvements	70
2010	Springfield Park	Replacement of play equipment and landscape improvements	70
2010	Staghorn Woods	Replacement of play equipment and landscape improvements	70
2010	Windrush Woods	Replacement of play equipment and landscape improvements	70

Project Listing

Program: Park Redevelopment

Playground Redevelopment

Year	Project	Description	Net Cost ('000's)
2010	Zonta Meadows	Playground rubber surface replacement, asphalt & other repairs	125
2011	Duncairn Downs	Replacement of play equipment and landscape improvements	70
2011	Forest Park	Replacement of play equipment and landscape improvements	70
2011	Frank McKechnie Community Centre	Playground rubber surface replacement	59
2011	Glen Erin Trail	Replacement of play equipment and landscape improvements	70
2011	King's Masting Park	Replacement of play equipment and landscape improvements	70
2011	Lake Wabukayne	Replacement of play equipment and landscape improvements	70
2011	Meadowvale Hall Grounds	Replacement of play equipment and landscape improvements	70
2011	Middlebury Green	Replacement of play equipment and landscape improvements	70

Project Listing

Program: Park Redevelopment

Playground Redevelopment

Year	Project	Description	Net Cost ('000's)
2011	Quenippenon Meadows	Replacement of play equipment and landscape improvements	70
2011	Trelawny Woods	Replacement of play equipment and landscape improvements	70
2012	Clarkson Park	Replacement of play equipment and landscape improvements	70
2012	Forest Hill Park	Replacement of play equipment and landscape improvements	70
2012	Glen Erin Trail	Replacement of play equipment and landscape improvements	70
2012	Hiawatha Park	Replacement of play equipment and landscape improvements	70
2012	Lake Aquitaine	Replacement of play equipment and landscape improvements	96
2012	Ron Searle Park	Replacement of play equipment and landscape improvements	70
2012	Rosebush Common	Replacement of play equipment and landscape improvements	70

Project Listing

Program: Park Redevelopment

Playground Redevelopment

Year	Project	Description	Net Cost ('000's)
2012	Thornlodge Park	Replacement of play equipment and landscape improvements	70
2013-2019	Various Neighbourhood Parks	Replacement of play equipment and landscape improvements	5,761
Total			**7,957**

2010 – 2019 Net Capital Expenditures by Program and Sub-Program (000's)

Description of Program

Parkland Acquisition

- The objective of the program is to meet the requirements for the provision of Community Parkland, City Parkland, and Greenbelt Parkland, in accordance with 2004 Future Direction for Recreation and Park Services and the Cash-in-Lieu of Parkland Contributions Strategy.
- Exceptions to the guidelines noted above may be recommended as opportunities for land acquisitions present themselves.

Recreation and Parks Service

2010 - 2019 Net Capital Expenditures By Sub-Program

(000's)

Parkland Acquisition	2010 Budget	2011 Forecast	2012 Forecast	2013 Forecast	2014 Forecast	2015 Forecast	2016 Forecast	2017 Forecast	2018 Forecast	2019 Forecast	Total
	$	$	$	$	$	$	$	$	$	$	$
Community Parkland	0	6,657	1,000	1,000	11,969	1,000	12,344	4,000	5,000	4,000	46,970
Greenbelt Acquisition	0	824	16,510	2,000	2,000	1,000	1,000	1,000	1,000	1,000	26,334
Total Net Expenditures	**0**	**7,481**	**17,510**	**3,000**	**13,969**	**2,000**	**13,344**	**5,000**	**6,000**	**5,000**	**73,304**

Project Listing
Program: Parkland Acquisition

Community Parkland

Year	Project	Description	Net Cost ('000's)
2010-2019	Community Parks	Various waterfront and schools sites subject to availability	46,970
Total			**46,970**

Greenbelt Acquisition

Year	Project	Description	Net Cost ('000's)
2010-2019	Greenbelt	Various greenbelt sites subject to availability	26,334
Total			**26,334**

2010 – 2019 Net Capital Expenditures by Program and Sub-Program (000's)

Description of Program

Parkland Development

The development of parkland, acquired through purchase or conveyance via a development approval application or otherwise. Greenbelt Parkland and Woodlands are also included.

- Development of Waterfront Parkland includes many of the same elements as "Community" parkland development, but the development cost per acre varies depending on site specific design characteristics.
- Development of Community Parkland includes: site clean up, grading, landscaping, seeding or sodding and construction of associated pathways (lit and unlit), at an average cost of $85,938 per acre.
- Development of Woodlands, Greenbelts and other environmentally sensitive areas are limited to site clean up, fencing and drainage improvements necessary for pathways. The average cost for development of woodlands or greenbelts is $12,363 per acre.

Recreation and Parks Service

2010 - 2019 Net Capital Expenditures By Sub-Program

(000's)

Parkland Development	2010 Budget	2011 Forecast	2012 Forecast	2013 Forecast	2014 Forecast	2015 Forecast	2016 Forecast	2017 Forecast	2018 Forecast	2019 Forecast	Total
	$	$	$	$	$	$	$	$	$	$	$
Community Parks	2,324	1,036	24	868	1,955	12,398	6,206	3,290	2,196	0	30,297
Greenbelt Lands	151	271	0	0	2,131	63	0	1,623	0	0	4,239
Total Net Expenditures	**2,475**	**1,307**	**24**	**868**	**4,086**	**12,461**	**6,206**	**4,913**	**2,196**	**0**	**34,536**

Project Listing

Program: Parkland Development

Community Parks

Year	Project	Description	Net Cost ('000's)
2010	Lions Park	Basic development - park improvements - cash flow funding	400
2010	Madill Common	Madill Common parkland development - construction	510
2010	Not Yet Named P_493	Basic development - construction	616
2010	Not Yet Named P_493	Woodlot basic development	31
2010	Sanford Farm	Basic development - construction	697
2010	Sheridan Creek Trail (1976 Lushes Avenue)	Building demolition & site restoration	70
2011	Lions Park	Basic development - park improvements - cash flow funding	549
2011	Malton Village Park	Development of park addition - construction	487
2012	Heatherleigh Park	Development of park addition - design	24

Project Listing

Program: Parkland Development

Community Parks

Year	Project	Description	Net Cost ('000's)
2013	Edward L. Scarlett Park	Pedestrian bridge - design & construction	500
2013	Heatherleigh Park	Development of park addition - construction	235
2013	Not Yet Named F_034	Basic development - design	133
2014	Not Yet Named F_034	Basic development - construction	1,325
2014	Not Yet Named F_091	Future woodland basic development	56
2014	Not Yet Named F_411	Future park development - design	213
2014	Not Yet Named P_454	Woodland basic development	36
2014	Twin Spruce Park	Development of park addition	325
2015	Bruce Reynolds Park	Expand parking & landscape improvements - design	12

Project Listing

Program: Parkland Development

Community Parks

Year	Project	Description	Net Cost ('000's)
2015	Kariya Park	Land works addition - design & construction	943
2015	Not Yet Named F_411	Future park development - construction	2,120
2015	Not Yet Named F_429	Basic development - design	31
2015	Not Yet Named P_456 (ninth line)	Basic development	2,354
2015	Not Yet Named P_458 (ninth line)	Basic development	2,483
2015	Not Yet Named P_459 (ninth line)	Basic development	4,455
2016	Bruce Reynolds Park	Expand parking & landscape improvements - construction	356
2016	Not Yet Named F_284	Basic development	132
2016	Not Yet Named F_429	Basic development - construction	314

Project Listing

Program: Parkland Development

Community Parks

Year	Project	Description	Net Cost ('000's)
2016	Not Yet Named P_452 (ninth line)	Basic development	1,402
2016	Not Yet Named P_453 (ninth line)	Basic development	3,495
2016	Not Yet Named P_460 (ninth line)	Woodland basic development	177
2016	Pinchin Farm Grounds	Basic development - design - cash flow funding	330
2017	Pinchin Farm Grounds	Basic development - construction - cash flow funding	3,290
2018	Not Yet Named F_034	Pedestrian bridge - design & construction	293
2018	Not Yet Named F_424	Future basic development	575
2018	Not Yet Named P_455 (ninth line)	Basic development	958
2018	Not Yet Named P_457 (ninth line)	Basic development	370
Total			**30,297**

Project Listing

Program: Parkland Development

Greenbelt Lands

Year	Project	Description	Net Cost ('000's)
2010	Not Yet Named F_074	Future greenbelt development	106
2010	Not Yet Named P_492	Site pre-development studies and design	45
2011	Not Yet Named P_492	Basic development & trail	271
2014	Not Yet Named F_071	Basic development	1,813
2014	Not Yet Named F_073	Basic development	318
2015	Not Yet Named F_322	Basic development	63
2017	Not Yet Named F_074	Basic development	1,623
Total			**4,239**

2010 - 2019 Net Capital Expenditures by Program and Sub-Program (000's)

Description of Program

Parks Maintenance

This program includes the installation, reconstruction and maintenance of: golf courses, cemeteries, pathways, water services, turf and various other improvements including installation of new pathway lighting in parks.

- The Golf Course maintenance program consists of tee and green renovations, reforestation and maintenance of the perimeter fencing for the Lakeview Golf Course. Under the agreement with the Region of Peel, the capital requirements for the BraeBen Golf Course will be funded through a separate dedicated maintenance capital fund.
- Other park improvements includes projects which can be incorporated into a park without complete redevelopment such as:
    - Marina maintenance and improvements;
    - Park beautification and frontage improvements including signage;
    - Park bench/table replacement; and
    - Park and greenbelt fencing.

Recreation and Parks Service

2010 - 2019 Net Capital Expenditures By Sub-Program

(000's)

Parks Maintenance	2010 Budget	2011 Forecast	2012 Forecast	2013 Forecast	2014 Forecast	2015 Forecast	2016 Forecast	2017 Forecast	2018 Forecast	2019 Forecast	Total
	$	$	$	$	$	$	$	$	$	$	$
Cemetery Improvements	0	257	0	0	51	0	0	0	52	0	360
Golf Course Maintenance	178	381	108	44	44	66	55	44	58	58	1,036
Other Park Improvements	111	81	173	81	81	81	81	81	81	81	932
Parks Bunker Construction	40	0	0	0	0	0	0	0	0	0	40
Pathway Lighting Improvements	0	23	32	0	0	0	0	0	0	0	55
Pathway Reconstruction	27	162	232	133	90	225	264	264	264	278	1,939
Turf Renovation Program	25	70	70	70	70	70	70	70	70	70	655
Water Services	0	115	182	55	55	55	55	55	55	70	697
Total Net Expenditures	**381**	**1,089**	**797**	**383**	**391**	**497**	**525**	**514**	**580**	**557**	**5,714**

Project Listing
Program: Parks Maintenance

Cemetery Improvements

Year	Project	Description	Net Cost ('000's)
2011	Britannia Church Cemetery	Cemetery maintenance, restoration and preservation	257
2013-2019	Various Cemeteries	Various improvements	103
Total			**360**

Golf Course Maintenance

Year	Project	Description	Net Cost ('000's)
2010	Lakeview Golf Course	Reforestation 13th hole	23
2010	Lakeview Golf Course	Tee and green renovation	55
2010	Lakeview Golf Course	Fence replacement	100
2011	Lakeview Golf Course	Upgrade irrigation system	381

Project Listing
Program: Parks Maintenance

Golf Course Maintenance

Year	Project	Description	Net Cost ('000's)
2012	Lakeview Golf Course	Permanent on course washroom facilities	54
2012	Lakeview Golf Course	Re-landscape front entrance	54
2013-2019	Lakeview Golf Course	Various maintenance	369
Total			**1,036**

Other Park Improvements

Year	Project	Description	Net Cost ('000's)
2010	Various Neighbourhood Parks	Installation of park and greenbelt fencing	51
2010	Various Neighbourhood Parks	Replacement of park furnishings	50
2010	Various Neighbourhood Parks	Installation of recognition plaques	10

Project Listing
Program: Parks Maintenance

Other Park Improvements

Year	Project	Description	Net Cost ('000's)
2011	Various Neighbourhood Parks	Installation of park and greenbelt fencing	51
2011	Various Neighbourhood Parks	Replacement of park furnishings	30
2012	J.J. Plaus Park	Refurbish sign program	28
2012	Lakefront Promenade	Refurbish sign program	39
2012	Marina Launch Ramps	Replacement of three (3) boat ramps	25
2012	Various Neighbourhood Parks	Installation of park and greenbelt fencing	51
2012	Various Neighbourhood Parks	Replacement of park furnishings	30
2013-2019	Various Neighbourhood Parks	Other Park Improvements	567
Total			**932**

Project Listing
Program: Parks Maintenance

Parks Bunker Construction

Year	Project	Description	Net Cost ('000's)
2010	Various Neighbourhood Parks	Bunker maintenance/repairs - NW district	40
Total			**40**

Pathway Lighting Improvements

Year	Project	Description	Net Cost ('000's)
2011	Rockwood Glen	Installation of new pathway lighting	23
2012	Samuelson Park	Pathway lighting installation and playground lighting	32
Total			**55**

Project Listing
Program: Parks Maintenance

Pathway Reconstruction

Year	Project	Description	Net Cost ('000's)
2010	Adamson Estate Grounds	Flagstone walkway maintenance	15
2010	Glen Eden Park	Removal of interlocking stone and old wooden planters	12
2011	Gordon S. Shipp Memorial Park	Pathway repaving	11
2011	Various Neighbourhood Parks	Various pathway reconstructions and emergency repairs	151
2012	Ashgate Park	Reconstruction from Rathburn Rd. to Thistletown Rd.	22
2012	Helen Molasy Memorial Park	Pathway reconstruction from Lakeshore Rd. to Hampton Cres.	108
2012	Lakefront Promenade	New asphalt required, pathway sailing club lot on west side	11
2012	Meadow Green	Replace and widen whole pathway in park - phase 2	91
2013-2019	Various Parks	Various pathway reconstructions and emergency repairs	1,518
Total			**1,939**

Project Listing
Program: Parks Maintenance

Turf Renovation Program

Year	Project	Description	Net Cost ('000's)
2010	Whiteoaks Park	Turf Rehabilitation - Aerification and overseeding	25
2011	Sheridan Park	Turf Rehabilitation - Aerification and overseeding	31
2011	Various Neighbourhood Parks	Turf Rehabilitation - Aerification and overseeding	39
2012	Sandgate Park	Turf Rehabilitation - Aerification and overseeding	25
2012	Various Neighbourhood Parks	Turf Rehabilitation - Aerification and overseeding	45
2013-2019	Various Neighbourhood Parks	Turf Rehabilitation - Aerification and overseeding	490
Total			**655**

Project Listing
Program: Parks Maintenance

Water Services

Year	Project	Description	Net Cost ('000's)
2011	Derry Greenway	Installation of hydro/water service	23
2011	Various Neighbourhood Parks	Backflow preventer retrofit	92
2012	Ashwood Park	Upgrade water service to natural ice	17
2012	Fred Halliday Memorial Park	Upgrade water service to natural ice	17
2012	Kennedy Park	Upgrade water service to natural ice	17
2012	Kogaydiwin Park	Installation of hydro/water service	22
2012	Woodeden Park	Upgrade water service to natural ice	17
2012	Various Neighbourhood Parks	Backflow preventer retrofit	92
2013-2019	Various Neighbourhood Parks	Water services	400
Total			**697**

2010 – 2019 Net Capital Expenditures by Program and Sub-Program (000's)

Description of Program

Sports Field Maintenance

This program includes maintenance and reconstruction of lit and unlit sports fields (softball, baseball, slow pitch, cricket and soccer) and tennis courts.

- The lit sports field maintenance program responds to the growing demand for additional sport fields by increasing usage of the facility. Some existing lit facilities require upgrading to meet lifecycle demands, current standards for lighting, fencing, irrigation, turf and drainage. Improvements to meet and/or maintain current standards will allow increased use of the facility and ensure that the life expectancy of the field can be extended.
- Tennis court playing surfaces have a life expectancy of 15-20 years, subject to usage and other site factors such as drainage, etc. Community tennis clubs are required to contribute 50% of the cost of playing surface reconstruction and 100% of the cost of colour coat resurfacing. Reconstruction of public courts remains the responsibility of the City.
- Unlit ball field maintenance includes reconstruction of infields and turf renovation. Warning tracks, backstops and other fencing are replaced only in cases where the repairs cannot be undertaken through regular preventative maintenance.
- The unlit sports field maintenance program provides safe, well maintained sports fields in a cost efficient manner for soccer, cricket, baseball, softball and slow pitch.
- Soccer fields are reconstructed when drainage or soil compaction interferes with proper maintenance, normal use of the facility, the safety of users, and cannot be corrected with regular maintenance and cultural practices. Reconstruction includes the installation of a sandy base to allow for improved drainage, irrigation, grading and resodding.
- Sports groups are encouraged to contribute towards capital upgrades.
- Costs can vary subject to site characteristics, features and existing status of the sports field.

Recreation and Parks Service

2010 - 2019 Net Capital Expenditures By Sub-Program

(000's)

Sports Field Maintenance	2010 Budget	2011 Forecast	2012 Forecast	2013 Forecast	2014 Forecast	2015 Forecast	2016 Forecast	2017 Forecast	2018 Forecast	2019 Forecast	Total
	$	$	$	$	$	$	$	$	$	$	$
Lit Sports Field Maintenance	327	193	187	710	1,450	187	187	193	1,017	503	4,954
Tennis Court Maintenance	71	169	5	138	5	138	5	69	95	5	700
Unlit Sports Field Maintenance	130	137	172	126	290	126	126	126	126	150	1,509
Total Net Expenditures	**528**	**499**	**364**	**974**	**1,745**	**451**	**318**	**388**	**1,238**	**658**	**7,163**

Project Listing

Program: Sports Field Maintenance

Lit Sports Field Maintenance

Year	Project	Description	Net Cost ('000's)
2010	A.E. Crookes Park	Reconstruction of baseball diamond - irrigation and drainage	125
2010	Dr. Martin Dobkin Park	Replace softball backstop fence with a higher unit	60
2010	Fleetwood Park	Design and install irrigation and turf	142
2011	Mississauga Valley	Triennial review of bocce court surface	6
2011	Various Neighbourhood Parks	Design/Reconstruction	187
2012	South Common	Reconstruction - lit softball	150
2012	Various Neighbourhood Parks	Design/Reconstruction	37
2014	Hershey Centre Sport Zone	Lifecycle replacement of Iceland artificial soccer turf (2)	1,257
2018	Huron Park	Lifecycle replacement of artificial soccer turf (1)	830

Project Listing

Program: Sports Field Maintenance

Lit Sports Field Maintenance

Year	Project	Description	Net Cost ('000's)
2013-2019	Various Neighbourhood Parks	Lit sports field maintenance	2,160
Total			**4,954**

Tennis Court Maintenance

Year	Project	Description	Net Cost ('000's)
2010	Huron Park	Annual maintenance of clay courts	5
2010	Ron Searle Park	Reconstruction of existing tennis courts	66
2010	Springfield Park	Implementation of colour coat resurfacing to existing courts	0
2011	Garnetwood Park	Reconstruction of existing tennis courts	164
2011	Huron Park	Annual maintenance of clay courts	5

Project Listing

Program: Sports Field Maintenance

Tennis Court Maintenance

Year	Project	Description	Net Cost ('000's)
2011	Jack Darling Memorial Park	Implementation of colour coat resurfacing to existing courts - costs fully recovered	0
2011	Thornlodge Park	Implementation of colour coat resurfacing to existing courts - costs fully recovered	0
2011	Westacres Park	Implementation of colour coat resurfacing to existing courts - costs fully recovered	0
2011	Wildwood Park	Implementation of colour coat resurfacing to existing courts - costs fully recovered	0
2012	Huron Park	Annual maintenance of clay courts	5
2012	Sherwood Green	Implementation of colour coat resurfacing to existing courts - costs fully recovered	0
2012	Whiteoaks Park	Implementation of colour coat resurfacing to existing courts - costs fully recovered	0
2012	Woodeden Park	Implementation of colour coat resurfacing to existing courts - costs fully recovered	0
2013-2019	Various Neighbourhood Parks	Tennis court maintenance	455
Total			**700**

Project Listing

Program: Sports Field Maintenance

Unlit Sports Field Maintenance

Year	Project	Description	Net Cost ('000's)
2010	Meadow Glen	Turf and fencing repairs - 2 ball diamonds	130
2011	Garnetwood Park	Soccer - upgrade turf	137
2012	Creditview Woods	Replace screening surface	45
2012	Lakeview Park	Turf, infield and fencing repairs - 2 baseball diamonds	83
2012	Lakeview Park	Turf, infield and fencing repairs - soccer	44
2013-2019	Various Neighbourhood Parks	Various unlit sports field maintenance	1,070
Total			**1,509**

2010 – 2019 Net Capital Expenditures by Program and Sub-Program (000's)

Description of Program

Urban Forestry

Urban Forestry is made up of a number of programs covering street and open space tree planting, streetscape beautification and forest management:

- Conservation Authority Plantings - Plantings primarily within greenbelt areas. Plantings are undertaken in partnership with Credit Valley Conservation and Toronto Region Conservation Authority. As well, Encroachment Management provides for surveying of areas where encroachments are present, removal of encroachments and installation of fencing if required;
- Forest Management - Includes the establishment of overall woodland management plans, woodland maintenance and related plantings in wooded areas;
- Naturalization Plantings - Conversion of portions of park areas to naturalized areas. A comprehensive plan is underway to guide implementation over the next ten years;
- Park Tree Plantings - Plantings to augment the existing vegetation in park areas; replacement of dead and vandalized trees;
- Playground Trees - Planting new/replacement larger caliper trees around play equipment to help establish ultraviolet (UV) protection and shade for residents;
- Streetscape Beautification - Ongoing program of streetscape enhancements and plantings on arterial roads;
- Arbor Day/Special Events - These planting programmes include purchase of planting material, and costs of related print publications, plaques and advertising for ceremonies held in association with Arbor Day and other special events;
- Street Tree Planting (New Subdivisions) - Tree planting on city boulevards in newly developed areas. Cost is funded entirely through developer contributions for street tree planting; and
- Street Tree Planting (Road Reconstruction) - Tree plantings along streets that have recently been reconstructed through the Transportation and Works Road Reconstruction program and require street trees. Tree plantings are identified in the year following the road reconstruction project. Cost is funded entirely through developer contributions for street tree planting.

Recreation and Parks Service

2010 - 2019 Net Capital Expenditures By Sub-Program
(000's)

Urban Forestry	2010 Budget	2011 Forecast	2012 Forecast	2013 Forecast	2014 Forecast	2015 Forecast	2016 Forecast	2017 Forecast	2018 Forecast	2019 Forecast	Total
	$	$	$	$	$	$	$	$	$	$	$
Conservation Authority Planting	77	77	77	77	77	77	77	77	77	77	770
Forest Management	190	59	59	59	59	59	59	59	59	59	721
Naturalization/Plantings	81	81	31	31	31	31	31	31	31	31	410
Park Tree Planting	72	72	72	72	72	72	72	72	72	72	720
Playground Trees	15	15	15	15	15	16	16	16	16	16	155
Streetscape Beautification	56	56	56	56	56	56	56	56	56	56	560
Tree Planting - Arbor Day/Special Events	56	56	26	26	26	26	26	26	26	26	320
Tree Planting - New Subdivisions	600	600	658	600	600	600	600	600	600	600	6,058
Tree Planting - Road Reconstruction	41	41	41	41	41	41	41	41	41	41	410
Total Net Expenditures	**1,188**	**1,057**	**1,035**	**977**	**977**	**978**	**978**	**978**	**978**	**978**	**10,124**

Project Listing
Program: Urban Forestry

Conservation Authority Planting

Year	Project	Description	Net Cost ('000's)
2010	Various Sites	Greenbelt plantings	51
2010	Various Sites	Surveying and removal of encroachments	26
2011	Various Sites	Greenbelt plantings	51
2011	Various Sites	Surveying and removal of encroachments	26
2012	Various Sites	Greenbelt plantings	51
2012	Various Sites	Surveying and removal of encroachments	26
2013-2019	Various Sites	Greenbelt plantings	357
2013-2019	Various Sites	Surveying and removal of encroachments	182
Total			**770**

Project Listing
Program: Urban Forestry

Forest Management

Year	Project	Description	Net Cost ('000's)
2010	Not yet named P_467	Protective fencing and signage for mature oak tree	31
2010	Various Sites	Woodland hazardous tree mitigation	100
2010	Various Sites	Woodland management plans	59
2011	Various Sites	Woodland management plans	59
2012	Various Sites	Woodland management plans	59
2013-2019	Various Sites	Woodland management plans	413
Total			**721**

Project Listing
Program: Urban Forestry

Naturalization/Plantings

Year	Project	Description	Net Cost ('000's)
2010	Various Sites	Conversion of park areas to natural areas	81
2011	Various Sites	Conversion of park areas to natural areas	81
2012	Various Sites	Conversion of park areas to natural areas	31
2013-2019	Various Sites	Conversion of park areas to natural areas	217
Total			**410**

Park Tree Planting

Year	Project	Description	Net Cost ('000's)
2010	Various Sites	Replacement of dead or vandalized trees	72
2011	Various Sites	Replacement of dead or vandalized trees	72

Project Listing
Program: Urban Forestry

Park Tree Planting

Year	Project	Description	Net Cost ('000's)
2012	Various Sites	Replacement of dead or vandalized trees	72
2013-2019	Various Sites	Replacement of dead or vandalized trees	504
Total			**720**

Playground Trees

Year	Project	Description	Net Cost ('000's)
2010	Various Sites	Plant replacement trees around play structures	15
2011	Various Sites	Plant replacement trees around play structures	15
2012	Various Sites	Plant replacement trees around play structures	15
2013-2019	Various Sites	Plant replacement trees around play structures	110
Total			**155**

Project Listing
Program: Urban Forestry

Streetscape Beautification

Year	Project	Description	Net Cost ('000's)
2010	Various Sites	Enhancements (plant materials) to medians and boulevards	56
2011	Various Sites	Enhancements (plant materials) to medians and boulevards	56
2012	Various Sites	Enhancements (plant materials) to medians and boulevards	56
2013-2019	Various Sites	Enhancements (plant materials) to medians and boulevards	392
Total			**560**

Tree Planting - Arbor Day/Special Events

Year	Project	Description	Net Cost ('000's)
2010	Various Sites	City environmental events	56
2011	Various Sites	City environmental events	56

Project Listing
Program: Urban Forestry

Tree Planting - Arbor Day/Special Events

Year	Project	Description	Net Cost ('000's)
2012	Various Sites	City environmental events	26
2013-2019	Various Sites	City environmental events	182
Total			**320**

Tree Planting - New Subdivisions

Year	Project	Description	Net Cost ('000's)
2010	Various Sites	Street tree plantings	600
2011	Various Sites	Street tree plantings	600
2012	Various Sites	Street tree plantings	600
2012	Various Sites	Street tree inventory	58

Project Listing
Program: Urban Forestry

Tree Planting - New Subdivisions

Year	Project	Description	Net Cost ('000's)
2013-2019	Various Sites	Street tree plantings	4,200
Total			**6,058**

Tree Planting - Road Reconstruction

Year	Project	Description	Net Cost ('000's)
2010	Various Sites	Replacement street trees	41
2011	Various Sites	Replacement street trees	41
2012	Various Sites	Replacement street trees	41
2013-2019	Various Sites	Replacement street trees	287
Total			**410**

2010 – 2019 Net Capital Expenditures by Program and Sub-Program (000's)

Description of Program

Vehicles, Equipment

This program is comprised of new and replacement capital program equipment for Parks, Urban Forestry and Community Centres.

Parks maintenance equipment includes:

- Trucks, trailers, tractors, mowers, aerators, top dressers and gilling attachments for horticultural, turf and sports field maintenance;
- Forestry equipment also includes tree climbing equipment, chain saws, chippers, aerial trucks and stumpers; and
- Specialized turf equipment is also used at the golf course to maintain the greens, tees and fairways.

Program equipment includes:

- Community centre equipment such as: auditorium and meeting room table and chair replacement; equipment used in programs such as fitness and aquatics; snack bar equipment; and maintenance and cleaning equipment such as floor polishers and ice edgers.

Recreation and Parks Service

2010 - 2019 Net Capital Expenditures By Sub-Program

(000's)

Vehicles, Equipment	2010 Budget	2011 Forecast	2012 Forecast	2013 Forecast	2014 Forecast	2015 Forecast	2016 Forecast	2017 Forecast	2018 Forecast	2019 Forecast	Total
	$	$	$	$	$	$	$	$	$	$	$
Parks Vehicles and Equipment	511	465	445	650	465	460	460	475	455	425	4,811
Recreation Programme Equipment	1,076	432	415	415	415	415	415	415	415	395	4,808
Total Net Expenditures	**1,587**	**897**	**860**	**1,065**	**880**	**875**	**875**	**890**	**870**	**820**	**9,619**

Project Listing
Program: Vehicles, Equipment

Parks Vehicles and Equipment

Year	Project	Description	Net Cost ('000's)
2010	BraeBen Golf Course	Golf course equipment replacement	35
2010	Lakeview Golf Course	Golf cart replacement program	21
2010	Various Parks Maintenance Equipment	Non growth related equipment	255
2010	Various Parks Maintenance Equipment	Growth related equipment	200
2011	Various Parks Maintenance Equipment	Non growth related equipment	265
2011	Various Parks Maintenance Equipment	Growth related equipment	200
2012	Various Parks Maintenance Equipment	Non growth related equipment	265
2012	Various Parks Maintenance Equipment	Growth related equipment	180
2013	Lakeview Golf Course	Golf cart replacement program	185
2013-2019	Various Parks Maintenance Equipment	Non growth related equipment	2,085

Project Listing
Program: Vehicles, Equipment

Parks Vehicles and Equipment

Year	Project	Description	Net Cost ('000's)
2013-2019	Various Parks Maintenance Equipment	Growth related equipment	1,120
Total			**4,811**

Recreation Programme Equipment

Year	Project	Description	Net Cost ('000's)
2010	Hershey Centre	Score clock replacement	644
2010	Various Community Centres	Furniture and equipment to support programs	432
2011	Various Community Centres	Furniture and equipment to support programs	432
2012	Various Community Centres	Furniture and equipment to support programs	415
2013-2019	Various Community Centres	Furniture and equipment to support programs	2,885
Total			**4,808**

Recreation & Parks

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Not Funded

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Recreation & Parks
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Recreation and Parks Service
2010 - 2019 Not Funded - Net Capital Expenditures By Program
(000's)

Program	2010 Budget	2011 Forecast	2012 Forecast	2013 Forecast	2014 Forecast	2015 Forecast	2016 Forecast	2017 Forecast	2018 Forecast	2019 Forecast	Total	Funding Sources
	$	$	$	$	$	$	$	$	$	$	$	
City Wide Facilities (1)	0	0	4,145	0	0	1,800	0	0	0	0	5,945	TX-CRF
City Wide Recreation (2)	0	0	18,645	0	0	2,533	287	2,874	0	0	24,339	TX-CRF/DCA-REC
Park Redevelopment (3)	0	0	1,203	0	13,153	8,270	0	0	0	300	22,926	TX-CRF
Parkland Development (4)	0	0	0	0	0	3,213	0	0	0	0	3,213	TX-CRF/DCA-REC
Parks Maintenance (5)	1,832	1,372	1,357	2,252	407	17,282	19	311	199	0	25,031	TX-CRF
Sports Field Maintenance (6)	498	931	976	1,041	0	0	937	552	0	0	4,935	TX-CRF
Urban Forestry (7)	660	610	610	610	610	610	610	610	610	610	6,150	TX-CRF
Total - Not Funded	**2,990**	**2,913**	**26,936**	**3,903**	**14,170**	**33,708**	**1,853**	**4,347**	**809**	**910**	**92,539**	

(1) City Wide Facilities - J.C. Saddington Park (land based construction) $4.1M and Shoreline Contingency (various Waterfront Parks) $1.8M
(2) City Wide Recreation - Malton Arena $3.2M, Museum Collection Storage Facility $12.0M, Cawthra & Glenforest School Pools, Westacres Outdoor Pool, 9th line indoor soccer bubble.
(3) Park Redevelopment - Erindale Park (design/construction) $9.2M, Streetsville Memorial Park (construction) $5.1M, Wildwood Park (construction) $8.3M
(4) Parkland Development - P_437 Not Yet Named (basic developmment 37 acres) $3.2M
(5) Parks Maintenance - estimated capital plan based on lifecycle model.
(6) Sports Field Maintenance - estimated capital plan based on lifecycle model.
(7) Urban Forestry - Hazardous Tree Mitigation/Woodland Restoration $1.4M, Street Tree Planting (increased canopy) $3.7M

Land Development Services – Table of Contents

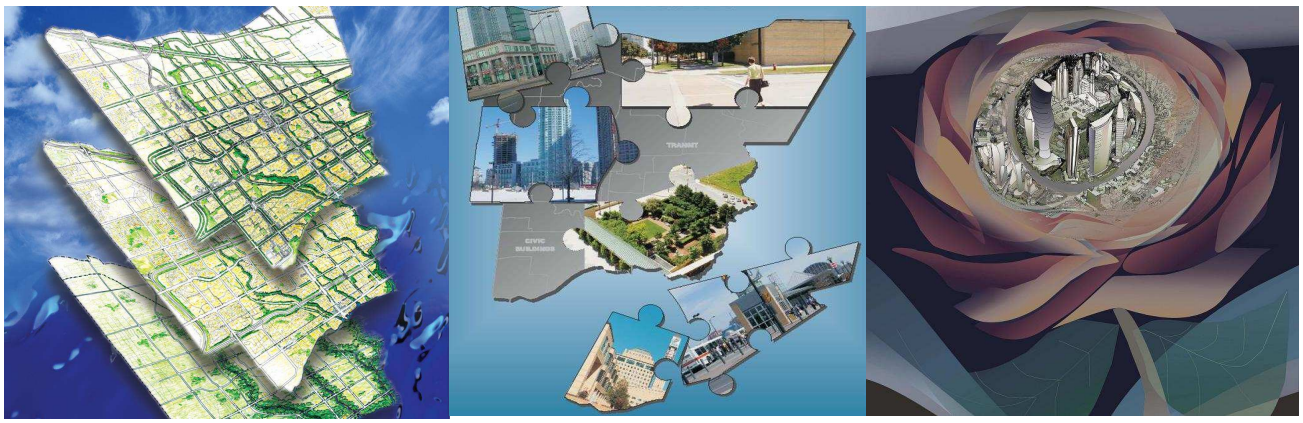
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City of Mississauga

Land Development Services
2010 Business Plan Update



Land Development Services Area is comprised of 7 sections/divisions from 4 departments of the Corporation. The Service Area is involved in all aspects of the land development approval process from formulating policy and design frameworks to approving development applications and building permits. These functions are carried out in accordance with the following relevant legislation: Planning Act, Building Code Act, Ontario Building Code, Condominium Act, Development Charges Act, Heritage Act, and other applicable law.

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2010 Business Plan & Budget Update

The 2009-2010 Business Plan and Budget represented two years of thorough and coordinated Service Area planning. The Land Development Services Business Plan and Budget are integrated plans which include deliverables that have been identified as both a priority and achievable within the prescribed timetable as set out by the Service Area staff. They also include performance measures and benchmarks which are continually monitored to ensure adherence and that the goals remain attainable. 2010 marks the second year of Mississauga's two year Business Plan and Budget. This year, staff are focusing primarily on updating and identifying any exceptions and/or amendments to the existing Service Area Business Plans while still providing comprehensive budgets and two year forecasts.

The following will provide the reader with a summary of items and circumstances that may have changed since the development of the 2009-2010 Business Plans and Budgets and will also highlight achievements that have been realized. The proposed operating budgets which summarize the financial resources required to implement the proposed 2010 business plans are included in the Service Area section of the 2010 Business Plan and Budget Update book.

Land Development Services

2009-2010 Major Initiatives Updates

Completed

- **Amendments to Fees and Charges By-law**
  A revised fee structure and rate of fees charged to developers for the development approvals process to more closely reflect full cost recovery through increased revenues was approved by Council.
- **Downtown21-Implementation Plan Phases I and II**
  Phases I and II of the Downtown21 Master Plan have been completed.
- **Phase I-Parking Strategy**
  The Parking Strategy for City Centre is completed.

In Process

- **Mississauga Plan Review**
  A new Official Plan is being prepared in compliance with Provincial legislation and Provincial policy. A draft is scheduled to be completed in the second quarter of 2010. A consultant has been retained to undertake the public participation component of the project.
- **Affordable Housing Strategy**
  The first phase of the Affordable Housing Strategy and Action Plan is underway focusing on developing zoning provisions, licensing requirements and communication and implementation strategies for Secondary Suites. The overall plan will address conformity with Regional and Provincial housing policies, housing mix, housing targets, rental housing and supportive housing.
- **Downtown21-Implementation Plan Phase III**
  Phase III - Implementation is now underway which will test and evolve the Plan to a point where it reflects market reality and is actionable and will be completed in the first quarter of 2010.
- **Phase II-Parking Management Strategy**
  Phase II of the Parking Strategy will develop a detailed parking management plan for Port Credit and the Lakeshore Road corridor in Lakeview. A consultant will be retained for the review to be completed by the fourth quarter of 2010.
- **Online Permitting-Portable Signs**
  Bell Canada has been awarded the contract as vendor for the creation of a self-serve channel on eCity for all applications and associated issued permits for portable signs. This project is currently underway and expected to be delivered in the second quarter of 2010.
- **Implementation of Customer Service Strategy-Call Centre Consolidation**
  The process mapping of most call types has been completed to assist in identifying the portion of general inquiry, application status and inspection scheduling calls that will be handled by the consolidated call centre. Implementation is scheduled for the third quarter of 2010.

On Target to Begin in 2010

- **Building Permit Fees**
  A review of all building permit fees and, if necessary, recommended changes, in accordance with the Building Code Act, to ensure cost recovery for the services delivered, will be carried out in 2010.

Studies/Reviews-Status

Completed

- Southdown Implementing Zoning
- Streetsville District Policies and Zoning By-law Appeal - Kraft Canada Inc.
- Renforth Station Interim Control By-law

In Process

- Clarkson Village Main Street Vision
- Lakeview District Plan & Implementing Zoning By-law
- Port Credit District Plan & Implementing Zoning
- Cooksville District Area Specific Review
- Zoning By-law Appeals to the new Zoning By-law
- Housekeeping By-law Amendments
- Participate in Implementation of Recommendations from Phase I of the Parking Strategy
- Planning Tools (previously titled Community Improvement Plans/Bonus Zoning/Community Impact Studies Review)
- Green Development Strategy
- Natural Areas Survey Profile
- Natural Areas Survey Update
- Fees and Charges Review (Public Agency Fee Review and Payment-in-lieu of Parking)

On Target to Begin in 2010

- Mississauga Official Plan Implementation
- Mississauga Official Plan Appeals
- Planning Tools Phase II-Community Improvement Plan for Port Credit and Lakeshore Road in Lakeview
- Greenbelt Mapping Verification in the Mississauga Plan and Zoning By-law
- Landscape Approval Process Reform

Projects will not be Proceeding at this Time

- Erin Mills Major Node and BRT Stations Study
- Meadowvale GO Station Transit-Orientated Development (TOD) Study
- Natural Heritage Strategy

Standards/Handbooks-Status

In Process

- Streetsville Village Design Guidelines

On Target to Begin in 2010

- Streetscape Design Handbook
- Mississauga CPTED Principles Handbook
- Green Development Standards

Corporate/Department Initiatives-Status

Completed
- Development and Design Organizational Changes
- Building Divisional Roadmap

In Process
- Building Division Office Accommodation
- Counter Consolidation
- Mississauga Approvals Express (MAX) Upgrade Project

Committees/Events-Status

In Process
- Streetscape Coordinating Committee
- Mississauga CPTED Advisory Committee
- Mississauga Urban Design Advisory Panel
- 2009/10 Mississauga Urban Design Awards

Guidance to other Service Areas

Land Development Services provides guidance on land use and design on the following projects:
- Bus Rapid Transit (BRT)
- Hurontario Main Street Study
- Cooksville and Port Credit Mobility Hubs
- Dundas Street Higher Order Transit

2009-2010 New Initiatives

Downtown21-Main Street District Implementation
Working in partnership with downtown landowners, a "Main Street Strategy" will be developed that outlines the necessary steps to move forward with implementation of the Main Street District.

Malton Community Plan
A Malton Community Plan review will be initiated.

Infrastructure Stimulus Fund (ISF) Projects

The Land Development Services Area will continue to provide input and support to ISF Projects which are identified as Major Initiatives of other Service Areas.

Land Development Services

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Budget

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3 YEAR BUDGET AND FORECAST

	2009 Budget	2010 Budget	2011 Forecast	2012 Forecast
Labour Costs	15,504,400	15,261,100	15,483,300	15,750,300
Other Operating Expenses	2,716,100	1,552,300	1,552,300	1,552,300
TOTAL COSTS	18,220,500	16,813,400	17,035,600	17,302,600
TOTAL REVENUES	**(16,989,700)**	**(15,108,700)**	**(13,448,700)**	**(11,233,700)**
NET COSTS	**1,230,800**	**1,704,700**	**3,586,900**	**6,068,900**
Allocations	2,857,400	3,077,900	3,211,800	3,344,800
NET of ALLOCATIONS	**4,088,200**	**4,782,600**	**6,798,700**	**9,413,700**

Note: 2011 and 2012 forecasts include the phasing in of tax funding and reserve fund transfers to offset lower revenue projections. The forecasts do not include other cost saving initiatives in the Land Development Service that will be applied through the details budget process for those years.

Land Development Services

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Human Resources Requirement

	Total FTE
2009 Establishment	169.0
2010 Budget Recommendation	162.3

Distribution

Program	2009	2010
Committee of Adjustment	3.0	3.0
Development & Design	53.6	49.9
Policy Planning	23.3	21.8
Building	89.1	87.6
Total Recommended	169.0	162.3

Land Development Services

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BUDGET OVERVIEW

LAND DEVELOPMENT SERVICES

	2008 Actual	2009 Budget	2010 Base Budget	2010 Program Changes	2010 Request	2010 Change	
	$	$	$	$	$	$	%
EXPENDITURES							
LABOUR COST	14,442,288	15,504,400	15,854,800	(593,700)	15,261,100	(243,300)	-1.6%
Staff Development Costs	69,091	136,200	136,200	(15,800)	120,400	(15,800)	-11.6%
Communications Costs	52,674	66,800	66,800	0	66,800	0	0.0%
Transportation Costs	220,679	298,800	298,800	(60,300)	238,500	(60,300)	-20.2%
Equipment Costs & Maintenance Agreement	16,151	23,900	23,900	0	23,900	0	0.0%
Contractor & Professional Services	829,356	1,997,700	1,112,000	(170,000)	942,000	(1,055,700)	-52.8%
Advertising & Promotions	60,116	35,900	35,900	0	35,900	0	0.0%
Materials, Supplies & Other Services	110,442	155,800	150,800	(27,000)	123,800	(32,000)	-20.5%
Transfers	1,562,129	0	0	0	0	0	0.0%
OTHER OPERATING EXPENSES	**2,922,504**	**2,716,100**	**1,825,400**	**(273,100)**	**1,552,300**	**(1,163,800)**	**-42.8%**
TOTAL EXPENDITURES	**17,364,792**	**18,220,500**	**17,680,200**	**(866,800)**	**16,813,400**	**(1,407,100)**	**-7.7%**
REVENUES							
Fees & Service Charges	(2,546,998)	(3,017,900)	(857,900)	(53,800)	(911,700)	2,106,200	69.8%
Licenses & Permits	(13,635,849)	(12,530,000)	(10,230,000)	(20,900)	(10,250,900)	2,279,100	18.2%
Transfers	(401,000)	(1,441,800)	(3,946,100)	0	(3,946,100)	(2,504,300)	-173.7%
TOTAL REVENUES	**(16,583,847)**	**(16,989,700)**	**(15,034,000)**	**(74,700)**	**(15,108,700)**	**1,881,000**	**11.1%**
NET SERVICE IMPACT	**780,945**	**1,230,800**	**2,646,200**	**(941,500)**	**1,704,700**	**473,900**	**38.5%**
Allocations	1,965,500	2,857,400	3,077,900	0	3,077,900	220,500	7.7%
NET of ALLOCATIONS	**2,746,445**	**4,088,200**	**5,724,100**	**(941,500)**	**4,782,600**	**694,400**	**17.0%**

Land Development Services

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2010 NET BUDGET BY PROGRAM

	2008 Actual	2009 Budget	2010 Base Budget	2010 Program Changes	2010 Request	2010 Change	
	$	$	$	$	$	$	%
PROGRAM EXPENDITURES							
Development & Design	4,044,859	5,245,500	6,291,500	(229,100)	6,062,400	816,900	15.6%
Policy Planning	2,225,377	2,559,000	2,599,800	(155,100)	2,444,700	(114,300)	-4.5%
Building Program	(3,556,842)	(3,731,000)	(3,350,800)	(507,100)	(3,857,900)	(126,900)	-3.4%
Committee of Adjustment	33,050	14,700	183,600	(50,200)	133,400	118,700	807.5%
NET PROGRAM IMPACT	**2,746,445**	**4,088,200**	**5,724,100**	**(941,500)**	**4,782,600**	**694,400**	**17.0%**

Service Budget Highlights - Operating

The recommended 2010 Net Operating Plan of $4.8 million represents an increase of $694,400 or 17.0 % from the 2009 Operating Plan.

The Planning and Building Department (as part of the Land Development Service) has been diligent in reducing costs in 2010 as described below. The reduction in revenue projections due to the anticipated continued slow economic recovery has significantly affected the net operating costs for the Department. In 2010, the change in net operating will be offset through a combination of tax funding, reserve fund transfers, cost saving initiatives (as a part of lower application volumes), and staff reductions.

In 2011 and 2012 tax funding and reserve fund transfers will be phased in to offset lower revenue projections. Other cost saving initiatives in the Land Development Service that will be applied through the details budget process for those years.

2010 Highlights of the recommended budget include :

- Reduction in labour cost of $192,000 through reduction in Temporary labour hours and deletion of (2) FTE in 2010;
- Reduction of $170,000 in Professional Services that would have been funded from operating;
- Reduction of $103,000 in mileage, Urban Design Awards program and other operating cost;
- Increase of $50,200 in fees associated with Consent and Variance applications;
- Increase of $20,900 in fees associated with Mobile Sign permit applications.


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Operating

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2010 Explanation of Budget Changes

Program: Development and Design

Description of Program

This program consists of 5 sections – Planning Services Centre, three Development Areas, and Design.

- facilitate the land development approvals process including public consultation and making recommendations to City Council for Official Plan amendments, re-zonings, plans of subdivision and site plans in accordance with the *Planning Act*, Provincial Policy and Mississauga Plan;
- write Official Plan amendments and zoning by-laws and housekeeping changes to the City Zoning By-law 0225/2007;
- provide planning and design advice and information regarding land development matters and land use changes to City Council, the public, developers, consultants and others;
- co-ordinate comments to the Committee of Adjustment; and
- undertake planning and urban design studies including urban design policy development; special studies including landscape, streetscape, context sensitive design initiatives, green building initiatives (Green Development Strategy), master planning (Downtown 21) and consultative services.

Land Development Services

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2010 EXPLANATION OF BUDGET CHANGES

PROGRAM: DEVELOPMENT & DESIGN

	2009 Restated Budget	2010 Requested Budget	Change in 2010 Requested Budget To 2009 Restated Budget		Explanation
	$	$	$	%	
EXPENDITURES					
LABOUR COST	**4,828,700**	**4,872,500**	**43,800**	**0.9%**	The increase in permanent labour costs reflects performance pay and economic adjustment increases, labour adjustments, and other fringe benefit changes.
Staff Development Costs	54,500	48,500	(6,000)	-11.0%	Reduction to courses and conferences.
Communication Costs	9,700	9,700	0	0.0%	
Transportation Costs	23,200	17,400	(5,800)	-25.0%	Reduction to mileage of 25%.
Contractor & Professional Services	834,000	214,000	(620,000)	-74.3%	Reduction due mostly to Downtown 21 being complete 2009 including additional Phase 3 and Mainstreet Project mostly spent in 2009, and reduction for Miscellaneous Consulting by $20k.
Advertising & Promotions	4,000	4,000	0	0.0%	
Materials, Supplies & Other Services	18,200	6,200	(12,000)	-65.9%	Reduction to Mississauga Urban Design Awards program
OTHER OPERATING EXPENSES	**943,600**	**299,800**	**(643,800)**	**-68.2%**	
TOTAL EXPENDITURES	**5,772,300**	**5,172,300**	**(600,000)**	**-10.4%**	
REVENUES					
Fees & Service Charges	(2,618,900)	(622,500)	1,996,400	76.2%	Plannning Fees revenue decrease of $2.0M due to economic downturn. My Ideas $3.6K - Zoning Letter Fees update fees to reflect inflation - increase from $60 to $80 per letter.
Transfers	(765,300)	(1,565,300)	(800,000)	-104.5%	Offset costs for Downtown 21 project funded from reserves and other transfers to cover shortfall in Planning Fees.
TOTAL REVENUES	**(3,384,200)**	**(2,187,800)**	**1,196,400**	**35.4%**	
Allocations	2,857,400	3,077,900	220,500	7.7%	Allocated costs for Land Development Services from Departmental Business Servcies.
NET PROGRAM IMPACT	**5,245,500**	**6,062,400**	**816,900**	**15.6%**	

2010 Explanation of Budget Changes

Program: Policy Planning

Description of Program

This program consists of three sections, Community Planning, City Wide Planning, and Information Planning.

- long range policy and land use planning including the preparation and maintenance of the official plan and planning district (community) policies;
- area specific studies;
- preparation of city wide and area specific parking strategies;
- environmental policies and studies;
- commenting on planning initiatives of neighbouring municipalities and other jurisdictions;
- data development and management including the acquisition and distribution of Census data;
- departmental and corporate data support; and
- growth forecasting.

Land Development Services

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2010 EXPLANATION OF BUDGET CHANGES

PROGRAM: POLICY PLANNING

	2009 Restated Budget	2010 Requested Budget	Change in 2010 Requested Budget To 2009 Restated Budget		Explanation
	$	$	$	%	
EXPENDITURES					
LABOUR COST	**2,017,700**	**2,048,500**	**30,800**	**1.5%**	The increase in permanent labour costs reflects performance pay and economic adjustment increases, labour adjustments, and other fringe benefit changes.
Staff Development Costs	20,200	17,900	(2,300)	-11.4%	Reduction to courses and conferences.
Communication Costs	5,300	5,300	0	0.0%	
Transportation Costs	11,800	11,800	0	0.0%	
Contractor & Professional Services	1,150,700	715,000	(435,700)	-37.9%	Studies for 2010 include the Mississauga Plan Review $70K, Affordable Rental Housing $50K, Parking Strategy $165K, Printing Miss Plan $40K, District Policy Review $150K, Stakeholder Consult Process $55K, Misc Consult $100K , Natural Area Survey $25K, Brochures $10K, Printing Policy Studies $50K. These studies are offset by the completion of one-time studies in 2009.
Advertising & Promotions	25,000	25,000	0	0.0%	
Materials, Supplies & Other Services	4,800	2,000	(2,800)	-58.3%	Reduction to reference materials.
OTHER OPERATING EXPENSES	**1,217,800**	**777,000**	**(440,800)**	**-36.2%**	
TOTAL EXPENDITURES	**3,235,500**	**2,825,500**	**(410,000)**	**-12.7%**	
REVENUES					
Transfers	(676,500)	(380,800)	295,700	43.7%	Offset costs of various planning studies completed and funded from reserves in 2009.
TOTAL REVENUES	**(676,500)**	**(380,800)**	**295,700**	**43.7%**	
NET PROGRAM IMPACT	**2,559,000**	**2,444,700**	**(114,300)**	**-4.5%**	

2010 Explanation of Budget Changes

Program: Building

Description of Program

This program consists of three sections: Plans Examination Services (Zoning, Building Engineering, and Mechanical plans examination), Inspection Services (including the Sign Unit).

- administer the *Ontario Building Code Act*, the Ontario Building Code, zoning by-law and other applicable laws;
- process building permits and zoning certificates applications;
- undertakes inspection related to construction for compliance; and
- administer the City Sign By-law and associated Corporate policy, issue sign permits and conducts inspections.

Land Development Services

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2010 EXPLANATION OF BUDGET CHANGES

PROGRAM: BUILDING PROGRAM

	2009 Restated Budget	2010 Requested Budget	Change in 2010 Requested Budget To 2009 Restated Budget		Explanation
	$	$	$	%	
EXPENDITURES					
LABOUR COST	**8,328,200**	**7,996,400**	**(331,800)**	**-4.0%**	There is a decrease as a result of staff positions offset by the increase in permanent labour costs reflecting performance pay and economic adjustment increases, labour adjustments, and other fringe benefit changes.
Staff Development Costs	59,500	52,000	(7,500)	-12.6%	Reduction to courses and conferences.
Communication Costs	41,900	41,900	0	0.0%	
Transportation Costs	248,500	194,000	(54,500)	-21.9%	Reduction to mileage.
Equipment Costs & Maintenance Agreements	23,000	23,000	0	0.0%	
Contractor & Professional Services	13,000	13,000	0	0.0%	
Advertising & Promotions	2,000	2,000	0	0.0%	
Materials, Supplies & Other Services	103,900	91,700	(12,200)	-11.7%	Reduction to personal equipment $10K, and to operating reference materials $2.2K.
OTHER OPERATING EXPENSES	**491,800**	**417,600**	**(74,200)**	**-15.1%**	
TOTAL EXPENDITURES	**8,820,000**	**8,414,000**	**(406,000)**	**-4.6%**	
REVENUES					
Fees & Service Charges	(21,000)	(21,000)	0	0.0%	
Licenses & Permits	(12,530,000)	(10,250,900)	2,279,100	18.2%	Building Permit revenue decrease of $2.3M due to economic downturn. MyIdeas $20.9K - Increase / Restructure Sign Variance Application Fees to be increased from $415 to fee consistent with other municipalities.
Transfers	0	(2,000,000)	(2,000,000)	0.0%	Building Permit revenue decrease funded from reserves.
TOTAL REVENUES	**(12,551,000)**	**(12,271,900)**	**279,100**	**2.2%**	
NET PROGRAM IMPACT	**(3,731,000)**	**(3,857,900)**	**(126,900)**	**-3.4%**	

2010 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.

	2009 Restated Budget	2010 Requested Budget	Change in 2010 Requested Budget To 2009 Restated Budget		Explanation
	$	$	$	%	
EXPENDITURES					
LABOUR COST	**329,800**	**343,700**	**13,900**	**4.2%**	The increase in permanent labour costs reflects performance pay and economic adjustment increases, labour adjustments, and other fringe benefit changes.
Staff Development Costs	2,000	2,000	0	0.0%	
Communication Costs	9,900	9,900	0	0.0%	
Transportation Costs	15,300	15,300	0	0.0%	
Equipment Costs & Maintenance Agreements	900	900	0	0.0%	
Advertising & Promotions	4,900	4,900	0	0.0%	
Materials, Supplies & Other Services	28,900	23,900	(5,000)	-17.3%	Elimination of the printing of Commiittee of Adjustment agendas.
Finance Other	1,000	1,000	0	0.0%	
OTHER OPERATING EXPENSES	**62,900**	**57,900**	**(5,000)**	**-7.9%**	
TOTAL EXPENDITURES	**392,700**	**401,600**	**8,900**	**2.3%**	
REVENUES					
Fees & Service Charges	(378,000)	(268,200)	109,800	29.0%	Decrease in volume of Commercial and Residential Consent and Variance Applications resulted in shortfalls of $160K, which are partially offset by fee increases.
Long Term Liabilities	0	0	0	0.0%	
TOTAL REVENUES	**(378,000)**	**(268,200)**	**109,800**	**29.0%**	
NET PROGRAM IMPACT	**14,700**	**133,400**	**118,700**	**807.5%**	

2010 Summary of Program Directions
Land Development Services

New Revenues (-)

Description	FTE	Expenditure	Revenue	Net	Start Date	Briefing Note or Budget Book Page Reference
Increase Consent Fee			(13,800)	(13,800)	January 1, 2010	L-25
Increase Commercial Variance Fee			(14,400)	(14,400)	January 1, 2010	L-25
Increase Residential Variance Fee			(22,000)	(22,000)	January 1, 2010	L-25
Increase in Revenue for Mobile Sign Permits			(20,900)	(20,900)	December 1, 2010	L-26
Increase in Rezoning Applications - My Ideas Program			(3,600)	(3,600)	December 1, 2010	L-27
Total Division/Service Base Budget Impacts	**0**	-	**(74,700)**	**(74,700)**	January 1, 2010	

Program Reductions (-)

Description	FTE	Expenditure	Revenue	Net	Start Date	Briefing Note or Budget Book Page Reference
Reduction in Reference Materials and Equipment		(15,000)		(15,000)	January 1, 2010	L-28
Reduction in Urban Design Awards Program		(12,000)		(12,000)	January 1, 2010	L-29
Reduction in Professional Services - Development and Design		(20,000)		(20,000)	January 1, 2010	L-30
Reduction in Professional Services - Policy Planning		(150,000)		(150,000)	January 1, 2010	L-31
Reduction in Mileage Costs		(60,300)		(60,300)	January 1, 2010	L-32
Reduction in Permanent Labour	-1	(53,400)		(53,400)	January 1, 2010	L-33
Reduction in Permanent Labour - Early Retirements	-4	(401,100)		(401,100)	January 1, 2010	L-34
Reduction in Temporary Labour	-1	(139,200)		(139,200)	January 1, 2010	L-35
Reduction in Course and Conferences		(15,800)		(15,800)	January 1, 2010	L-36
Total Division/Service Base Budget Impacts	**-6**	**(866,800)**	-	**(866,800)**	January 1, 2010	

Land Development Services

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2010 Service Change

Increase in Fees for Variances and Consents

Service: Land Development Services **Strategic Pillar**

Type of Change New Revenues **Division:** Clerks **Effective Date:** January 1, 2010

Financial Impact	2009 Budget	2010 Change	2011 Change
Labour			
Operating Expenses			
Revenue	378,000	(50,200)	
Net Cost	**$378,000**	**($50,200)**	**$0**
FTE			

FTE:

Permanent	#
Temporary	#

Details of Service Change

Increase Consent fees by $600 - Proposed increase of Consent fees brings current fees of $1400 to $2000 which is still much lower than the fees charge by other municipalities in the province for the same service. Fees were last increased in 2009/01/01 increased by $50. ($13,800)

Increase Commercial variance fees by $100 -Proposed industrial/Commercial variance fees increase brings current rate of $700 to $800 which is still lower than the fees charge by surrounding municipalities for the same service. ($14,400)

Increase Residential variance fees by $100 - Proposed increase of Variance fees brings current fees of $400 to $500 which is still much lower than the fees charged by other municipalities in the province for the same service. ($22,000)

Service Impact

Consent Fee - Approximately 23 Clients will be affected by the fee increase.
Commerical Varinance Fee - Approximately 144 commercial clients will be affected by the fee increase.
Residential Variance Fee - Approximately 220 residential clients will be affected by the fee increase.

Land Development Services

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2010 Service Change

Increase in Revenue for Mobile Sign Permits

Service: Land Development Services **Strategic Pillar**

Type of Change New Revenues **Division:** Building **Effective Date:** January 1, 2010

Financial Impact	2009 Budget	2010 Change	2011 Change
Labour			
Operating Expenses			
Revenue	230,000	(20,900)	
Net Cost	**$230,000**	**($20,900)**	**$0**
FTE			

FTE:

Permanent	#
Temporary	#

Details of Service Change

Based on 2008 and 2009 YTD actual revenue for Mobile Sign permits continues to increase.

Service Impact

The increase in volume of permit applications will be offset with the new online service delivery channel to obtain a mobile sign permit from a self serve web channel (eCity).

Land Development Services

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2010 Service Change

My Idea Savings - Update Fee for Zoning Letters

Service: Land Development Services **Strategic Pillar**

Type of Change New Revenues **Division:** Building **Effective Date:** January 1, 2010

Financial Impact	2009 Budget	2010 Change	2011 Change
Labour			
Operating Expenses			
Revenue	2,980,400	(3,600)	
Net Cost	$2,980,400	($3,600)	$0
FTE			

FTE:

Permanent	#
Temporary	#

Details of Service Change

Increase the fee for Zoning Letters from $60 to $80.

Service Impact

This will effect approximately 180 zoning letter requests. Requests for clearance letters are done usually in connection with mortgage clearances or property sales. The numbers of letter requests have been greatly reduced due to private Title Insurance.

Land Development Services

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2010 Service Change

Reduction in Reference Materials and Equipment

Service: Land Development Services **Strategic Pillar**

Type of Change Program Reductions **Division:** Building **Effective Date:** January 1, 2010

Financial Impact	2009 Budget	2010 Change	2011 Change
Labour			
Operating Expenses	31,900	(15,000)	
Revenue			
Net Cost	**$31,900**	**($15,000)**	**$0**
FTE			

FTE:

Permanent	#
Temporary	#

Details of Service Change

Reduction in the purchase of Building Code, Zoning By-law, and Official Plan documents as a results of alignment with previous year actuals where additional monies were required for updated Building Codes, new Zoning By-law and Mississaug Plan documents. Also the creation of online service delivery channels has reduced the need for hardcopy documents.

Service Impact

No service impact.

Land Development Services

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2010 Service Change

Reduction in Urban Design Awards Program

Service: Land Development Services

Strategic Pillar

Type of Change Program Reductions

Division: Development & Design

Effective Date: January 1, 2010

Financial Impact	2009 Budget	2010 Change	2011 Change
Labour			
Operating Expenses	15,000	(12,000)	
Revenue			
Net Cost	$15,000	($12,000)	$0
FTE			

FTE:

Permanent	#
Temporary	#

Details of Service Change

Reduce Urban Design Award program by $12,000. Although most of this money is recovered through private sponsorship, it was felt that it may be difficult to recovery this money in this economic climate.

Given the expected continued impact of the economic downturn, it is considered appropriate to scale back the Mississauga Urban Design Award Program.

Service Impact

This program will be scaled back to no longer include a large public event - awards will be presented at City Council resulting in a reduced profile of the awards and public media profile across the GTA.

Land Development Services

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2010 Service Change

Reduction in Professional Services (Development and Design)

Service: Land Development Services **Strategic Pillar**

Type of Change Program Reductions **Division:** Development & Design **Effective Date:** January 1, 2010

Financial Impact	2009 Budget	2010 Change	2011 Change
Labour			
Operating Expenses	834,000	(20,000)	
Revenue			
Net Cost	$834,000	($20,000)	$0
FTE			

FTE:

Permanent	#
Temporary	#

Details of Service Change

Reduce Consulting from $100K to $80K.

In the past this money has been used to fund studies that require quick turnaround due to City Council direction, Ontario Municipal Board requirements or other unforeseen circumstances requiring specialized consulting services.

The actual expenditures in 2008 vs budget in 2009 support this reduction.

Service Impact

Will diminish capacity to: undertake peer reviews of developer's studies submitted in conjunction with development applications; retain consultants to provide specific advise, such as retail and economic advise to support land use changes and, input into Hurontario Higher Order Transit (HHOT) Study.

Land Development Services

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2010 Service Change

Reduction in Professional Services (Policy Planning)

Service: Land Development Services **Strategic Pillar**

Type of Change Program Reductions **Division:** Policy Planning **Effective Date:** January 1, 2010

Financial Impact	2009 Budget	2010 Change	2011 Change
Labour			
Operating Expenses	1,150,700	(150,000)	
Revenue			
Net Cost	$1,150,700	($150,000)	$0
FTE			

FTE:

Permanent	#
Temporary	#

Details of Service Change

Reduce Policy Planning - Community Planning Professional Services from $300k to $150k

Reducing Policy Planning - Community Planning Professional Services from $300k to $150k will diminish the capacity to put land use policy in place in support of our new Strategic Plan, Provincial Policy Statements, and Regional Planning initiatives. Reducing this program assumes that Council will not be directing any additional Community Planning studies in 2010. If this happens, funding will need to be secured from other sources, such as reserves.

The actual expenditures in 2008 vs budget in 2009 support this reduction.

Service Impact

Reducing operating budget will diminish capacity to conduct community planning studies.

The district policies review process includes an extensive visioning component, background research, preparation of official plan policies, urban design strategy, consultation on the draft policies, and implementing zoning. It was intended that consultants would be engaged to prepare these studies. Depending on the study scope, our experience is that on average projects of this magnitude require a budget of approximately $100,000 to $150,000 per review.

Given the carry over of projects from 2009 to 2010, which is most of the projects that are currently in process, staff resources to prepare the above studies "in-house" is very limited. As well, even with consultant led projects, a high level of staff commitment is required to manage and keep the reviews on schedule. The reduction in the Community Planning budget from $300,000 to $150,000 would result in the initiation of only one of the above studies.

Land Development Services

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2010 Service Change

Reduction in Mileage Costs

Service: Land Development Services **Strategic Pillar**

Type of Change Program Reductions **Division:** Building **Effective Date:** January 1, 2010

Financial Impact	2009 Budget	2010 Change	2011 Change
Labour			
Operating Expenses	261,400	(60,300)	
Revenue			
Net Cost	$261,400	($60,300)	$0
FTE			

FTE:

Permanent	#
Temporary	#

Details of Service Change

The reduction in mileage costs is a direct reflection of the continued reduction in building permit inspection activity anticipated in 2010.

Service Impact

No service impact.

Land Development Services

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2010 Service Change

Reduction in Permanent Labour

Service: Land Development Services

Strategic Pillar

Type of Change Program Reductions

Division: Development & Design

Effective Date: January 1, 2010

Financial Impact	2009 Budget	2010 Change	2011 Change
Labour	$14,949,900	($53,400)	
Operating Expenses			
Revenue			
Net Cost	**$14,949,900**	**($53,400)**	**$0**
FTE		-1	

FTE:

Permanent	-1
Temporary	#

Details of Service Change

As a result of reduced development related activity and the move of the Planning Services counter to the 3rd as a part of the Customer Strategy and Counters Consolidation, (1) Customer Service/Receptionist position can be deleted.

Service Impact

Development application information will now be provided on the 3rd floor as of Feb 2010 so the need for (2) reception positions on the 11th floor is reduced by 1. There will be no service impact to our clients.

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2010 Service Change

Reduction in Permanent Labour - Early Retirement

Service: Land Development Services

Strategic Pillar

Type of Change Program Reductions

Division: Building

Effective Date: January 1, 2010

Financial Impact	2009 Budget	2010 Change	2011 Change
Labour	$14,949,900	($401,100)	
Operating Expenses			
Revenue			
Net Cost	**$14,949,900**	**($401,100)**	**$0**
FTE		-4	

FTE:

Permanent	-4
Temporary	#

Details of Service Change

As a result of a Corporate initiative to encourage early retirement for those staff who had met the minimum early retirement criteria, the Building Division was able to reduce FTE count by 4 positions.

Service Impact

Given the reduced building permit and inspection activity in 2009 and continuing in 2010, there will be no negative service impact.

Land Development Services

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2010 Service Change

Reduction in Temporary Labour

Service: Land Development Services

Strategic Pillar

Type of Change Program Reductions

Division: Development & Design

Effective Date: January 1, 2010

Financial Impact	2009 Budget	2010 Change	2011 Change
Labour	$483,100	($139,200)	
Operating Expenses			
Revenue			
Net Cost	$483,100	($139,200)	$0
FTE		-1	

FTE:

	#
Permanent	
Temporary	-1

Details of Service Change

Reduction of hours for Contract Planning staff as well as reduction of summer students from (4) to (2).

Service Impact

Given the reduction in application activity it is anticipated that there will be no service impact as a result of this reduction.

Land Development Services

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2010 Service Change

Reduction in Course and Conferences

Service: Land Development Services **Strategic Pillar**

Type of Change Program Reductions **Division:** Policy Planning **Effective Date:** January 1, 2010

Financial Impact	2009 Budget	2010 Change	2011 Change
Labour			
Operating Expenses	136,200	(15,800)	
Revenue			
Net Cost	$136,200	($15,800)	$0
FTE			

FTE:

Permanent	#
Temporary	#

Details of Service Change

This amount represents a 20% reduction in Staff Development for Courses and Conferences in the Planning and Building Department. This is a Corporate wide/LT Directed reduction.

Service Impact

No service impact.

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City of Mississauga

Legislative Services
2010 Business Plan Update



Legislative Services provides statutory and legislative services to the public, Council and other internal and external customers. The services delivered include:

- Provincial Offences Administration (POA)
- Legislative Services (which includes Council and Committee Support, Access and Privacy, and Legislative Compliance)
- Vital Statistics
- Records Management Services
- Municipal Elections

Legislative Services is often the primary contact for other levels of government communicating with the City of Mississauga

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2010 Business Plan & Budget Update

The 2009-2010 Business Plan and Budget represented two years of thorough and coordinated Service Area planning. The Legislative Services Business Plan and Budget are integrated plans which include deliverables that have been identified as both a priority and are achievable in the prescribed timetable as set out by the Service area staff. They also include performance measures and benchmarks which are continually monitored to ensure adherence and that the goals remain attainable. 2010 marks the second year of Mississauga's two year Business Plan and Budget. For this year, staff are focusing primarily on updating and presenting exceptions and amendments to the Service Area Business Plans while still providing comprehensive budgets and two year forecasts.

The following summary will set out a brief description of the Service Area, what has changed since writing the 2009-2010 Business Plans and Budgets and what achievements have been realized. The proposed capital and operating budgets which summarize the financial resources required to implement the proposed 2010 business plans are included in the Service Area section of the 2010 Business Plan and Budget Update book

Updates to 2010 Business Plan & Budget

2010 Municipal Election

The 2010-Election planning is well underway; a new election worker recruitment module has been designed. A Voter's List module is being updated to incorporate MPAC and legislative requirements. City facilities have been booked, all advance poll and training dates have been finalized; working with I.T, Communications, and the Call Centre to ensure that the workplan objectives and goals are met.

Live Streaming of Council Meetings

To improve access for the public to view Council meetings, an initiative was launched to stream meetings of Council live on the internet, as well as record them for viewing at a later date.

Consolidated Counter and Relocation of Legislative Services Offices

Legislative Services offices have been moved to the 2nd floor as part of the new Consolidated Counter Service Strategy. This move provides improved access to our services and is much more inviting and makes it easier for the public to find the service that they need. The new office area features a fully accessible customer service counter, new signage and consultation rooms for situations that require them, which means more efficient service for customers.

Provincial Offences Court Judicial Resources

The time to trial for most POA matters has continued to decrease during the last year. However, to reach the six month target established by the judiciary, one additional court room needs to be operational. To do this an additional Justice of the Peace is required and the Province has taken no action to appoint additional Justices of the Peace for this area during the last year.

2009-2010 New Initiatives

Electronic Records Management

Records Management Services is currently embarking on an initiative to build an information governance framework for electronic records. This will help to deliver, manage, capture, store, and preserve the City's information resources. Key initiatives include investigating a centralized electronic management system, enhancing access to information by providing a quicker search, establishing imaging and scanning standards, optimizing security and privacy protection, and developing a legal process to produce electronic records as documentary evidence.

Live Streaming of Committee Meetings

Following on the implementation of the live streaming of Council meetings on the internet, the prospect of streaming other Committee meetings such as General Committee, Planning and Development Committee and Budget Committee is being reviewed.

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Budget

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3 YEAR BUDGET AND FORECAST

	2009 Budget	2010 Budget	2011 Forecast	2012 Forecast
Labour Costs	4,100,200	4,609,300	4,420,500	4,609,600
Other Operating Expenses	1,668,200	2,961,200	1,786,300	1,782,300
TOTAL COSTS	5,768,400	7,570,500	6,206,800	6,391,900
TOTAL REVENUES	**(7,382,000)**	**(9,430,400)**	**(7,871,300)**	**(7,865,200)**
NET COSTS	**(1,613,600)**	**(1,859,900)**	**(1,664,500)**	**(1,473,300)**
Allocations	163,200	164,200	171,500	178,700
NET of ALLOCATIONS	**(1,450,400)**	**(1,695,700)**	**(1,493,000)**	**(1,294,600)**

Human Resources Requirement

	Total FTE
2009 Establishment	60.7
2010 Budget Recommendation	63.2

Distribution

Program	2009 FTE	2010 FTE
Elections	1.8	7.0
Provincial Offences Act	18.7	18.2
Office of the City Clerk	40.2	38.0
Total Recommended	60.7	63.2

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BUDGET OVERVIEW

	2008 Actual	2009 Budget	2010 Base Budget	2010 Program Changes	2010 Request	2010 Change	
	$	$	$	$	$	$	%
EXPENDITURES							
LABOUR COST	3,738,010	4,100,200	4,736,800	(127,500)	4,609,300	509,100	12.4%
Staff Development Costs	25,546	21,800	27,300	0	27,300	5,500	25.2%
Communications Costs	47,925	73,400	347,500	0	347,500	274,100	373.4%
Transportation Costs	8,059	5,600	12,600	0	12,600	7,000	125.0%
Occupancy & City Costs	0	0	2,000	0	2,000	2,000	0.0%
Equipment Costs & Maintenance Agreement	177,707	213,200	338,200	0	338,200	125,000	58.6%
Contractor & Professional Services	730,756	808,800	1,323,700	0	1,323,700	514,900	63.7%
Advertising & Promotions	45,422	65,600	198,800	(7,200)	191,600	126,000	192.1%
Materials, Supplies & Other Services	333,629	479,000	717,700	(200)	717,500	238,500	49.8%
Finance Other	573	800	800	0	800	0	0.0%
Transfers	412,543	0	0	0	0	0	0.0%
OTHER OPERATING EXPENSES	**1,782,160**	**1,668,200**	**2,968,600**	**(7,400)**	**2,961,200**	**1,293,000**	**77.5%**
TOTAL EXPENDITURES	**5,520,170**	**5,768,400**	**7,705,400**	**(134,900)**	**7,570,500**	**1,802,100**	**31.2%**
REVENUES							
Fees & Service Charges	(148,793)	(139,800)	(139,800)	0	(139,800)	0	0.0%
Licenses & Permits	(587,580)	(562,000)	(562,000)	(16,500)	(578,500)	(16,500)	-2.9%
Fines	(6,635,652)	(6,563,100)	(6,763,100)	0	(6,763,100)	(200,000)	-3.0%
Other Revenue	40	0	0	0	0	0	0.0%
Transfers	(17,492)	(117,100)	(1,949,000)	0	(1,949,000)	(1,831,900)	-1564.4%
TOTAL REVENUES	**(7,389,478)**	**(7,382,000)**	**(9,413,900)**	**(16,500)**	**(9,430,400)**	**(2,048,400)**	**-27.7%**
NET SERVICE IMPACT	**(1,869,309)**	**(1,613,600)**	**(1,708,500)**	**(151,400)**	**(1,859,900)**	**(246,300)**	**-15.3%**
Allocations	162,700	163,200	164,200	0	164,200	1,000	0.6%
NET of ALLOCATIONS	**(1,706,609)**	**(1,450,400)**	**(1,544,300)**	**(151,400)**	**(1,695,700)**	**(245,300)**	**-16.9%**

2010 NET BUDGET BY PROGRAM

	2008 Actual	2009 Budget	2010 Base Budget	2010 Program Changes	2010 Request	2010 Change	
	$	$	$	$	$	$	%
PROGRAM EXPENDITURES							
Elections	90,355	101,400	105,800	0	105,800	4,400	4.3%
Provincial Offences Act	(4,068,019)	(4,152,600)	(4,356,000)	(29,700)	(4,385,700)	(233,100)	-5.6%
Office of the City Clerk	2,185,809	2,494,200	2,599,300	(121,700)	2,477,600	(16,600)	-0.7%
Council Committees	85,247	106,600	106,600	0	106,600	0	0.0%
NET PROGRAM IMPACT	**(1,706,609)**	**(1,450,400)**	**(1,544,300)**	**(151,400)**	**(1,695,700)**	**(245,300)**	**-16.9%**

Service Budget Highlights - Operating

The recommended 2010 Net Operating Budget of ($1.7 million) represents a decrease of $245,000 or 16.9% from the 2009 Operating Budget.

Expenditure increases for the service area in 2010 include general labour cost increases and other costs for the 2010 Election, which are funded by a transfer from the Election Reserve.

2010 Highlights of the recommended budget include :

- The $0.6 million in labour cost for 2010 election includes:
  - $409,600 for temporary labour and the additional temporary staff of 5.2 FTE
  - $80,000 of overtime expenses for election related duties of permanent staff
- The $1.4 million in operating expenses for 2010 Election includes:
  - $271,300 for election related postage, courier and telephone cost
  - $573,600 for professional services, interpreters, voter cards and ballots etc,
  - $133,200 for election advertising and promotion
  - $252,100 for election related printing and office supplies and
  - $140,000 for election related equipment maintenance and agreements

- Increase of $200,000 in POA revenue due to increase volume of traffic and red-light camera ticket issuance
- Decrease of $73,900 operating expenses for POA to reflect actual costs incurred in 2009


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Operating

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2010 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 Election Reserve. Costs in non-election years represent ongoing staffing and minor operating expenditures.

	2009 Restated Budget	2010 Requested Budget	Change in 2010 Requested Budget To 2009 Restated Budget		Explanation
	$	$	$	%	
EXPENDITURES					
LABOUR COST	**135,700**	**587,300**	**451,600**	**332.8%**	Increase temporary labour and overtime for 2010 election.
Staff Development Costs	0	5,500	5,500	0.0%	Election staff training costs.
Communication Costs	700	272,000	271,300	38757.1%	Increase postage, courier and telephone cost for 2010 election.
Transportation Costs	0	7,000	7,000	0.0%	
Occupancy & City Costs	0	2,000	2,000	0.0%	
Equipment Costs & Maintenance Agreements	0	140,000	140,000	0.0%	
Contractor & Professional Services	1,400	575,000	573,600	40971.4%	Increase cost for election related workers, interpreters, Voter Cards, Ballot printing, etc.
Advertising & Promotions	1,800	135,000	133,200	7400.0%	Increase cost for election advertising and promotion.
Materials, Supplies & Other Services	43,900	296,000	252,100	574.3%	Election related internal printing and office supplies.
OTHER OPERATING EXPENSES	**47,800**	**1,432,500**	**1,384,700**	**2896.9%**	
TOTAL EXPENDITURES	**183,500**	**2,019,800**	**1,836,300**	**1000.7%**	
REVENUES					
Transfers	(82,100)	(1,914,000)	(1,831,900)	-2231.3%	Election cost recovery from Election Reserve.
TOTAL REVENUES	**(82,100)**	**(1,914,000)**	**(1,831,900)**	**-2231.3%**	
NET PROGRAM IMPACT	**101,400**	**105,800**	**4,400**	**4.3%**	

2010 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.

	2009 Restated Budget	2010 Requested Budget	Change in 2010 Requested Budget To 2009 Restated Budget		Explanation
	$	$	$	%	
EXPENDITURES					
LABOUR COST	**1,326,200**	**1,367,000**	**40,800**	**3.1%**	The increase in permanent labour costs reflects performance pay and economic adjustment increases, labour adjustments, and other fringe benefit changes.
Communication Costs	45,000	45,000	0	0.0%	
Transportation Costs	1,500	1,500	0	0.0%	
Equipment Costs & Maintenance Agreements	192,800	177,800	(15,000)	-7.8%	Integrated court offences network charges lower due to a decrease in the number of court cases.
Contractor & Professional Services	776,400	717,700	(58,700)	-7.6%	Lower court usage.
Materials, Supplies & Other Services	68,600	68,400	(200)	-0.3%	
OTHER OPERATING EXPENSES	**1,084,300**	**1,010,400**	**(73,900)**	**-6.8%**	
TOTAL EXPENDITURES	**2,410,500**	**2,377,400**	**(33,100)**	**-1.4%**	
REVENUES					
Fines	(6,563,100)	(6,763,100)	(200,000)	-3.0%	Increase in traffic ticket issuance.
TOTAL REVENUES	**(6,563,100)**	**(6,763,100)**	**(200,000)**	**-3.0%**	
NET PROGRAM IMPACT	**(4,152,600)**	**(4,385,700)**	**(233,100)**	**-5.6%**	

2010 Explanation of Budget Changes

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

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, including indexing of Council decisions;
Performs civil marriage ceremonies.

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2010 EXPLANATION OF BUDGET CHANGES

PROGRAM: OFFICE OF THE CITY CLERK (EXCLUDING ELECTION AND PROVINCIAL OFFENCES ACT)

	2009 Restated Budget	2010 Requested Budget	Change in 2010 Requested Budget To 2009 Restated Budget		Explanation
	$	$	$	%	
EXPENDITURES					
LABOUR COST	**2,638,300**	**2,655,000**	**16,700**	**0.6%**	The labour savings from counter consolidation has been offset by increased permanent labour costs for performance pay and economic adjustments, and other fringe benefit changes.
Staff Development Costs	15,000	15,000	0	0.0%	
Communication Costs	27,700	30,500	2,800	10.1%	Increase in courier and postage costs.
Transportation Costs	800	800	0	0.0%	
Equipment Costs & Maintenance Agreements	20,400	20,400	0	0.0%	
Contractor & Professional Services	31,000	31,000	0	0.0%	
Advertising & Promotions	25,000	17,800	(7,200)	-28.8%	Savings from advertisements of citizen appointments via the internet rather than the newspapers.
Materials, Supplies & Other Services	273,800	260,400	(13,400)	-4.9%	Savings from reduced office supplies and printed council agendas.
Finance Other	800	800	0	0.0%	
OTHER OPERATING EXPENSES	**394,500**	**376,700**	**(17,800)**	**-4.5%**	
TOTAL EXPENDITURES	**3,032,800**	**3,031,700**	**(1,100)**	**0.0%**	
REVENUES					
Fees & Service Charges	(139,800)	(139,800)	0	0.0%	
Licenses & Permits	(562,000)	(578,500)	(16,500)	-2.9%	Increase in marriage license fees.
TOTAL REVENUES	**(701,800)**	**(718,300)**	**(16,500)**	**-2.4%**	
Allocations	163,200	164,200	1,000	0.6%	Departmental Business Services cost allocation.
NET PROGRAM IMPACT	**2,494,200**	**2,477,600**	**(16,600)**	**-0.7%**	

2010 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; 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;
- Mississauga Cycling Advisory Committee which promotes safe cycling initiatives for recreational purposes and as an alternative mode of transportation, promoting the development of an integrated cycling network, and advises Council on the design and delivery of programs;
- Property Standards Committee which hears appeals of Property Standards Orders; and
- Accessibility Advisory Committee which provides input into the City's accessibility plan and addresses the identification, removal and prevention of barriers to persons with disabilities related to the City's by-laws, policies, programs, services and facilities.

2010 EXPLANATION OF BUDGET CHANGES

PROGRAM: COUNCIL COMMITTEES

	2009 Restated Budget	2010 Requested Budget	Change in 2010 Requested Budget To 2009 Restated Budget		Explanation
	$	$	$	%	
EXPENDITURES					
Staff Development Costs	6,800	6,800	0	0.0%	
Transportation Costs	3,300	3,300	0	0.0%	
Advertising & Promotions	38,800	38,800	0	0.0%	
Materials, Supplies & Other Services	92,700	92,700	0	0.0%	
OTHER OPERATING EXPENSES	**141,600**	**141,600**	**0**	**0.0%**	
TOTAL EXPENDITURES	**141,600**	**141,600**	**0**	**0.0%**	
REVENUES					
Transfers	(35,000)	(35,000)	0	0.0%	
TOTAL REVENUES	**(35,000)**	**(35,000)**	**0**	**0.0%**	
NET PROGRAM IMPACT	**106,600**	**106,600**	**0**	**0.0%**	

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2010 Summary of Program Directions

New Revenues (-)

Description	FTE	Expenditure	Revenue	Net	Start Date	Briefing Note or Budget Book Page Reference
Increase in Marriage License Fee			(16,500)	(16,500)	January 1, 2010	M-22
Total Division/Service Base Budget Impacts	**0**	-	(16,500)	(16,500)		

Program Reductions (-)

Description	FTE	Expenditure	Revenue	Net	Start Date	Briefing Note or Budget Book Page Reference
Reduction in temporary labour for Courthouse public liaison - Provincial Offences Act	-0.5	(29,500)		(29,500)	January 1, 2010	M-23
Reduction in temporary labour due to restructuring in Clerks' Division	-1.2	(44,000)		(44,000)	January 1, 2010	M-24
Restructuring of City Clerk's Office	-1	(54,000)		(54,000)	January 1, 2010	M-25
Advertisement reduction for Citizen Appointments		(7,200)		(7,200)	January 1, 2010	M-26
Total Division/Service Base Budget Impacts	**-2.7**	(134,700)	-	(134,700)		

Efficiencies / Reserve Transfers (+) or (-)

Description	FTE	Expenditure	Revenue	Net	Start Date	Briefing Note or Budget Book Page Reference
Elimination of Styrofoam Cups		(200)		(200)	January 1, 2010	M-27
Total Division/Service Base Budget Impacts	**0**	(200)	-	(200)		

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2010 Service Change

Increase Marriage License Fee

Service: Legislative Services **Strategic Pillar**

Type of Change New Revenues **Division:** Clerks **Effective Date:** January 1, 2010

Financial Impact	2009 Budget	2010 Change	2011 Change
Labour			
Operating Expenses			
Revenue	(430,000)	(16,500)	
Net Cost	**($430,000)**	**($16,500)**	**$0**
FTE			

FTE:

Permanent ☐
Temporary ☐

Details of Service Change

Marriage license fees will be increased from $135 to $140 from January 1, 2010.

Service Impact

No service level impact.

Legislative Services

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2010 Service Change

Reduce courthouse temporary labour-Provincial Offences Act

Service: Legislative Services **Strategic Pillar**

Type of Change Program Reductions **Division:** Clerks **Effective Date:** January 1, 2010

Financial Impact	2009 Budget	2010 Change	2011 Change
Labour	$30,100	($29,500)	
Operating Expenses			
Revenue			
Net Cost	**$30,100**	**($29,500)**	**$0**
FTE		-0.74	

FTE:

Permanent	
Temporary	-0.74

Details of Service Change

Reduce temporary labour hours by reducing summer staff and temporary court liaison.

Service Impact

No significant change in service level is expected. Public will be directed to the counters.

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2010 Service Change

Reduce temporary labour-Office of the City Clerk

Service: Legislative Services **Strategic Pillar**

Type of Change Program Reductions **Division:** Clerks **Effective Date:** January 1, 2010

Financial Impact	2009 Budget	2010 Change	2011 Change
Labour	$122,600	($44,000)	
Operating Expenses			
Revenue			
Net Cost	**$122,600**	**($44,000)**	**$0**
FTE		-1.2	

FTE:

Permanent	
Temporary	-1.2

Details of Service Change

Reduce temporary labour for record support to legal services and create a self service model.

Service Impact

No service level impact is expected and legal support staff will take more active role.

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2010 Service Change

Labour reduction as a result of restructuring of work process

Service: Legislative Services **Strategic Pillar**

Type of Change Program Reductions **Division:** Clerks **Effective Date:** January 1, 2010

Financial Impact	2009 Budget	2010 Change	2011 Change
Labour	$2,515,700	($54,000)	
Operating Expenses			
Revenue			
Net Cost	**$2,515,700**	**($54,000)**	**$0**
FTE		-1	

FTE:

Permanent	-1
Temporary	

Details of Service Change

Reduce staff as a result of office floor redesign and restructuring of current work process.

Service Impact

Efficiency savings. Public will not experience service delivery reduction as a result of a joint counter implemented as part of office floor redesign.

Legislative Services

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2010 Service Change

Change the advertisement of citizens appointment from Newspapers to City Website

Service: Legislative Services **Strategic Pillar**

Type of Change Program Reductions **Division:** Clerks **Effective Date:** January 1, 2010

Financial Impact	2009 Budget	2010 Change	2011 Change
Labour	$7,200	($7,200)	
Operating Expenses			
Revenue			
Net Cost	**$7,200**	**($7,200)**	**$0**
FTE			

FTE:

Permanent	
Temporary	

Details of Service Change

Savings from advertisements of citizens appointment via the internet rather than newspapers.

Service Impact

No significant service level impact is expected.

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2010 Service Change

Elimination of Styrofoam Cups - My Ideas

Service: Legislative Services **Strategic Pillar** Living Green

Type of Change Efficiencies / Reserve Transfers **Division:** Clerks **Effective Date:** January 1, 2010

Financial Impact	2009 Budget	2010 Change	2011 Change
Labour			
Operating Expenses	200	(200)	
Revenue			
Net Cost	$200	($200)	$0
FTE			

FTE:

Permanent	
Temporary	

Details of Service Change

Reduce budgets for styrofoam cups, where reusable cups can be used in their place.

Service Impact

No service impact.

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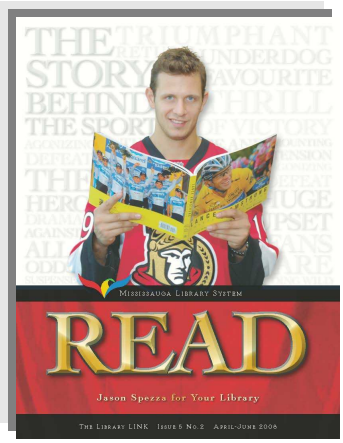
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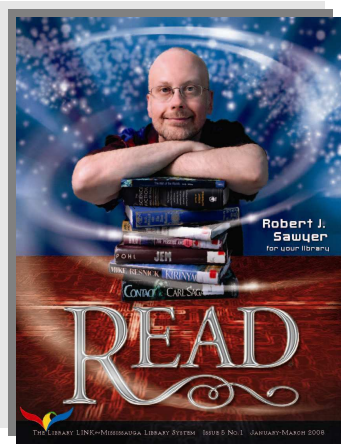
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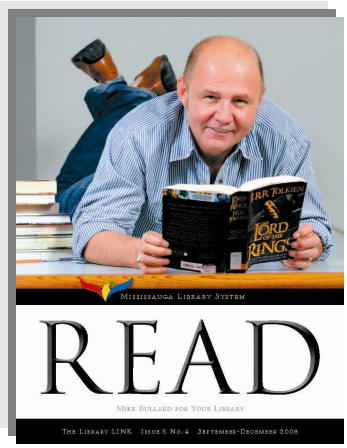
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City of Mississauga

Library Services
2010 Business Plan Update







The Mississauga Library System is the sixth largest library system in Canada and is responsible for maintaining a collection of over 1.5 million items with a user base of over 300,000 customers. The Library provides reference and research services, ensures a menu of programs to meet all ages and interests, provides community access to computers and the internet, and provides space that works for all customers.

Currently, the Mississauga Library System has 331 full-time staff equivalent delivering Library services at 18 libraries including the flagship Central Library and Branches throughout the City.

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2010 Business Plan & Budget Update

The 2009-2010 Business Plan and Budget represented two years of thorough and coordinated Service Area planning. The Library Service Business Plan and Budget are integrated plans which include deliverables which are achievable in the prescribed periods of time. They also include performance measures and benchmarks which are monitored to ensure Service Area Plans are achievable. 2010 marks the second year of Mississauga's two year Business Plan and Budget. For this year, staff have focused primarily on updating and presenting exceptions and amendments to the Service Area Business Plans while still providing comprehensive budgets and two year forecasts.

The following summary will set out a brief description of the Service Area, what has changed since writing the 2009-2010 Business Plans and Budgets and what achievements have been realized. The proposed capital and operating budgets which summarize the financial resources required to implement the proposed 2010 business plans are included in the Service Area section of the 2010 Business Plan and Budget Update book.

Library Service Area

Updates to 2010 Business Plan & Budget

This section includes Major Initiatives and Activities that have changed or require updating since the printing of the 2009-2010 Business Plan & Budget. The most significant factor during the initial year of the 2009-2010 Library Services Business Plan has been the economic downturn in 2009. Providing both opportunity and challenge, the economic climate necessitated modest reduction in service hours as an initiative to support the tax rate management theme, as well as continuous improvement initiatives such as centralizing the acquisition of the Library collection.

Updates and Accomplishments are listed by initiative below. Detailed descriptions of these initiatives can be found in the 2009-2010 Budget and Business Plan document as well as on the City's website.

Meadowvale Branch Library Redevelopment

The Meadowvale Library will be relocated from a leased facility into the redeveloped Meadowvale Community Centre. Design funds have been approved (2009), construction is expected to begin in 2011 for a 2012 completion date. The preliminary design in terms of feasibility has been conducted and architects have prequalified for the detailed design.

Woodlands Branch Library Redevelopment

The redevelopment of the branch built in 1975 will bring the library facility to current standards & improve functionality. Design funds have been approved (2009), construction is expected to begin in 2010 for a 2011 completion date. An additional $2.2 million dollars has been allocated to this redevelopment project from the Invest in Ontario Act (IOA) funding. Site design study is underway and the RFP for a prime consultant is being prepared.

Library Information System Replacement

The implementation of a new Integrated Library System (ILS) will provide a core operating system for delivery of all Library Services replacing the existing system which is at the end of its' lifecycle. Funds have been approved (2009). A business case has been developed and the RFP will be prepared by year end of 2009. Implementation is on track for completion in the fourth quarter of 2010.

Self Serve Technology

The introduction of radio frequency identification (RFID) technology will enable Self Check-Out/Check-In and will also include Material Sortation capability. A business case has been developed. ISF projects will require an advancement of this initiative allowing renovated Branches to be "RFID-Ready" by March 2011. Implementation of the sortation component is planned for 2012.

New Initiatives

The federal Infrastructure Stimulus Fund (ISF) announcement in 2009 includes the renovation of four older branch libraries. This has changed the landscape with respect to the volume of library's major initiatives being undertaken in the 2009-2010 business plan cycle. The renovations will significantly enhance the customer experience in the Burnhamthorpe, Port Credit, Lakeview and Lorne Park branches by:

- Improving functionality of library spaces
- Providing greater accessibility
- Allow better use of technology
- Creating opportunities for community partnership such as the Dixie Bloor neighbourhood services
- Development of a community hub for residents through the Dixie Bloor Neighbourhood Centre at the Burnhamthorpe Branch

The final year of the 2009-2010 Library Services Business Plan is proceeding for the most part as planned. The addition of Provincial and Federal infrastructure funding has provided an exceptional opportunity to move ahead with major initiatives previously unforeseen for this planning cycle. Their completion, although challenging alongside initiatives underway during this planning cycle, will result in vastly improved service delivery to Library users.

Library Services

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Budget

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3 YEAR BUDGET AND FORECAST

	2009 Budget	2010 Budget	2011 Forecast	2012 Forecast
Labour Costs	19,493,700	20,116,900	20,777,700	21,424,500
Other Operating Expenses	5,150,100	5,130,100	5,211,800	5,313,700
TOTAL COSTS	24,643,800	25,247,000	25,989,500	26,738,200
TOTAL REVENUES	**(2,359,800)**	**(2,359,800)**	**(2,471,300)**	**(2,516,800)**
NET COSTS	**22,284,000**	**22,887,200**	**23,518,200**	**24,221,400**
Allocations	1,198,200	1,242,200	1,310,900	1,334,700
NET of ALLOCATIONS	**23,482,200**	**24,129,400**	**24,829,100**	**25,556,100**

Human Resources Requirement

	Total FTE
2009 Establishment	331.0
2010 Budget Recommendation	331.0

Distribution

Program	2009	2010
Central Library Services	78.0	78.0
Public Services	217.0	217.0
Divisional Support Services	36.0	36.0
Total Recommended	331.0	331.0

BUDGET OVERVIEW

LIBRARY

	2008 Actual	2009 Budget	2010 Base Budget	2010 Program Changes	2010 Request	2010 Change	
	$	$	$	$	$	$	%
EXPENDITURES							
LABOUR COST	19,274,402	19,493,700	20,116,900	0	20,116,900	623,200	3.2%
Staff Development Costs	79,695	63,400	63,400	(1,500)	61,900	(1,500)	-2.4%
Communications Costs	8,997	11,000	11,000	0	11,000	0	0.0%
Transportation Costs	69,334	54,200	54,200	0	54,200	0	0.0%
Occupancy & City Costs	2,000,242	2,065,800	2,070,400	0	2,070,400	4,600	0.2%
Equipment Costs & Maintenance Agreement	72,991	107,900	107,900	0	107,900	0	0.0%
Contractor & Professional Services	45,711	10,200	10,200	0	10,200	0	0.0%
Advertising & Promotions	55,853	44,300	44,300	0	44,300	0	0.0%
Materials, Supplies & Other Services	2,763,609	2,751,200	2,728,200	(100)	2,728,100	(23,100)	-0.8%
Finance Other	93,401	42,100	42,100	0	42,100	0	0.0%
OTHER OPERATING EXPENSES	**5,189,833**	**5,150,100**	**5,131,700**	**(1,600)**	**5,130,100**	**(20,000)**	**-0.4%**
TOTAL EXPENDITURES	**24,464,235**	**24,643,800**	**25,248,600**	**(1,600)**	**25,247,000**	**603,200**	**2.4%**
REVENUES							
Grants	(715,203)	(715,200)	(715,200)	0	(715,200)	0	0.0%
Fees & Service Charges	(347,485)	(371,900)	(371,900)	0	(371,900)	0	0.0%
Rents, Concessions & Franchise	(88,329)	(100,000)	(100,000)	0	(100,000)	0	0.0%
Fines	(1,176,778)	(1,172,700)	(1,172,700)	0	(1,172,700)	0	0.0%
Other Revenue	(13,042)	0	0	0	0	0	0.0%
TOTAL REVENUES	**(2,340,836)**	**(2,359,800)**	**(2,359,800)**	**0**	**(2,359,800)**	**0**	**0.0%**
NET SERVICE IMPACT	**22,123,399**	**22,284,000**	**22,888,800**	**(1,600)**	**22,887,200**	**603,200**	**2.7%**
Allocations	1,121,400	1,198,200	1,242,200	0	1,242,200	44,000	3.7%
NET of ALLOCATIONS	**23,244,799**	**23,482,200**	**24,131,000**	**(1,600)**	**24,129,400**	**647,200**	**2.8%**

Library Services

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2010 NET BUDGET BY PROGRAM

	2008 Actual	2009 Budget	2010 Base Budget	2010 Program Changes	2010 Request	2010 Change	
	$	$	$	$	$	$	%
PROGRAM EXPENDITURES							
Central Library Services	4,308,566	4,487,200	4,612,700	0	4,612,700	125,500	2.8%
Public Services	11,137,397	11,391,600	11,764,300	0	11,764,300	372,700	3.3%
Divisional Support Services	7,798,836	7,603,400	7,754,000	(1,600)	7,752,400	149,000	2.0%
NET PROGRAM IMPACT	**23,244,799**	**23,482,200**	**24,131,000**	**(1,600)**	**24,129,400**	**647,200**	**2.8%**

Library Services

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Service Budget Highlights - Operating

2010 Highlights:

The 2010 budget submission has a gross operating budget of $26.5 million including allocations and a net budget of $24.1 million. This budget submission reflects an increase in the operating budget of $647,200 or 2.8% over the 2009 approved net budget.

The 2010 budget incorporates the annual labour increases for part time and full time labour at $623,200.

Renovation of the Burnhamthorpe, Lakeview, Lorne Park and Port Credit Library Branches has started in 2009 and is scheduled to finish by March 2011, using Infrastructure Stimulus Funding (ISF). The Woodlands Branch Library renovation planning commenced in 2009 and the implementation of the self serve check-out technology (RFID) project will be initiated in 2010 at some branches, in this capital budget and forecast. Staff impacted by the renovation of the Woodlands Branch Library and the four branch libraries under the Infrastructure Stimulus Funding (ISF) program will be redeployed to the implementation of the RFID project. Hence there is no operating impact expected for these projects within the 2010 - 2011 operating budgets.

Service Budget Highlights - Capital

The Mississauga Library Service 2010–2019 capital budget and forecast, is included at a total of $29.1 million over the ten year period. $18.2 million or 63% is from development charges and the balance of $10.9 million or 37% of the funding is from tax based reserves.

The branch library renovation plan has been shown on a cash flow basis to allow for effective cash management and debt modelling from a city wide perspective. This is a similar to prior years' capital request.

The 2010 capital budget includes funding for the construction of the Woodlands Branch Library and the design of Meadowvale Branch Library. The Meadowvale Branch Library project has a total cost of $6.5 million spread out over 2009 to 2013 with the construction of the project funded in 2012 & 2013. This project will relocate library from leased space in the Meadowvale Town Centre into an integrated facility with the Meadowvale Community Centre, as indicated in the business plans. The Woodlands Branch Library project is estimated to cost $4.0 million over 2009 and 2010 for the design and construction of the facility. This includes the additional funding of $2.2 million that was added to this project, from the 2009 Special Tax Reserve Fund, as approved by Council on April 22, 2009.

The capital forecast also includes the land acquisition and construction of the Cooksville Branch Library, expansion of various libraries and their new collections at the end of the forecast period in 2017 and 2018. The Sheridan Branch Library construction is currently not funded within this budget submission.

The Self Serve Check-Out Technology (RFID) project is funded over 2010, 2011 and 2012 on a cash flow basis. Staff impacted by the libraries renovations, will be redeployed toward the tagging of materials for the RFID project.

The capital budget and forecast also includes annual amounts for the ongoing minor renovations to library branches and life cycle replacement of library equipment, book carts and shelving.

Projects shown in the capital budget and forecast are in line with the 2009 Development Charges Background Study and therefore reflect the potential growth related projects. These will be updated in the next budget submission, based on the recommendations of the Future Directions studies currently underway.

Library Services

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Operating

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Library Services
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2010 Explanation of Budget Changes

Program: Central Library Services

Description of Program

The Central Library's programs include circulation and lending services, collection development, programs, reference and specialized lending services.

	2009 Restated Budget	2010 Requested Budget	Change in 2010 Requested Budget To 2009 Restated Budget		Explanation
	$	$	$	%	
EXPENDITURES					
LABOUR COST	**4,806,800**	**4,963,200**	**156,400**	**3.3%**	The increase in permanent labour costs reflects performance pay and economic adjustment increases, labour adjustments and other fringe benefit changes.
Transportation Costs	1,000	1,000	0	0.0%	
Occupancy & City Costs	3,300	3,300	0	0.0%	
Equipment Costs & Maintenance Agreements	1,300	1,300	0	0.0%	
Contractor & Professional Services	0	400	400	0.0%	Contractor costs transferred from Divisional Support Services Program as part of Library's realignment of budget.
Materials, Supplies & Other Services	16,100	24,500	8,400	52.2%	Material costs transferred from Divisional Support Services Program as part of Library's realignment of budget.
OTHER OPERATING EXPENSES	**21,700**	**30,500**	**8,800**	**40.6%**	
TOTAL EXPENDITURES	**4,828,500**	**4,993,700**	**165,200**	**3.4%**	
REVENUES					
Fees & Service Charges	(51,600)	(88,300)	(36,700)	-71.1%	Fees and services charges revenues transferred from Divisional Support Services Program as part of Library's realignment of budget.
Rents, Concessions & Franchise	0	(3,000)	(3,000)	0.0%	Rents and concessions revenues transferred from Divisional Support Services Program as part of Library's realignment of budget.
Fines	(289,700)	(289,700)	0	0.0%	
TOTAL REVENUES	**(341,300)**	**(381,000)**	**(39,700)**	**-11.6%**	
NET PROGRAM IMPACT	**4,487,200**	**4,612,700**	**125,500**	**2.8%**	

2010 Explanation of Budget Changes

Program: Public Services

Description of Program

All public services provided by the library system's seventeen branch libraries including circulation and lending services, programs, collection development, reference service and programs.

Library Services

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2010 EXPLANATION OF BUDGET CHANGES

PROGRAM: Public Services

	2009 Restated Budget	2010 Requested Budget	Change in 2010 Requested Budget To 2009 Restated Budget		Explanation
	$	$	$	%	
EXPENDITURES					
LABOUR COST	**12,261,500**	**12,696,100**	**434,600**	**3.5%**	The increase in permanent labour costs reflects performance pay and economic adjustment increases, labour adjustments and other fringe benefit changes.
Transportation Costs	14,900	14,900	0	0.0%	
Occupancy & City Costs	51,900	51,900	0	0.0%	
Equipment Costs & Maintenance Agreements	2,600	2,600	0	0.0%	
Contractor & Professional Services	0	600	600	0.0%	Contractor costs transferred from Divisional Support Services Program as part of Library's realignment of budget.
Materials, Supplies & Other Services	68,000	84,800	16,800	24.7%	Material costs transferred from Divisional Support Services Program as part of Library's realignment of budget.
OTHER OPERATING EXPENSES	**137,400**	**154,800**	**17,400**	**12.7%**	
TOTAL EXPENDITURES	**12,398,900**	**12,850,900**	**452,000**	**3.6%**	
REVENUES					
Fees & Service Charges	(95,300)	(168,600)	(73,300)	-76.9%	Fees and services charged revenues transferred from Divisional Support Services Program as part of Library's realignment of budget.
Rents, Concessions & Franchise	(29,000)	(35,000)	(6,000)	-20.7%	Rents and concessions revenues transferred from Divisional Support Services Program as part of Library's realignment of budget.
Fines	(883,000)	(883,000)	0	0.0%	
TOTAL REVENUES	**(1,007,300)**	**(1,086,600)**	**(79,300)**	**-7.9%**	
NET PROGRAM IMPACT	**11,391,600**	**11,764,300**	**372,700**	**3.3%**	

2010 Explanation of Budget Changes

Program: Divisional Support Services

Description of Program

Administrative support for the library system;
Acquisition, processing and cataloguing of library collection;
Maintenance and movement of all library materials;
Creation and maintenance of electronic data;
Marketing and community development;
Strategic and financial planning and monitoring;
Policy development, staff development, and organizational effectiveness; and
Accounting services.

Library Services

2010 business plan & budget update

	2009 Restated Budget	2010 Requested Budget	Change in 2010 Requested Budget To 2009 Restated Budget		Explanation
	$	$	$	%	
EXPENDITURES					
LABOUR COST	**2,425,400**	**2,457,600**	**32,200**	**1.3%**	The increase in permanent labour costs reflects performance pay and economic adjustment increases, labour adjustments and other fringe benefit changes.
Staff Development Costs	63,400	61,900	(1,500)	-2.4%	Reduction in Courses to meet tax target.
Communication Costs	11,000	11,000	0	0.0%	
Transportation Costs	38,300	38,300	0	0.0%	
Occupancy & City Costs	2,010,600	2,015,200	4,600	0.2%	Increase in Gas due to revised rates that is partially offset by efficiencies.
Equipment Costs & Maintenance Agreements	104,000	104,000	0	0.0%	
Contractor & Professional Services	10,200	9,200	(1,000)	-9.8%	Contractor costs transferred to Public and Central Library Services Programs as part of Library's realignment of budget.
Advertising & Promotions	44,300	44,300	0	0.0%	
Materials, Supplies & Other Services	2,667,100	2,618,800	(48,300)	-1.8%	To reverse the Multilingual Communication costs for publication in twelve languages, which was a one year cost. Transfer material costs to Public and Central Library Services Program as part of Library's realignment of budget. My Idea Employee Challenge Program to eliminate the cost of disposable cups.
Finance Other	42,100	42,100	0	0.0%	
OTHER OPERATING EXPENSES	**4,991,000**	**4,944,800**	**(46,200)**	**-0.9%**	
TOTAL EXPENDITURES	**7,416,400**	**7,402,400**	**(14,000)**	**-0.2%**	
REVENUES					
Grants	(715,200)	(715,200)	0	0.0%	
Fees & Service Charges	(225,000)	(115,000)	110,000	48.9%	Fee and services revenues transferred to Public and Central Library Services Programs as part of Library's realignment of budget.
Rents, Concessions & Franchise	(71,000)	(62,000)	9,000	12.7%	Rent and concessions revenues transferred to Public and Central Library Services Programs as part of Library's realignment of budget.
TOTAL REVENUES	**(1,011,200)**	**(892,200)**	**119,000**	**11.8%**	
Allocations	1,198,200	1,242,200	44,000	3.7%	
NET PROGRAM IMPACT	**7,603,400**	**7,752,400**	**149,000**	**2.0%**	

2010 Summary of Program Directions

Library Services

Program Reductions (-)

Description	FTE	Expenditure	Revenue	Net	Start Date	Briefing Note or Budget Book Page Reference
Reduce Staff Development Budget		(1,500)		(1,500)	Jan 1, 2010	N-21
My Idea Employee Challenge Program		(100)		(100)	Jan 1, 2010	N-22
Total Service Base Budget Impacts	**-**	**(1,600)**	**-**	**(1,600)**		

Library Services

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2010 Service Change

Staff Development Reduction

Service: Library Services **Strategic Pillar** Enter Priority

Type of Change Program Reductions **Division:** Library **Effective Date:** January 1, 2010

Financial Impact	2009 Budget	2010 Change	2011 Change
Labour			
Operating Expenses	63,400	(1,500)	
Revenue			
Net Cost	$63,400	($1,500)	$0
FTE			

FTE:

Permanent	#
Temporary	#

Details of Service Change

City wide initiative to reduce staff development costs.

Service Impact

No Services Impact.

Library Services

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2010 Service Change

My Idea Employee Challenge Program

Service: Library Services **Strategic Pillar** Enter Priority

Type of Change Program Reductions **Division:** Library **Effective Date:** January 1, 2010

Financial Impact	2009 Budget	2010 Change	2011 Change
Labour			
Operating Expenses		(100)	
Revenue			
Net Cost	$0	($100)	$0
FTE			

FTE:

Permanent	#
Temporary	#

Details of Service Change

My Idea is a city wide initiative to eliminate disposable cup budget.

Service Impact

No Service Impact







Capital

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Library Services

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2010 – 2019 Net Capital Expenditures by Program and Sub-Program (000's)

Description of Program

Buildings

- The construction of a new library facility;
- Renovations at various branch libraries; and
- Library studies for public consultation and a renewed master plan.

Materials and Equipment

- Furniture including seating, shelving and tables to accommodate customer needs, and the purchase of book carts and other program related equipment, including Self-Serve Technology.

Library Service

2010 - 2019 Net Capital Expenditures By Program and Sub-Program
(000's)

LIBRARY	2010 Budget	2011 Forecast	2012 Forecast	2013 Forecast	2014 Forecast	2015 Forecast	2016 Forecast	2017 Forecast	2018 Forecast	2019 Forecast	Total
	$	$	$	$	$	$	$	$	$	$	$
Buildings											
Library New Construction	648	0	2,876	2,876	0	0	0	904	11,036	0	18,340
Library Renovations	1,685	49	49	48	48	51	52	52	52	62	2,148
Library Studies	0	0	0	43	22	0	0	0	43	0	108
Total Buildings	**2,333**	**49**	**2,925**	**2,967**	**70**	**51**	**52**	**956**	**11,131**	**62**	**20,596**
Materials & Equipment											
Collection Development	0	0	0	0	0	0	0	0	1,900	0	1,900
Library Program Equipment Replacement	1,170	583	3,985	126	126	126	126	126	126	126	6,616
Total Materials & Equipment	**1,170**	**583**	**3,985**	**126**	**126**	**126**	**126**	**126**	**2,026**	**126**	**8,516**
Total - Library System	**3,503**	**632**	**6,910**	**3,093**	**196**	**177**	**177**	**1,081**	**13,156**	**187**	**29,112**

Project Listing

Program: Buildings

Library New Construction

Year	Project	Description	Net Cost ('000's)
2010	Meadowvale Library	Design of new Meadowvale branch to be included with community centre to eliminate escalating lease costs - cash flow funding	648
2012	Meadowvale Library	Construction of new Meadowvale branch to be included with community centre to eliminate escalating lease costs - cash flow funding	2,876
2013	Meadowvale Library	Construction of new Meadowvale branch to be included with community centre to eliminate escalating lease costs - cash flow funding	2,876
2017	Cooksville Library	Design of new Cooksville branch to eliminate escalating lease costs	322
2018	Cooksville Library	Land acquisition and construction for new Cooksville branch to eliminate escalating lease costs	5,218
2017	Expansion of Various Libraries	Design of various libraries expansion, based on Future Directions study	582
2018	Expansion of Various Libraries	Construction of various libraries expansion, based on Future Directions study	5,818
Total			**18,340**

Project Listing
Program: Buildings
Library Renovations

Year	Project	Description	Net Cost ('000's)
2010	Woodlands Library	Construction of renovation program to replace major life cycle components including heating and cooling system, storm system piping, flooring and carpeting. Program will also address deficiencies with respect to accessibility, safety and interior and exterior signage - cash flow funding	1,636
2010	Various Libraries	Productivity related renovations	49
2011	Various Libraries	Productivity related renovations	49
2012-2019	Various Libraries	Productivity related renovations	414
Total			**2,148**

Project Listing
Program: Buildings
Library Studies

Year	Project	Description	Net Cost ('000's)
2013	Various Libraries	Library Future Directions study	43
2014	Various Libraries	Library Future Directions study - public consultation	22
2018	Various Libraries	Library Future Directions study	43
Total			**108**

Project Listing

Program: Materials & Equipment

Collection Development

Year	Project	Description	Net Cost ('000's)
2018	Library Collections- growth	Library Collections based on the Future Directions study	1,900
Total			**1,900**

Project Listing

Program: Materials & Equipment

Library Program Equipment Replacement

Year	Project	Description	Net Cost ('000's)
2010	Various Library Equipment	Book carts, specialized shelving, desks/work stations for public access	126
2011	Various Library Equipment	Book carts, specialized shelving, desks/work stations for public access	126
2010	Various Libraries	Self -Serve Technology - cash flow funding	1,044
2011	Various Libraries	Self -Serve Technology - cash flow funding	457
2012	Various Libraries	Self -Serve Technology - cash flow funding	3,859
2012	Various Library Equipment	Book carts, specialized shelving, desks/work stations for public access	126
2013-2019	Various Library Equipment	Book carts, specialized shelving, desks/work stations for public access	879
Total			**6,616**


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Library Services

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Not Funded

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Library Services
2010 - 2019 Not Funded - Net Capital Expenditures By Program
(000's)

Program	2010 Budget	2011 Forecast	2012 Forecast	2013 Forecast	2014 Forecast	2015 Forecast	2016 Forecast	2017 Forecast	2018 Forecast	2019 Forecast	Total	Funding Sources
	$	$	$	$	$	$	$	$	$	$		
Buildings	0	0	0	0	159	3,493	0	0	0	0	3,652	TX-FRRRF/TX-CRF/DCA-LIB
Materials & Equipment	0	0	0	0	0	0	0	0	0	0	0	
Total - Not Funded	**0**	**0**	**0**	**0**	**159**	**3,493**	**0**	**0**	**0**	**0**	**3,652**	

(1) Buildings - Sheridan Library New Construction and Land Acquisition $3.6 million.

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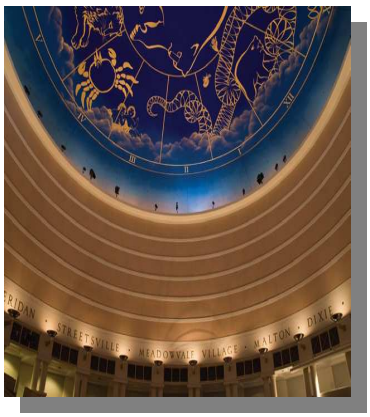
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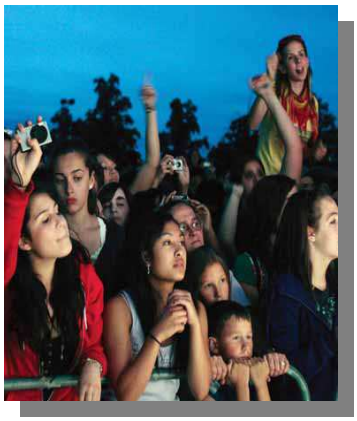
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City of Mississauga

Arts and Culture
2010 Business Plan Update





The Culture Division leads the delivery of arts and culture programs and services for the City of Mississauga. It sets policy and direction for the City's investment and engagement in arts and culture. Division staff deliver a range of cultural services, including recreational performing and visual arts classes at community centres, public cultural events, and grant programs for festivals, arts groups and cultural organizations. The Division also liaises with other City involved in the delivery of cultural services, including Recreation and Parks, Planning and Building. Currently, the Culture Division has 8 full-time permanent and contract staff, 90 part-time instructors, and many volunteers.

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2010 Business Pan and Budget Update

The 2009-2010 Business Plan and Budget represented two years of thorough and coordinated Service Area planning. The Arts and Culture Business Plan and Budget are integrated plans which include deliverables that have been identified as both a priority and achievable within the prescribed timetable as set out by the Service Area staff. They also include performance measures and benchmarks which are continually monitored to ensure adherence and that the goals remain attainable. 2010 marks the second year of Mississauga's two year Business Plan and Budget. This year, staff have focused primarily on updating and identifying any exceptions and/or amendments to the existing Service Area Business Plans while still providing comprehensive budgets and two year forecasts.

The following will provide the reader with a summary of items and circumstances that may have changed since the development of the 2009-2010 Business Plans and Budgets and what achievements that have been realized. The proposed capital and operating budgets which summarize the financial resources required to implement the proposed 2010 business plans are included in the Service Area section of the 2010 Business Plan and Budget Update book.

Updates to 2010 Business Plan & Budget

This section includes Major Initiatives and Activities that have changed or require updating since the printing of the 2009-2010 Business Plan & Budget.

Updates and Accomplishments are listed by initiative below. Detailed descriptions of these initiatives can be found in the 2009-2010 Budget and Business Plan document as well as on the City's website.

Implementation of the Arts and Culture Master Plan

The Culture Master Plan was completed and approved by City Council in June 2009. This document contains 44 recommendations with a 5-year implementation plan to realize the goals and objectives.

Implementation of a Sustainability Plan for Arts and Culture

The implementation plan was completed as part of the Culture Master Plan, approved by City Council in June 2009. The sustainability plan includes additional funding to Mississauga community organizations via the Arts and Culture Grant program and Community Cultural Festivals and Celebrations Grant Program. Increased funding of $235,000 annually will be phased in over a 4-year period beginning with the 2009 grant process. Funding for 2009 and 2010 is available from existing unallocated funds.

Developing Mississauga's Cultural Infrastructure

The Culture Master Plan recommends the role of the division as one of collaboration, bringing partners and arts and culture practitioners together to jointly address infrastructure needs that focus on community outreach and engagement as opposed to the city being solely responsible for constructing increased culture facilities.

During 2009 and 2010, staff will work with the Art Gallery of Mississauga on plans for a potentially larger facility and the Lakeview Legacy Foundation's plan to develop the Small Arms Building into an arts centre.

In addition, Culture staff, working together with representatives of the Living Arts Centre and Meadowvale Theatre, will lead an independent study to review the future roles of these facilities within the context of the Culture Master Plan.

Implementation of the Creative Cluster Framework Study

This study is included as part of the Economic Development Strategy currently being undertaken by the Economic Development Office.

Implementation of a New Business Model for Arts and Culture

The new business model is in development with initial merging of Culture, Heritage Planning, Museums of Mississauga, Meadowvale Theatre and the Film Office.

Implementation of the Public Art Policy

Development of a Public Art Policy will occur in 2010 in collaboration with Planning and Building. A part time public art coordinator will address plans for public art installations in the City Centre, including the revitalized Civic and Library Squares.





Arts and Culture

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Budget

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Arts and Culture
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3 YEAR BUDGET AND FORECAST

	2009 Budget	2010 Budget	2011 Forecast	2012 Forecast
Labour Costs	1,021,200	1,081,900	1,193,300	1,304,400
Other Operating Expenses	2,263,300	2,087,400	2,322,400	2,557,400
TOTAL COSTS	3,284,500	3,169,300	3,515,700	3,861,800
TOTAL REVENUES	**(654,900)**	**(485,000)**	**(485,000)**	**(485,000)**
NET COSTS	**2,629,600**	**2,684,300**	**3,030,700**	**3,376,800**
Allocations	**0**	**0**	**0**	**0**
NET of ALLOCATIONS	**2,629,600**	**2,684,300**	**3,030,700**	**3,376,800**

Human Resources Requirement

	Total FTE
2009 Establishment	13.4
2010 Budget Recommendation	13.4

Distribution

Program	2009	2010
Office of Arts & Culture	13.4	13.4
Total Recommended	13.4	13.4

BUDGET OVERVIEW

Arts and Culture

	2008 Actual	2009 Budget	2010 Base Budget	2010 Program Changes	2010 Request	2010 Change	
	$	$	$	$	$	$	%
EXPENDITURES							
LABOUR COST	915,217	1,021,200	1,081,900	0	1,081,900	60,700	5.9%
Staff Development Costs	10,468	20,400	20,400	(1,000)	19,400	(1,000)	-4.9%
Communications Costs	5,117	9,500	9,500	(2,000)	7,500	(2,000)	-21.1%
Transportation Costs	2,990	4,500	4,500	0	4,500	0	0.0%
Occupancy & City Costs	53	5,100	5,100	(3,000)	2,100	(3,000)	-58.8%
Equipment Costs & Maintenance Agreement	3,615	4,000	4,000	0	4,000	0	0.0%
Contractor & Professional Services	180,350	463,200	293,300	0	293,300	(169,900)	-36.7%
Advertising & Promotions	20,546	52,000	52,000	0	52,000	0	0.0%
Materials, Supplies & Other Services	85,696	75,300	75,300	0	75,300	0	0.0%
Finance Other	385	0	0	0	0	0	0.0%
Transfers	1,910,118	1,629,300	1,629,300	0	1,629,300	0	0.0%
Debt	0	0	0	0	0	0	0.0%
OTHER OPERATING EXPENSES	**2,219,337**	**2,263,300**	**2,093,400**	**(6,000)**	**2,087,400**	**(175,900)**	**-7.8%**
TOTAL EXPENDITURES	**3,134,554**	**3,284,500**	**3,175,300**	**(6,000)**	**3,169,300**	**(115,200)**	**-3.5%**
REVENUES							
Fees & Service Charges	(305,750)	(313,100)	(313,100)	0	(313,100)	0	0.0%
Other Revenue	(18,015)	(12,500)	(12,500)	0	(12,500)	0	0.0%
Transfers	(353,371)	(329,300)	(159,400)	0	(159,400)	169,900	51.6%
Long Term Liabilities	0	0	0	0	0	0	0.0%
TOTAL REVENUES	**(677,136)**	**(654,900)**	**(485,000)**	**0**	**(485,000)**	**169,900**	**25.9%**
NET SERVICE IMPACT	**2,457,418**	**2,629,600**	**2,690,300**	**(6,000)**	**2,684,300**	**54,700**	**2.1%**
Allocations	0	0	0	0	0	0	0.0%
NET of ALLOCATIONS	**2,457,418**	**2,629,600**	**2,690,300**	**(6,000)**	**2,684,300**	**54,700**	**2.1%**

2010 NET BUDGET BY PROGRAM

	2008 Actual	2009 Budget	2010 Base Budget	2010 Program Changes	2010 Request	2010 Change	
	$	$	$	$	$	$	%
PROGRAM EXPENDITURES							
Office of Arts & Culture	2,457,418	2,629,600	2,690,300	(6,000)	2,684,300	54,700	2.1%
NET PROGRAM IMPACT	**2,457,418**	**2,629,600**	**2,690,300**	**(6,000)**	**2,684,300**	**54,700**	**2.1%**

Service Budget Highlights - Operating

The recommended 2010 Net Operating Plan of $2.7 million represents an increase of $0.05 million or 2.1% from the 2009 Operating Plan.

2010 Highlights of the recommended budget include :

- Increased in labour costs due to Council approved conversion of (2) FTE from contract positions to full time positions.
- Reduction in transfers from Arts Reserve.

Arts and Culture

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Operating

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2009 Explanation of Budget Changes

Program: Office of Arts & Culture

Description of Program

The Culture Division is responsible for the development and nurturing of arts and culture through the short and long term investments in arts, culture, and heritage in Mississauga. The Culture Master Plan was approved by City Council in 2009 with a view of building a sustainable culture sector. Grants to cultural groups are also included in this program.

2010 EXPLANATION OF BUDGET CHANGES
PROGRAM: Arts and Culture

	2009 Restated Budget	2010 Requested Budget	Change in 2010 Requested Budget To 2009 Restated Budget		Explanation
	$	$	$	%	
EXPENDITURES					
LABOUR COST	**1,021,200**	**1,081,900**	**60,700**	**5.9%**	Increase in Labour costs due to Council approved conversion of (2) FTE from contract positions to full time positions.
Staff Development Costs	20,400	19,400	(1,000)	-4.9%	Reduction in Courses and Conferences
Communication Costs	9,500	7,500	(2,000)	-21.1%	
Transportation Costs	4,500	4,500	0	0.0%	
Occupancy & City Costs	5,100	2,100	(3,000)	-58.8%	
Equipment Costs & Maintenance Agreements	4,000	4,000	0	0.0%	
Contractor & Professional Services	463,200	293,300	(169,900)	-36.7%	Reduction in professional services
Advertising & Promotions	52,000	52,000	0	0.0%	
Materials, Supplies & Other Services	75,300	75,300	0	0.0%	
Transfers	1,629,300	1,629,300	0	0.0%	
Debt	0	0	0	0.0%	
OTHER OPERATING EXPENSES	**2,263,300**	**2,087,400**	**(175,900)**	**-7.8%**	
TOTAL EXPENDITURES	**3,284,500**	**3,169,300**	**(115,200)**	**-3.5%**	
REVENUES					
Other Revenue	(12,500)	(12,500)	0	0.0%	
Transfers	(329,300)	(159,400)	169,900	51.6%	
Long Term Liabilities	0	0	0	0.0%	
TOTAL REVENUES	**(654,900)**	**(485,000)**	**169,900**	**25.9%**	
Allocations	0	0	0	0.0%	
NET PROGRAM IMPACT	**2,629,600**	**2,684,300**	**54,700**	**2.1%**	

Arts and Culture

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2010 Service Change

Reduction in Other Operating

Service: Arts & Culture **Strategic Pillar**

Type of Change Program Reductions **Division:** Office of Arts & Culture **Effective Date:** January 1, 2010

Financial Impact	2009 Budget	2010 Change	2011 Change
Labour			
Operating Expenses	35,000	(6,000)	
Revenue			
Net Cost	$35,000	($6,000)	$0
FTE			

FTE:

Permanent	#
Temporary	#

Details of Service Change

Reduction in Course and Conferences

Reduction in Occupancy costs

Service Impact

Regulatory Services – Table of Contents

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City of Mississauga

Regulatory Services
2010 Business Plan Update






Regulatory Services is responsible for the issuance of business, public vehicle and charity gaming licences; enforcing various City by-laws and operating the Animal Shelter. We are one of six Divisions of the Transportation and Works Department and consist of 129 staff members organized into five sections: Animal Services, Compliance and Licensing Enforcement, Mobile Licensing Enforcement, Parking Enforcement and Administrative Services.

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2010 Business Plan & Budget Update

The 2009-2010 Business Plan and Budget represented two years of thorough and coordinated Service Area planning. The Regulatory Business Plan and Budget are integrated plans which include deliverables which are achievable in the prescribed periods of time. They also include performance measures and benchmarks which are monitored to ensure Service Area Plans are achievable. 2010 marks the second year of Mississauga's two year Business Plan and Budget. For this year, staff has focused primarily on updating and presenting exceptions and amendments to the Service Area Business Plans while still providing comprehensive budgets and two year forecasts.

The following summary will set out a brief description of the Service Area, what has changed since writing the 2009-2010 Business Plans and Budgets and what achievements have been realized. The proposed capital and operating budgets which summarize the financial resources required to implement the proposed 2010 business plans are included in the Service Area section of the 2010 Business Plan and Budget Update book.

Our Mandate

We achieve compliance with municipal by-laws and provide services to maintain order, safety and community standards in our City.

Our Key Success Factors

- Internal and external customers who are educated and aware
- An effective, integrated, co-operative and committed workforce
- Effective and efficient customer service delivery
- Beneficial community partnerships
- Confidence of Senior Leadership and Council
- Centralized operations

Summary of Our 2009-2010 Business Plan Initiatives

The following section outlines the status of the initiatives and activities outlined in the 2009-2010 Business Plan.

Licensing of Rental Residential Properties

This initiative is tied to the Strategic Priorities and Work Plan 2009 to "Create an Affordable Housing Strategy" which is currently underway. A study of the feasibility of licensing rental residential properties will commence upon the completion of the housing strategy. This will be continued into 2010.

Administrative Penalties

Changes to the Municipal Act allow Council to create fines for minor regulatory offences such as late payments or minor infractions under a city by-law. Work on this initiative is underway by a team comprised of Enforcement, Legal Services, Prosecutions and Court staff. It is expected to be completed in 2010.

Migration to the Call Centre

Work on this initiative is underway by a team comprised of Compliance and Licensing, Mobile Licensing, Enforcement Administration and the Call Centre staff. It is expected to be completed in 2010.

Charity Gaming Service Review

The staff responsibilities and the database used by staff will be reviewed and enhanced. Work on this initiative is underway by a team comprised of Charity Gaming, Enforcement Administration and IT staff. It is expected to be completed in 2010.

Succession Planning for Municipal Law Enforcement Officers

Due to a number of expected retirements over the next few years, a plan has been implemented to create career development opportunities in all sections, and to partner with a Community College program to enhance awareness of municipal law enforcement as a career and develop potential recruitment resources.

Public Education

- Public Education continues in all sections through active participation in community events, public meetings and one-on-one education in the field.
- Ongoing review and amendments to hard copy hand-outs and website information for regulatory expertise to the public and city staff.
- Animal Services created a community outreach program to improve community relations, increase awareness of services provided and raise the profile of Animal Services, continuing into 2010.

Door to Door Pet Licensing Campaign

Original contract position commenced July 2007, converted to permanent position in July 2009. Due to its success, a second contract position was added in July 2009, ongoing into 2010.

By-Law Updates

This initiative will be carried over to 2010 for completion. An ad hoc committee of the Public Vehicle Advisory Committee was created to work through ideas for potential By-law changes. The taxicab driver refresher training course will be revised and a report to the PVAC in 2010 with recommendations on the course and fees.

Accomplishments

Raising the Profile

- Animal Services and Parking Enforcement attended Peel Police Division 11 Open House
- Animal Services held an Open House/Dirty Dog Wash fundraiser event
- Division-wide team created public education display board
- Animal Services attended Call Centre's Lunch & Learn and provided orientation and tutoring for new staff
- Animal Services regularly appeared on Rogers TV to promote programs, adoptable pets
- Animal Services attended several City events including Public Works Day, Canada Day and National Safety Week display.
- Parking Enforcement conducted second season of bike patrols.

Staff Training/Education

- Parking Enforcement hosted sessions on Guns & Gangs, Graffiti and Terrorism in Canada through Peel Police
- Animal Services and Parking Enforcement staff completed Drive Wise defensive driver training.
- Animal Services participated in Emergency Planning Exercise, "Operation Give Me Shelter".

Initiatives Carried Over Into 2010

- Compliance and Licensing and Mobile Licensing migration to Call Centre
- First Aid/CPR staff training
- Animal Services community outreach communication strategy
- Animal Services Door-to-Door Licensing Campaign
- Charity Gaming Services Review
- Succession Planning (all sections)
- Public education (all sections)

New for 2010

- Creation of Team Leader for Animal Services Shelter
- New shift schedule for Compliance and Licensing officers
- Roll out of TEEM (Today's Enforcement Employee Management Program) software management tool for personnel and resources, across Division
- Proposed revisions to Fees and Fines for all divisions
- Increase online services, i.e. Business Licence renewals, new Dog & Cat licence purchases
- Review of consolidated dispatch option for Works, Animal Services and Parking Enforcement
- E3 (Effectiveness, Efficiency, Economy): Review of Animal Services Shelter
- New Tow Truck Advisory Committee, a sub-committee of PVAC was appointed by Council to review collision towing and storage related issues
- Revisions to by-laws: Consolidation of public vehicle for hire by-laws, Property Standards, Building Numbering, Swimming Pool Enclosure, Highway Obstruction

Regulatory Services

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Budget

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3 YEAR BUDGET AND FORECAST

	2009 Budget	2010 Budget	2011 Forecast	2012 Forecast
Labour Costs	9,554,400	10,165,700	10,677,200	11,116,500
Other Operating Expenses	1,591,700	1,558,200	1,641,600	1,676,600
TOTAL COSTS	11,146,100	11,723,900	12,318,800	12,793,100
TOTAL REVENUES	**(11,211,900)**	**(11,417,700)**	**(11,417,700)**	**(11,417,700)**
NET COSTS	**(65,800)**	**306,200**	**901,100**	**1,375,400**
Allocations	544,800	530,100	547,500	555,500
NET of ALLOCATIONS	**479,000**	**836,300**	**1,448,600**	**1,930,900**

Human Resources Requirement

	Total FTE
2009 Establishment	127.0
2010 Budget Recommendation	129.0

Regulatory Services

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BUDGET OVERVIEW

REGULATORY SERVICE

	2008 Actual	2009 Budget	2010 Base Budget	2010 Program Changes	2010 Request	2010 Change	
	$	$	$	$	$	$	%
EXPENDITURES							
LABOUR COST	9,055,854	9,554,400	10,054,100	111,600	10,165,700	611,300	6.4%
Staff Development Costs	33,770	25,500	25,500	0	25,500	0	0.0%
Communications Costs	159,180	156,400	164,400	400	164,800	8,400	5.4%
Transportation Costs	464,917	463,200	478,600	1,800	480,400	17,200	3.7%
Occupancy & City Costs	93,197	54,300	52,100	0	52,100	(2,200)	-4.1%
Equipment Costs & Maintenance Agreement	53,551	33,900	33,900	0	33,900	0	0.0%
Contractor & Professional Services	565,638	534,800	464,800	0	464,800	(70,000)	-13.1%
Advertising & Promotions	25,485	23,400	23,400	0	23,400	0	0.0%
Materials, Supplies & Other Services	355,271	288,200	308,200	(6,900)	301,300	13,100	4.5%
Finance Other	13,892	12,000	12,000	0	12,000	0	0.0%
OTHER OPERATING EXPENSES	**1,764,902**	**1,591,700**	**1,562,900**	**(4,700)**	**1,558,200**	**(33,500)**	**-2.1%**
TOTAL EXPENDITURES	**10,820,755**	**11,146,100**	**11,617,000**	**106,900**	**11,723,900**	**577,800**	**5.2%**
REVENUES							
Fees & Service Charges	(799,777)	(963,900)	(987,000)	(42,000)	(1,029,000)	(65,100)	-6.8%
Licenses & Permits	(3,132,807)	(3,409,000)	(3,432,100)	(102,000)	(3,534,100)	(125,100)	-3.7%
Fines	(6,509,418)	(6,809,000)	(6,824,600)	0	(6,824,600)	(15,600)	-0.2%
Other Revenue	(94,437)	(30,000)	(30,000)	0	(30,000)	0	0.0%
Transfers	(5,964)	0	0	0	0	0	0.0%
TOTAL REVENUES	**(10,542,404)**	**(11,211,900)**	**(11,273,700)**	**(144,000)**	**(11,417,700)**	**(205,800)**	**-1.8%**
NET SERVICE IMPACT	**278,352**	**(65,800)**	**343,300**	**(37,100)**	**306,200**	**372,000**	**565.3%**
Allocations	503,100	544,800	530,100	0	530,100	(14,700)	-2.7%
NET of ALLOCATIONS	**781,452**	**479,000**	**873,400**	**(37,100)**	**836,300**	**357,300**	**74.6%**

Service Budget Highlights - Operating

The recommended 2010 Total Operating Costs of $11.7 million (gross) is $577.8k, or 5.2%, more than the 2009 Revised Total Operating Cost for the service. This 2010 request provides the funding necessary to maintain current service levels and to move forward with planned Regulatory initiatives.

2010 Highlights of the recommended budget include :

- One new permanent staff is being requested in the Mobile Licensing section in 2010
  - Mobile Licensing Enforcement Officer for increased tow truck inspections
  - Cost of position is fully offset by additional mobile licensing revenues
- One new contract staff is being requested in the Animal Services section in 2010
  - Animal Services Compliance Officer (Contract) for the door-to-door animal licensing program
  - Cost of position is fully offset by additional dog and cat licensing revenues
- $85.0k increase in mobile licensing revenues to offset the cost of a new Mobile Licensing Enforcement Officer
- $41.2k increase in revenues for the accelerated cat and dog licensing program
- $24.0k increase in revenues for the new taxi school student tutorial program
- $5.0k increase in revenues from the reallocation of animal services staff resources from random patrols to the door-to-door animal licensing campaign
- $30.0k decrease in expenditures for outside consultant work


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Operating

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2010 Explanation of Budget Changes
Program: Enforcement

Description of Program

Ensure compliance with a variety of City by-laws; Issuance, inspection and enforcement of licences for business and trades, charitable gaming events, public vehicles such as taxis, driving school vehicles, tow trucks and permits for swimming pool enclosures; Operation of the Animal Services Centre including an animal shelter, issuance of licences and enforcement of related by-laws; Enforcement of parking by-laws and administration of the First Attendance Facility; Provision of contracted services to the Federal Department of Justice to provide bilingual services for the collection of Airport Parking Fines; and Operation of Taxi Training School for taxicab drivers.

2010 EXPLANATION OF BUDGET CHANGES
PROGRAM: REGULATORY SERVICES

	2009 Restated Budget	2010 Requested Budget	Change in 2010 Requested Budget To 2009 Restated Budget		Explanation
	$	$	$	%	
EXPENDITURES					
LABOUR COST	**9,554,400**	**10,165,700**	**611,300**	**6.4%**	- The increase in permanent labour costs reflects adjustments for the following items: - Performance pay and economic adjustment increases, labour adjustments, and other fringe benefit changes. - The budget was increased by $139.8k related to the following: $82.5k for 1 New Permanent Mobile Licensing Enforcement Officer related to increased tow truck inspections, $29.1k for 1 New Contract Animal Services Officer, and by $28.2k related to the annualization of the Animal Services Officer position added in 2009.
Staff Development Costs	25,500	25,500	0	0.0%	
Communication Costs	156,400	164,800	8,400	5.4%	- The budget was increased by $8.0k related to a base budget adjustment realignment and by $0.4k for Mobile Licensing.

2010 EXPLANATION OF BUDGET CHANGES
PROGRAM: REGULATORY SERVICES

	2009 Restated Budget	2010 Requested Budget	Change in 2010 Requested Budget To 2009 Restated Budget		Explanation
	$	$	$	%	
Transportation Costs	463,200	480,400	17,200	3.7%	- The budget was increased by $15.4k to cover the lease of an additional vehicle and by $1.8k for mileage in Mobile Licensing.
Occupancy & City Costs	54,300	52,100	(2,200)	-4.1%	- The budget was decreased by ($2.2k) related to a reduction in utilities cost allocations.
Equipment Costs & Maintenance Agreements	33,900	33,900	0	0.0%	
Contractor & Professional Services	534,800	464,800	(70,000)	-13.1%	- The budget was decreased by ($70.0k) related to the following: ($30.0k) reduction to outside consultant work, and ($40.0k) related to a base budget adjustment realignment.
Advertising & Promotions	23,400	23,400	0	0.0%	
Materials, Supplies & Other Services	288,200	301,300	13,100	4.5%	- The net budget increase of $13.1k relates to an increase of $20.0k for a base budget adjustment realignment, an increase of $0.3k for personal equipment and a decrease of ($7.0k) for My Idea #91 - Elimination of internet inserts.
Finance Other	12,000	12,000	0	0.0%	
OTHER OPERATING EXPENSES	**1,591,700**	**1,558,200**	**(33,500)**	**-2.1%**	
TOTAL EXPENDITURES	**11,146,100**	**11,723,900**	**577,800**	**5.2%**	
REVENUES					
Fees & Service Charges	(963,900)	(1,029,000)	(65,100)	-6.8%	- The budget was increased by: - $20.6k related to the animal services accelerated dog and cat licensing program - $2.5k related to the reallocation of animal services' staff resources from random patrols to door to door animal licensing campaign - $24.0k related revenues from the new taxi school student tutorial training program - $18.0k related to revenue increases to offset the cost of 1 New Contract Animal Services Officer - Door-to-door licensing program

2010 EXPLANATION OF BUDGET CHANGES
PROGRAM: REGULATORY SERVICES

	2009 Restated Budget	2010 Requested Budget	Change in 2010 Requested Budget To 2009 Restated Budget		Explanation
	$	$	$	%	
Licenses & Permits	(3,409,000)	(3,534,100)	(125,100)	-3.7%	- The budget was increased by: - $85.0k related to increased mobile licensing revenues to offset the cost of 1 New Permanent Mobile Licensing Enforcement Officer related to increased tow truck inspections - $20.6k related to the animal services accelerated dog and cat licensing program - $2.5k related to the reallocation of animal services' staff resources from random patrols to door to door animal licensing campaign - $17.0k related to revenue increases to offset the cost of 1 New Contract Animal Services Officer - Door-to-door licensing program
Fines	(6,809,000)	(6,824,600)	(15,600)	-0.2%	- The budget was increased by $15.4k related to the lease of an additional vehicle.
Other Revenue	(30,000)	(30,000)	0	0.0%	
TOTAL REVENUES	**(11,211,900)**	**(11,415,690)**	**(205,800)**	**-1.8%**	
Allocations	544,800	530,100	(14,700)	-2.7%	- The budget was decreased by a net ($26.8k) related to the following: ($14.9k) for decreased costs in the Transportation & Works Department's Business Services Division which are allocated to each of the Services within the Department, and by ($11.9k) related to decreased IT Maintenance costs which are allocated to the services within the City.
NET PROGRAM IMPACT	**479,000**	**836,300**	**357,300**	**74.6%**	

Regulatory Services

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2010 Summary of Program Directions

Regulatory

Program Additions / New Staff (+)

Description	FTE	Expenditure	Revenue	Net	Start Date	Briefing Note or Budget Book Page Reference
Mobile Licensing Enforcement Officer - Tow truck inspections	1	85,000	(85,000)	-	January 1, 2010	P-19
Animal Services Compliance Officer - Door to Door	1	29,100	(35,000)	(5,900)	July 1, 2010	P-20
Total Division/Service Base Budget Impacts	**1**	**114,100**	**(120,000)**	**(5,900)**		

New Revenues (-)

Description	FTE	Expenditure	Revenue	Net	Start Date	Briefing Note or Budget Book Page Reference
New training program for tutorials for students			(24,000)	(24,000)	January 1, 2010	P-21
Total Division/Service Base Budget Impacts	**0**	**-**	**(24,000)**	**(24,000)**		

Efficiencies / Reserve Transfers (+) or (-)

Description	FTE	Expenditure	Revenue	Net	Start Date	Briefing Note or Budget Book Page Reference
myidea Employee Challenge Program		(7,200)		(7,200)	January 1, 2010	P-22
Total Division/Service Base Budget Impacts	**0**	**(7,200)**	**-**	**(7,200)**		

2010 Service Change

Mobile Licensing Enforcement Officer - Tow truck inspections

Service: Regulatory **Strategic Pillar** Completing Our Neighbourhoods

Type of Change Program Additions or New Staff **Division:** Enforcement **Effective Date:** January 1, 2010

Financial Impact	2009 Budget	2010 Change	2011 Change
Labour	$917,800	$82,500	
Operating Expenses	24,100	2,500	
Revenue	(995,400)	(85,000)	
Net Cost	**($53,500)**	**$0**	**$0**
FTE		1	

FTE:

Permanent	1
Temporary	

Details of Service Change

Mobile Licensing Enforcement Officer for increased tow truck inspections.

Service Impact

Improved level of inspections for tow truck licenses.

Regulatory Services

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2010 Service Change

Animal Services Compliance Officer - Door to Door

Service: Regulatory **Strategic Pillar** Completing Our Neighbourhoods

Type of Change Program Additions or New Staff **Division:** Enforcement **Effective Date:** July 1, 2010

Financial Impact	2009 Budget	2010 Change	2011 Change
Labour	$125,300	$29,100	
Operating Expenses			
Revenue	(349,100)	(35,000)	
Net Cost	($223,800)	($5,900)	$0
FTE		1	

FTE:

Permanent	
Temporary	1

Details of Service Change

Animal Services Compliance Officer - Door to door licensing Program

Service Impact

May impact response times to deal with complaints and reduction in voluntary compliance (i.e. leash free)

Regulatory Services

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2010 Service Change

New training program for tutorials for students

Service: Regulatory **Strategic Pillar** Completing Our Neighbourhoods

Type of Change New Revenues **Division:** Enforcement **Effective Date:** January 1, 2010

Financial Impact	2009 Budget	2010 Change	2011 Change
Labour			
Operating Expenses			
Revenue	-	(24,000)	
Net Cost	$0	($24,000)	$0
FTE			

FTE:

Permanent	0
Temporary	0

Details of Service Change

The trainers would charge $50.00 per hour for exam tutorials. This service has been offered over the years for free to applicants, but has been on the rise. There has been interest from individuals to pay trainers for this assistance.

Service Impact

It would be an added cost to the applicants obtaining licences, but would be a cost recovery for the time the trainers are providing to students currently.

Regulatory Services

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2010 Service Change

myidea Employee Challenge Program

Service: Regulatory **Strategic Pillar** Completing Our Neighbourhoods

Type of Change Efficiencies / Reserve Transfers **Division:** Enforcement **Effective Date:** January 1, 2010

Financial Impact	2009 Budget	2010 Change	2011 Change
Labour			
Operating Expenses	59,800	(7,200)	
Revenue			
Net Cost	**$59,800**	**($7,200)**	**$0**
FTE			

FTE:

Permanent	0
Temporary	0

Details of Service Change

The myidea Employee Challenge Program challenged employees to draw upon their knowledge and creativity to develop and submit innovative ideas that would positively impact the City's budget. Staff from across the city engaged in the program. This resulted in a $7,200 savings for the Enforcement Division made up of the following:
- Eliminate internet inserts in the Notice of impending conviction (NICs) and Notice of fine and due date (NFDDs) $7,000; and
- Eliminate disposable cups $200.

Service Impact

No service impact.

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City of Mississauga

Strategic Policy
2010 Business Plan Update





Strategic Policy is a service that develops plans in emerging areas, assists in corporate alignment, ensures that the City's long term prosperity is protected through economic development, and conducts internal audit and efficiency reviews.

Strategic policy work within the City of Mississauga is not conducted by a single staff group, but rather achieved by collaboration across all five City departments. Strategic policies regarding transportation are developed by Transportation and Works staff, strategic planning regarding the growth of our City is by Planning and Building staff, and so on. What is ultimately important is that all strategic plans are developed in tandem with one another and alignment is achieved.

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2010 Business Plan & Budget Update

The 2009-2010 Business Plan and Budget represented two years of thorough and coordinated Service Area planning. The Strategic Policy Business Plan and Budget are integrated plans which include deliverables which are achievable in the prescribed periods of time. They also include performance measures and benchmarks which are monitored to ensure Service Area Plans are achievable. 2010 marks the second year of Mississauga's two year Business Plan and Budget. For this year, staff has focused primarily on updating and presenting exceptions and amendments to the Service Area Business Plans while still providing comprehensive budgets and two year forecasts.

The following summary will set out a brief description of the Service Area, what has changed since writing the 2009-2010 Business Plans and Budgets and what achievements have been realized. The proposed capital and operating budgets which summarize the financial resources required to implement the proposed 2010 business plans are included in the Service Area section of the 2010 Business Plan and Budget Update book.

Strategic Policy Service Area

Updates to 2010 Business Plan & Budget

This section includes Major Initiatives and Activities that have changed or require updating since the printing of the 2009-2010 Business Plan & Budget.

Updates and Accomplishments are listed by initiative below. Detailed descriptions of these initiatives can be found in the 2009-2010 Budget and Business Plan document as well as on the City's website.

Strategic Community Initiatives
(formally Building a City for the 21st Century)

Mobility Hubs and Higher Order Transit Corridor Development

Mobility hubs are now being advanced in three specific areas within the City – Renforth, Cooksville and in the 'Main Street' work of the Downtown 21 project (see below). In the following year there will be further analysis of other potential mobility hubs within Mississauga.

Waterfront as a Premier Destination Community

A strategic leader for the Waterfront initiative was named in September 2009 and the work of 2010 will concentrate on OPG lands.

Downtown 21

The work of Downtown 21 (DT21) is entering Phase III (Implementation Plan) which will test and evolve the Plan to a point where it reflects market reality and is actionable. The Downtown 21 initiative is also considered to be a 'mobility hub', therefore progress on DT21 is also progress on that initiative. In 2010, the project team will re-engage with landowners in the city centre to further discussions on how to develop the 'Main Street' master plan.

Post-secondary Institutions

On September 30, 2009 the City of Mississauga's City Council adopted a resolution to proceed with the purchase of land in the city centre and proceed with negotiations with Sheridan College to lease property from the City for their new Mississauga campus. Pending the finalization of all details with Sheridan College, 2010 will see the start of construction of the first building, parking lot and road improvements. The first students are expected to be enrolled in the new campus by fall 2011.

Activate the Strategic Plan

In 2009, there was significant work accomplished on the launch of Mississauga's new Strategic Plan (approved by Council April, 2009). The public launch included an evening event with Dr. David Suzuki, the establishment of an inter-active website, the organization of a staff group of 'Ambassadors' who have been trained to make a presentation of the new Strategic Plan to both internal and external groups - it is anticipated that all Ambassador presentations will be completed by December 2009. It is expected that a strategic leader for this initiative will be named by year end 2009.

In 2010, as many action items get underway or are continuing, work will progress to inform the public about the initiatives within the new Strategic Plan. Performance measurements on many individual initiatives within the Plan will be researched and quantified. Council will receive a report card on the progress of the Strategic Plan in year one.

Infrastructure Stimulus Fund (ISF) and Recreational Infrastructure Canada (RInC) programs (New for 2010)

In spring 2009, the federal and provincial governments announced a major infrastructure funding program to help stimulate the economy. The City of Mississauga was awarded funding for 132 projects with an allocation of more than $138 million in funding under the ISF program. All three orders of government allots one-third of the funding ($46.2 million) and projects must be substantially complete by March 2011. For RInC projects, the federal and provincial governments contribute $6 million each and the City contributes $12 million for a total of $24 million in funding. The City of Mississauga must fully fund any ineligible costs such as administration or staff costs required to deliver the program. This is estimated to be an additional $2.8 million.

The lead for the ISF / RInC programs is the Director of Strategic Community Initiatives, although every department is involved in the delivery of these projects within the timeframe the government has set. By 2010, all projects will be in construction phase (or completed). Council had already planned for their one-third funding share and this program will, in two years, deliver projects that were either fully funded over ten years, partially funded, or not funded at all in our ten year capital plan.

Full information on these projects can be found on our website.

Economic Development Office

Overview: Although Mississauga has weathered the global recession well through its diversified economy and focus on growth sectors, the Economic Development Office has adjusted its 2009/2010 workplan by undertaking the following actions in order to monitor the impact on the local economy and to assist small and medium enterprises (SME's) in the community. These actions include:

- Monthly Economic Update report provided to Council and the Leadership Team
- Survey of SME's conducted in summer 2009, with Sheridan College and Mississauga

Board of Trade. The survey will be repeated in 2010

- Roundtable meetings with SME's started in summer 2009, which will continue in 2010
- Increased emphasis on business visitation and retention initiatives
- Seminar on doing business with government.

Economic Development Strategy

The Economic Development Office tendered an RFP for an Economic Development Strategy in October 2009. It is anticipated that the successful bidder/firm will begin work on the Strategy in early 2010, with completion by mid-year. The Strategy will not only focus on the economic development of Mississauga but the priorities that the City's EDO office should work toward in the next few years.

Innovation Centre

In June 2009, a Research Innovation Commercialization Centre (R.I.C. Centre) was re-launched, which will provide an entry point for entrepreneurs into Ontario's innovation network to provide services to the clients that need them – entrepreneurs, small firms, researchers and investors. The Economic Development Office played an important role in the launch of the R.I.C Centre which is a partnership between the University of Toronto Mississauga, the Mississauga Board of Trade and the Ministry of Research and Innovation.

International Organizations

The Economic Development Office continues to attract international companies to Mississauga. In 2009 the following companies opened:

- Voith Hydro – German-based manufacturing facility that will be the sole supplier of hydropower generator coils to all its company operations around the world.
- Microbix Biosystems Inc. - international head office and manufacturing centre in biotherapeutics and vaccines.
- Takeda – head office, Japanese-based pharmaceutical company.
- Fronius – head office, Austrian-based welding systems supplier.

Corporate Strategy and Innovation
(formally Strategic Initiatives)

e3 Reviews

In 2009, three e3 reviews were completed: Procurement, Security and Development of Green Spaces. Two other e3 reviews are in the final stages, including Financial Services and Transit – both of which are expected to be complete early in 2010.

In 2010, the e3 reviews for Animal Services and Development Approvals will be the top priorities in addition to the other reviews planned.

Government Relations

With the roll out of the Infrastructure Stimulus Funds (ISF) etc. (see above), staff from many departments have been involved with the provincial and federal governments to ensure the applications, agreements and finances are in order. Until all infrastructure projects are complete, there will continue to be the need to coordinate with the higher orders of government to ensure all necessary reports, funding allocations, etc. are handled as per the ISF agreement.

The potential of a federal election is possible within the next year – if so, a process to bring important municipal concerns to the local candidates will be developed.

Strategic Alignment

In 2009, work was undertaken to align the strategic initiatives outlined in the new Strategic Plan, and the many major initiatives outlined in the first ever City Business Plan. These two Plans represent the Council-endorsed, guiding documents outlining the initiatives the corporation should be undertaking. The Leadership Team determined they would be specifically involved in the decision-making of approximately 100 initiatives (from 400+ initiatives described in the Strategic and Business Plans).

Environment

(strategic policy only)

Environmental Master Plan

The Environmental Master Plan RFP to engage a consultant to develop the master plan is expected to be completed and approved to proceed in December 2009. The study will begin in early 2010 and be approved by Council early 2011.

Smart Commute and Green Fleet

In September 2009, the conversion of one FTE in the Transportation Project Office was completed to allow for a full-time Transportation Demand Management Coordinator. The Discount Transit Program was launched as a pilot project to be evaluated in 2010.

Internal Audit

Consulting Services for IT Audits

The Internal Audit division will be involved in a number of technology related audits and reviews in 2010. The original request for $100k for this work has been reduced to $75k.

Risk based assurance and consulting activities

Work will commence in 2010 on a risk assessment exercise to ensure the Internal Audit work plan is focused on the highest, most significant risk concerns.

Internal Audit division efficiency review

On target for 2010.

Other

Development Charges (DC) By-law and Background Studies

The DC By-law was finalized and approved by Council in fall 2009.

New Initiatives

The Corporate Strategy and Innovation division of the City Manager's Office will begin realignment to lead the Business Planning process which, up until this time was lead by the Financial Services division. Other realignments will see more work on innovation and, subject to Council approval, the creation of a project management support office to ensure best practices and policies are handled well among all departments, for both construction projects and other major initiatives such as master plans, strategies, and change management reviews.

Strategic Policy

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Budget

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3 YEAR BUDGET AND FORECAST

	2009 Budget	2010 Budget	2011 Forecast	2012 Forecast
Labour Costs	4,205,000	4,616,600	4,703,900	4,897,900
Other Operating Expenses	1,521,000	1,627,100	1,457,100	1,457,100
TOTAL COSTS	5,726,000	6,243,700	6,161,000	6,355,000
TOTAL REVENUES	**(1,066,300)**	**(1,488,900)**	**(1,180,900)**	**(1,180,900)**
NET COSTS	**4,659,700**	**4,754,800**	**4,980,100**	**5,174,100**
Allocations	**0**	**0**	**0**	**0**
NET of ALLOCATIONS	**4,659,700**	**4,754,800**	**4,980,100**	**5,174,100**

Human Resources Requirement

	Total FTE
2009 Establishment	40.9
2010 Budget Recommendation	43.4

Distribution

Program	2009	2010
Environment	3.5	4.0
Strategic Community Initiatives	4.0	4.0
City Manager's Office	2.0	2.0
Corporate Strategy and Innovation	9.6	11.6
Internal Audit	7.0	7.0
Economic Development	14.8	14.8
Total Recommended	40.9	43.4

Strategic Policy

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BUDGET OVERVIEW

Strategic Policy

	2008 Actual	2009 Budget	2010 Base Budget	2010 Program Changes	2010 Request	2010 Change	
	$	$	$	$	$	$	%
EXPENDITURES							
LABOUR COST	4,593,630	4,205,000	4,420,400	196,200	4,616,600	411,600	9.8%
Staff Development Costs	90,239	107,900	104,600	18,300	122,900	15,000	13.9%
Communications Costs	19,247	23,600	24,500	0	24,500	900	3.8%
Transportation Costs	39,404	35,700	36,900	500	37,400	1,700	4.8%
Equipment Costs & Maintenance Agreement	19,534	21,000	21,000	0	21,000	0	0.0%
Contractor & Professional Services	287,593	966,700	953,700	133,000	1,086,700	120,000	12.4%
Advertising & Promotions	477,982	259,200	260,200	(48,000)	212,200	(47,000)	-18.1%
Materials, Supplies & Other Services	79,999	106,900	107,100	15,300	122,400	15,500	14.5%
OTHER OPERATING EXPENSES	**1,013,998**	**1,521,000**	**1,508,000**	**119,100**	**1,627,100**	**106,100**	**7.0%**
TOTAL EXPENDITURES	**5,607,629**	**5,726,000**	**5,928,400**	**315,300**	**6,243,700**	**517,700**	**9.0%**
REVENUES							
Grants	(105,420)	(70,000)	(70,000)	0	(70,000)	0	0.0%
Fees & Service Charges	(6,983)	(22,800)	(22,800)	0	(22,800)	0	0.0%
Other Revenue	(40,059)	(41,000)	(41,000)	0	(41,000)	0	0.0%
Transfers	(211,321)	(932,500)	(973,500)	(381,600)	(1,355,100)	(422,600)	-45.3%
TOTAL REVENUES	**(363,783)**	**(1,066,300)**	**(1,107,300)**	**(381,600)**	**(1,488,900)**	**(422,600)**	**-39.6%**
NET SERVICE IMPACT	**5,243,846**	**4,659,700**	**4,821,100**	**(66,300)**	**4,754,800**	**95,100**	**2.0%**
Allocations	0	0	0	0	0	0	0.0%
NET of ALLOCATIONS	**5,243,846**	**4,659,700**	**4,821,100**	**(66,300)**	**4,754,800**	**95,100**	**2.0%**

2010 NET BUDGET BY PROGRAM

	2008 Actual	2009 Budget	2010 Base Budget	2010 Program Changes	2010 Request	2010 Change	
	$	$	$	$	$	$	%
PROGRAM EXPENDITURES							
Environment	271,680	276,400	281,900	0	281,900	5,500	2.0%
Strategic Community Initiatives	873,993	435,800	440,900	(23,700)	417,200	(18,600)	-4.3%
Corporate Strategy and Innovation	1,655,282	1,550,300	1,600,900	(43,600)	1,557,300	7,000	0.5%
Internal Audit	851,216	910,000	951,900	75,000	1,026,900	116,900	12.8%
Economic Development	1,591,676	1,487,200	1,545,500	(74,000)	1,471,500	(15,700)	-1.1%
NET PROGRAM IMPACT	**5,243,846**	**4,659,700**	**4,821,100**	**(66,300)**	**4,754,800**	**95,100**	**2.0%**

Service Budget Highlights - Operating

The recommended 2010 Net Operating Plan of $4.75 million represents an increase of $95,000 or 2% from the 2009 Operating Plan.

2010 Highlights of the recommended budget include :

- Economic Development Strategy review and update finalized;
- Several e3 reviews (economy, efficiency, effectiveness) on our services;
- Internal Audit efficiency review;
- Activation of the Strategic Plan;
- Development of an Environmental Master Plan; and
- Establishment of a Project Management Support Office.



Strategic Policy

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Strategic Policy

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Operating

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2009 Explanation of Budget Changes

Program: Environment

Description of Program

- Leads the Corporate Environmental Network Team;
- Provides technical support to Environmental Advisory Committee;
- Coordinates overall corporate environment operations and policies; and
- Program involvement includes: Idling Control By-law, Earth Hour, Community and Business Out-reach Initiatives, City Clean Air Strategy and City Wide Environmental Scan.

2010 EXPLANATION OF BUDGET CHANGES
PROGRAM: ENVIRONMENT

	2009 Restated Budget	2010 Requested Budget	Change in 2010 Requested Budget To 2009 Restated Budget		Explanation
	$	$	$	%	
EXPENDITURES					
LABOUR COST	**298,400**	**357,900**	**59,500**	**19.9%**	The increase in permanent labour costs reflects $54K for the staff secondment (Environmental Master Plan) and performance pay and economic adjustment increases, labour adjustments, and other fringe benefit changes.
Staff Development Costs	17,900	15,600	(2,300)	-12.8%	Reductions as per corporate direction.
Communication Costs	0	600	600	0.0%	
Transportation Costs	1,100	1,100	0	0.0%	
Contractor & Professional Services	200,000	200,000	0	0.0%	
Advertising & Promotions	5,000	6,000	1,000	20.0%	
Materials, Supplies & Other Services	8,000	8,700	700	8.8%	
OTHER OPERATING EXPENSES	**232,000**	**232,000**	**0**	**0.0%**	
TOTAL EXPENDITURES	**530,400**	**589,900**	**59,500**	**11.2%**	
REVENUES					
Transfers	(254,000)	(308,000)	(54,000)	-21.3%	Transfers to fund expenditures noted above.
TOTAL REVENUES	**(254,000)**	**(308,000)**	**(54,000)**	**-21.3%**	
Allocations	0	0	0	0.0%	
NET PROGRAM IMPACT	**276,400**	**281,900**	**5,500**	**2.0%**	

2010 Explanation of Budget Changes

Program: Strategic Community Initiatives

Description of Program

Over the past 30 years, Council has laid the foundations that have prepared Mississauga for a future where it can fulfill its promise as a major Canadian City. The existing Council and staff have the opportunity to move Mississauga to the next stage of its development. In order to manage this change the Strategic Community Initiatives team has been established to take on the role of change agents. Their mandate is to engage the organization and the community by building the human capital needed to meet the objective of becoming a great City of the 21st Century.

This will be achieved by:

- Promoting and nurturing the organizational change required to manage the transition, from a good to a great 21st Century City.
- Focussing on citizen engagement and maximizing citizen involvement and contribution to community initiatives.
- Leading the implementation of significant projects that advance the goals of the "Our Future Mississauga" Strategic Plan and shape the future of the City.

2010 EXPLANATION OF BUDGET CHANGES
PROGRAM: STRATEGIC COMMUNITY INITIATIVES

	2009 Restated Budget	2010 Requested Budget	Change in 2010 Requested Budget To 2009 Restated Budget		Explanation
	$	$	$	%	
EXPENDITURES					
LABOUR COST	**289,200**	**294,300**	**5,100**	**1.8%**	The increase in permanent labour costs reflects performance pay and economic adjustment increases, labour adjustments, and other fringe benefit changes.
Staff Development Costs	21,200	17,500	(3,700)	-17.5%	Reductions as per corporate direction.
Communication Costs	8,400	8,400	0	0.0%	
Transportation Costs	2,000	2,000	0	0.0%	
Equipment Costs & Maintenance Agreements	5,000	5,000	0	0.0%	
Contractor & Professional Services	700,000	667,000	(33,000)	-4.7%	This includes 1) Mobility Hub & Higher Order Transit Corridor Development study $400k 2) Waterfront Study $150k 3) Misc Consulting Fees for Strategic Community Initiatives including the progress report on Strategic Plan.
Materials, Supplies & Other Services	10,000	10,000	0	0.0%	
OTHER OPERATING EXPENSES	**746,600**	**709,900**	**(36,700)**	**-4.9%**	
TOTAL EXPENDITURES	**1,035,800**	**1,004,200**	**(31,600)**	**-3.1%**	
REVENUES					
Transfers	(600,000)	(587,000)	13,000	2.2%	Transfers to fund expenditures noted above.
TOTAL REVENUES	**(600,000)**	**(587,000)**	**13,000**	**2.2%**	
Allocations	0	0	0	0.0%	
NET PROGRAM IMPACT	**435,800**	**417,200**	**(18,600)**	**-4.3%**	

2010 Explanation of Budget Changes

Program: Corporate Strategy and Innovation

Description of Program

The City Manager and support staff is contained in this program. The Corporate Strategy and Innovation Division is responsible for governmental relations, executive support, policy advice on strategic portfolios to the City Manager and Leadership Team, development of the corporate business plan, aligning strategic initiatives throughout the corporation, project management support, development of corporate policy and for providing independent advice through a small team of management consultants regarding effective service delivery.

2010 EXPLANATION OF BUDGET CHANGES
PROGRAM: CORPORATE STRATEGY AND INNOVATION

	2009 Restated Budget	2010 Requested Budget	Change in 2010 Requested Budget To 2009 Restated Budget		Explanation
	$	$	$	%	
EXPENDITURES					
LABOUR COST	**1,446,100**	**1,692,900**	**246,800**	**17.1%**	The increase in permanent labour costs reflects performance pay and economic adjustment increases, labour adjustments, and other fringe benefit changes. Also includes two new staff positions for PMSO, one manager and one analyst, all of which are offset by transfers from capital.
Staff Development Costs	33,900	54,900	21,000	61.9%	Includes increase for new PMSO and is offset by transfer from capital.
Communication Costs	4,600	4,900	300	6.5%	
Transportation Costs	13,800	15,500	1,700	12.3%	
Equipment Costs & Maintenance Agreements	6,900	6,900	0	0.0%	
Advertising & Promotions	1,300	1,300	0	0.0%	
Materials, Supplies & Other Services	43,700	62,500	18,800	43.0%	Includes increase for new PMSO, offset by HCSC budget reduction of $5,000, reduced food in City Mgrs face to face sessions $3,000, styrofoam cup elimination $200.
OTHER OPERATING EXPENSES	**104,200**	**146,000**	**41,800**	**40.1%**	
TOTAL EXPENDITURES	**1,550,300**	**1,838,900**	**288,600**	**18.6%**	
REVENUES					
Transfers	0	(281,600)	(281,600)	0.0%	Transfers to fund expenditures noted above.
TOTAL REVENUES	**0**	**(281,600)**	**(281,600)**	**0.0%**	
Allocations	0	0	0	0.0%	
NET PROGRAM IMPACT	**1,550,300**	**1,557,300**	**7,000**	**0.5%**	

2010 Explanation of Budget Changes

Program: Internal Audit

Description of Program

Internal Audit is responsible for providing independent, objective assurance and consulting services to add value and improve the City's operation by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control and governance processes.

2010 EXPLANATION OF BUDGET CHANGES

PROGRAM: INTERNAL AUDIT

	2009 Restated Budget	2010 Requested Budget	Change in 2010 Requested Budget To 2009 Restated Budget		Explanation
	$	$	$	%	
EXPENDITURES					
LABOUR COST	**870,700**	**912,600**	**41,900**	**4.8%**	The increase in permanent labour costs reflects performance pay and economic adjustment increases, labour adjustments, and other fringe benefit changes.
Staff Development Costs	18,100	18,100	0	0.0%	
Communication Costs	100	100	0	0.0%	
Transportation Costs	1,700	1,700	0	0.0%	
Equipment Costs & Maintenance Agreements	4,000	4,000	0	0.0%	
Contractor & Professional Services	6,300	81,300	75,000	1190.5%	Consulting services for IT audit, reduced from original request of $100,000.
Materials, Supplies & Other Services	9,100	9,100	0	0.0%	
OTHER OPERATING EXPENSES	**39,300**	**114,300**	**75,000**	**190.8%**	
TOTAL EXPENDITURES	**910,000**	**1,026,900**	**116,900**	**12.8%**	
REVENUES					
TOTAL REVENUES	**0**	**0**	**0**	**0.0%**	
Allocations	0	0	0	0.0%	
NET PROGRAM IMPACT	**910,000**	**1,026,900**	**116,900**	**12.8%**	

2010 Explanation of Budget Changes

Program: Economic Development

Description of Program

The Economic Development office is responsible for creating awareness of Mississauga as a superior business community and to attract, retain and grow businesses. Key objectives of the Economic Development Office include:

- Increasing the profile of Mississauga as a national and international business centre;
- Developing strong knowledge-based business sectors; and
- Supporting business growth, retention and small business development.

2010 EXPLANATION OF BUDGET CHANGES

PROGRAM: ECONOMIC DEVELOPMENT

	2009 Restated Budget	2010 Requested Budget	Change in 2010 Requested Budget To 2009 Restated Budget		Explanation
	$	$	$	%	
EXPENDITURES					
LABOUR COST	**1,300,600**	**1,358,900**	**58,300**	**4.5%**	The increase in permanent labour costs reflects performance pay and economic adjustment increases, labour adjustments, and other fringe benefit changes.
Staff Development Costs	16,800	16,800	0	0.0%	
Communication Costs	10,500	10,500	0	0.0%	
Transportation Costs	17,100	17,100	0	0.0%	
Equipment Costs & Maintenance Agreements	5,100	5,100	0	0.0%	
Contractor & Professional Services	60,400	138,400	78,000	129.1%	Economic Development Strategy - review & update $100,000, less reduction to MBEC Prof Services $3,000, and EDO Professional Services $19,000. Strategy costs offset by transfer from reserves.
Advertising & Promotions	252,900	204,900	(48,000)	-19.0%	Reduction to MBEC Promotions $2,000, MBEC Seminars $1,000, EDO Advertising $5,000, EDO Promotions $20,000, EDO Publications $10,000, EDO Investment Marketing $10,000.
Materials, Supplies & Other Services	36,100	32,100	(4,000)	-11.1%	Reduction to MBEC Operating Materials $2,500, Printing $1,500.
OTHER OPERATING EXPENSES	**398,900**	**424,900**	**26,000**	**6.5%**	
TOTAL EXPENDITURES	**1,699,500**	**1,783,800**	**84,300**	**5.0%**	
REVENUES					
Grants	(70,000)	(70,000)	0	0.0%	
Fees & Service Charges	(22,800)	(22,800)	0	0.0%	
Other Revenue	(41,000)	(41,000)	0	0.0%	
Transfers	(78,500)	(178,500)	(100,000)	-127.4%	Transfers to fund expenditures noted above.
TOTAL REVENUES	**(212,300)**	**(312,300)**	**(100,000)**	**-47.1%**	
Allocations	0	0	0	0.0%	
NET PROGRAM IMPACT	**1,487,200**	**1,471,500**	**(15,700)**	**-1.1%**	

2010 Summary of Program Directions

Strategic Policy

Program Additions / New Staff (+)

Description	FTE	Expenditure	Revenue	Net	Start Date	Briefing Note or Budget Book Page Reference
Establish Project Management Support Office	2	281,600	(281,600)		January 1, 2010	Q-30
Business Planning Initiative		10,000		10,000	January 1, 2010	Q-31
Economic Development Strategy - Review & Update		100,000	(100,000)		January 1, 2010	Q-32
Consulting Services For I.T. Audit		75,000		75,000	January 1, 2010	Q-33
Total Division/Service Base Budget Impacts	**2**	**466,600**	**(381,600)**	**85,000**		

Program Reductions (-)

Description	FTE	Expenditure	Revenue	Net	Start Date	Briefing Note or Budget Book Page Reference
Reduction to Courses & Conferences of 20%		(3,700)		(3,700)	January 1, 2010	Q-34
Reduction to Inter Government Relations Work		(45,400)		(45,400)	January 1, 2010	Q-35
Reduction to Professional Services Economic Development		(22,000)		(22,000)	January 1, 2010	Q-36
Reduction to Professional Services Strategic Planning		(20,000)		(20,000)	January 1, 2010	Q-37
Reduction to Economic Development Advertising & Promotion		(48,000)		(48,000)	January 1, 2010	Q-38
Reduction to Healthy City Stewardship Committee		(5,000)		(5,000)	January 1, 2010	Q-39
Reduction to My Ideas City Wide		(3,200)		(3,200)	January 1, 2010	Q-40
Reduction to MBEC Materials & Supplies		(4,000)		(4,000)	January 1, 2010	Q-41
Total Division/Service Base Budget Impacts	**0**	**(151,300)**		**(151,300)**		

Strategic Policy

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2010 Service Change

Establish Project Management Support Office

Service: Strategic Policy

Type of Change Program Additions or New Staff

Division: Corporate Strategy and Innovation

Effective Date: January 1, 2010

Financial Impact	2009 Budget	2010 Change	2011 Change
Labour	$0	$241,600	
Operating Expenses	$0	$40,000	
Revenue	$0	($281,600)	
Net Cost	$0	$0	$0
FTE		2	

FTE:

Permanent	2
Temporary	

Details of Service Change

Project Management Support Office - Two new staff positions, one manager and one analyst plus administrative and training costs for set up of initiative. These costs are offset by transfers from capital.

Service Impact

Strategic Policy

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2010 Service Change

Business Planning Initiatives

Service: Strategic Policy

Type of Change Program Additions or New Staff

Division: Corporate Strategy and Innovation

Effective Date: January 1, 2010

Financial Impact	2009 Budget	2010 Change	2011 Change
Labour			
Operating Expenses	$0	$10,000	
Revenue			
Net Cost	$0	$10,000	$0
FTE			

FTE:

Permanent ☐

Temporary ☐

Details of Service Change

Costs to support the production of the city business plan.

Service Impact

Strategic Policy

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2010 Service Change

Economic Development Strategy - Review & Update

Service: Strategic Policy **Strategic Pillar** Cultivating Creative & Innovative Businesses

Type of Change Program Additions or New Staff **Division:** Economic Development **Effective Date:** January 1, 2010

Financial Impact	2009 Budget	2010 Change	2011 Change
Labour			
Operating Expenses	$0	$100,000	
Revenue	$0	($100,000)	
Net Cost	$0	$0	$0
FTE			

FTE:

Permanent ☐

Temporary ☐

Details of Service Change

Economic Development Strategy - Comprehensive Review & Update will ensure that Mississauga remains at the forefront of employment and business opportunities into the future. These costs are offset by transfer from reserves.

Service Impact

Strategic Policy

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2010 Service Change

Consulting Services For I.T. Audit

Service: Strategic Policy

Type of Change Program Additions or New Staff

Division: Internal Audit

Effective Date: January 1, 2010

Financial Impact	2009 Budget	2010 Change	2011 Change
Labour			
Operating Expenses	$0	$75,000	
Revenue			
Net Cost	$0	$75,000	$0
FTE			

FTE:

Permanent ☐

Temporary ☐

Details of Service Change

Acquire external professional services to provide IT technical expertise and advice that is not available in-house.

Service Impact

Strategic Policy

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2010 Service Change

Reduction To Courses & Conferences

Service: Strategic Policy

Type of Change Program Reductions **Division:** Strategic Community Initiatives **Effective Date:** January 1, 2010

Financial Impact	2009 Budget	2010 Change	2011 Change
Labour			
Operating Expenses	$18,700	($3,700)	
Revenue			
Net Cost	$18,700	($3,700)	$0
FTE			

FTE:

Permanent ☐
Temporary ☐

Details of Service Change

Reduction To Courses & Conferences of 20%.

Service Impact

Strategic Policy

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2010 Service Change

Reduce Inter Government Relations Work

Service: Strategic Policy

Type of Change Program Reductions **Division:** Corporate Strategy and Innovation **Effective Date:** January 1, 2010

Financial Impact	2009 Budget	2010 Change	2011 Change
Labour			
Operating Expenses	$45,400	($45,400)	
Revenue			
Net Cost	$45,400	($45,400)	$0
FTE			

FTE:

Permanent	
Temporary	

Details of Service Change

Reduce hours in inter government relations work .

Service Impact

Strategic Policy

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2010 Service Change

Reduction To Professional Services Economic Development

Service: Strategic Policy

Type of Change Program Reductions **Division:** Economic Development **Effective Date:** January 1, 2010

Financial Impact	2009 Budget	2010 Change	2011 Change
Labour			
Operating Expenses	$60,400	($22,000)	
Revenue			
Net Cost	$60,400	($22,000)	$0
FTE			

FTE:

Permanent	
Temporary	

Details of Service Change

Reduction to Economic Development Professional Services $19K, MBEC Professional Services $3K.

Service Impact

Strategic Policy

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2010 Service Change

Reduction To Professional Services Strategic Planning

Service: Strategic Policy

Type of Change Program Reductions **Division:** Strategic Community Initiatives **Effective Date:** January 1, 2010

Financial Impact	2009 Budget	2010 Change	2011 Change
Labour			
Operating Expenses	$100,000	($20,000)	
Revenue			
Net Cost	$100,000	($20,000)	$0
FTE			

FTE:

Permanent	
Temporary	

Details of Service Change

Reduction to Strategic Planning miscellaneous consulting $20K.

Service Impact

Strategic Policy

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2010 Service Change

Reduction to Economic Development Advertising & Promotion

Service: Strategic Policy

Type of Change Program Reductions **Division:** Economic Development **Effective Date:** January 1, 2010

Financial Impact	2009 Budget	2010 Change	2011 Change
Labour			
Operating Expenses	$252,900	($48,000)	
Revenue			
Net Cost	$252,900	($48,000)	$0
FTE			

FTE:

Permanent	
Temporary	

Details of Service Change

Reduction to Economic Development Advertising & Promotion including MBEC e.g.) promotions, publications, advertising, and seminars.

Service Impact

Strategic Policy

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2010 Service Change

Reduction In Healthy City Stewardship Committee

Service: Strategic Policy

Type of Change Program Reductions **Division:** Corporate Strategy and Innovation **Effective Date:** January 1, 2010

Financial Impact	2009 Budget	2010 Change	2011 Change
Labour			
Operating Expenses	$20,000	($5,000)	
Revenue			
Net Cost	$20,000	($5,000)	$0
FTE			

FTE:

Permanent ☐

Temporary ☐

Details of Service Change

Reduction In Healthy City Stewardship Committee budget reduction to $15K.

Service Impact

Strategic Policy

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2010 Service Change

My Ideas City Wide Reduction

Service: Strategic Policy

Type of Change Program Reductions **Division:** Corporate Strategy and Innovation **Effective Date:** January 1, 2010

Financial Impact	2009 Budget	2010 Change	2011 Change
Labour			
Operating Expenses	$7,000	($3,200)	
Revenue			
Net Cost	$7,000	($3,200)	$0
FTE			

FTE:

Permanent ☐

Temporary ☐

Details of Service Change

Cut out food in City Manager's face to face sessions.

Service Impact

Strategic Policy

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2010 Service Change

Reduction To MBEC Materials & Supplies

Service: Strategic Policy

Type of Change Program Reductions **Division:** Economic Development **Effective Date:** January 1, 2010

Financial Impact	2009 Budget	2010 Change	2011 Change
Labour			
Operating Expenses	$20,000	($4,000)	
Revenue			
Net Cost	$20,000	($4,000)	$0
FTE			

FTE:

Permanent ☐

Temporary ☐

Details of Service Change

Reduction to MBEC operating materials and printing.

Service Impact

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City of Mississauga

Business Services and Corporate Assets 2010 Business Plan Update



Business Services and Corporate Assets (BSCA) provides quality advice, primary support and vital services to front-line service areas within the City of Mississauga, as well as to residents and local businesses of Mississauga.

A united team of 9 interrelated groups, BSCA partners with internal and external clients to develop and implement comprehensive programs that ensure excellent, effective and efficient service delivery to each group's customers and clients.

The organizational structure of the City reflects the need to deliver Information Technology, Human Resources and Finance services both at the corporate level and within each Department of the City. These services are delivered through Divisions established within each Department. The two levels of service delivery are strongly integrated.

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2010 Business Plan & Budget Update

The 2009-2010 Business Plan and Budget represented two years of thorough and coordinated Service Area planning. The Business Service and Corporate Asset Business Plan is an integrated plan which includes deliverables that have been identified as both a priority and achievable within the prescribed timetable as set out by the Service Area staff. They also include performance measures and benchmarks which are continually monitored to ensure adherence and that the goals remain attainable. 2010 marks the second year of Mississauga's two year Business Plan and Budget. This year, staff are focusing primarily on updating and identifying any exceptions and/or amendments to the existing Service Area Business Plans while still providing comprehensive budgets and two year forecasts.

The following will provide the reader with a summary of items and circumstances that may have changed since the development of the 2009-2010 Business Plans and Budgets and will also highlight achievements have been realized. The proposed capital and operating budgets which summarize the financial resources required to implement the proposed 2010 business plans are included in the Service Area section of the 2010 Business Plan and Budget Update book.

2009-2010 Major Initiatives Updates

Transit Bus Hoist Inspection and Maintenance Program
A Millwright position was approved in 2009 and a second Millwright position is being funded through Transit in 2010 to ensure bus hoists are maintained in accordance with safety standards, comply with legislated requirements, and achieve their lifecycle.

Facilities Maintenance/Service Contract Support
A Mechanical Contracts Coordinator was hired in 2009 to oversee all mechanical contracts related to heating, ventilation, and air conditioning, fire sprinkler systems, elevators, boiler systems, chillers and rooftop equipment.

Replace Obsolete Energy Monitoring Software
The purchase of new energy monitoring software in 2010 capable of weather correction and environmental reporting, will allow for improved quality and efficiency of energy reporting, quick energy cost reduction actions and complies with Ontario Bill 21 reporting requirements.

Energy Management Initiatives
Piloting trials of new energy saving lighting technologies like Light Emitting Diode (LED) and Induction lighting have been initiated in the Courthouse at 950 Burnhamthorpe Road West. Performance will be observed for 1 year to decide on new installations.

The City will establish Green Building Standards for new construction and redevelopment of corporate facilities contributing towards sustainable growth. The new Gary Morden Fire Training Facility is being built to LEED Silver standard.

Maintain minimal acceptable and legislated service levels to corporate facilities and Assets and meet minimal legislated Health and Safety requirements
An Automation Technician position was approved in 2009 to oversee the centralized monitoring of all Corporate Building Automation Systems, respond to demand calls as well as performing and overseeing preventive maintenance for corporate facilities.
The Heating, Ventilation, and Air Conditioning mechanic position originally requested in 2010 will not be hired due to budget constraints. Reduced duties will be covered by existing staff with some decrease in service levels.

Park Pathway and Sports Field Lighting Program
A Capital Project Co-ordinator was hired in 2009 to support the ongoing lifecycle replacement of park pathway and sports field lighting systems which include light poles, fixtures and power distribution. This is now an Infrastructure Stimulus Fund project and the program timelines have been compressed from a 10 year plan to being completed by March 2011.

Information Technology Security Management Program
IT systems and processes are being implemented to ensure the City of Mississauga is compliant with Payment Card Industry Data Security Standards so that the City can continue to accept credit cards as a means of payment.

Information Technology Wireless Initiative
The City of Mississauga in conjunction with the Region of Peel, Peel Police and the City of Brampton are planning a larger outdoor wireless mesh deployment for city, police, and regional staff for expanded wireless connectivity. The Wireless Mesh Pilot conducted along Hurontario Street has been successful in supporting workforce mobility utilizing wireless technologies. Traffic Signal Controllers in the Civic Centre Area will be moving this fall from using analog lines to the wireless mesh.

Legal Services: Expand Planning and Development Support
A Planning lawyer was hired in 2009 to provide legal support to meet the increase in planning demands.

Customer and Business Services: Call Centre Phase 3 Consolidation and 3-1-1 Single Number Servicing
The Customer Relationship Management (CRM) and Reporting Specialist positions have been deleted from the 2010 budget due to funding constraints. This will impact the call centre's ability to maintain the CRM system for accuracy in a timely basis.

Implementation of Mississauga 3-1-1
Mississauga 3-1-1 was successfully implemented on October 5th, 2009 in partnership with the Region of Peel providing access to both City and Region services by dialling 3-1-1. Residents, businesses and visitors have access to information and services Monday to Friday 7am to 7pm.

Call Centre Consolidation
The Call Centre Consolidation initiative is concluding in 2010 with the following business units under way: T&W Works Operations, Parks Operations, Planning & Building general Inquiries, Mobile Licensing & Taxi training School followed by Compliance & licensing Enforcement.

IT Support for Application Consolidation and Community Services Initiatives
New IT staff have been deleted from the 2010 budget due to funding constraints. With fewer resources, IT may not fully realize the benefits of the new SAP modules.

New City of Mississauga Non-Union Employee Benefits Program
A new benefit program was introduced to full time non-union staff to provide a competitive and supportive benefit plan which offers flexibility and choice with alternate approaches. The additional new paramedical choices and a health spending account support health and wellness to ensure a healthier workplace and to better manage future costs. The new drug card and e-claims for selected claims submission improves employee access to their claims information and reimbursement of health expenses.

2009-2010 New Initiatives

Finance: HST Implementation
Effective July 1, 2010, the Ontario Government will be harmonizing Ontario's provincial sales tax with the federal GST, to create a single, value-added sales tax. The single sales tax rate of 13%, HST, (5% GST and provincial portion of 8%) will be administrated federally.

The new harmonized sales tax will now apply to a host of goods and services that are currently exempt from sales tax including gasoline, heating fuel, program registrations, facility bookings, golf fees, legal fees, accounting fees, amongst other expenditures. It is estimated that there will be an annual cost impact of about $2.0 million to the City of Mississauga in sales tax related costs.

A cross-departmental project team has been organized to assist with the HST implementation. Finance staff are currently participating on an Municipal Finance Officers Association (MFOA) HST Review Committee and involved with discussions through the Association of Municipalities of Ontario (AMO). The transitional rules from the Province are expected to be released this Fall 2009. The Federal Government is expected to release the new HST regulations and guidelines by March 31, 2010. In the mean time, Finance continues to plan and prepare for the implementation, including any system changes.

Facilities and Property Management: Capital Projects
Facilities and Property Management added 15 more major projects to its capital program that includes Infrastructure Stimulus Fund and Recreation Infrastructure Canada Program initiatives. In order to achieve the requirements of these projects, resources have been added with three new contract project managers and an administrative support person. These 15 new projects amount to $150 million dollars in capital investments. The details of these projects are incorporated into the Major Initiatives of the other business Service Areas.

Business Services

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Budget

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Business Services

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3 YEAR BUDGET AND FORECAST

	2009 Budget	2010 Budget	2011 Forecast	2012 Forecast
Labour Costs	35,962,300	37,308,100	39,332,100	41,283,000
Other Operating Expenses	8,382,000	8,144,500	8,289,400	8,417,100
TOTAL COSTS	44,344,300	45,452,600	47,621,500	49,700,100
TOTAL REVENUES	**(2,382,000)**	**(2,303,900)**	**(2,223,900)**	**(2,285,500)**
NET COSTS	**41,962,300**	**43,148,700**	**45,397,600**	**47,414,600**
Allocations	123,100	371,300	421,600	471,500
NET of ALLOCATIONS	**42,085,400**	**43,520,000**	**45,819,200**	**47,886,100**

Human Resources Requirement

	Total FTE
2009 Establishment	408.4
2010 Budget Recommendation	400.2

Distribution

Program/Division	2009 FTE	2010 FTE
Information Technology	115.8	113.8
Revenue and Materiel Management	66.5	66.1
Finance	51.5	50.9
Legal Services	33.5	33.5
Human Resources	35.0	34.5
Communications	42.5	41.5
Customer & Business Services	32.6	29.9
Geomatics	31.0	30.0
Total Recommended	408.4	400.2

Business Services

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BUDGET OVERVIEW

	2008 Actual	2009 Budget	2010 Base Budget	2010 Program Changes	2010 Request	2010 Change	
	$	$	$	$	$	$	%
EXPENDITURES							
LABOUR COST	32,544,251	35,962,300	37,445,700	(137,600)	37,308,100	1,345,800	3.7%
Staff Development Costs	346,446	303,400	316,700	0	316,700	13,300	4.4%
Communications Costs	897,831	995,100	987,300	25,000	1,012,300	17,200	1.7%
Transportation Costs	55,718	75,600	75,600	0	75,600	0	0.0%
Occupancy & City Costs	95,107	333,900	400,200	0	400,200	66,300	19.9%
Equipment Costs & Maintenance Agreement	3,879,424	4,060,100	4,445,800	(250,000)	4,195,800	135,700	3.3%
Contractor & Professional Services	2,306,778	2,203,200	2,005,600	(28,000)	1,977,600	(225,600)	-10.2%
Advertising & Promotions	316,459	244,500	244,500	(300)	244,200	(300)	-0.1%
Materials, Supplies & Other Services	989,652	1,097,100	939,500	(5,500)	934,000	(163,100)	-14.9%
Finance Other	(1,004,215)	(992,200)	(1,011,900)	0	(1,011,900)	(19,700)	-2.0%
Transfers	10,800	61,300	0	0	0	(61,300)	-100.0%
OTHER OPERATING EXPENSES	**7,893,999**	**8,382,000**	**8,403,300**	**(258,800)**	**8,144,500**	**(237,500)**	**-2.8%**
TOTAL EXPENDITURES	**40,438,251**	**44,344,300**	**45,849,000**	**(396,400)**	**45,452,600**	**1,108,300**	**2.5%**
REVENUES							
Fees & Service Charges	(2,027,691)	(1,891,600)	(1,784,300)	(430,000)	(2,214,300)	(322,700)	-17.1%
Rents, Concessions & Franchise	(7,028)	(5,000)	(5,000)	0	(5,000)	0	0.0%
Other Revenue	(26,271)	(4,600)	(4,600)	0	(4,600)	0	0.0%
Transfers	(274,596)	(480,800)	(30,000)	(50,000)	(80,000)	400,800	83.4%
TOTAL REVENUES	**(2,335,586)**	**(2,382,000)**	**(1,823,900)**	**(480,000)**	**(2,303,900)**	**78,100**	**3.3%**
NET SERVICE IMPACT	**38,102,665**	**41,962,300**	**44,025,100**	**(876,400)**	**43,148,700**	**1,186,400**	**2.8%**
Allocations	312,400	123,100	371,300	0	371,300	248,200	201.6%
NET of ALLOCATIONS	**38,415,065**	**42,085,400**	**44,396,400**	**(876,400)**	**43,520,000**	**1,434,600**	**3.4%**

2010 NET BUDGET BY PROGRAM

	2008 Actual	2009 Budget	2010 Base Budget	2010 Program Changes	2010 Request	2010 Change	
	$	$	$	$	$	$	%
PROGRAM EXPENDITURES							
Information Technology	13,534,947	14,861,100	15,826,300	(225,400)	15,600,900	739,800	5.0%
Revenue & Materiel Management	4,291,214	4,847,500	5,201,000	(418,700)	4,782,300	(65,200)	-1.3%
Finance	4,630,406	4,673,000	4,832,100	(200)	4,831,900	158,900	3.4%
Legal Services	4,280,953	4,392,200	4,591,800	(100)	4,591,700	199,500	4.5%
Human Resources	3,319,834	4,171,800	4,287,500	(5,100)	4,282,400	110,600	2.7%
Communications	2,793,799	3,178,400	3,325,700	(134,600)	3,191,100	12,700	0.4%
Customer & Business Services	2,840,196	3,002,600	3,211,000	(100)	3,210,900	208,300	6.9%
Geomatics	2,723,717	2,958,800	3,121,000	(92,200)	3,028,800	70,000	2.4%
NET PROGRAM IMPACT	**38,415,065**	**42,085,400**	**44,396,400**	**(876,400)**	**43,520,000**	**1,434,600**	**3.4%**

Service Budget Highlights - Operating

The recommended 2010 Net Operating Budget of $43.5 million represents an increase of $1.4 million or 3.4% from the 2009 Operating Budget. The majority of this increase relates to general labour cost increases. Labour costs amount to 82% of the gross operating budget. Other operating costs (e.g. equipment costs and maintenance, professional services, etc) account for the remaining 18%.

2010 Highlights of the recommended budget include :

- In Information Technology, maintenance agreement cost increases of $134,700 mainly due to licensing and maintenance for Microsoft Enterprise Agreement & Software Assurance;
- In Revenue & Materiel Management, new revenue for Mortgage Administration Fees increases revenues by $400,000 for administration charges to Mortgage companies for tax payment processing, while revenues for New Account Administration Fee and Tax Certificate Fees are projected to decrease by a total of $200,000 due to economic slowdown;
- Other increases in revenues include $83,700 in the Information Technology division for Tax System Support Fee recoveries from municipalities using the City's tax system; and
- Adjustments to reserve transfers to reflect the completion or near completion of reserve-funded programs, such as, implementation of Public Sector Accounting Board Capital Asset reporting, and Accessible Customer Service initiatives, resulting in a reduction in the gross operating budget of $340,000.

Service Budget Highlights - Capital

The 2010-2019 Capital Budget and Forecast recommends a net expenditure of $10 million for 2010 and $82.6 million for the following 9 year period from 2011 to 2019. The Business Services capital budget includes the Information Technology capital program and miscellaneous equipment acquisitions.

Information Technology

The Information Technology program focuses on the acquisition of new application systems / modules that meet business requirements and the life cycle replacement and upgrade of existing applications, servers, desktop personal computers, databases, networks, telephone systems and wireless telecommunications systems. 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

2010 Highlights:

Significant projects included in the 2010 plan are:

- **Applications – New - $1.6 million**
  - Implementation of field based technologies for field workers
  - Technologies and testing to ensure compliance with the Payment Card Industry (PCI) Security standards to enable credit card transactions
  - Support for SAP Human Capital Management and implementation of business intelligence

- **Applications – Replacement/Enhancements - $2.1 million**
  - Upgrade to Dynix library system, Election System, Parksmart System for Parking Control, and Wells MaitreD restaurant system at Braeben and Ice Breakers
  - Enhancement to SAP enterprise system to optimize system functionalities

- **Applications – Portal - $100,000**
  - Implement, maintain and enhance external and internal Portal applications

- **Network Infrastructure - $1.7 million**
  - Continue completion of Wireless Internet Access within City facilities and implementation of City Outdoor WIFI Mesh network for municipal use
  - Network infrastructure management to include replacement and upgrade of switches, cabling and hardware

- **Server Expansion and Replacement - $750,000**

- **Service Management - $2.6 million**
  - Relocation and implementation of offsite computer contingency site

- **Information Technology Application Simplification - $150,000**
  - Implementation of Hansen modules for Business and Vehicle Licensing

- **Personal Computers and Notebook Replacement and Peripherals - $940,000**

Additional 2011-2019 Highlights:

- **Applications – New $27.7 million**
  - Enterprise Information Management systems development and implementation
  - Continue implementation of field based technologies for field workers
  - Continue Payment Card Industry security standard compliance

- **Applications – Replacement/Enhancements - $21.5 million**
  - Upgrade to SAP system, CLASS Point of Sale system, eMail system and Hansen system to remain current and supported

- **Portal Applications – External and Internal - $2.3 million**
- **Network Infrastructure - $12.1 million**
    - Replacement/Expansion of fibre infrastructure, firewall, IT security hardware, network switches and phones, and upgrade of Corporate voice mail system
    - Continue implementation/expansion of Wireless Internet Access within City facilities and City Outdoor WIFI Mesh network for municipal use (Traffic, Field Automation, Security, BRT)
- **Server Expansion and Replacement - $5.3 million**
- **Service Management - $1.9 million**
    - Continue completion of IT Disaster Readiness Site and implementation of development tools to manage IT infrastructure and services
- **Information Technology Application Simplification - $225,000**
    - Complete implementation of Hansen modules to Business and Vehicle Licensing and Hansen system enhancements
- **Personal Computers and Notebook Replacement and Peripherals - $9.3 million**

Miscellaneous Equipment

The 2010-2019 capital plan includes $2.3 million for new and replacement of audiovisual, Print Shop and other miscellaneous equipment over the ten years, with major equipment replacements for the Print Shop in 2011 (Digital Printing Equipment), in 2012 (Digital Postage/Meter Equipment) and in 2013 (Inserter). Also provides for development charges (DC) background studies in 2013 and 2018 which are 10% tax funded and 90% development charge funded.


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2010 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;
Improving efficiency through application simplification;
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;
Improvement of workforce mobility and enhancement of traffic and transit service delivery by implementing shared wireless services (WIFI);
Systems security, controls and business continuity planning;
By utilizing tools such as Microsoft's System Centre Operation Manager (SCOM), systems availability will be improved through automated and proactive system monitoring, automatically detecting errors and automated repair of Information Technology infrastructure components;
Adjusting to legislative changes that affect new and existing applications, such as Tangible Capital Asset Accounting and Payment Card Industry Standards;
Support and enhancement of Election system for 2010 Election; and
Acquisition of audiovisual equipment and audiovisual service provision to City departments.

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2010 EXPLANATION OF BUDGET CHANGES

PROGRAM: INFORMATION TECHNOLOGY

	2009 Restated Budget	2010 Requested Budget	Change in 2010 Requested Budget To 2009 Restated Budget		Explanation
	$	$	$	%	
EXPENDITURES					
LABOUR COST	**11,306,100**	**11,778,100**	**472,000**	**4.2%**	The increase in permanent labour costs reflects performance pay and economic adjustment increases, labour adjustments, and other fringe benefit changes.
Staff Development Costs	76,400	73,900	(2,500)	-3.3%	Reduction in membership dues.
Communication Costs	665,300	665,300	0	0.0%	
Transportation Costs	15,100	15,100	0	0.0%	
Occupancy & City Costs	125,500	163,300	37,800	30.1%	Lease allocation at 201 City Centre.
Equipment Costs & Maintenance Agreements	3,777,900	3,912,600	134,700	3.6%	Cost increase per maintenance agreements and contracts for all Information Technology assets including servers, storage devices and software licences.
Contractor & Professional Services	94,500	94,500	0	0.0%	
Materials, Supplies & Other Services	120,100	119,700	(400)	-0.3%	
OTHER OPERATING EXPENSES	**4,874,800**	**5,044,400**	**169,600**	**3.5%**	
TOTAL EXPENDITURES	**16,180,900**	**16,822,500**	**641,600**	**4.0%**	
REVENUES					
Fees & Service Charges	(370,000)	(453,700)	(83,700)	-22.6%	Increase in Tax system support fees charged to municipalities using City's tax system.
Rents, Concessions & Franchise	(2,000)	(2,000)	0	0.0%	
TOTAL REVENUES	**(372,000)**	**(455,700)**	**(83,700)**	**-22.5%**	
Allocations	(947,800)	(765,900)	181,900	19.2%	IT Maintenance cost allocations to other service areas for costs directly attributable to these services.
NET PROGRAM IMPACT	**14,861,100**	**15,600,900**	**739,800**	**5.0%**	

2010 Explanation of Budget Changes
Program: Revenue & Materiel Management

Description of Program

Billing and collection of property taxes and collection of fines pursuant to the *Provincial Offences Act* and other miscellaneous 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;
Respond to complex calls referred from the Call Centre;
Respond to taxpayers, residents and business correspondence;
Tax Manager 2000 system and development support;
Acquisition of goods and services for all City departments; and
Maintenance of Central Stores inventory and distribution of goods and provides purchasing services.

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2010 EXPLANATION OF BUDGET CHANGES

PROGRAM: REVENUE & MATERIEL MANAGEMENT

	2009 Restated Budget	2010 Requested Budget	Change in 2010 Requested Budget To 2009 Restated Budget		Explanation
	$	$	$	%	
EXPENDITURES					
LABOUR COST	**5,067,900**	**5,208,500**	**140,600**	**2.8%**	The increase in permanent labour costs reflects performance pay and economic adjustment increases, labour adjustments, and other fringe benefit changes offset by a reduction in temporary labour and savings from restructuring.
Staff Development Costs	34,700	34,700	0	0.0%	
Communication Costs	258,200	273,400	15,200	5.9%	Additional postage cost due to rate increases.
Transportation Costs	33,000	33,000	0	0.0%	
Occupancy & City Costs	78,300	67,500	(10,800)	-13.8%	Decrease in utilities for Central Stores facility.
Equipment Costs & Maintenance Agreements	76,000	76,000	0	0.0%	
Contractor & Professional Services	8,000	8,000	0	0.0%	
Advertising & Promotions	3,000	3,000	0	0.0%	
Materials, Supplies & Other Services	200,000	199,800	(200)	-0.1%	
Finance Other	161,400	161,400	0	0.0%	
OTHER OPERATING EXPENSES	**852,600**	**856,800**	**4,200**	**0.5%**	
TOTAL EXPENDITURES	**5,920,500**	**6,065,300**	**144,800**	**2.4%**	
REVENUES					
Fees & Service Charges	(1,070,000)	(1,280,000)	(210,000)	-19.6%	Increase in revenue due to new Mortgage Administration Fee, and higher volume for procurement documents, offset by expected lower revenues from Tax Certificates and New Account Administration fees as a result of reduced volumes.
Other Revenue	(3,000)	(3,000)	0	0.0%	
TOTAL REVENUES	**(1,073,000)**	**(1,283,000)**	**(210,000)**	**-19.6%**	
NET PROGRAM IMPACT	**4,847,500**	**4,782,300**	**(65,200)**	**-1.3%**	

2010 Explanation of Budget Changes
Program: Finance

Description of Program

Preparation and delivery of City operating and capital budgets, projections, forecasts and financing strategies;
Financial System support for SAP;
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;
Implementing changes due to the harmonized sales tax effective July 1, 2010;
Development of financial policies and provision of financial advice and support to City Council and departments;
Development charges policy and funds administration;
Administration of City's insurance & risk management program;
Ensuring compliance with provincial tangible capital asset accounting & reporting requirements; and
Enhancing capital asset management strategies and planning.

2010 EXPLANATION OF BUDGET CHANGES

PROGRAM: FINANCE

	2009 Restated Budget	2010 Requested Budget	Change in 2010 Requested Budget To 2009 Restated Budget		Explanation
	$	$	$	%	
EXPENDITURES					
LABOUR COST	**4,421,600**	**4,593,700**	**172,100**	**3.9%**	The increase in permanent labour costs reflects performance pay and economic adjustment increases, labour adjustments, and other fringe benefit changes offset by a reduction in temporary labour.
Staff Development Costs	59,200	59,200	0	0.0%	
Communication Costs	29,700	31,200	1,500	5.1%	Additional postage cost due to rate increases.
Transportation Costs	3,700	3,700	0	0.0%	
Equipment Costs & Maintenance Agreements	26,000	26,000	0	0.0%	
Contractor & Professional Services	253,700	56,800	(196,900)	-77.6%	Decrease in consulting services for PSAB Capital Asset Reporting implementation completed in 2009, previously funded from reserves.
Advertising & Promotions	6,300	6,300	0	0.0%	
Materials, Supplies & Other Services	92,800	86,000	(6,800)	-7.3%	Printing of the Annual Financial Report replaced with distribution on disk format.
Finance Other	(31,300)	(31,000)	300	1.0%	
Transfers	11,300	0	(11,300)	-100.0%	Insurance Actuarial review to be undertaken in 2011. No transfer is necessary in 2010.
OTHER OPERATING EXPENSES	**451,400**	**238,200**	**(213,200)**	**-47.2%**	
TOTAL EXPENDITURES	**4,873,000**	**4,831,900**	**(41,100)**	**-0.8%**	
REVENUES					
Transfers	(200,000)	0	200,000	100.0%	Consulting services for PSAB Capital Asset Reporting completed in 2009, previously funded from reserves.
TOTAL REVENUES	**(200,000)**	**0**	**200,000**	**100.0%**	
NET PROGRAM IMPACT	**4,673,000**	**4,831,900**	**158,900**	**3.4%**	

2010 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.

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2010 EXPLANATION OF BUDGET CHANGES

PROGRAM: LEGAL SERVICES

	2009 Restated Budget	2010 Requested Budget	Change in 2010 Requested Budget To 2009 Restated Budget		Explanation
	$	$	$	%	
EXPENDITURES					
LABOUR COST	**3,660,200**	**3,759,300**	**99,100**	**2.7%**	The increase in permanent labour costs reflects performance pay and economic adjustment increases, labour adjustments, and other fringe benefit changes.
Staff Development Costs	63,400	71,400	8,000	12.6%	Increased to cover professional membership fees.
Communication Costs	20,200	20,700	500	2.5%	
Transportation Costs	5,000	5,000	0	0.0%	
Equipment Costs & Maintenance Agreements	15,900	15,900	0	0.0%	
Contractor & Professional Services	887,700	879,700	(8,000)	-0.9%	Reallocation for staff development.
Materials, Supplies & Other Services	77,400	77,300	(100)	-0.1%	
Finance Other	12,000	12,000	0	0.0%	
OTHER OPERATING EXPENSES	**1,081,600**	**1,082,000**	**400**	**0.0%**	
TOTAL EXPENDITURES	**4,741,800**	**4,841,300**	**99,500**	**2.1%**	
REVENUES					
Fees & Service Charges	(249,600)	(249,600)	0	0.0%	
Transfers	(100,000)	0	100,000	100.0%	Zoning By-Law review process is completed and recovery from Reserve is no longer available.
TOTAL REVENUES	**(349,600)**	**(249,600)**	**100,000**	**28.6%**	
NET PROGRAM IMPACT	**4,392,200**	**4,591,700**	**199,500**	**4.5%**	

2010 Explanation of Budget Changes
Program: Human Resources

Description of Program

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

- Comprehensive and competitive compensation, and benefits 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 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;
- Maintenance and support of the City's Human Resources Information System and the provision of workforce management information services; and
- Organizational Development programs, which plan and develop corporate-wide employer of choice and organizational development initiatives related to employee engagement and talent management including the Employer of Choice Strategy, the Corporate Talent Management Strategy, and employee engagement surveys while continuing to attract, develop and retain talent.

2010 EXPLANATION OF BUDGET CHANGES
PROGRAM: HUMAN RESOURCES

	2009 Restated Budget	2010 Requested Budget	Change in 2010 Requested Budget To 2009 Restated Budget		Explanation
	$	$	$	%	
EXPENDITURES					
LABOUR COST	**3,514,300**	**3,636,900**	**122,600**	**3.5%**	The increase in permanent labour costs reflects performance pay and economic adjustment increases, labour adjustments, and other fringe benefit changes offset by a reduction in temporary labour.
Staff Development Costs	24,400	34,400	10,000	41.0%	Increase in professional development for Corporate Human Resources staff, including recently transferred Organizational Development staff, for adequate levels of training. This increase is funded by reductions within the Division.
Communication Costs	7,300	7,300	0	0.0%	
Transportation Costs	2,500	2,500	0	0.0%	
Equipment Costs & Maintenance Agreements	8,400	8,400	0	0.0%	
Contractor & Professional Services	434,200	501,500	67,300	15.5%	Increase in professional services for Employee Survey to be undertaken in 2010 (funded from reserve) offset by program reductions.
Advertising & Promotions	111,100	111,100	0	0.0%	
Materials, Supplies & Other Services	30,400	30,300	(100)	-0.3%	
Transfers	50,000	0	(50,000)	-100.0%	Transfer to reserve not required in 2010.
OTHER OPERATING EXPENSES	**668,300**	**695,500**	**27,200**	**4.1%**	
TOTAL EXPENDITURES	**4,182,600**	**4,332,400**	**149,800**	**3.6%**	
REVENUES					
Transfers	(10,800)	(50,000)	(39,200)	-363.0%	Transfer from reserve for Employee Survey offset by deletion of transfer for Talent Management.
TOTAL REVENUES	**(10,800)**	**(50,000)**	**(39,200)**	**-363.0%**	
NET PROGRAM IMPACT	**4,171,800**	**4,282,400**	**110,600**	**2.7%**	

2010 Explanation of Budget Changes
Program: Communications

Description of Program

Corporate communications support internally and externally, including public affairs, marketing and program promotion, creative services, printing, duplicating and mail services;
Strategic advice and counsel to senior leadership and business service areas including communication planning and execution, issues management, media relations and crisis communications;
Corporate marketing and promotions include web content, market research, advertising, and client support; and
Matters of protocol including corporate events such as Civic Recognition, Mayor's Levee as well as official openings and commemorations.

2010 EXPLANATION OF BUDGET CHANGES
PROGRAM: COMMUNICATIONS

	2009 Restated Budget	2010 Requested Budget	Change in 2010 Requested Budget To 2009 Restated Budget		Explanation
	$	$	$	%	
EXPENDITURES					
LABOUR COST	**3,337,100**	**3,471,500**	**134,400**	**4.0%**	The increase in permanent labour costs reflects performance pay and economic adjustment increases, labour adjustments, and other fringe benefit changes.
Staff Development Costs	17,600	17,600	0	0.0%	
Communication Costs	11,600	11,600	0	0.0%	
Transportation Costs	12,200	12,200	0	0.0%	
Equipment Costs & Maintenance Agreements	150,300	151,300	1,000	0.7%	Increase in equipment maintenance for Print Shop.
Contractor & Professional Services	465,100	377,100	(88,000)	-18.9%	Decrease in professional services for Market Research and New Media.
Advertising & Promotions	124,100	123,800	(300)	-0.2%	
Materials, Supplies & Other Services	287,900	272,500	(15,400)	-5.3%	Decrease in printing costs by eliminating covers from Media Clip package and replacing printed holiday cards with electronic cards.
Finance Other	(1,145,900)	(1,165,900)	(20,000)	-1.7%	Adjustment to Print Shop internal recoveries.
OTHER OPERATING EXPENSES	**(77,100)**	**(199,800)**	**(122,700)**	**-159.1%**	
TOTAL EXPENDITURES	**3,260,000**	**3,271,700**	**11,700**	**0.4%**	
REVENUES					
Fees & Service Charges	(77,000)	(76,000)	1,000	1.3%	Adjustment to revenues no longer received.
Rents, Concessions & Franchise	(3,000)	(3,000)	0	0.0%	
Other Revenue	(1,600)	(1,600)	0	0.0%	
TOTAL REVENUES	**(81,600)**	**(80,600)**	**1,000**	**1.2%**	
NET PROGRAM IMPACT	**3,178,400**	**3,191,100**	**12,700**	**0.4%**	

2010 Explanation of Budget Changes
Program: Customer & Business Services

Description of Program

Responsible for Customer Service through the internet, call centre and counters to enable the City to provide seamless, responsive and easily accessible customer service;
Improves customer service by continuing to follow the Customer Service Strategy and meeting deliverables for implementing Call Centre consolidation and 3-1-1;
Improves customer service accessibility by offering extended telephone servicing hours (7 a.m. – 7 p.m.) to answer public inquiries;
Implements a comprehensive training and communication plan to ensure compliance and accountability in providing legislated Accessible Customer Service; and
Develops and implements consolidation of counters at City Hall and Mavis Road locations improving access to services, way finding, accessibility and customer service.

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2010 EXPLANATION OF BUDGET CHANGES

PROGRAM: CUSTOMER & BUSINESS SERVICES

	2009 Restated Budget	2010 Requested Budget	Change in 2010 Requested Budget To 2009 Restated Budget		Explanation
	$	$	$	%	
EXPENDITURES					
LABOUR COST	**1,858,700**	**2,003,000**	**144,300**	**7.8%**	The increase in permanent labour costs reflects performance pay and economic adjustment increases, labour adjustments, and other fringe benefit changes. Includes salary funding transferred from Transportation and Works.
Staff Development Costs	27,700	25,500	(2,200)	-7.9%	Reduction in subscription expense.
Communication Costs	2,800	2,800	0	0.0%	
Transportation Costs	4,100	4,100	0	0.0%	
Equipment Costs & Maintenance Agreements	5,600	5,600	0	0.0%	
Materials, Supplies & Other Services	202,800	62,700	(140,100)	-69.1%	Training requirements and supplies for accessible customer service.
OTHER OPERATING EXPENSES	**243,000**	**100,700**	**(142,300)**	**-58.6%**	
TOTAL EXPENDITURES	**2,101,700**	**2,103,700**	**2,000**	**0.1%**	
REVENUES					
Transfers	(170,000)	(30,000)	140,000	82.4%	Transfer from Reserve to fund accessible customer service.
TOTAL REVENUES	**(170,000)**	**(30,000)**	**140,000**	**82.4%**	
Allocations	1,070,900	1,137,200	66,300	6.0%	Departmental business services cost allocation.
NET PROGRAM IMPACT	**3,002,600**	**3,210,900**	**208,300**	**7.0%**	

2010 Explanation of Budget Changes

Program: Geomatics

Description of Program

The Geomatics Section provides a full suite of Land Related Information Services to all operating and administrative departments within the City which includes:

- The maintenance of core digital mapping data covering survey ground control, aerial imagery, topographic mapping, street centre line network, storm sewer network, pedestrian transportation network, parcel property database, Land Use, Zoning, Natural Areas Surveys, noise wall and various Public Sector Accounting Board inventories;
- The production of standard mapping products required by various departments for capital works programs that include road resurfacing, park construction, sidewalk construction, storm sewer inspection, snow, salt and leaf pickup and construction layout;
- The production of standard mapping products in managing the application and approvals process for planning and building construction, zoning and land use changes and defending City policy as it relates to Ontario Municipal Board hearings;
- The production of standard mapping inserts for Planning Development Committee, General Committee Council agendas and various other departmental documents;
- The creation and definition of City By-Laws in relation to City owned lands, road closures, opening, widening and legal opinion on property boundaries; and
- The creation of a large variety of custom map and visualisation products for large projects such as the Bus Rapid Transit, development approvals, shadow studies, client cluster mapping for departmental based programs and animations.

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2010 EXPLANATION OF BUDGET CHANGES

PROGRAM: GEOMATICS

	2009 Restated Budget	2010 Requested Budget	Change in 2010 Requested Budget To 2009 Restated Budget		Explanation
	$	$	$	%	
EXPENDITURES					
LABOUR COST	**2,796,400**	**2,857,100**	**60,700**	**2.2%**	The increase in permanent labour costs reflects performance pay and economic adjustment increases, labour adjustments, and other fringe benefit changes offset by $62.2K for the elimination of 1 position.
Occupancy & City Costs	130,100	169,400	39,300	30.2%	Lease allocation at 201 City Centre Drive.
Contractor & Professional Services	60,000	60,000	0	0.0%	
Materials, Supplies & Other Services	85,700	85,700	0	0.0%	
Finance Other	11,600	11,600	0	0.0%	
OTHER OPERATING EXPENSES	**287,400**	**326,700**	**39,300**	**13.7%**	
TOTAL EXPENDITURES	**3,083,800**	**3,183,800**	**100,000**	**3.2%**	
REVENUES					
Fees & Service Charges	(125,000)	(155,000)	(30,000)	-24.0%	Fees for new municipal addresses.
TOTAL REVENUES	**(125,000)**	**(155,000)**	**(30,000)**	**-24.0%**	
Allocations	0	0	0	0.0%	
NET PROGRAM IMPACT	**2,958,800**	**3,028,800**	**70,000**	**2.4%**	

Business Services

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2010 Summary of Program Directions

Program Additions / New Staff (+)

Description	FTE	Expenditure	Revenue	Net	Start Date	Briefing Note or Budget Book Page Reference
Maintenance fee for Enhanced routing of 3-1-1 calls	0	25,000		25,000	January 1, 2010	R-38
Total Division/Service Base Budget Impacts	**0**	25,000	-	25,000		

New Revenues (-)

Description	FTE	Expenditure	Revenue	Net	Start Date	Briefing Note or Budget Book Page Reference
Mortgage Administration Fee - Revenue & Materiel Management			(400,000)	(400,000)	January 1, 2010	R-39
Fee for New Municipal Address			(30,000)	(30,000)	January 1, 2010	R-40
Total Division/Service Base Budget Impacts	**0**	-	(430,000)	(430,000)		

Program Reductions (-)

Description	FTE	Expenditure	Revenue	Net	Start Date	Briefing Note or Budget Book Page Reference
Remove Microsoft Office product from Enterprise Agreement and Software		(250,000)		(250,000)	January 1, 2010	R-41
Reduction in Temporary Labour in Revenue & Materiel Management	-0.4	(18,500)		(18,500)	January 1, 2010	R-42
Reduction in Market Research costs - Communications		(73,000)		(73,000)	January 1, 2010	R-43
Restructuring of Communications Division	-1	(56,900)		(56,900)	January 1, 2010	R-44
Reduction in Health & Wellness Program - Human Resources		(5,000)		(5,000)	January 1, 2010	R-45
Reduction in Labour - Geomatics	-1	(62,200)		(62,200)	January 1, 2010	R-46
Total Division/Service Base Budget Impacts	**-2.4**	(465,600)	-	(465,600)		

Efficiencies / Reserve Transfers (+) or (-)

Description	FTE	Expenditure	Revenue	Net	Start Date	Briefing Note or Budget Book Page Reference
Electronic Greeting Cards - Mayor & Council		(4,200)		(4,200)	January 1, 2010	R-47
Electronic Greeting Cards - Senior Staff		(500)		(500)	January 1, 2010	R-48
Elimination of Styrofoam Cups		(1,100)		(1,100)	January 1, 2010	R-49
Total Division/Service Base Budget Impacts	**0**	(5,800)	-	(5,800)		

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2010 Service Change

Maintenance for enhanced routing of 3-1-1 calls

Service: Business Services **Strategic Pillar**

Type of Change Program Additions or New Staff **Division:** Information Technology **Effective Date:** January 1, 2010

Financial Impact	2009 Budget	2010 Change	2011 Change
Labour			
Operating Expenses	25,000	25,000	
Revenue			
Net Cost	$25,000	$25,000	$0
FTE			

FTE:

Permanent	
Temporary	

Details of Service Change

Maintenance fee for enhanced routing of 3-1-1 calls.
Enhanced routing enables the system to identify the telephone numbers of Mississauga residents in a given exchange and routes those calls to the City's main number. Within Mississauga, there are several phone exchanges managed by Bell Canada which require enhanced routing.

Service Impact

The implementation of 3-1-1 will achieve the goal of single number servicing providing responsive, seamless and easily accessible customer service. Without enhanced routing in place, 3-1-1 would not be effective with many callers being directed to the wrong municipality.

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2010 Service Change

Mortgage Administration Fee

Service: Business Services **Strategic Pillar**

Type of Change New Revenues **Division:** Revenue **Effective Date:** January 1, 2010

Financial Impact	2009 Budget	2010 Change	2011 Change
Labour			
Operating Expenses			
Revenue		(400,000)	
Net Cost	$0	($400,000)	$0
FTE			

FTE:

Permanent	
Temporary	

Details of Service Change

This new fee is charged to banks/mortgage companies who pay property taxes on behalf of mortgage holders. There are costs to the City in managing this information and in making changes as accounts are added or deleted from the mortgage company lists. The annual fee is $10 per account.
This fee has been implemented in other municipalities, such as, Ottawa, St. Catharines, Oshawa and Whitby.

Service Impact

No service impact.

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2010 Service Change

myidea Employee Challenge Program - Fee for new Municipal address

Service: Business Services **Strategic Pillar** Completing Our Neighbourhoods

Type of Change New Revenues **Division:** Business Services **Effective Date:** January 1, 2010

Financial Impact	2009 Budget	2010 Change	2011 Change
Labour			
Operating Expenses			
Revenue	(30,000)	(30,000)	
Net Cost	**($30,000)**	**($30,000)**	**$0**
FTE			

FTE:

Permanent	0
Temporary	0

Details of Service Change

Fee for new Municipal address. Charge a nominal fee for each new address created for new buildings (infill houses, condominiums, industrial and commercial buildings).

Service Impact

Additional revenues will be generated.

Business Services

2010businessplan&budgetupdate

2010 Service Change

Remove Microsoft Office product from Enterprise Agreement and Software Assurance coverage

Service: Business Services **Strategic Pillar**

Type of Change Program Reductions **Division:** Information Technology **Effective Date:** January 1, 2010

Financial Impact	2009 Budget	2010 Change	2011 Change
Labour			
Operating Expenses	3,750,000	(250,000)	
Revenue			
Net Cost	$3,750,000	($250,000)	$0
FTE			

FTE:

Permanent	
Temporary	

Details of Service Change

Savings realized from adjusting the software assurance clause of the Enterprise Agreement contract with Microsoft that ends in June 2010. Unless there is a need to upgrade Microsoft Office within the next 5 years, it does not make good economic sense to pay software assurance for 5 years (cost $1,250,000). Note that the initial Enterprise Agreement contract increase was $400,000 prior to this adjustment.

Service Impact

If there is a need to upgrade and receive functional or security patches within the next 5 years, there will be additional costs to the City.

Business Services

2010businessplan&budgetupdate

2010 Service Change

Reduction in Temporary Labour in Revenue & Materiel Management

Service: Business Services **Strategic Pillar**

Type of Change Program Reductions **Division:** Revenue **Effective Date:** January 1, 2010

Financial Impact	2009 Budget	2010 Change	2011 Change
Labour	$18,500	($18,500)	
Operating Expenses			
Revenue			
Net Cost	**$18,500**	**($18,500)**	**$0**
FTE	0.4	-0.4	

FTE:

Permanent	
Temporary	-0.4

Details of Service Change

Elimination of 2 summer student positions - 1 in Central Stores and 1 in Revenue Tax Payment. Positions provided vacation coverage.

Service Impact

Elimination of the positions may increase delivery times in central stores, increase counter wait times and mail opening / cash processing times during the summer vacation periods.

Business Services

2010businessplan&budgetupdate

2010 Service Change

Reduction in Market Research costs

Service: Business Services **Strategic Pillar**

Type of Change Program Reductions **Division:** Communications **Effective Date:** January 1, 2010

Financial Impact	2009 Budget	2010 Change	2011 Change
Labour			
Operating Expenses	103,000	(73,000)	
Revenue			
Net Cost	$103,000	($73,000)	$0
FTE			

FTE:

Permanent	
Temporary	

Details of Service Change

The budget for market research is reduced by $63,000 from $73,000 to $10,000 and the advertising and promotional budget for attracting online panel participants as well as the participant incentive budget is reduced by $10,000 from $15,000 to $5,000.

Service Impact

The impact of the budget reduction to the research panel is a reduction in the quality and accuracy of the data results.

Business Services

2010businessplan&budgetupdate

2010 Service Change

Restructuring in Communications Division

Service: Business Services **Strategic Pillar**

Type of Change Program Reductions **Division:** Communications **Effective Date:** January 1, 2010

Financial Impact	2009 Budget	2010 Change	2011 Change
Labour	$56,900	($56,900)	
Operating Expenses			
Revenue			
Net Cost	$56,900	($56,900)	$0
FTE	1	-1	

FTE:

Permanent	-1
Temporary	

Details of Service Change

Reduction in 1 permanent position as a result of restructuring the Communications Division.

Service Impact

No service impact.

Business Services

2010businessplan&budgetupdate

2010 Service Change

Reduction in Health & Wellness Program

Service: Business Services **Strategic Pillar**

Type of Change Program Reductions **Division:** Human Resources **Effective Date:** January 1, 2010

Financial Impact	2009 Budget	2010 Change	2011 Change
Labour			
Operating Expenses	10,000	(5,000)	
Revenue			
Net Cost	$10,000	($5,000)	$0
FTE			

FTE:

Permanent	
Temporary	

Details of Service Change

Funds were approved in 2009 for the City's wellness program. These funds were being used to promote employee wellness, to support the annual health fair and posters for infection control in relation to the pandemic flu alert. The reduction is achieved by scaling back on health fair and health promotion posters and displays.

Service Impact

Less staff awareness of the wellness program.

2010 Service Change

Elimination of one position in Geomatics

Service: Business Services **Strategic Pillar** Completing Our Neighbourhoods

Type of Change Program Reductions **Division:** Business Services **Effective Date:** January 1, 2010

Financial Impact	2009 Budget	2010 Change	2011 Change
Labour	$2,713,700	($62,200)	
Operating Expenses			
Revenue			
Net Cost	**$2,713,700**	**($62,200)**	**$0**
FTE		-1	

FTE:

Permanent	-1
Temporary	0

Details of Service Change

Staffing level reduction can be accommodated with minor reorganization of function within the Geomatics section.

Service Impact

Minor service level reductions and technology automation solutions.

Business Services

2010businessplan&budgetupdate

2010 Service Change

Electronic Greeting Cards -Mayor & Council

Service: Business Services **Strategic Pillar**

Type of Change Efficiencies / Reserve Transfers **Division:** Communications **Effective Date:** January 1, 2010

Financial Impact	2009 Budget	2010 Change	2011 Change
Labour			
Operating Expenses	4,200	(4,200)	
Revenue			
Net Cost	$4,200	($4,200)	$0
FTE			

FTE:

Permanent ☐

Temporary ☐

Details of Service Change

Communications will provide electronic rather than printed seasonal greeting cards for the Mayor and Councillors.

Service Impact

No service impact.

Business Services

2010businessplan&budgetupdate

2010 Service Change

Electronic Greeting Cards -Senior Staff

Service: Business Services **Strategic Pillar**

Type of Change Efficiencies / Reserve Transfers **Division:** Communications **Effective Date:** January 1, 2010

Financial Impact	2009 Budget	2010 Change	2011 Change
Labour			
Operating Expenses	500	(500)	
Revenue			
Net Cost	$500	($500)	$0
FTE			

FTE:

Permanent	
Temporary	

Details of Service Change

Communications will provide electronic rather than printed seasonal greeting cards for Corporate use.

Service Impact

No service impact.

Business Services

2010businessplan&budgetupdate

2010 Service Change

Elimination of Styrofoam Cups - My Ideas

Service: Business Services **Strategic Pillar** Living Green

Type of Change Efficiencies / Reserve Transfers **Division:** Business Services **Effective Date:** January 1, 2010

Financial Impact	2009 Budget	2010 Change	2011 Change
Labour			
Operating Expenses	1,100	(1,100)	
Revenue			
Net Cost	$1,100	($1,100)	$0
FTE			

FTE:

Permanent ☐
Temporary ☐

Details of Service Change

Reduce budgets for styrofoam cups, where reusable cups can be used in their place.

Service Impact

No service impact.


Business Services
2010businessplan&budgetupdate







Capital

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Business Services

2010 - 2019 Net Capital Expenditures by Program
(000's)

Business Services	2010 Budget	2011 Forecast	2012 Forecast	2013 Forecast	2014 Forecast	2015 Forecast	2016 Forecast	2017 Forecast	2018 Forecast	2019 Forecast	Total
	$	$	$	$	$	$	$	$	$	$	$
Applications	3,800	4,822	5,952	5,658	5,712	6,528	5,778	5,147	5,724	6,199	55,320
Infrastructure	5,175	3,025	3,130	1,650	1,300	1,775	2,130	2,750	2,025	1,780	24,740
Personal Computer Replacement & Peripherals	940	1,090	1,000	1,050	1,000	1,050	1,000	1,050	1,000	1,050	10,230
Vehicles, Equipment and Other	116	201	157	658	106	108	113	154	531	149	2,293
Total Net Expenditures	**10,031**	**9,138**	**10,239**	**9,016**	**8,118**	**9,461**	**9,021**	**9,101**	**9,280**	**9,178**	**92,583**

2010 – 2019 Net Capital Expenditures by Program and Subprogram (000's)

Description of Program

Applications

This program includes new applications and technology solutions to enhance City business operations and administrative processes; application replacement programs required to support, maintain and secure applications used within the City; and managing internal and external portal applications.

Applications	2010 Budget	2011 Forecast	2012 Forecast	2013 Forecast	2014 Forecast	2015 Forecast	2016 Forecast	2017 Forecast	2018 Forecast	2019 Forecast	Total
	$	$	$	$	$	$	$	$	$	$	$
Applications - New	1,580	3,772	2,552	1,588	2,342	4,178	4,528	1,177	3,399	4,194	29,310
Applications - Replacement/Enhancements	2,120	1,050	2,250	3,870	3,220	2,350	1,100	3,470	2,225	2,005	23,660
Portal	100		1,150	200	150		150	500	100		2,350
Total Net Expenditures	**3,800**	**4,822**	**5,952**	**5,658**	**5,712**	**6,528**	**5,778**	**5,147**	**5,724**	**6,199**	**55,320**

Project Listing

Program: Applications

Applications - New

Year	Project	Description	Net Cost ('000's)
2010	Field Automation	Implement field based technologies for field workers	350
2010	PCI System Compliance	Tools and support to ensure compliance with the Payment Card Industry Security standards to enable credit card transactions	300
2010	SAP Support Year End, T4 & Tax Updates	SAP Human Capital Management consulting support for 2010 year end, tax updates and 2011 T4.	300
2010	Business Intelligence for Human Capital Management	SAP enhancements to Business Intelligence module for Human Capital Management	200
2010	Portfolio, Pipeline, Resource Management System	Central application system to manage portfolios/projects and understand the impact of upcoming projects (pipeline); to define the process from business planning to integrated departmental work plans and provide decision support for resource requirements and projects prioritization	150
2010	Fire Attendance System	Replace current Fire Attendance System with a new solution	100
2010	Sharepoint Implementation City wide	System for document sharing and collaboration city wide	100
2010	Class POS Expansion to other Recreation Facilities	Expand Class Point of Sale terminals to all recreation facilities	80

Project Listing

Program: Applications

Applications - New

Year	Project	Description	Net Cost ('000's)
2011	Field Automation	Implement field based technologies for field workers	350
2011	PCI System Compliance	Tools and support to ensure compliance with the Payment Card Industry Security standards to enable credit card transactions	300
2011	Portfolio, Pipeline, Resource Management System	Central application system to manage portfolios/projects and understand the impact of upcoming projects (pipeline); to define the process from business planning to integrated departmental work plans and provide decision support for resource requirements and projects prioritization	150
2011	Executive Dashboard for Program Managers	Tools for benchmarking trends and performance indicators	100
2011	Sharepoint Implementation City wide	System for document sharing and collaboration city wide	100
2011	New Business Solutions	Various New Business Solutions	2,772
2012	Enterprise Information Management	Implementation of Enterprise Information Management System including archiving and imaging capabilities to meet legislative/ freedom of information (FOI) data retention standards	500

Project Listing

Program: Applications

Applications - New

Year	Project	Description	Net Cost ('000's)
2012	Field Automation	Implement field based technologies for field workers	350
2012	Executive Dashboard for Program Managers	Tools for benchmarking trends and performance indicators	100
2012	Sharepoint Implementation City wide	System for document sharing and collaboration city wide	100
2012	New Business Solutions	Various New Business Solutions	1,502
2013-2019	Various Applications	Various Applications - new	21,406
Total			**29,310**

Project Listing

Program: Applications

Applications - Replacement/Enhancements

Year	Project	Description	Net Cost ('000's)
2010	Dynix Library System	Upgrade to Dynix library system	500
2010	Election System	Election System upgrade	400
2010	Desktop Software Licenses	Desktop software licenses to become compliant	400
2010	Parksmart - Parking Control	Implement application upgrade to Parksmart system	250
2010	SAP Enterprise System Enhancements	Enhancement to SAP Enterprise System to optimize the system functionalities	250
2010	Windows Desktop Operating System Upgrade	Windows desktop operating system upgrade from XP to Windows 7	150
2010	Wells MaitreD Restaurant System Upgrade	Wells MaitreD restaurant system application upgrade at Braeben and Ice Breakers	120
2010	Minor Projects	Departmental minor application projects	50

Project Listing

Program: Applications

Applications - Replacement/Enhancements

Year	Project	Description	Net Cost ('000's)
2011	Class Upgrade	Upgrade to Point of Sale system at City facilities	300
2011	Desktop Software Licenses	Desktop software licenses to remain compliant	250
2011	SAP Enterprise System Enhancements	Enhancement to SAP enterprise system to optimize the system functionalities	250
2011	Hansen System Upgrade	Upgrade to Hansen system to remain current and supported	200
2011	Minor Projects	Departmental minor application projects	50
2012	SAP Upgrade	Upgrade to SAP system to remain current and supported	800
2012	eMail System Upgrade	Upgrade to eMail system to remain current and supported	300
2012	Desktop Software Licenses	Desktop software licenses to remain compliant	250
2012	SAP Enterprise System Enhancements	Enhancement to SAP enterprise system to optimize the system functionalities	250

Project Listing

Program: Applications

Applications - Replacement/Enhancements

Year	Project	Description	Net Cost ('000's)
2012	PCI System Compliance	Tools and support to ensure compliance with the Payment Card Industry Security standards to enable credit card transactions	200
2012	Database Upgrade Oracle & SQL	Database upgrade for Oracle and SQL to new version to remain current and supported	150
2012	Hansen Enterprise System Enhancements	Enhancement to Hansen enterprise system to optimize the system functionalities	150
2012	Help Desk & Service Management Upgrade	Upgrade to IT Help Desk and Service Management system	100
2012	Minor Projects	Departmental minor application projects	50
2013-2019	Applications Upgrades - Various	Application upgrades to remain current and supported	18,240
Total			**23,660**

Project Listing

Program: Applications

Portal

Year	Project	Description	Net Cost ('000's)
2010	Portal Applications	Implement/maintain/enhance Portal applications - external and internal	100
2012	Portal Applications	Implement/maintain/enhance Portal applications - external and internal	1,150
2013-2019	Portal Applications	Implement/maintain/enhance Portal applications - external and internal	1,100
Total			**2,350**

2010 – 2019 Net Capital Expenditures by Program and Subprogram (000's)

Description of Program

Infrastructure

This program provides for the maintenance of fibre networks between City facilities, continued implementation of wireless WIFI networks and the Information Technology disaster preparedness program. The program includes data and telephony infrastructure replacement programs required to support, maintain and secure voice, radio and data communications within the City.

Infrastructure	2010 Budget	2011 Forecast	2012 Forecast	2013 Forecast	2014 Forecast	2015 Forecast	2016 Forecast	2017 Forecast	2018 Forecast	2019 Forecast	Total
	$	$	$	$	$	$	$	$	$	$	$
Network Infrastructure	1,675	1,850	2,230	950	550	1,175	1,130	2,000	1,475	780	13,815
Server Expansion	400	150	400	150	400	150	150	400	150	350	2,700
Server Replacement/Maintenance	350	350	400	250	250	400	400	300	300	300	3,300
Service Management	2,600	450	100	300	100	50	450	50	100	350	4,550
Simplification	150	225	0	0	0	0	0	0	0	0	375
Total Net Expenditures	**5,175**	**3,025**	**3,130**	**1,650**	**1,300**	**1,775**	**2,130**	**2,750**	**2,025**	**1,780**	**24,740**

Project Listing

Program: Infrastructure

Network Infrastructure

Year	Project	Description	Net Cost ('000's)
2010	Network Fibre/Wireless Infrastructure	Replacement of existing network fibre. Implementation of wireless access within City facilities and Outdoor WIFI Mesh for Traffic, Field Automation, Security and BRT	900
2010	Networking Switches - Core	Replace core network switches	300
2010	Network Replacement & Upgrade	Cabling and network hardware upgrade at City facilities to remain current and supported	275
2010	Phones	Replacement of phones	200
2011	Network Fibre/Wireless Infrastructure	Replacement of existing network fibre. Implementation of wireless access within City facilities and Outdoor WIFI Mesh for Traffic, Field Automation, Security and BRT	900
2011	Networking Switches - City-wide	City-wide network switch replacement program	500
2011	Network Replacement & Upgrade	Cabling and network hardware upgrade at City facilities to remain current and supported	250
2011	Phones	Replacement of phones	200
2012	Network Fibre/Wireless Infrastructure	Replacement of existing network fibre. Implementation of wireless access within City facilities and Outdoor WIFI Mesh for Traffic, Field Automation, Security and BRT	600

Project Listing
Program: Infrastructure

Network Infrastructure

Year	Project	Description	Net Cost ('000's)
2012	Networking Switches - City-wide	City-wide network switch replacement program	500
2012	Voice System Upgrade	Replacement of voicemail servers and software	300
2012	Network Replacement & Upgrade	Cabling and network hardware upgrade at City facilities to remain current and supported	250
2012	Phones	Replacement of phones	200
2012	BorderWare - Firewall	Upgrade to firewall hardware and software	125
2012	BorderWare - Mail Gateway	Upgrade to Mail Gateway hardware and software	75
2012	Intrusion Protection Upgrade	Upgrade to intrusion protection hardware and software to protect desktop and server from being infected	75
2012	Internet Monitoring / Web Proxy	Implementation of hardware and software to monitor all inbound and outbound internet traffic	75
2012	Internet Monitoring Upgrade	Implementation of hardware and software on all desktops to monitor internet usage	30
2013-2019	Network Infrastructure	Network infrastructure management to include replacement of switches based on a five year cycle	8,060
Total			**13,815**

Project Listing

Program: Infrastructure

Server Expansion

Year	Project	Description	Net Cost ('000's)
2010	Server Capacity Expansion	Server capacity expansion to accommodate growth including memory and disk storage	400
2011	Server Capacity Expansion	Server capacity expansion to accommodate growth including memory and disk storage	150
2012	Server Capacity Expansion	Server capacity expansion to accommodate growth including memory and disk storage	400
2013-2019	Server Capacity Expansion	Server capacity expansion to accommodate growth including memory and disk storage	1,750
Total			**2,700**

Server Replacement/Maintenance

Year	Project	Description	Net Cost ('000's)
2010	Server Replacement	Server replacement based on a five year cycle	350
2011	Server Replacement	Server replacement based on a five year cycle	350
2012	Server Replacement	Server replacement based on a five year cycle	400
2013-2019	Server Replacement	Server replacement based on a five year cycle	2,200
Total			**3,300**

Project Listing

Program: Infrastructure

Service Management

Year	Project	Description	Net Cost ('000's)
2010	Business Continuity & Disaster Readiness for Information Technology Systems	Site relocation and implementation of offsite computer contingency site to avoid critical business services disruptions	2,600
2011	Business Continuity & Disaster Readiness for Information Technology Systems	Upgrade information technology contingency site and required technology	350
2011	Tools & Utilities	Tools to manage information technology infrastructure and services	100
2012	Tools & Utilities	Tools to manage information technology infrastructure and services	100
2013-2019	Business Continuity & Disaster Readiness for Information Technology Systems	Upgrade information technology contingency site and required technology	800
2013-2019	Various Tools & Utilities	To manage information technology infrastructure and services	600
Total			**4,550**

Project Listing

Program: Infrastructure

Simplification

Year	Project	Description	Net Cost ('000's)
2010	Business/Vehicle/Lottery Licensing to Hansen	Conversion of Amanda Business and Vehicle Licensing to Hansen	150
2011	Business/Vehicle/Lottery Licensing to Hansen	Conversion of Amanda Business and Vehicle Licensing to Hansen	225
Total			**375**

2010 – 2019 Net Capital Expenditures by Program and Subprogram (000's)

Description of Program

Personal Computer Replacement and Peripherals

This 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. There are currently 2,253 personal computers and 638 notebooks in the City's inventory.

Personal Computer Replacement & Peripherals	2010 Budget	2011 Forecast	2012 Forecast	2013 Forecast	2014 Forecast	2015 Forecast	2016 Forecast	2017 Forecast	2018 Forecast	2019 Forecast	Total
	$	$	$	$	$	$	$	$	$	$	$
Peripherals	140	140	100	100	100	100	100	100	100	100	1,080
Personal Computer/Notebook-Replacement/Maintenance	800	900	900	900	900	900	900	900	900	900	8,900
Specialized Information Technology Equipment	0	50	0	50	0	50	0	50	0	50	250
Total Net Expenditures	**940**	**1,090**	**1,000**	**1,050**	**1,000**	**1,050**	**1,000**	**1,050**	**1,000**	**1,050**	**10,230**

Project Listing

Program: Personal Computers Replacement and Peripherals

Peripherals

Year	Project	Description	Net Cost ('000's)
2010	Peripherals	Replacement of monitors and specialized peripheral equipment as required	140
2011	Peripherals	Replacement of monitors and specialized peripheral equipment as required	140
2012	Peripherals	Replacement of monitors and specialized peripheral equipment as required	100
2013-2019	Peripherals	Replacement of monitors and specialized peripheral equipment as required	700
Total			**1,080**

Project Listing

Program: Personal Computers Replacement and Peripherals

Personal Computer/Notebook-Replacement/Maintenance

Year	Project	Description	Net Cost ('000's)
2010	Personal Computer/ Notebook Replacement	Annual replacement of personal computers and notebooks based on a four year cycle	800
2011	Personal Computer/ Notebook Replacement	Annual replacement of personal computers and notebooks based on a four year cycle	900
2012	Personal Computer/ Notebook Replacement	Annual replacement of personal computers and notebooks based on a four year cycle	900
2013-2019	Personal Computer/ Notebook Replacement	Annual replacement of personal computers and notebooks based on a four year cycle	6,300
Total			**8,900**

Specialized Information Technology Equipment

Year	Project	Description	Net Cost ('000's)
2011	Geographic Information System (GIS) / Mapping Hardware	Specialized technology for GIS / Mapping - new and replacement	50
2013-2019	Geographic Information System (GIS) / Mapping Hardware	Specialized technology for GIS / Mapping - new and replacement	200
Total			**250**

2010 – 2019 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 Shop, miscellaneous equipment for the Department and hand-held radios for 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	2010 Budget	2011 Forecast	2012 Forecast	2013 Forecast	2014 Forecast	2015 Forecast	2016 Forecast	2017 Forecast	2018 Forecast	2019 Forecast	Total
	$	$	$	$	$	$	$	$	$	$	$
Audiovisual Equipment	87	87	87	87	87	87	87	88	88	88	873
Miscellaneous Equipment	29	114	70	171	19	21	26	66	43	61	620
Studies	0	0	0	400	0	0	0	0	400	0	800
Total Net Expenditures	**116**	**201**	**157**	**658**	**106**	**108**	**113**	**154**	**531**	**149**	**2,293**

Project Listing

Program: Vehicles, Equipment and Other

Audiovisual Equipment

Year	Project	Description	Net Cost ('000's)
2010	Audiovisual Equipment	Corporate audiovisual equipment purchase and replacement	87
2011	Audiovisual Equipment	Corporate audiovisual equipment purchase and replacement	87
2012	Audiovisual Equipment	Corporate audiovisual equipment purchase and replacement	87
2013-2019	Audiovisual Equipment	Corporate audiovisual equipment purchase and replacement	612
Total			**873**

Project Listing
Program: Vehicles, Equipment and Other

Miscellaneous Equipment

Year	Project	Description	Net Cost ('000's)
2010	Miscellaneous Equipment	Minor equipment required to maintain efficient operations including printing equipment for Print Shop	29
2011	Miscellaneous Equipment	Minor equipment required to maintain efficient operations including digital printing equipment for Print Shop	114
2012	Miscellaneous Equipment	Minor equipment required to maintain efficient operations including digital postage equipment for Print Shop	70
2013-2019	Miscellaneous Equipment	Minor equipment required to maintain efficient operations including radio replacement for Public Affairs, inserter/folder replacement for Print Shop	407
Total			**620**

Studies

Year	Project	Description	Net Cost ('000's)
2013	Development Charges Background Study	Review development levies to ensure adequacy and appropriateness	400
2018	Development Charges Background Study	Review development levies to ensure adequacy and appropriateness	400
Total			**800**

Corporate Assets

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Corporate Assets

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Budget

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Corporate Assets

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3 YEAR BUDGET AND FORECAST

CORPORATE ASSETS

	2009 Budget	2010 Budget	2011 Forecast	2012 Forecast
Labour Costs	11,512,300	12,125,600	12,791,500	13,451,900
Other Operating Expenses	7,150,300	7,023,100	7,525,700	7,911,100
TOTAL COSTS	18,662,600	19,148,700	20,317,200	21,363,000
TOTAL REVENUES	**(485,000)**	**(447,100)**	**(447,100)**	**(447,100)**
NET COSTS	**18,177,600**	**18,701,600**	**19,870,100**	**20,915,900**
Allocations	(339,800)	(364,200)	(407,800)	(425,900)
NET of ALLOCATIONS	**17,837,800**	**18,337,400**	**19,462,300**	**20,490,000**

Human Resources Requirement

	Total FTE
2009 Establishment	175.9
2010 Budget Recommendation	175.1

Distribution

Program	2009 FTE	2010 FTE
Building Maintenance	29.0	29.0
Security	50.5	50.7
Building Operations	42.4	42.4
Utilities	3.0	3.0
Capital Project Management and Space Planning	32.0	33.0
Realty Services	10.0	10.0
F&PM Divisional Support Service	9.0	7.0
Total Recommended	175.9	175.1

BUDGET OVERVIEW
CORPORATE ASSETS

	2008 Actual	2009 Budget	2010 Base Budget	2010 Program Changes	2010 Request	2010 Change	
	$	$	$	$	$	$	%
EXPENDITURES							
LABOUR COST	11,460,517	11,512,300	12,180,400	(54,800)	12,125,600	613,300	5.3%
Staff Development Costs	87,045	100,000	100,000	0	100,000	0	0.0%
Communications Costs	63,381	48,500	48,500	0	48,500	0	0.0%
Transportation Costs	198,238	288,700	276,700	0	276,700	(12,000)	-4.2%
Occupancy & City Costs	4,187,064	3,821,700	3,748,900	(12,400)	3,736,500	(85,200)	-2.2%
Equipment Costs & Maintenance Agreement	614,300	1,590,800	1,610,800	0	1,610,800	20,000	1.3%
Contractor & Professional Services	722,584	1,154,200	1,110,500	16,600	1,127,100	(27,100)	-2.3%
Advertising & Promotions	8,471	34,500	12,500	0	12,500	(22,000)	-63.8%
Materials, Supplies & Other Services	153,526	158,300	158,300	(900)	157,400	(900)	-0.6%
Finance Other	(21,810)	(58,900)	(58,900)	0	(58,900)	0	0.0%
Transfers	43,752	12,500	12,500	0	12,500	0	0.0%
OTHER OPERATING EXPENSES	**6,056,550**	**7,150,300**	**7,019,800**	**3,300**	**7,023,100**	**(127,200)**	**-1.8%**
TOTAL EXPENDITURES	**17,517,067**	**18,662,600**	**19,200,200**	**(51,500)**	**19,148,700**	**486,100**	**2.6%**
REVENUES							
Fees & Service Charges	(23,059)	(47,700)	(25,700)	(17,500)	(43,200)	4,500	9.4%
Rents, Concessions & Franchise	(298,395)	(316,400)	(316,400)	0	(316,400)	0	0.0%
Other Revenue	(10,352)	(12,500)	(12,500)	0	(12,500)	0	0.0%
Transfers	(1,954,682)	(108,400)	(75,000)	0	(75,000)	33,400	30.8%
TOTAL REVENUES	**(2,286,487)**	**(485,000)**	**(429,600)**	**(17,500)**	**(447,100)**	**37,900**	**7.8%**
NET SERVICE IMPACT	**15,230,580**	**18,177,600**	**18,770,600**	**(69,000)**	**18,701,600**	**524,000**	**2.9%**
Allocations	(353,200)	(339,800)	(347,600)	(16,600)	(364,200)	(24,400)	-4.9%
NET of ALLOCATIONS	**14,877,380**	**17,837,800**	**18,423,000**	**(85,600)**	**18,337,400**	**499,600**	**2.8%**

2010 NET BUDGET BY PROGRAM

CORPORATE ASSETS

	2008 Actual	2009 Budget	2010 Base Budget	2010 Program Changes	2010 Request	2010 Change	
	$	$	$	$	$	$	%
PROGRAM EXPENDITURES							
Building Maintenance	4,274,277	5,343,900	5,493,200	0	5,493,200	149,300	2.8%
Security	2,940,065	3,166,800	3,354,900	0	3,354,900	188,100	5.9%
Building Operations	2,600,422	3,137,000	3,225,500	0	3,225,500	88,500	2.8%
Utilities	1,986,551	2,260,800	2,200,600	(12,400)	2,188,200	(72,600)	-3.2%
Capital Project Management and Space Planning	854,994	2,013,100	2,154,100	0	2,154,100	141,000	7.0%
Realty Services	1,101,719	638,300	704,400	(17,500)	686,900	48,600	7.6%
Divisional Support Service	1,119,353	1,277,900	1,290,300	(55,700)	1,234,600	(43,300)	-3.4%
NET PROGRAM IMPACT	**14,877,380**	**17,837,800**	**18,423,000**	**(85,600)**	**18,337,400**	**499,600**	**2.8%**

Service Budget Highlights - Operating

The recommended 2010 Net Operating Budget of $18.3 million represents an increase of $0.5 million or 2.8 % from the 2009 Operating Budget. The majority of this increase relates to general labour cost increases. Labour costs amount to 64% of the gross operating budget. Other operating costs (e.g. building maintenance, building operations, utilities, etc) account for the remaining 36%.

2010 Highlights of the recommended budget include :

- Addition of two temporary project co-ordinators positions to help clear out capital projects backlog and complete 2009 to 2011 capital programs. The $74,400 increase in temporary staff costs is totally offset by recovery from Capital
- Reduction of two temporary co-op students positions for $54,800
- Decrease of utilities cost by $85,200 due to lower gas rates, improved efficiencies in consumption as a result of energy conservation initiatives and reduced garage temperature for the Living Arts Centre

Service Budget Highlights – Capital

The 2010 - 2019 Corporate Assets capital budget and forecast recommends a net expenditure of $14.97 million for 2010, $10.9 million in 2011 and a total of $134.03 million for the ten year period. The capital plan is financed 100% from tax based reserve funds.

Facilities and Property Management

The facility capital maintenance program provides for the ongoing repair and maintenance of City buildings in accordance with industry standards and further refined through ongoing review and assessment of facility conditions and consultation with client departments. The capital improvements program is intended to address the construction or renovation of the Civic Centre, Animal Services, the Living Arts Centre and other corporate facilities. The space and furniture needs of the corporation are funded through the space planning program.

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

- Carpeting - 8 years
- Rooftop Heating, Ventilation, Air Conditioning – 15 years
- Condensers – 18 years
- Roofing – 20-25 years
- Chillers – 25 years
- Electrical Systems – 30 years
- Compressors – 35 years

2010 Highlights:

- Capital Construction and Improvements Program – $0.4 million:
  - Implementation of Accessibility Audit Recommendations - $424,000

Service Budget Highlights – Capital

- Facility Services Program - $0.7 million
  - Install building automated systems at various community centres

- Life Cycle Maintenance Program - $9.0 million

Replacement/repair of electrical systems, heating, ventilation, air conditioning, mechanical systems, and structural repairs:

  - Structural systems-$2.5 million
  - Heating, ventilation, air conditioning, mechanical systems-$1.5 million
  - Electrical systems-$2.0 million
  - Mechanical systems- $1.3 million
  - Roofing Systems – $1.2 million

- Space Planning Accommodation Program - $5.0 million

New and replacement furniture; renovation of office spaces and solutions to address shortages of space

- Vehicles and Equipment - $0.1 million

Highlights of 2011-2019 include:

- 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 from technical and operations staff. The asset information management system (Hansen) allows for ongoing refinement and increased precision in the forecasting of future expenditures

- Capital Construction and Improvements Program - $29.5 million

Accessibility, future building construction design and improvements:

  - Design and Construction of Office Building (2016-2019) - $25.0 million

Service Budget Highlights – Capital

- Facility Services Program - $6.8 million

Security, signage and energy programs:

  - Energy Management Progams-$4.9 million
  - Security management program-$1.5 million
  - Signage $0.4 million

- Life Cycle Maintenance Program - $71.8 million

Replacement/repair of electrical systems, heating, ventilation, air conditioning, mechanical systems, pathway lighting, roofing and structural repairs:

  - Structural systems- $30.1 million
  - Heating, Ventilation and Air Conditioning system- $13.2 million
  - Electrical Systems -$8.0 million
  - Mechanical systems- $3.5 million
  - Roofing systems-$5.4 million

- Space Planning Accommodation Program - $10.5 million

New and replacement furniture; renovation of existing office spaces as part of the current space and accommodation plan and solutions to address ongoing minor relocations and space adjustments:

  - Office accommodation $7.9 million
  - Furniture acquisitions for new hires and life cycle replacement-$2.7 million

- Vehicles and Equipment – $0.4 million

Corporate Assets

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Operating

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Corporate Assets

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2010 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.

2010 EXPLANATION OF BUDGET CHANGES
PROGRAM: BUILDING MAINTENANCE

	2009 Restated Budget	2010 Requested Budget	Change in 2010 Requested Budget To 2009 Restated Budget		Explanation
	$	$	$	%	
EXPENDITURES					
LABOUR COST	**2,443,200**	**2,604,500**	**161,300**	**6.6%**	The increase in permanent labour costs reflects performance pay and economic adjustment increases, labour adjustments, other fringe benefit changes and annualization of 2009 hires.
Transportation Costs	139,600	127,600	(12,000)	-8.6%	Reduction in vehicle maintenance budget based on estimated requirement.
Occupancy & City Costs	1,289,100	1,289,100	0	0.0%	
Equipment Costs & Maintenance Agreements	1,432,300	1,432,300	0	0.0%	
Contractor & Professional Services	14,200	14,200	0	0.0%	
Materials, Supplies & Other Services	25,300	25,300	0	0.0%	
Finance Other	200	200	0	0.0%	
OTHER OPERATING EXPENSES	**2,900,700**	**2,888,700**	**(12,000)**	**-0.4%**	
TOTAL EXPENDITURES	**5,343,900**	**5,493,200**	**149,300**	**2.8%**	
NET PROGRAM IMPACT	**5,343,900**	**5,493,200**	**149,300**	**2.8%**	

2010 Explanation of Budget Changes

Program: Security

Description of Program

Corporate wide security including systems and investigations;
Mobile response City wide; and
Transit enforcement on vehicles and in Transit facilities.

	2009 Restated Budget	2010 Requested Budget	Change in 2010 Requested Budget To 2009 Restated Budget		Explanation
	$	$	$	%	
EXPENDITURES					
LABOUR COST	**2,889,800**	**3,057,900**	**168,100**	**5.8%**	The increase in permanent labour costs reflects performance pay and economic adjustment increases, labour adjustments and other fringe benefit changes.
Staff Development Costs	9,000	9,000	0	0.0%	
Transportation Costs	110,200	110,200	0	0.0%	
Occupancy & City Costs	48,900	48,900	0	0.0%	
Equipment Costs & Maintenance Agreements	129,700	149,700	20,000	15.4%	Increased maintenance cost for security network, access control, intrusion alarm and video surveillance system.
Advertising & Promotions	32,000	10,000	(22,000)	-68.8%	Reduced filming promotion.
Materials, Supplies & Other Services	53,400	53,400	0	0.0%	
Finance Other	(65,100)	(65,100)	0	0.0%	
OTHER OPERATING EXPENSES	**318,100**	**316,100**	**(2,000)**	**-0.6%**	
TOTAL EXPENDITURES	**3,207,900**	**3,374,000**	**166,100**	**5.2%**	
REVENUES					
Fees & Service Charges	(41,100)	(19,100)	22,000	53.5%	Reduced filming revenue offset by reduction in promotion budget.
TOTAL REVENUES	**(41,100)**	**(19,100)**	**22,000**	**53.5%**	
NET PROGRAM IMPACT	**3,166,800**	**3,354,900**	**188,100**	**5.9%**	

2010 Explanation of Budget Changes

Program: Building Operations

Description of Program

Building operations and custodial services within Civic Precinct facilities;
Custodial services outside of Civic Centre Precinct;
Events support in Civic Precinct; and
Waste management and recycling in City facilities.

	2009 Restated Budget	2010 Requested Budget	Change in 2010 Requested Budget To 2009 Restated Budget		Explanation
	$	$	$	%	
EXPENDITURES					
LABOUR COST	**2,477,400**	**2,565,900**	**88,500**	**3.6%**	The increase in permanent labour costs reflects performance pay and economic adjustment increases, labour adjustments and other fringe benefit changes.
Occupancy & City Costs	488,800	488,800	0	0.0%	
Equipment Costs & Maintenance Agreements	4,500	4,500	0	0.0%	
Contractor & Professional Services	1,018,800	1,035,400	16,600	1.6%	The increase is for Community Commons Park washroom building cleaning services.
Materials, Supplies & Other Services	14,300	14,300	0	0.0%	
Finance Other	300	300	0	0.0%	
OTHER OPERATING EXPENSES	**1,526,800**	**1,543,400**	**16,600**	**1.1%**	
TOTAL EXPENDITURES	**4,004,200**	**4,109,300**	**105,100**	**2.6%**	
REVENUES					
Allocations	(867,200)	(883,800)	(16,600)	-1.9%	Increased allocation to Community Services Department for cleaning Community Commons Park washroom building.
NET PROGRAM IMPACT	**3,137,000**	**3,225,500**	**88,500**	**2.8%**	

2010 Explanation of Budget Changes

Program: Utilities

Description of Program

Acquisition and management of all utility supply contracts at City facilities;
Energy management services to monitor utility consumption and administer utility accounts;
Development and implementation of conservation initiatives;
Development and implementation of renewable energy initiatives; and
Research and promotion of green building technologies.

Corporate Assets

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2010 EXPLANATION OF BUDGET CHANGES

PROGRAM: UTILITIES

	2009 Restated Budget	2010 Requested Budget	Change in 2010 Requested Budget To 2009 Restated Budget		Explanation
	$	$	$	%	
EXPENDITURES					
LABOUR COST	**209,300**	**221,900**	**12,600**	**6.0%**	The increase in permanent labour costs reflects performance pay and economic adjustment increases, labour adjustments and other fringe benefit changes.
Transportation Costs	1,500	1,500	0	0.0%	
Occupancy & City Costs	1,994,900	1,909,700	(85,200)	-4.3%	Reduction in utilities cost partly due to lower gas rates (forward gas purchase strategy) and reduced LAC garage temperature.
Equipment Costs & Maintenance Agreements	16,100	16,100	0	0.0%	
Contractor & Professional Services	69,400	36,000	(33,400)	-48.1%	Reduction in professional services as Green Building study completed.
Advertising & Promotions	2,500	2,500	0	0.0%	
Materials, Supplies & Other Services	500	500	0	0.0%	
Transfers	12,500	12,500	0	0.0%	
OTHER OPERATING EXPENSES	**2,097,400**	**1,978,800**	**(118,600)**	**-5.7%**	
TOTAL EXPENDITURES	**2,306,700**	**2,200,700**	**(106,000)**	**-4.6%**	
REVENUES					
Other Revenue	(12,500)	(12,500)	0	0.0%	
Transfers	(33,400)	0	33,400	100.0%	Deletion of operating reserve for Green Building study.
TOTAL REVENUES	**(45,900)**	**(12,500)**	**33,400**	**72.8%**	
NET PROGRAM IMPACT	**2,260,800**	**2,188,200**	**(72,600)**	**-3.2%**	

2010 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 or leased facilities;
Project management services for all major construction and renovation projects;
Project management services in support of the Capital Maintenance Program, for assets including buildings, site services and park lighting systems;
Long range capital planning;
Space planning and management of office relocations; and
Corporate furniture program for City departments including acquisition, installation, maintenance and life cycle replacement.

Corporate Assets

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2010 EXPLANATION OF BUDGET CHANGES

PROGRAM: CAPITAL PROJECT MANAGEMENT AND SPACE PLANNING

	2009 Restated Budget	2010 Requested Budget	Change in 2010 Requested Budget To 2009 Restated Budget		Explanation
	$	$	$	%	
EXPENDITURES					
LABOUR COST	**2,025,700**	**2,177,000**	**151,300**	**7.5%**	The increase in permanent labour costs reflects performance pay and economic adjustment increases, labour adjustments and other fringe benefit changes. Includes addition of two temporary capital project co-ordinators to help clear capital project backlog and complete capital program. The cost is offset by capital recovery.
Transportation Costs	31,300	31,300	0	0.0%	
Contractor & Professional Services	26,300	16,000	(10,300)	-39.2%	Reduction in professional services based on estimated requirement.
Materials, Supplies & Other Services	4,100	4,100	0	0.0%	
Finance Other	700	700	0	0.0%	
OTHER OPERATING EXPENSES	**62,400**	**52,100**	**(10,300)**	**-16.5%**	
TOTAL EXPENDITURES	**2,088,100**	**2,229,100**	**141,000**	**6.8%**	
REVENUES					
Transfers	(75,000)	(75,000)	0	0.0%	
TOTAL REVENUES	**(75,000)**	**(75,000)**	**0**	**0.0%**	
NET PROGRAM IMPACT	**2,013,100**	**2,154,100**	**141,000**	**7.0%**	

2010 Explanation of Budget Changes

Program: Realty Services

Description of Program

Acquisition of interests in property (purchase, lease) in support of City wide departmental programs;
Disposition of interests in property (surplus sales, lease); and
Valuation of land in support of cash-in-lieu of parkland program.

	2009 Restated Budget	2010 Requested Budget	Change in 2010 Requested Budget To 2009 Restated Budget		Explanation
	$	$	$	%	
EXPENDITURES					
LABOUR COST	**929,500**	**995,600**	**66,100**	**7.1%**	The increase in permanent labour costs reflects performance pay and economic adjustment increases, labour adjustments and other fringe benefit changes.
Transportation Costs	5,000	5,000	0	0.0%	
Equipment Costs & Maintenance Agreements	6,000	6,000	0	0.0%	
Contractor & Professional Services	15,800	15,800	0	0.0%	
Finance Other	5,000	5,000	0	0.0%	
OTHER OPERATING EXPENSES	**31,800**	**31,800**	**0**	**0.0%**	
TOTAL EXPENDITURES	**961,300**	**1,027,400**	**66,100**	**6.9%**	
REVENUES					
Fees & Service Charges	(6,600)	(24,100)	(17,500)	-265.2%	Recovery of staff labour costs for Nominal Disposal Transactions.
Rents, Concessions & Franchise	(316,400)	(316,400)	0	0.0%	
TOTAL REVENUES	**(323,000)**	**(340,500)**	**(17,500)**	**-5.4%**	
NET PROGRAM IMPACT	**638,300**	**686,900**	**48,600**	**7.6%**	

2010 Explanation of Budget Changes

Program: F&PM Divisional Support Service

Description of Program

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

	2009 Restated Budget	2010 Requested Budget	Change in 2010 Requested Budget To 2009 Restated Budget		Explanation
	$	$	$	%	
EXPENDITURES					
LABOUR COST	**537,400**	**502,800**	**(34,600)**	**-6.4%**	Decrease in labour cost partially due to deletion of 2 full time equivalent co-op students positions.
Staff Development Costs	91,000	91,000	0	0.0%	
Communication Costs	48,500	48,500	0	0.0%	
Transportation Costs	1,000	1,000	0	0.0%	
Equipment Costs & Maintenance Agreements	2,200	2,200	0	0.0%	
Contractor & Professional Services	9,700	9,700	0	0.0%	
Materials, Supplies & Other Services	60,700	59,800	(900)	-1.5%	Reduction in office supplies.
OTHER OPERATING EXPENSES	**213,100**	**212,200**	**(900)**	**-0.4%**	
TOTAL EXPENDITURES	**750,500**	**715,000**	**(35,500)**	**-4.7%**	
Allocations	527,400	519,600	(7,800)	-1.4%	
NET PROGRAM IMPACT	**1,277,900**	**1,234,600**	**(43,300)**	**-3.4%**	

2010 Summary of Program Directions

Corporate Assets

Program Additions / New Staff (+)

Description	FTE	Expenditure	Revenue	Net	Start Date	Briefing Note or Budget Book Page Reference
Two temporary project co-ordinators (cost offset from Capital recovery)	1	-		-	July 1, 2010	R-97
Washroom building cleaning cost for new Community Commons Park (cost offset by allocation to Community Services Department)		-			July 1, 2010	R-98
Total Division/Service Base Budget Impacts	**1**	-	-	-		

New Revenues (-)

Description	FTE	Expenditure	Revenue	Net	Start Date	Briefing Note or Budget Book Page Reference
Recover labour cost for nominal disposal transactions			(17,500)	(17,500)	January 1, 2010	R-99
Total Division/Service Base Budget Impacts	**0**	-	(17,500)	(17,500)		

Program Reductions (-)

Description	FTE	Expenditure	Revenue	Net	Start Date	Briefing Note or Budget Book Page Reference
Two co-op students (positions deletion)	-2	(54,800)		(54,800)	January 1, 2010	R-100
Total Division/Service Base Budget Impacts	**-2**	(54,800)	-	(54,800)		

Efficiencies / Reserve Transfers (+) or (-)

Description	FTE	Expenditure	Revenue	Net	Start Date	Briefing Note or Budget Book Page Reference
Reduce Living Arts Centre garage temperature-My ideas item		(12,400)		(12,400)	January 1, 2010	R-101
Reduce use of styrofoam cups-My ideas item		(900)		(900)	January 1, 2010	R-102
Total Division/Service Base Budget Impacts	**0**	(13,300)	-	(13,300)		

Corporate Assets

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2010 Service Change

Temporary Project Co-ordinators recovered from Capital

Service: Corporate Assets **Strategic Pillar**

Type of Change Program Additions or New Staff **Division:** Facility & Property Mngm **Effective Date:** July 1, 2010

Financial Impact	2009 Budget	2010 Change	2011 Change
Labour			
Operating Expenses			
Revenue			
Net Cost	$0	$0	$0
FTE		1	1

FTE:

Permanent	
Temporary	1

Details of Service Change

Two Temporary project co-ordinators (starting July 1 2010) are to be hired to help clear out capital projects backlog and complete 2009 to 2011 capital program. The increase in temporary staff cost $74,400 will be offset from Capital recovery.

Service Impact

Corporate Assets

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2010 Service Change

Washroom building cleaning cost for new Community Commons Park

Service: Corporate Assets **Strategic Pillar**

Type of Change Program Additions or New Staff **Division:** Facility & Property Mngm **Effective Date:** July 1, 2010

Financial Impact	2009	2010	2011
Labour			
Operating Expenses			
Revenue			
Net Cost	$0	$0	$0
FTE			

FTE:

Permanent	
Temporary	

Details of Service Change

Community Commons Park washroom building cleaning cost $16,600 is for regular washroom cleaning (twice per day), exterior glass wall cleanup (once per month) and additional cleaning for summer events. The increase in cost is offset from an allocation to the Community Services Department.

Service Impact

Corporate Assets

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2010 Service Change

Recover labour costs for Nominal Disposal Transactions

Service: Corporate Assets **Strategic Pillar**

Type of Change New Revenues **Division:** Facility & Property Mngm **Effective Date:** January 1, 2010

Financial Impact	2009 Budget	2010 Change	2011 Change
Labour			
Operating Expenses			
Revenue		(17,500)	
Net Cost	**$0**	**($17,500)**	**$0**
FTE			

FTE:

Permanent ☐
Temporary ☐

Details of Service Change

New revenue is proposed to recover staff time for nominal disposal transactions. Nominal Disposal Transactions include but are not limited to the sale/transfer of land, the granting of easements or encroachments, license agreements etc to other levels of government, government agencies or public utilities. Examples are the Ontario Realty Corporation, Enersource, Hydro One, and the Region of Peel. They are charged a nominal consideration of usually $2.00. The new revenue is based on an estimated cost of $1750 per file and 10 files per year.

Service Impact

Corporate Assets

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2010 Service Change

Deletion of two co-op students positions

Service: Corporate Assets **Strategic Pillar**

Type of Change Program Reductions **Division:** Facility & Property Mngm **Effective Date:** January 1, 2010

Financial Impact	2009 Budget	2010 Change	2011 Change
Labour	$137,000	($54,800)	
Operating Expenses			
Revenue			
Net Cost	**$137,000**	**($54,800)**	**$0**
FTE		-2	

FTE:

Permanent	
Temporary	-2

Details of Service Change

Reduce two FTE co-op students positions. Some lower priority small capital projects (eg signage, capital project procedures and manual preparation) will be delayed.

Service Impact

Total value of capital projects delayed is estimated at $120,000.

Corporate Assets

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2010 Service Change

Reduction in Living Arts Centre Garage temperature-My idea item

Service: Corporate Assets **Strategic Pillar** Living Green

Type of Change Efficiencies / Reserve Transfers **Division:** Facility & Property Mngm **Effective Date:** January 1, 2010

Financial Impact	2009 Budget	2010 Change	2011 Change
Labour			
Operating Expenses	159,200	(12,400)	
Revenue			
Net Cost	**$159,200**	**($12,400)**	**$0**
FTE			

FTE:

Permanent ☐

Temporary ☐

Details of Service Change

The Living Arts Centre garage temperature is being lowered.

Service Impact

Corporate Assets

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2010 Service Change

Elimination of Styrofoam cups-My idea item

Service: Corporate Assets **Strategic Pillar** Living Green

Type of Change Efficiencies / Reserve Transfers **Division:** Facility & Property Mngm **Effective Date:** January 1, 2010

Financial Impact	2009 Budget	2010 Change	2011 Change
Labour			
Operating Expenses	900	(900)	
Revenue			
Net Cost	$900	($900)	$0
FTE			

FTE:

Permanent ☐

Temporary ☐

Details of Service Change

Reduce budget for styrofoam cups, where reusable cups can be used in their place.

Service Impact

Corporate Assets

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Capital

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Corporate Assets

2010 - 2019 Net Capital Expenditures By Program
(000's)

Corporate Assets	2010 Budget	2011 Forecast	2012 Forecast	2013 Forecast	2014 Forecast	2015 Forecast	2016 Forecast	2017 Forecast	2018 Forecast	2019 Forecast	Total
	$	$	$	$	$	$	$	$	$	$	$
Capital Construction and Improvements	424	500	500	500	500	500	2,000	4,000	10,500	10,500	29,924
Facility Services	657	969	734	747	756	719	722	726	729	715	7,475
Lifecycle Maintenance	9,010	7,927	6,946	6,976	7,059	7,897	8,204	7,870	10,638	8,257	80,783
Space Planning	4,777	1,502	880	780	780	480	442	2,228	1,893	1,582	15,344
Vehicles and Equipment	105	16	38	42	39	42	78	50	43	50	503
Total Net Expenditures	**14,973**	**10,914**	**9,098**	**9,045**	**9,133**	**9,638**	**11,446**	**14,874**	**23,803**	**21,104**	**134,029**

2010 – 2019 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
- New office accommodation design and construction.

Capital Construction and Improvements	2010 Budget	2011 Forecast	2012 Forecast	2013 Forecast	2014 Forecast	2015 Forecast	2016 Forecast	2017 Forecast	2018 Forecast	2019 Forecast	Total
	$	$	$	$	$	$	$	$	$	$	$
Accessibility	424	500	500	500	500	500	500	500	500	500	4,924
Expansion - Corporate Facilities	0	0	0	0	0	0	1,500	3,500	10,000	10,000	25,000
Total Net Expenditures	**424**	**500**	**500**	**500**	**500**	**500**	**2,000**	**4,000**	**10,500**	**10,500**	**29,924**

Project Listing

Program: Capital Construction and Improvements

Accessibility

Year	Project	Description	Net Cost ('000's)
2010	Various Locations	Upgrade washrooms, automatic doors, railings and other fixtures	424
2011	Various Locations	Accessibility improvements	500
2012-2019	Various Locations	Accessibility improvements	4,000
Total			**4,924**

Improvements - Corporate Facilities

Year	Project	Description	Net Cost ('000's)
2016	Location to be determined	Office Building-Design and Construction	1,500
2017	Location to be determined	Office Building-Design and Construction	3,500
2018	Location to be determined	Office Building-Design and Construction	10,000
2019	Location to be determined	Office Building-Design and Construction	10,000
Total			**25,000**

2010 – 2019 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 systems and other technologies to reduce energy consumption.
- Security Measures - Intrusion alarms, closed circuit television monitoring and access control systems; and
- Signage - Installation and maintenance of interior and exterior facility signs

Facility Services	2010 Budget	2011 Forecast	2012 Forecast	2013 Forecast	2014 Forecast	2015 Forecast	2016 Forecast	2017 Forecast	2018 Forecast	2019 Forecast	Total
	$	$	$	$	$	$	$	$	$	$	$
Energy Management	562	763	525	535	540	500	500	500	500	500	5,425
Security Measures	68	156	159	162	166	169	172	176	179	156	1,564
Signage	27	50	50	50	50	50	50	50	50	59	486
Total Net Expenditures	**657**	**969**	**734**	**747**	**756**	**719**	**722**	**726**	**729**	**715**	**7,475**

Project Listing

Program: Facility Services

Energy Management

Year	Project	Description	Net Cost ('000's)
2010	Various Locations	Install building automation systems at various community centres, Heat recovery systems and Lighting controls	562
2011	Various Locations	Implement Energy Audit recommendations and Energy Management Program	763
2012-2019	Various Locations	Implement Energy Audit recommendations and Energy Management Program	4,100
Total			**5,425**

Project Listing
Program: Facility Services

Security

Year	Project	Description	Net Cost ('000's)
2010	Various Locations	Install security cameras, card readers and wireless transmitters	68
2011	Various Locations	Security	156
2012-2019	Various Locations	Security	1,340
Total			**1,564**

Signage

Year	Project	Description	Net Cost ('000's)
2010	Various Locations	Signage	27
2011	Various Locations	Signage	50
2012-2019	Various Locations	Signage	409
Total			**486**

2010 – 2019 Net Capital Expenditures by Program and Sub-Program (000's)

Description of Program

Lifecycle Maintenance

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

- Electrical;
- Emergency;
- Heating, Ventilation and Air Conditioning (HVAC);
- Inspections;
- Mechanical;
- Pathway Lighting;
- Roofing;
- Site Services; and
- Structural.

Corporate Assets

2010 - 2019 Net Capital Expenditures By Sub-Program
(000's)

Lifecycle Maintenance	2010 Budget	2011 Forecast	2012 Forecast	2013 Forecast	2014 Forecast	2015 Forecast	2016 Forecast	2017 Forecast	2018 Forecast	2019 Forecast	Total
	$	$	$	$	$	$	$	$	$	$	$
Electrical Systems	2,099	875	715	821	818	888	924	885	1,217	817	10,058
Emergency	265	325	255	249	248	296	308	295	406	300	2,946
Heating, Ventilation and Air Conditioning Systems	1,504	1,625	1,224	1,268	1,264	1,479	1,541	1,474	2,028	1,335	14,742
Inspections	106	500	500	500	500	500	500	500	500	500	4,606
Mechanical Systems	1,299	456	306	292	291	370	385	369	507	506	4,781
Pathway Lighting	0	0	0	0	0	0	0	0	0	420	420
Roofing Systems	1,178	650	560	472	471	592	616	590	811	642	6,581
Site Services	76	488	382	370	374	444	462	442	608	409	4,056
Structural	2,483	3,007	3,004	3,003	3,094	3,329	3,467	3,317	4,562	3,328	32,594
Total Net Expenditures	**9,010**	**7,927**	**6,946**	**6,976**	**7,059**	**7,897**	**8,204**	**7,870**	**10,638**	**8,257**	**80,783**

Project Listing

Program: Lifecycle Maintenance

Electrical Systems

Year	Project	Description	Net Cost ('000's)
2010	Central Library	Upgrade 4 Elevators	1,166
2010	Various Locations	Replace old electrical panels	181
2010	Civic Centre	Replace fire panel & accessories in computer room	33
2010	Civic Centre, Central Library and Living Art Centre	Replace light control system	318
2010	Hershey Centre	Replace Hershey signage with LED lighting	106
2010	Various Locations	Replace fire panel	104
2010	Fleetwood Park	Replace sport field light poles & fixtures	191
2011	Various Locations	Electrical	875
2012-2019	Various Locations	Electrical	7,084
Total			**10,058**

Project Listing

Program: Lifecycle Maintenance

Emergency

Year	Project	Description	Net Cost ('000's)
2010	Various Locations	Unforeseen emergency repairs	265
2011	Various Locations	Unforeseen emergency repairs	325
2012-2019	Various Locations	Unforeseen emergency repairs	2,356
Total			**2,946**

Project Listing

Program: Lifecycle Maintenance

Heating, Ventilation and Air Conditioning Systems

Year	Project	Description	Net Cost ('000's)
2010	Central Library	Replace chillers & cooling towers	1,272
2010	Animal Service Centre	Replace exhaust fans, unit heater, refrigeration equipments and various other components	123
2010	Hershey Centre	Replace 3 heaters	71
2010	Mavis South	Replace 3 rooftop units	38
2011	Various Locations	Replace heating, ventilation and air conditioning systems	1,625
2012-2019	Various Locations	Replace heating, ventilation and air conditioning systems	11,613
Total			**14,742**

Project Listing

Program: Lifecycle Maintenance

Inspections

Year	Project	Description	Net Cost ('000's)
2010	Various Locations	Building condition inspection and cost consulting	106
2011	Various Locations	Inspections	500
2012-2019	Various Locations	Inspections	4,000
Total			**4,606**

Project Listing

Program: Lifecycle Maintenance

Mechanical Systems

Year	Project	Description	Net Cost ('000's)
2010	Huron Park Community Centre	Replace heat exchanger and hot water storage tank	81
2010	Mississauga Valley Community Centre	Replace water main & fire lines	817
2010	Various Fire Stations	Replace overhead doors	175
2010	Malton Depot	Replace overhead doors	128
2010	Various Locations	Replace fuel tanks	98
2011	Various Locations	Replace Mechanical Systems	456
2012-2019	Various Locations	Replace Mechanical Systems	3,026
Total			**4,781**

Pathway Lighting

Year	Project	Description	Net Cost ('000's)
2019	Various Locations	Replace pathway lighting	420
Total			**420**

Project Listing

Program: Lifecycle Maintenance

Roofing Systems

Year	Project	Description	Net Cost ('000's)
2010	Various Locations	Replace roofing at Cawthra School Pool, Various fire stations, Malton depot, Mavis North and South and various other locations	1,178
2011	Various Locations	Replace roofing	650
2012-2019	Various Locations	Replace roofing	4,753
Total			**6,581**

Site Services

Year	Project	Description	Net Cost ('000's)
2010	Various Locations	Repair sites	76
2011	Various Locations	Repair sites	488
2012-2019	Various Locations	Repair sites	3,492
Total			**4,056**

Project Listing

Program: Lifecycle Maintenance

Structural

Year	Project	Description	Net Cost ('000's)
2010	Central Library	Repair southeast elevation to the building	530
2010	Fusion Estate	Various Lifecycle Renovations	530
2010	Meadowvale Rinks	Various replacement & repairs	212
2010	Meadowvale Theatre	Renovate stage floor and various other repairs	318
2010	Various Locations	Repair and rehabilitate Cawthra Elliot Estate north glass atrium, various heritage buildings and various other locations	893
2011	Various Locations	Various structural maintenance	3,007
2012-2019	Various Locations	Various structural maintenance	27,104
Total			**32,594**

2010- 2019 Net Capital Expenditures by Program and Sub-Program (000's)

Description of Program

Space Planning

This program provides for:

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

Space Planning	2010 Budget	2011 Forecast	2012 Forecast	2013 Forecast	2014 Forecast	2015 Forecast	2016 Forecast	2017 Forecast	2018 Forecast	2019 Forecast	Total
	$	$	$	$	$	$	$	$	$	$	$
Furniture	106	300	300	300	300	300	300	300	300	300	2,806
Relocations and Office Accommodation	4,671	1,202	580	480	480	180	142	1,928	1,593	1,282	12,538
Total Net Expenditures	**4,777**	**1,502**	**880**	**780**	**780**	**480**	**442**	**2,228**	**1,893**	**1,582**	**15,344**

Project Listing

Program: Space Planning

Furniture

Year	Project	Description	Net Cost ('000's)
2010	Various Locations	Lifecycle replacement of furniture and furniture for new staff	106
2011	Various Locations	Furniture	300
2012-2019	Various Locations	Furniture	2,400
Total			**2,806**

Relocations and Office Accommodation

Year	Project	Description	Net Cost ('000's)
2010	Various Locations	Relocation and office accommodation	4,671
2011	Various Locations	Relocation and office accommodation	1,202
2012-2019	Various Locations	Relocation and office accommodation	6,665
Total			**12,538**

2010 – 2019 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	2010 Budget	2011 Forecast	2012 Forecast	2013 Forecast	2014 Forecast	2015 Forecast	2016 Forecast	2017 Forecast	2018 Forecast	2019 Forecast	Total
	$	$	$	$	$	$	$	$	$	$	$
Vehicles and Equipment	105	16	38	42	39	42	78	50	43	50	503
Total Net Expenditures	**105**	**16**	**38**	**42**	**39**	**42**	**78**	**50**	**43**	**50**	**503**

Project Listing

Program: Vehicles and Equipment

Vehicles and Equipment

Year	Project	Description	Net Cost ('000's)
2010	Various Locations	Scissor type lift for building maintenance staff	60
2010	Various Locations	Vehicle for transit hoist maintenance program	45
2011	Various Locations	Vehicles and Equipment	16
2012-2019	Various Locations	Vehicles and Equipment	382
Total			**503**

Corporate Assets

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Corporate Assets

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Not Funded

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Corporate Assets

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Corporate Assets
2010 - 2019 Not Funded - Net Capital Expenditures By Program
(000's)

Corporate Assets	2010 Budget	2011 Forecast	2012 Forecast	2013 Forecast	2014 Forecast	2015 Forecast	2016 Forecast	2017 Forecast	2018 Forecast	2019 Forecast	Total	Funding Sources
	$	$	$	$	$	$	$	$	$	$	$	
Capital Construction and Improvements	-	-	-	-	-	-	-	-	-	-		TX-FRRRF
Facility Services	831	-	-	-	-	-	-	-	-	-	831	TX-FRRRF
Lifecycle Maintenance	3380	1,041	10,233	6,780	6,464	5,982	6,570	10,780	5,209	5,208	61,648	TX-FRRRF
Space Planning	258	200	20	20	20	20	58	200	200	200	1,196	TX-CRF
Vehicles and Equipment	-	42	23	22	28	28	-	28	38	38	247	TX-CRF
Total - Not Funded	**4,469**	**1,283**	**10,276**	**6,822**	**6,512**	**6,031**	**6,628**	**11,008**	**5,447**	**5,447**	**63,922**	

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Budget

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3 YEAR BUDGET AND FORECAST

	2009 Budget	2010 Budget	2011 Forecast	2012 Forecast
Labour Costs	12,761,300	13,686,000	14,674,700	15,267,700
Other Operating Expenses	1,868,600	2,407,700	2,462,700	2,462,700
TOTAL COSTS	14,629,900	16,093,700	17,137,400	17,730,400
TOTAL REVENUES	**(751,300)**	**(1,538,200)**	**(1,538,200)**	**(1,538,200)**
NET COSTS	**13,878,600**	**14,555,500**	**15,599,200**	**16,192,200**
Allocations	(14,006,200)	(14,555,500)	(15,599,200)	(16,192,200)
NET of ALLOCATIONS	**(127,600)**	**0**	**0**	**0**

Human Resources Requirement

	Total FTE
2009 Establishment	151.5
2010 Budget Recommendation	151.8

Distribution

Program/Division	2009 FTE	2010 FTE
Community Services	41.0	41.5
Corporate Services	17.0	17.0
Planning & Building	36.5	35.3
Transportation & Works	57.0	58.0
Total Recommended FTE	151.5	151.8

Departmental Business Services

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BUDGET OVERVIEW

DEPARTMENTAL BUSINESS SERVICES

	2008 Actual	2009 Budget	2010 Base Budget	2010 Program Changes	2010 Request	2010 Change	
	$	$	$	$	$	$	%
EXPENDITURES							
LABOUR COST	11,044,061	12,761,300	13,751,600	(65,600)	13,686,000	924,700	7.2%
Staff Development Costs	127,115	173,400	173,400	(5,600)	167,800	(5,600)	-3.2%
Communications Costs	68,619	76,700	76,700	0	76,700	0	0.0%
Transportation Costs	99,023	96,600	96,600	0	96,600	0	0.0%
Occupancy & City Costs	407	425,500	553,600	0	553,600	128,100	30.1%
Equipment Costs & Maintenance Agreement	127,014	190,200	190,200	0	190,200	0	0.0%
Contractor & Professional Services	164,605	211,000	195,500	(50,000)	145,500	(65,500)	-31.0%
Advertising & Promotions	274,147	256,300	256,300	500,000	756,300	500,000	195.1%
Materials, Supplies & Other Services	329,352	421,000	421,000	(17,900)	403,100	(17,900)	-4.3%
Finance Other	12,130	17,900	17,900	0	17,900	0	0.0%
Transfers	15,500	0	0	0	0	0	0.0%
OTHER OPERATING EXPENSES	**1,217,911**	**1,868,600**	**1,981,200**	**426,500**	**2,407,700**	**539,100**	**28.9%**
TOTAL EXPENDITURES	**12,261,971**	**14,629,900**	**15,732,800**	**360,900**	**16,093,700**	**1,463,800**	**10.0%**
REVENUES							
Fees & Service Charges	(659,796)	(468,300)	(658,300)	0	(658,300)	(190,000)	-40.6%
Rents, Concessions & Franchise	68	0	0	0	0	0	0.0%
Other Revenue	0	(177,100)	(289,500)	(500,000)	(789,500)	(612,400)	-345.8%
Transfers	(243,177)	(105,900)	(90,400)	0	(90,400)	15,500	14.6%
TOTAL REVENUES	**(902,905)**	**(751,300)**	**(1,038,200)**	**(500,000)**	**(1,538,200)**	**(786,900)**	**-104.7%**
NET SERVICE IMPACT	**11,359,067**	**13,878,600**	**14,694,600**	**(139,100)**	**14,555,500**	**676,900**	**4.9%**
Allocations	(12,198,200)	(14,006,200)	(14,555,500)	0	(14,555,500)	(549,300)	-3.9%
NET of ALLOCATIONS	**(839,133)**	**(127,600)**	**139,100**	**(139,100)**	**0**	**127,600**	**100.0%**

2010 NET BUDGET BY PROGRAM

DEPARTMENTAL BUSINESS SERVICES

	2008 Actual	2009 Budget	2010 Base Budget	2010 Program Changes	2010 Request	2010 Change	
	$	$	$	$	$	$	%
PROGRAM EXPENDITURES							
Community Services	(174,948)	0	9,600	(9,600)	0	0	0.0%
Corporate Services	(96,342)	(8,000)	4,100	(4,100)	0	8,000	100.0%
Planning & Building	(238,420)	0	69,900	(69,900)	0	0	0.0%
Transportation & Works	(329,423)	(119,600)	55,500	(55,500)	0	119,600	100.0%
NET PROGRAM IMPACT	**(839,133)**	**(127,600)**	**139,100**	**(139,100)**	**0**	**127,600**	**-100.0%**

Service Budget Highlights - Operating

The recommended 2010 Gross Operating Budget before allocations of $16.1 million represents an increase of $1.5 million or 10% from the 2009 Operating Budget. The majority of the increase relates to general labour cost increases.

2010 Highlights of the recommended budget include :

- Reduction of one full-time equivalent position for $45,500 from the Planning and Building Department;
- Increased labour costs of $192,000 in the Planning and Building Department, reflecting a transfer of permanent staff from the Building Division to the Business Services Division. The organizational restructuring was done to align with the Customer Services Strategy;
- Increased advertising costs of $500,000 for Marketing Communications and Public Information Strategy, fully funded from Provincial Gas Tax revenues; and
- Commissioners forego 2010 economic adjustment increases, as a result of a Council and Leadership Team decision, totaling $16,400.

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Operating

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2010 Explanation of Budget Changes

Program: Community Services

Description of Program

This program provides the following services:
The overall management and leadership for the department through the Commissioner's Office;
Management of department-wide issues and general administrative functions of the department;
Financial Services including financial and business planning, budget co-ordination and analysis, monitoring and reporting;
Information technology management, planning and support;
Human resources services including recruitment and employee relations;
Strategic business planning services; and
Records Management for the department.

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2010 EXPLANATION OF BUDGET CHANGES

PROGRAM: COMMUNITY SERVICES

	2009 Restated Budget	2010 Requested Budget	Change in 2010 Requested Budget To 2009 Restated Budget		Explanation
	$	$	$	%	
EXPENDITURES					
LABOUR COST	**3,714,200**	**3,971,200**	**257,000**	**6.9%**	The increase in permanent labour costs reflects performance pay and economic adjustment increases, labour adjustments, and other fringe benefit changes; Commissioners have foregone 2010 economic adjustments per Council and Leadership Team decision.
Staff Development Costs	53,400	51,700	(1,700)	-3.2%	City wide initiative to reduce staff development costs.
Communication Costs	28,200	28,200	0	0.0%	
Transportation Costs	33,400	33,400	0	0.0%	
Occupancy & City Costs	275,100	357,800	82,700	30.1%	Increase is a result of increased leased cost for 201 City Centre Drive.
Equipment Costs & Maintenance Agreements	27,700	27,700	0	0.0%	
Contractor & Professional Services	9,900	9,900	0	0.0%	
Materials, Supplies & Other Services	82,400	82,300	(100)	-0.1%	Decrease is due to My Idea Employee Challenge Program to eliminate disposable cups.
Finance Other	(3,100)	(3,100)	0	0.0%	
OTHER OPERATING EXPENSES	**507,000**	**587,900**	**80,900**	**16.0%**	
TOTAL EXPENDITURES	**4,221,200**	**4,559,100**	**337,900**	**8.0%**	
REVENUES					
Transfers	(90,400)	(90,400)	0	0.0%	
TOTAL REVENUES	**(90,400)**	**(90,400)**	**0**	**0.0%**	
Allocations	(4,130,800)	(4,468,700)	(337,900)	-8.2%	Departmental Business Services costs allocated to other programs.
NET PROGRAM IMPACT	**0**	**0**	**0**	**0.0%**	

2010 Explanation of Budget Changes

Program: Corporate Services

Description of Program

This program provides the following services:
The overall management and leadership for the department through the Commissioner's Office;
Management of department-wide issues and general administrative functions of the department;
Financial Services including financial and business planning, budget co-ordination and analysis, monitoring and reporting;
Information technology management, planning and support; and
Human resources services including recruitment and employee relations.

Departmental Business Services

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2010 EXPLANATION OF BUDGET CHANGES

PROGRAM: CORPORATE SERVICES

	2009 Restated Budget	2010 Requested Budget	Change in 2010 Requested Budget To 2009 Restated Budget		Explanation
	$	$	$	%	
EXPENDITURES					
LABOUR COST	**1,674,300**	**1,741,800**	**67,500**	**4.0%**	The increase in permanent labour costs reflects performance pay and economic adjustment increases, labour adjustments, and other fringe benefit changes; Commissioners have foregone 2010 economic adjustments per Council and Leadership Team decision.
Staff Development Costs	6,900	6,900	0	0.0%	
Communication Costs	1,200	1,200	0	0.0%	
Transportation Costs	11,500	11,500	0	0.0%	
Equipment Costs & Maintenance Agreements	4,500	4,500	0	0.0%	
Materials, Supplies & Other Services	55,100	55,100	0	0.0%	
OTHER OPERATING EXPENSES	**79,200**	**79,200**	**0**	**0.0%**	
TOTAL EXPENDITURES	**1,753,500**	**1,821,000**	**67,500**	**3.8%**	
Allocations	(1,761,500)	(1,821,000)	(59,500)	3.4%	Departmental business services cost allocated to other programs.
NET PROGRAM IMPACT	**(8,000)**	**0**	**8,000**	**-100.0%**	

2010 Explanation of Budget Changes

Program: Planning & Building

Description of Program

This program provides the following services:

Management and operation of the Planning and Building Business Services Centre including building permit application, issuance, and development related client information;
The overall management and leadership for the department through the Commissioner's Office;
Management of department-wide issues and general administrative functions of the department;
Financial Services including financial and business planning, budget co-ordination and analysis, monitoring and reporting;
Information technology management, planning and support;
Human resources services including recruitment and employee relations;
Support and development of Mississauga Approval Xpress (MAX) system, e-Plan and Build Service Centre;
Departmental administrative services including central filing and floater support services; and
Development charges collection, responses to solicitors letters, clearance and co-ordination of development conditions and processing of condominium development applications and requests for exemption from part-lot control.

Departmental Business Services

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2010 EXPLANATION OF BUDGET CHANGES

PROGRAM: PLANNING & BUILDING

	2009 Restated Budget	2010 Requested Budget	Change in 2010 Requested Budget To 2009 Restated Budget		Explanation
	$	$	$	%	
EXPENDITURES					
LABOUR COST	**2,783,600**	**3,024,400**	**240,800**	**8.7%**	The increase in permanent labour costs reflects performance pay and economic adjustment increases, labour adjustments, and other fringe benefit changes. Also included is an increase for the transfer of staff to the Business Services Division from the Building Division in P & B, offset by a reduction of 1 FTE from Office Services and a reduction in economic adjustments for the Commissioner per Council and Leadership Team decision.
Staff Development Costs	23,000	20,100	(2,900)	-12.6%	City wide initiative to reduce staff development costs.
Communication Costs	30,800	30,800	0	0.0%	
Transportation Costs	17,300	17,300	0	0.0%	
Equipment Costs & Maintenance Agreements	37,300	37,300	0	0.0%	
Contractor & Professional Services	12,000	12,000	0	0.0%	
Materials, Supplies & Other Services	173,400	156,000	(17,400)	-10.0%	Reduction as a result of alignment with previous year actual.
Finance Other	21,000	21,000	0	0.0%	
OTHER OPERATING EXPENSES	**314,800**	**294,500**	**(20,300)**	**-6.4%**	
TOTAL EXPENDITURES	**3,098,400**	**3,318,900**	**220,500**	**7.1%**	
REVENUES					
Fees & Service Charges	(241,000)	(241,000)	0	0.0%	
TOTAL REVENUES	**(241,000)**	**(241,000)**	**0**	**0.0%**	
Allocations	(2,857,400)	(3,077,900)	(220,500)	-7.7%	Departmental business services cost allocated to other programs.
NET PROGRAM IMPACT	**0**	**0**	**0**	**0.0%**	

Departmental Business Services

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2010 Explanation of Budget Changes

Program: Transportation & Works

Description of Program

- This service provides support to the operational and planning activities of the other department divisions including the following major support functions:
  - Information Technology (IT) Services
  - Human Resources
  - Marketing
  - Office Services
  - Financial Services
  - Infrastructure Management System
- IT Services co-ordinates and/or provides IT strategic planning, business analysis, IT project definition, technical support and problem resolution services. IT's annual projects include: planning, acquiring and deploying new computer equipment, budgeting IT services needs and forecasting growth.
- Human Resources co-ordinates and/or provides departmental recruitment, employee/labour relations, safety and lost time management, compensation and benefit administration, payroll information and Transit Operator pay advice information. HR's annual projects include: transit recruitment campaigns, staff development initiatives, sectional/positional reviews, PMP administration and reporting and safety training and awards.
- The Marketing section co-ordinates and/or provides marketing, promotional support (to all T&W divisions including the Mississauga Safe Driving Committee and the Traffic Safety Council), copy writing, creative production, print coordination, development and maintenance of T&W Website and Intranet site, writing of news releases, media advisories, coordination of departmental events, market research and analysis. The section also coordinates and mangers the new Mississauga Transit brand launch, BRT marketing strategy and system visual identity guidelines.
- Office Services co-ordinates and/or provides records management of all files, Engineering Counter services ranging from general public permit requests to municipal services protection deposits, Semenyk Court reception, an administrative floater available to all office locations and after hours Works Dispatch, which deals with issues including parking complaints and by-law enforcement.

2010 Explanation of Budget Changes

Program: Transportation & Works

Description of Program

- Financial Services co-ordinates and/or provides budget preparation and monitoring and transit fare media management. This section's annual and on-going projects include the preparation of capital and operating budgets and financial plans; fare media distribution and reconciliation; financial monitoring, reporting and forecasting.
- Infrastructure Management System provides continuous implementation of the Hansen infrastructure management system.

Departmental Business Services

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2010 EXPLANATION OF BUDGET CHANGES

PROGRAM: TRANSPORTATION & WORKS

	2009 Restated Budget	2010 Requested Budget	Change in 2010 Requested Budget To 2009 Restated Budget		Explanation
	$	$	$	%	
EXPENDITURES					
LABOUR COST	**4,589,200**	**4,948,600**	**359,400**	**7.8%**	The increase in labour costs reflects adjustments for performance pay and economic adjustment increases, labour adjustments, and other fringe benefit changes; an increase of $112.4k related to a 3 year Contract position (Transit Brand Coordinator - Gas Tax Funded); and the annualization of the Marketing Assistant position added in 2009. This is offset by a reduction in economic adjustments in 2010 for the Commissioner per Council and Leadership Team decision.
Staff Development Costs	90,100	89,100	(1,000)	-1.1%	City wide initiative to reduce staff development costs.
Communication Costs	16,500	16,500	0	0.0%	
Transportation Costs	34,400	34,400	0	0.0%	
Occupancy & City Costs	150,400	195,800	45,400	30.2%	Increased lease cost for 201 City Centre Drive.
Equipment Costs & Maintenance Agreements	120,700	120,700	0	0.0%	
Contractor & Professional Services	189,100	123,600	(65,500)	-34.6%	Reductions to professional services of ($50k) and the elimination of a 2008 Operating Budget Reserve, ($15.5k).
Advertising & Promotions	256,300	756,300	500,000	195.1%	Marketing Communication and Information Strategy implementation, which is offset by Provincial Gas Tax funding.
Materials, Supplies & Other Services	110,100	109,700	(400)	-0.4%	The elimination of styrofoam cups.
OTHER OPERATING EXPENSES	**967,600**	**1,446,100**	**478,500**	**49.5%**	
TOTAL EXPENDITURES	**5,556,800**	**6,394,700**	**837,900**	**15.1%**	
REVENUES					
Fees & Service Charges	(227,300)	(417,300)	(190,000)	-83.6%	An increase of $90k related to a base budget adjustment and $100k based on the proposed fee increase that would align road permit fees with neighbouring municipalities.
Other Revenue	(177,100)	(789,500)	(612,400)	-345.8%	An increase on the Provincial Gas Tax funding to offset the previously noted items.
Transfers	(15,500)	0	15,500	100.0%	The elimination of a 2008 Operating Budget Reserve.
TOTAL REVENUES	**(419,900)**	**(1,206,800)**	**(786,900)**	**-187.4%**	
Allocations	(5,256,500)	(5,187,900)	68,600	1.3%	Departmental business services cost allocated to other programs.
NET PROGRAM IMPACT	**(119,600)**	**0**	**119,600**	**100.0%**	

Departmental Business Services

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2010 Summary of Program Directions

Program Additions / New Staff (+)

Description	FTE	Expenditure	Revenue	Net	Start Date	Briefing Note or Budget Book Page Reference
Marketing Communication and Public Information Strategy		500,000	(500,000)	-	January 1, 2010	R-147
Total Division/Service Base Budget Impacts	**0**	**500,000**	**(500,000)**	**-**		

Program Reductions (-)

Description	FTE	Expenditure	Revenue	Net	Start Date	Briefing Note or Budget Book Page Reference
Commissioners Forego Economic Adjustment for 2010		(16,400)		(16,400)	January 1, 2010	R-148
Curtail Student Hiring- Community Services		(3,700)		(3,700)	January 1, 2010	R-149
Staff Development Reduction - Community Services		(1,700)		(1,700)	January 1, 2010	R-150
Reduction in Labour Costs - Planning & Building	-1	(45,500)		(45,500)	January 1, 2010	R-151
Reduction in Materials and Supplies - Planning & Building		(17,400)		(17,400)	January 1, 2010	R-152
Staff Development Reduction - Planning & Building		(2,900)		(2,900)	January 1, 2010	R-153
Reduction to Professional Services Budget - Transportation & Works		(50,000)		(50,000)	January 1, 2010	R-154
Staff Development Reduction- Transportation & Works		(1,000)		(1,000)	January 1, 2010	R-155
Total Division/Service Base Budget Impacts	**-1**	**(138,600)**	**-**	**(138,600)**		

Efficiencies / Reserve Transfers (+) or (-)

Description	FTE	Expenditure	Revenue	Net	Start Date	Briefing Note or Budget Book Page Reference
Elimination of Stryofoam Cups		(500)		(500)	January 1, 2010	R-156
Total Division/Service Base Budget Impacts	**0**	**(500)**	**-**	**(500)**		

Departmental Business Services

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2010 Service Change

Marketing Communications and Public Information Strategy

Service: Departmental Business Services

Strategic Pillar Developing a Transit Oriented City

Type of Change Program Additions or New Staff

Division: Departmental Business Services

Effective Date: January 1, 2010

Financial Impact	2009 Budget	2010 Change	2011 Change
Labour			
Operating Expenses	256,300	500,000	
Revenue	(130,400)	(500,000)	
Net Cost	**$125,900**	**$0**	**$0**
FTE			

FTE:

Permanent	
Temporary	

Details of Service Change

The communication and public information strategy plan will inform and inspire all Mississauga residents about the significant public transit system enhancements that are coming. To be successful, the strategy needs to attract non-riders as well as encourage more use by current riders. To achieve these goals, several communication strategies and tactics need to be deployed to accelerate the "word-of-mouth" messages that will take time to reach our target audiences. This plan is fully funded from Provincial Gas Tax revenues.

Service Impact

Minimal impact anticipated. More cost effective options will be explored.

Departmental Business Services

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2010 Service Change

Commissioners Forego Economic Adjustment for 2010

Service: Departmental Business Services

Strategic Pillar

Type of Change Program Reductions

Division: Departmental Business Services

Effective Date: January 1, 2010

Financial Impact	2009 Budget	2010 Change	2011 Change
Labour	$2,602,600	($16,400)	
Operating Expenses			
Revenue			
Net Cost	**$2,602,600**	**($16,400)**	**$0**
FTE			

FTE:

Permanent	
Temporary	

Details of Service Change

Commissioners forego 2010 economic adjustment per Council and Leadership Team decision.

Service Impact

No Service Impact

Departmental Business Services

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2010 Service Change

Curtail Student Hiring - Community Services

Service: Departmental Business Services

Strategic Pillar

Type of Change Program Reductions

Division: Departmental Business Services

Effective Date: January 1, 2010

Financial Impact	2009 Budget	2010 Change	2011 Change
Labour	$248,200	($3,700)	
Operating Expenses			
Revenue			
Net Cost	**$248,200**	**($3,700)**	**$0**
FTE			

FTE:

Permanent	
Temporary	

Details of Service Change

Departmental Businesses Services will curtail co-op student spending by $3,700.

Service Impact

This will impact the Departmental Businesses Services division, as they rely significantly on student spending to supplement gaps in full-time resources. The value of these students is significant, as they perform tasks that would not otherwise be completed.

Departmental Business Services

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2010 Service Change

Staff Development Reduction - Community Services

Service: Departmental Business Services

Strategic Pillar

Type of Change Program Reductions

Division: Departmental Business Services

Effective Date: January 1, 2010

Financial Impact	2009 Budget	2010 Change	2011 Change
Labour			
Operating Expenses	53,400	(1,700)	
Revenue			
Net Cost	$53,400	($1,700)	$0
FTE			

FTE:

Permanent	
Temporary	

Details of Service Change

City wide initiative to reduce staff development costs.

Service Impact

No Services Impact.

Departmental Business Services

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2010 Service Change

Reduction in Labour Costs - Planning & Building

Service: Departmental Business Services **Strategic Pillar**

Type of Change Program Reductions **Division:** Business Services **Effective Date:** January 1, 2010

Financial Impact	2009 Budget	2010 Change	2011 Change
Labour	$2,783,600	($45,500)	
Operating Expenses			
Revenue			
Net Cost	**$2,783,600**	**($45,500)**	**$0**
FTE		-1	

FTE:

Permanent	-1
Temporary	

Details of Service Change

Reduction of (1) FTE and associated permanent labour plus fringe.

Service Impact

This was a complement position that had been vacant and has been redundant due to reduction in building permit activity. Therefore there will be no impact to service levels.

Departmental Business Services

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2010 Service Change

Reduction in Materials and Supplies - Planning & Building

Service: Departmental Business Services

Strategic Pillar

Type of Change Program Reductions

Division: Business Services

Effective Date: January 1, 2010

Financial Impact	2009 Budget	2010 Change	2011 Change
Labour			
Operating Expenses	173,400	(17,400)	
Revenue			
Net Cost	$173,400	($17,400)	$0
FTE			

FTE:

Permanent	
Temporary	

Details of Service Change

Reduction in office supplies, personal equipment, food and beverage, and rewards and recognition programs.

Service Impact

No service impact.

Departmental Business Services

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2010 Service Change

Staff Development Reduction - Planning & Building

Service: Departmental Business Services

Strategic Pillar

Type of Change Program Reductions

Division: Business Services

Effective Date: January 1, 2010

Financial Impact	2009 Budget	2010 Change	2011 Change
Labour			
Operating Expenses	23,000	(2,900)	
Revenue			
Net Cost	$23,000	($2,900)	$0
FTE			

FTE:

Permanent	
Temporary	

Details of Service Change

Reduction in course and conference funding as per Corporate initiative.

Service Impact

No service impact.

Departmental Business Services

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2010 Service Change

Reduction to Professional Services Budget - Transportation & Works

Service: Departmental Business Services

Strategic Pillar Completing Our Neighbourhoods

Type of Change Program Reductions

Division: Departmental Business Services

Effective Date: January 1, 2010

Financial Impact	2009 Budget	2010 Change	2011 Change
Labour			
Operating Expenses	110,100	(50,000)	
Revenue			
Net Cost	$110,100	($50,000)	$0
FTE			

FTE:

Permanent	
Temporary	

Details of Service Change

A reduction to the Professional Services Budget within the Business Services Division.

Service Impact

Fewer resources available to support process changes in the Division and in the Department and more reliance on staff for research and analysis.

Departmental Business Services

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2010 Service Change

Staff Development Reduction - Transportation & Works

Service: Departmental Business Services

Strategic Pillar Completing Our Neighbourhoods

Type of Change Program Reductions

Division: Departmental Business Services

Effective Date: January 1, 2010

Financial Impact	2009 Budget	2010 Change	2011 Change
Labour			
Operating Expenses	29,200	(1,000)	
Revenue			
Net Cost	**$29,200**	**($1,000)**	**$0**
FTE		0	

FTE:

Permanent	
Temporary	

Details of Service Change

In the 2010 Budget, the T&W department reduced their Staff Development budget by $10,000 of which $1,000 pertains to the Departmental Business Services Section.

Service Impact

Current spending levels will continue to be monitored.

Departmental Business Services

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2010 Service Change

Elimination of Styrofoam Cups - My Ideas

Service: Departmental Business Services

Strategic Pillar Living Green

Type of Change Efficiencies / Reserve Transfers

Division: Departmental Business Services

Effective Date: January 1, 2010

Financial Impact	2009 Budget	2010 Change	2011 Change
Labour			
Operating Expenses	15,800	(500)	
Revenue			
Net Cost	$15,800	($500)	$0
FTE			

FTE:

Permanent	
Temporary	

Details of Service Change

Reduce budgets for styrofoam cups, where reusable cups can be used in their place.

Service Impact

No service impact

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Budget

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3 YEAR BUDGET AND FORECAST

	2009 Budget	2010 Budget	2011 Forecast	2012 Forecast
Labour Costs	3,325,600	3,441,800	3,600,700	3,759,000
Other Operating Expenses	628,900	626,200	626,200	626,200
TOTAL COSTS	3,954,500	4,068,000	4,226,900	4,385,200
NET COSTS	**3,954,500**	**4,068,000**	**4,226,900**	**4,385,200**
Allocations	0	0	0	0
NET of ALLOCATIONS	**3,954,500**	**4,068,000**	**4,226,900**	**4,385,200**

Human Resources Requirement

	Total FTE
2009 Budget Establishment	39.2
2010 Budget Recommendation	39.2

Distribution

Program	2009	2010
Mayor's Office	5	5
Councillors' Office	34.2	34.2
Total Recommended	39.2	39.2

BUDGET OVERVIEW

COUNCIL

	2008 Actual	2009 Budget	2010 Base Budget	2010 Program Changes	2010 Request	2010 Change	
	$	$	$	$	$	$	%
EXPENDITURES							
LABOUR COST	3,172,428	3,325,600	3,469,100	(27,300)	3,441,800	116,200	3.5%
Staff Development Costs	7,900	9,700	3,469,100	0	9,700	0	0.0%
Communications Costs	129,806	90,800	90,300	0	90,300	(500)	-0.6%
Transportation Costs	208,518	212,600	210,400	0	210,400	(2,200)	-1.0%
Occupancy & City Costs	4,497	0	0	0	0	0	0.0%
Equipment Costs & Maintenance Agreement	6,925	8,600	8,600	0	8,600	0	0.0%
Contractor & Professional Services	1,444	2,400	2,000	0	2,000	(400)	-16.7%
Advertising & Promotions	25,100	2,000	1,000	0	1,000	(1,000)	-50.0%
Materials, Supplies & Other Services	125,253	302,800	304,500	(300)	304,200	1,400	0.5%
OTHER OPERATING EXPENSES	**509,444**	**628,900**	**628,900**	**(300)**	**626,200**	**(2,700)**	**-0.4%**
TOTAL EXPENDITURES	**3,681,872**	**3,954,500**	**4,095,600**	**(27,600)**	**4,068,000**	**113,500**	**2.9%**
NET SERVICE IMPACT	**3,681,872**	**3,954,500**	**4,095,600**	**(27,600)**	**4,068,000**	**113,500**	**2.9%**
Allocations	0	0	0	0	0	0	0.0%
NET of ALLOCATIONS	**3,681,872**	**3,954,500**	**4,095,600**	**(27,600)**	**4,068,000**	**113,500**	**2.9%**

2010 NET BUDGET BY PROGRAM

	2008 Actual	2009 Budget	2010 Base Budget	2010 Program Changes	2010 Request	2010 Change	
	$	$	$	$	$	$	%
PROGRAM EXPENDITURES							
Mayor's Office	479,242	517,000	531,900	(3,100)	528,800	11,800	2.3%
Councillors' Office	3,202,630	3,437,500	3,563,700	(24,500)	3,539,200	101,700	3.0%
NET PROGRAM IMPACT	**3,681,872**	**3,954,500**	**4,095,600**	**(27,600)**	**4,068,000**	**113,500**	**2.9%**

Service Budget Highlights - Operating

The recommended 2010 Net Operating Plan of $4.1 million represents an increase of $113,500 or 2.9% from the 2009 Operating Plan.

Major cost pressures for the department in 2010 include general labour cost increases.

2010 Highlights of the recommended budget include :

- The Mayor and Councillors' are forgoing 2010 economic adjustment resulting in a savings of $27,300.







Operating

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2010 Explanation of Budget Changes

Program: Mayor's Office

Description of Program

The Mayor's salary, vehicle, office expenses and four support staff are included in this program.

	2009 Restated Budget	2010 Requested Budget	Change in 2010 Requested Budget To 2009 Restated Budget		Explanation
	$	$	$	%	
EXPENDITURES					
LABOUR COST	**458,600**	**472,800**	**14,200**	**3.1%**	Reflects labour and fringe benefit increases. No 2010 economic adjustment for the Mayor as per Council's direction.
Staff Development Costs	800	800	0	0.0%	
Communication Costs	5,200	4,700	(500)	-9.6%	
Transportation Costs	20,000	17,800	(2,200)	-11.0%	
Equipment Costs & Maintenance Agreements	3,600	3,600	0	0.0%	
Contractor & Professional Services	2,400	2,000	(400)	-16.7%	
Advertising & Promotions	2,000	1,000	(1,000)	-50.0%	
Materials, Supplies & Other Services	24,400	26,100	1,700	7.0%	
OTHER OPERATING EXPENSES	**58,400**	**56,000**	**(2,400)**	**-4.1%**	
TOTAL EXPENDITURES	**517,000**	**528,800**	**11,800**	**2.3%**	
Allocations	0	0	0	0.0%	
NET PROGRAM IMPACT	**517,000**	**528,800**	**11,800**	**2.3%**	

2010 Explanation of Budget Changes

Program: Councillors' Office

Description of Program

The salaries, car allowances, other operating expenses for eleven members of Council and twenty-three support staff are included in this program.

	2009 Restated Budget	2010 Requested Budget	Change in 2010 Requested Budget To 2009 Restated Budget		Explanation
	$	$	$	%	
EXPENDITURES					
LABOUR COST	**2,867,000**	**2,969,000**	**102,000**	**3.6%**	Reflects labour and fringe benefit increases. No 2010 economic adjustment for Councillors per Council direction
Staff Development Costs	8,900	8,900	0	0.0%	
Communication Costs	85,600	85,600	0	0.0%	
Transportation Costs	192,600	192,600	0	0.0%	
Equipment Costs & Maintenance Agreements	5,000	5,000	0	0.0%	
Materials, Supplies & Other Services	278,400	278,100	(300)	-0.1%	Reduction in office supplies
OTHER OPERATING EXPENSES	**570,500**	**570,200**	**(300)**	**-0.1%**	
TOTAL EXPENDITURES	**3,437,500**	**3,539,200**	**101,700**	**3.0%**	
REVENUES					
NET PROGRAM IMPACT	**3,437,500**	**3,539,200**	**101,700**	**3.0%**	

2010 Summary of Program Directions

Council

Program Reductions (-)

Description	FTE	Expenditure	Revenue	Net	Start Date	Briefing Note or Budget Book Page Reference
Mayor and Councillors forgo 2010 economic adjustments		(27,300)		(27,300)	January 1, 2010	S-14
Total Division/Service Base Budget Impacts	**0**	(27,300)	-	(27,300)		

Efficiencies / Reserve Transfers (+) or (-)

Description	FTE	Expenditure	Revenue	Net	Start Date	Briefing Note or Budget Book Page Reference
Reduce budget for styrofoam cups-My idea item		(300)		(300)	January 1, 2010	S-15
Total Division/Service Base Budget Impacts	**0**	(300)	-	(300)		

2010 Service Change

Council direction to forgo 2010 Economic Adjustments

Service: Council **Strategic Pillar**

Type of Change Program Reductions **Division:** Councillors' Office **Effective Date:** January 1, 2010

Financial Impact	2009 Budget	2010 Change	2011 Change
Labour		($27,300)	
Operating Expenses			
Revenue			
Net Cost	$0	($27,300)	$0
FTE			

FTE:

Permanent ☐
Temporary ☐

Details of Service Change

Mayor and Councillors forgo 2010 economic adjustments per Council direction

Service Impact

2010 Service Change

Elimination of Styrofoam cups-My idea item

Service: Council **Strategic Pillar** Living Green

Type of Change Efficiencies / Reserve Transfers **Division:** Councillors' Office **Effective Date:** January 1, 2010

Financial Impact	2009 Budget	2010 Change	2011 Change
Labour			
Operating Expenses	300	(300)	
Revenue			
Net Cost	$300	($300)	$0
FTE			

FTE:

Permanent ☐
Temporary ☐

Details of Service Change

Reduce budget for styrofoam cups, where reusable cups can be used in their place

Service Impact

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Financial Transactions

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Budget

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Financial Transactions

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Financial Transactions

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3 YEAR BUDGET AND FORECAST

	2009 Budget	2010 Budget	2011 Forecast	2012 Forecast
Labour Costs	1,663,000	(2,042,000)	(2,084,200)	(2,124,900)
Other Operating Expenses	35,372,100	35,040,600	36,405,600	36,480,600
TOTAL COSTS	37,035,100	32,998,600	34,321,400	34,355,700
TOTAL REVENUES	**(66,841,100)**	**(66,008,600)**	**(66,311,700)**	**(64,811,700)**
NET COSTS	**(29,806,000)**	**(33,010,000)**	**(31,990,300)**	**(30,456,000)**
Allocations	0	0	0	0
NET of ALLOCATIONS	**(29,806,000)**	**(33,010,000)**	**(31,990,300)**	**(30,456,000)**

Note: This table excludes any potential increases in contributions to Capital Reserves. Staff are recommending a minimum infrastructure levy of 1% which equates to an increase of $2.85 million in 2010.

Financial Transactions

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BUDGET OVERVIEW

Financial Transactions

	2008 Actual	2009 Budget	2010 Base Budget	2010 Program Changes	2010 Request	2010 Change	
	$	$	$	$	$	$	%
EXPENDITURES							
LABOUR COST	3,616,428	1,663,000	(2,042,000)	0	(2,042,000)	(3,705,000)	-222.8%
Staff Development Costs	83,947	102,900	111,900	0	111,900	9,000	8.7%
Communications Costs	37,166	80,000	40,000	0	40,000	(40,000)	-50.0%
Occupancy & City Costs	690,316	680,000	680,000	0	680,000	0	0.0%
Equipment Costs & Maintenance Agreement	61	0	0	0	0	0	0.0%
Contractor & Professional Services	785,921	375,400	395,400	0	395,400	20,000	5.3%
Advertising & Promotions	118,249	81,300	81,300	0	81,300	0	0.0%
Materials, Supplies & Other Services	562,703	321,800	324,300	0	324,300	2,500	0.8%
Finance Other	9,661,949	8,707,300	9,142,300	0	9,142,300	435,000	5.0%
Transfers	68,158,050	25,023,400	25,097,400	(832,000)	24,265,400	(758,000)	-3.0%
OTHER OPERATING EXPENSES	**80,098,361**	**35,372,100**	**37,501,000**	**(832,000)**	**35,040,600**	**(331,500)**	**-0.9%**
TOTAL EXPENDITURES	**83,714,789**	**37,035,100**	**40,639,700**	**(832,000)**	**32,998,600**	**(4,036,500)**	**-10.9%**
REVENUES							
Supplementary Railway & Corridors	(7,620,793)	(5,923,600)	(5,238,300)	0	(5,463,600)	460,000	7.8%
Payments in Lieu	(22,971,278)	(23,533,000)	(23,201,600)	0	(24,000,500)	(467,500)	-2.0%
Grants	(44,645,817)	0	0	0	0	0	0.0%
Fees & Service Charges	(16,885)	(20,000)	(20,000)	0	(20,000)	0	0.0%
Rents, Concessions & Franchise	(32,311)	(41,300)	(41,300)	0	(41,300)	0	0.0%
Penalties & Interest on Taxes	(8,755,447)	(5,690,000)	(9,500,000)	0	(7,000,000)	(1,310,000)	-23.0%
Investment Income	(17,710,305)	(13,310,000)	(13,000,000)	0	(14,460,000)	(1,150,000)	-8.6%
Other Revenue	(10,711,461)	(10,950,000)	(13,371,100)	(50,000)	(8,800,000)	2,150,000	19.6%
Transfers	(4,966,046)	(7,373,200)	(7,533,200)	0	(6,223,200)	1,150,000	15.6%
TOTAL REVENUES	**(117,430,344)**	**(66,841,100)**	**(71,905,500)**	**(50,000)**	**(66,008,600)**	**832,500**	**1.2%**
NET SERVICE IMPACT	**(33,715,555)**	**(29,806,000)**	**(31,265,800)**	**(882,000)**	**(33,010,000)**	**(3,204,000)**	**-10.7%**
Allocations	0	0	0	0	0	0	0.0%
NET of ALLOCATIONS	**(33,715,555)**	**(29,806,000)**	**(31,265,800)**	**(882,000)**	**(33,010,000)**	**(3,204,000)**	**-10.7%**

Note: This table excludes any potential increases in contributions to Capital Reserves. Staff are recommending a minimum infrastructure levy of 1% which equates to an increase of $2.85 million in 2010.

Financial Transactions

2010businessplan&budgetupdate

2010 NET BUDGET BY PROGRAM

	2008 Actual	2009 Budget	2010 Base Budget	2010 Program Changes	2010 Request	2010 Change	
	$	$	$	$	$	$	%
PROGRAM EXPENDITURES							
Bank & External Audit Charges	1,094,655	1,011,000	1,036,000	(50,000)	986,000	(25,000)	-2.5%
Benefits/Labour Package	(80,645)	2,541,000	1,356,000	0	1,356,000	(1,185,000)	-46.6%
Grants to Volunteer Groups	406,399	443,700	458,700	20,000	478,700	35,000	7.9%
Enersource Dividend Program	(8,082,000)	(8,000,000)	(8,300,000)	0	(8,300,000)	(300,000)	-3.8%
Insurance	7,895,528	3,783,000	3,783,000	0	3,783,000	0	0.0%
Investment Income	(17,710,305)	(14,310,000)	(14,460,000)	0	(14,460,000)	(150,000)	-1.0%
Payments in Lieu of Taxes	(22,366,221)	(23,433,000)	(23,900,500)	0	(23,900,500)	(467,500)	-2.0%
Miscellaneous Revenue/Expense	1,602,248	176,000	147,500	0	147,500	(28,500)	-16.2%
Prior Years Surplus & Labour Savings	(2,541,136)	(5,000,000)	(5,000,000)	0	(5,000,000)	0	0.0%
Taxation	(12,657,487)	(6,513,100)	(6,744,100)	(852,000)	(7,596,100)	(1,083,000)	-16.6%
Tourism	289,146	145,400	145,400	0	145,400	0	0.0%
Reserves Transfer To & From	2,253,150	450,000	450,000	0	450,000	0	0.0%
Transfer to WSIB Reserve	161,014	180,000	180,000	0	180,000	0	0.0%
Contribution to Capital Reserve	16,020,100	18,720,000	18,720,000	(902,000)	18,720,000	0	0.0%
NET PROGRAM IMPACT	**(33,715,555)**	**(29,806,000)**	**(32,128,000)**	**(1,784,000)**	**(33,010,000)**	**(3,204,000)**	**10.7%**

Note: This table excludes any potential increases in contributions to Capital Reserves. Staff are recommending a minimum infrastructure levy of 1% which equates to an increase of $2.85 million in 2010.

Financial Transactions

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Operating

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Service Budget Highlights - Operating

The recommended 2010 net revenue budget of $33 million represents a decrease of $3.2 million or 10.7% from the 2009 budget. Highlights of the 2010 Budget are as follows:

- The 2010 Budget includes a net increase in the Payments-in-lieu of taxes (PILT) of $467,500. The budget increase includes a 5% rise in passenger count at Pearson International Airport based on passenger growth in 2007 which translates into greater PILT revenue for the City.

- Revised labour estimates from the 2009 Budget, totalling a $1.25 million decrease, have been incorporated in the 2010 labour budget of $378,691,400.

- 2010 Gapping target remains unchanged at $5.0 million.

- The net Taxation Program budget has been reduced by $1.1 million from a net revenue Budget of $6.5 million in 2009 to $7.6 million in 2010. Budget savings are as follows:

    - Tax Interest and Penalty Revenue has been increased by $1.3 million to reflect prior year actual results;
    - Transfers to the Reserve for Assessment Appeal have been reduced by $852,000 as the Reserve has an adequate balance at this time. Offsetting this reduction is an increase of $59,000 for repayment to the Reserve for Assessment Appeal of the $1.2 million advanced from the reserve for payment of the Ninth Line Lands annexation. The 2010 Budget Transfer is $309,000; and
    - Treasurer's write-offs have been reduced by $100,000 reducing the 2010 Budget to $200,000.

  These budget reductions have been offset with increases as follows:
    - Reduction in supplementary tax revenue of $460,000, to eliminate the one-time increase in the 2009 Budget due to delays in Municipal Property Assessment Corporation (MPAC) updating assessment roles. The 2010 Budget revenue is $3.7 million;
    - Vacancy Rebates have been increased by $250,000 - the 2010 Budget is $750,000;
    - Assessment appeal costs have been increased by $200,000 – the 2010 Budget is $2.0 million; and
    - Tax appeal costs have increased by $200,000 – the 2010 Budget is $300,000.

Service Budget Highlights - Operating

- As part of the Infrastructure Stimulus Funding (ISF) program, Council approved additional City resources to complete the 132 capital projects. The 2010 Budget includes additional staff costs of $1.4 million or 18.75 FTE's to manage the additional workload. These costs are required on a short term basis only. As these positions are fully recovered from capital, there is no net cost to the City's 2010 Operating Budget nor is there any impact on the tax rate.

- The 2010 Budget for Investment Income is $14.5 million. The City has changed its investment strategy by retaining funds longer in the Reserve Funds thereby maximizing total earnings. This strategy has allowed the City to maintain, its overall earnings despite historically low rates of return. Increased interest earning of $150,000 are due to changes in the timing of tax payments to the Region of Peel until after receipt by the City.

- $0.3 million increase in the Enersource dividend 2010 Budget of $8.3 million.

Other changes include:

- Increased costs of early retirement benefits by $65,000 bringing the 2010 budget to $0.9 million;
- Reduce city-wide communication costs by $40,000 bringing the 2010 budget to $40,000 to reflect spending in line with prior years actuals;
- New rebates earned from the use of credits cards are estimated at $50,000; and
- Increased use of credit cards as a method of payment to the City for fees and charges results in higher banking charges of $25,000 bringing the 2010 net Budget to $0.9 million.

2010 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 external audit fees.

	2009 Restated Budget	2010 Requested Budget	Change in 2010 Requested Budget To 2009 Restated Budget		Explanation
	$	$	$	%	
Contractor & Professional Services	111,000	111,000	0	0.0%	
Finance Other	900,000	925,000	25,000	2.8%	Increased bank charges due to increased use of credit cards.
OTHER OPERATING EXPENSES	**1,011,000**	**1,036,000**	**25,000**	**2.5%**	
TOTAL EXPENDITURES	**1,011,000**	**1,036,000**	**25,000**	**2.5%**	
Other Revenue	0	(50,000)	(50,000)	0.0%	Rebates as a result of increased usage of City procurement cards.
TOTAL REVENUES	**0**	**(50,000)**	**(50,000)**	**0.0%**	
NET PROGRAM IMPACT	**1,011,000**	**986,000**	**(25,000)**	**-2.5%**	

2010 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 for 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.

	2009 Restated Budget	2010 Requested Budget	Change in 2010 Requested Budget To 2009 Restated Budget		Explanation
	$	$	$	%	
EXPENDITURES					
LABOUR COST	**2,983,000**	**1,798,000**	**(1,185,000)**	**-39.7%**	Revised estimates of $1.25 million previously included in 2009 Budget were incorporated into the 2010 Budget. These savings are partially offset by an increase of $65K for early retirement benefits.
Transfers	78,000	78,000	0	0.0%	
OTHER OPERATING EXPENSES	**78,000**	**78,000**	**0**	**0.0%**	
TOTAL EXPENDITURES	**3,061,000**	**1,876,000**	**(1,185,000)**	**-38.7%**	
REVENUES					
Transfers	(520,000)	(520,000)	0	0.0%	
TOTAL REVENUES	**(520,000)**	**(520,000)**	**0**	**0.0%**	
NET PROGRAM IMPACT	**2,541,000**	**1,356,000**	**(1,185,000)**	**-46.6%**	

2010 Explanation of Budget Changes

Program: Enersource Dividend

Description of Program

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

	2009 Restated Budget	2010 Requested Budget	Change in 2010 Requested Budget To 2009 Restated Budget		Explanation
	$	$	$	%	
REVENUES					
Other Revenue	(8,000,000)	(8,300,000)	(300,000)	-3.8%	Increase in Dividend based on increased Enersource earnings.
TOTAL REVENUES	**(8,000,000)**	**(8,300,000)**	**(300,000)**	**-3.8%**	
NET PROGRAM IMPACT	**(8,000,000)**	**(8,300,000)**	**(300,000)**	**-3.8%**	

2010 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. Administration of grants is the responsibility of the Recreation and Parks Division.

	2009 Restated Budget	2010 Requested Budget	Change in 2010 Requested Budget To 2009 Restated Budget		Explanation
	$	$	$	%	
EXPENDITURES					
Transfers	485,000	520,000	35,000	7.2%	Increase in grants to community groups/volunteers.
OTHER OPERATING EXPENSES	**485,000**	**520,000**	**35,000**	**7.2%**	
TOTAL EXPENDITURES	**485,000**	**520,000**	**35,000**	**7.2%**	
REVENUES					
Rents, Concessions & Franchise	(41,300)	(41,300)	0	0.0%	
TOTAL REVENUES	**(41,300)**	**(41,300)**	**0**	**0.0%**	
NET PROGRAM IMPACT	**443,700**	**478,700**	**35,000**	**7.9%**	

2010 Explanation of Budget Changes

Program: Insurance

Description of Program

The Insurance program is made up of three distinct components. First, it provides funding to cover the City's insurance policy premiums. Second, claim costs within the City's self-insured retention limits (ie. the first $1 million) 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 work areas 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 finance 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.

	2009 Restated Budget	2010 Requested Budget	Change in 2010 Requested Budget To 2009 Restated Budget		Explanation
	$	$	$	%	
EXPENDITURES					
Contractor & Professional Services	65,000	65,000	0	0.0%	
Finance Other	4,683,800	4,683,800	0	0.0%	
Transfers	2,598,000	2,598,000	0	0.0%	
OTHER OPERATING EXPENSES	**7,346,800**	**7,346,800**	**0**	**0.0%**	
TOTAL EXPENDITURES	**7,346,800**	**7,346,800**	**0**	**0.0%**	
REVENUES					
Transfers	(3,563,800)	(3,563,800)	0	0.0%	
TOTAL REVENUES	**(3,563,800)**	**(3,563,800)**	**0**	**0.0%**	
NET PROGRAM IMPACT	**3,783,000**	**3,783,000**	**0**	**0.0%**	

2010 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.

	2009 Restated Budget	2010 Requested Budget	Change in 2010 Requested Budget To 2009 Restated Budget		Explanation
	$	$	$	%	
REVENUES					
Investment Income	(13,310,000)	(14,460,000)	(1,150,000)	36.4%	Increase in investment income due to new investment strategy ($1.0 million) combined with annualization resulting from changes in timing of tax payments to the Region of Peel ($150k).
Transfers	(1,000,000)	0	1,000,000	-500.0%	Transfers from Reserves eliminated due to newly implemented investment strategy.
TOTAL REVENUES	**(14,310,000)**	**(14,460,000)**	**(150,000)**	**-1.0%**	
NET PROGRAM IMPACT	**(14,310,000)**	**(14,460,000)**	**(150,000)**	**-1.0%**	

2010 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 payment discounts earned, vendor rebates, Goods and Services Tax compensation, NSF recovery fees, other miscellaneous one-time Corporate receipts and expenditures including Infrastructure Stimulus Funding (ISF) ineligible staffing costs, executive search costs, Corporate memberships and maximum of $200 per year to eligible residents under the Snow Removal Subsidy Program.

Financial Transactions

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2010 EXPLANATION OF BUDGET CHANGES

PROGRAM: Miscellaneous Revenue

	2009 Restated Budget	2010 Requested Budget	Change in 2010 Requested Budget To 2009 Restated Budget		Explanation
	$	$	$	%	
EXPENDITURES					
LABOUR COST	**0**	**(20,000)**	**(20,000)**	**0.0%**	Includes an additional 18.75 Full Time Equivalent (FTE's) required to deliver 132 Infrastructure Stimulus Funding (ISF) projects which are fully offset by a recovery from capital.
Staff Development Costs	102,900	111,900	9,000	8.7%	Additional funds to be allocated for Talent Management program.
Communication Costs	80,000	40,000	(40,000)	-50.0%	Reduce budget for city-wide communication by 50%.
Contractor & Professional Services	59,400	79,400	20,000	33.7%	Outside legal assistance which may be required to deliver the Infrastructure Stimulus Funding (ISF) projects fully recovered from capital, reflected in the labour costs
Advertising & Promotions	81,300	81,300	0	0.0%	
Materials, Supplies & Other Services	281,800	284,300	2,500	0.9%	
Transfers	50,000	50,000	0	0.0%	
OTHER OPERATING EXPENSES	**655,400**	**646,900**	**(8,500)**	**-1.3%**	
TOTAL EXPENDITURES	**655,400**	**626,900**	**(28,500)**	**-4.3%**	
REVENUES					
Fees & Service Charges	(20,000)	(20,000)	0	0.0%	
Other Revenue	(450,000)	(450,000)	0	0.0%	
Transfers	(9,400)	(9,400)	0	0.0%	
TOTAL REVENUES	**(479,400)**	**(479,400)**	**0**	**0.0%**	
NET PROGRAM IMPACT	**176,000**	**147,500**	**(28,500)**	**-16.2%**	

2010 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 in respect of 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.

	2009 Restated Budget	2010 Requested Budget	Change in 2010 Requested Budget To 2009 Restated Budget		Explanation
	$	$	$	%	
EXPENDITURES					
Finance Other	100,000	100,000	0	0.0%	
OTHER OPERATING EXPENSES	**100,000**	**100,000**	**0**	**0.0%**	
TOTAL EXPENDITURES	**100,000**	**100,000**	**0**	**0.0%**	
REVENUES					
Payments in Lieu	(23,533,000)	(24,000,500)	(467,500)	-2.0%	Payment in Lieu of Taxes at Pearson International Airport (PIA) to reflect capped 5% increase in passenger growth in 2007.
TOTAL REVENUES	**(23,533,000)**	**(24,000,500)**	**(467,500)**	**-2.0%**	
Allocations	0	0	0	0.0%	
NET PROGRAM IMPACT	**(23,433,000)**	**(23,900,500)**	**(467,500)**	**-2.0%**	

2010 Explanation of Budget Changes

Program: Prior Year's Surplus & Labour Savings

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*.

	2009 Restated Budget	2010 Requested Budget	Change in 2010 Requested Budget To 2009 Restated Budget		Explanation
	$	$	$	%	
EXPENDITURES					
LABOUR COST	**(2,500,000)**	**(5,000,000)**	**(2,500,000)**	**-100.0%**	
TOTAL EXPENDITURES	**(2,500,000)**	**(5,000,000)**	**(2,500,000)**	**-100.0%**	
REVENUES					
Other Revenue	(2,500,000)	0	2,500,000	100.0%	
TOTAL REVENUES	**(2,500,000)**	**0**	**2,500,000**	**100.0%**	
NET PROGRAM IMPACT	**(5,000,000)**	**(5,000,000)**	**0**	**0.0%**	

2010 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 Improvements Area (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.

Financial Transactions

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2010 EXPLANATION OF BUDGET CHANGES

PROGRAM: Taxation

	2009 Restated Budget	2010 Requested Budget	Change in 2010 Requested Budget To 2009 Restated Budget		Explanation
	$	$	$	%	
EXPENDITURES					
Occupancy & City Costs	680,000	680,000	0	0.0%	
Taxes Forgiven	3,500	3,500			
Vacancy Rebates	500,000	750,000	250,000	50.0%	Increase reflects downturn in the economy.
Charity Rebates	70,000	80,000	10,000	14.3%	
Treasurers Tax Write Off	300,000	200,000	(100,000)	-33.3%	In line with prior year's actuals.
New Construction Adjustment	250,000	100,000	(150,000)	-60.0%	Phasing out of program offset by reduced transfer from reserve.
Assessment Appeals	1,800,000	2,000,000	200,000	11.1%	In line with prior year's actuals.
Tax Appeals	100,000	300,000	200,000	200.0%	Increase reflects downturn in the economy.
Transfers	1,547,000	754,000	(793,000)	-51.3%	Due to transfer reduction in for the Reserve for Assessment Appeals as there are adequate funds for contingencies, offset by a $59k increase for a repayment to reserve for funds advanced to finance the annexation of the Ninth Line Lands.
OTHER OPERATING EXPENSES	**5,250,500**	**4,867,500**	**(383,000)**	**-7.3%**	
TOTAL EXPENDITURES	**5,250,500**	**4,867,500**	**(383,000)**	**-7.3%**	
REVENUES					
Supplementary Railway & Corridors	(5,923,600)	(5,463,600)	460,000	7.8%	Elimination of higher supplementary tax increase in 2009 due to assessment role update delays in 2008.
Penalties & Interest on Taxes	(5,690,000)	(7,000,000)	(1,310,000)	-23.0%	Increase budget to reflect actual revenues.
Transfers	(150,000)	0	150,000	100.0%	Reductions in transfers from the reserves related to the reduction in New Construction Adjustment.
TOTAL REVENUES	**(11,763,600)**	**(12,463,600)**	**(700,000)**	**-6.0%**	
NET PROGRAM IMPACT	**(6,513,100)**	**(7,596,100)**	**(1,083,000)**	**-16.6%**	

2010 Explanation of Budget Changes

Program: Tourism

Description of Program

The City of Mississauga's investment in Mississauga Tourism supports the implementation of significant initiatives that continue to profile Mississauga as a visitor destination in Canada and internationally.

	2009 Restated Budget	2010 Requested Budget	Change in 2010 Requested Budget To 2009 Restated Budget		Explanation
	$	$	$	%	
EXPENDITURES					
Transfers	145,400	145,400	0	0.0%	
OTHER OPERATING EXPENSES	**145,400**	**145,400**	**0**	**0.0%**	
TOTAL EXPENDITURES	**145,400**	**145,400**	**0**	**0.0%**	
NET PROGRAM IMPACT	**145,400**	**145,400**	**0**	**0.0%**	

2010 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.

	2009 Restated Budget	2010 Requested Budget	Change in 2010 Requested Budget To 2009 Restated Budget		Explanation
	$	$	$	%	
EXPENDITURES					
Transfers	450,000	450,000	0	0.0%	
OTHER OPERATING EXPENSES	**450,000**	**450,000**	**0**	**0.0%**	
TOTAL EXPENDITURES	**450,000**	**450,000**	**0**	**0.0%**	
NET PROGRAM IMPACT	**450,000**	**450,000**	**0**	**0.0%**	

2010 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.

	2009 Restated Budget	2010 Requested Budget	Change in 2010 Requested Budget To 2009 Restated Budget		Explanation
	$	$	$	%	
EXPENDITURES					
Transfers	18,720,000	18,720,000	0	0.0%	Council has the option of including a 1% infrastructure levy which would increase the transfer by $2.8 million. This increase would add 0.28% to the total tax bill.
OTHER OPERATING EXPENSES	**18,720,000**	**18,720,000**	**0**	**0.0%**	
TOTAL EXPENDITURES	**18,720,000**	**18,720,000**	**0**	**0.0%**	
NET PROGRAM IMPACT	**18,720,000**	**18,720,000**	**0**	**0.0%**	

2010 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.

	2009 Restated Budget	2010 Requested Budget	Change in 2010 Requested Budget To 2009 Restated Budget		Explanation
	$	$	$	%	
EXPENDITURES					
LABOUR COST	**1,180,000**	**1,180,000**	**0**	**0.0%**	
Contractor & Professional Services	140,000	140,000	0	0.0%	
Materials, Supplies & Other Services	40,000	40,000	0	0.0%	
Transfers	950,000	950,000	0	0.0%	
OTHER OPERATING EXPENSES	**1,130,000**	**1,130,000**	**0**	**0.0%**	
TOTAL EXPENDITURES	**2,310,000**	**2,310,000**	**0**	**0.0%**	
REVENUES					
Transfers	(2,130,000)	(2,130,000)	0	0.0%	
TOTAL REVENUES	**(2,130,000)**	**(2,130,000)**	**0**	**0.0%**	
NET PROGRAM IMPACT	**180,000**	**180,000**	**0**	**0.0%**	

2010 Summary of Program Directions

Program Additions / New Staff (+)

Description	FTE	Expenditure	Revenue	Net	Start Date	Briefing Note or Budget Book Page Reference
Youth Plan Grant		20,000		20,000	January 1, 2010	T-28
Total Division/Service Base Budget Impacts	**0**	**20,000**	**-**	**20,000**		

New Revenues (-)

Description	FTE	Expenditure	Revenue	Net	Start Date	Briefing Note or Budget Book Page Reference
Purchase Card rebate program			(50,000)	(50,000)	January 1, 2010	T-29
Total Division/Service Base Budget Impacts	**0**	**-**	**(50,000)**	**(50,000)**		

Efficiencies / Reserve Transfers (+) or (-)

Description	FTE	Expenditure	Revenue	Net	Start Date	Briefing Note or Budget Book Page Reference
Reduction in the transfers to Reserve for Assessment Appeals			(852,000)	(852,000)	January 1, 2010	T-30
Total Division/Service Base Budget Impacts	**0**	**-**	**(852,000)**	**(852,000)**		

Financial Transactions

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2010 Service Change

Grants to Volunteer Groups

Service: Financial Transactions **Strategic Pillar** Ensuring Youth, Older Adults & New Immigrants Thrive

Type of Change Program Additions or New Staff **Division:** Financial Transactions **Effective Date:** January 1, 2010

Financial Impact	2009	2010	2011
Labour			
Operating Expenses	485,000	20,000	
Revenue			
Net Cost	**$485,000**	**$20,000**	**$0**
FTE			

FTE:

Permanent	#
Temporary	#

Details of Service Change

Moving Forward Document identifies the need for a Youth Plan; and this increases grants for the Youth Plan.

Service Impact

Implementation of Youth Plan will extend over the next five years and will identify initiatives that will reach all youth sectors and population demographics

Financial Transactions

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2010 Service Change

Purchase Card Rebate Program

Service: Financial Transactions **Strategic Pillar** Cultivating Creative & Innovative Businesses

Type of Change New Revenues **Division:** Financial Transactions **Effective Date:** January 1, 2010

Financial Impact	2009 Budget	2010 Change	2011 Change
Labour			
Operating Expenses			
Revenue		(50,000)	
Net Cost	$0	($50,000)	$0
FTE			

FTE:

Permanent	#
Temporary	#

Details of Service Change

With the introduction and participation in the Purchase Card Rebate Program and efficiencies gained through the program, the City is expected to receive purchase card rebates in the amount of $50,000.

Service Impact

Financial Transactions

2010businessplan&budgetupdate

2010 Service Change

Assessment Appeals

Service: Financial Transactions **Strategic Pillar** Cultivating Creative & Innovative Businesses

Type of Change Efficiencies / Reserve Transfers **Division:** Financial Transactions **Effective Date:** January 1, 2010

Financial Impact	2009	2010	2011
Labour			
Operating Expenses	1,102,000	(852,000)	
Revenue			
Net Cost	$1,102,000	($852,000)	$0
FTE			

FTE:

Permanent	#
Temporary	#

Details of Service Change

As there are adequate funds for contingencies, a reduction in the transfer for the Reserve for Assessment Appeals is recommended; 2010 budget is $309k.

Service Impact

	Description
Accrual Basis of Accounting	• The accrual basis of accounting recognizes revenues as they become measurable; expenditures are the cost of goods and services acquired in the period whether or not payment has been made or invoices received.
Advertising & Promotions	• Cost for advertising in newspapers and journals for tenders, public notices, special events, job vacancies, and City services. • Cost of other promotional expenses such as souvenirs.
Annualization	• The cost of a full year of operation
APC	• Automatic Passenger Counter. Used in transit vehicles to count the number of passenger trips.
Approved Budget	• The final budget passed by Council with detail, adjusted by departments, to show how they will operate within the fund-wide and department-wide numbers approved in that budget.
Assessment	• Nominal value assigned by the Municipal Property Assessment Corporation (MPAC) to each property in the province as a basis for property taxation.
Assessment Roll	• The roll which determines the basis of the allocation of taxes and is prepared by MPAC
Balanced Budget	• The *Municipal Act, 2005* states in Section 290 (2) that the budget shall provide that the estimated revenues are equal to the estimated expenditures.
Base Budget	• A reflection of the budget resources (financial, human and other) that are required to maintain service levels at the level provided in the previous year's Operating Budget.
BC 21	• Building a City for the 21st Century

	Description
Benchmarking	• Determining the quality of one's products, services and practices by measuring critical factors (e.g., how fast, how reliable a product or service is) and comparing the results to those of highly regarded competitors.
BRT	• Bus Rapid Transit. This phase refers to a specific transit project under consideration. Running parallel to Highway 403, the BRT is a planned, exclusive, grade-separated, two-lane, bus only road with stations which allow for integration with local services and multi-modal transportation.
Budget	• Planned expenditures for a specified time period along with the proposed means of financing these expenditures.
Budgetary Control	• The control or management of an organization in accordance with an approved budget for the purpose of keeping expenditures within the limitations of available appropriations and available revenue.
Capital	• The word "capital" has a specific meaning in the municipal context. It is used to describe the transactions of the capital fund, including both long-term expenditures and long-term financing.
Capital Budget	• A multi-year program adopted by Council comprising of an approved capital program for the current year and a planned program for the succeeding nine years. The multi-year plan covers longer-term and one-time expenditures for capital assets.
Capital Expenditure/Project	• A capital expenditure/project results in the acquisition of an asset of a permanent nature or which improves an existing asset, extending the useful life of such an asset. Projects in the 10 year annual forecast advance from year to year in an orderly fashion.
Capital Fund	• Fund to account for all capital expenditures and the financing of capital expenditures

	Description
CICA	• Canadian Institute of Chartered Accountants. A public governance body which oversees and supports the setting of accounting, auditing and assurance standards for business, not-for-profit organizations and government.
City	• The Corporation of the City of Mississauga
CNR	• Canadian National Railway. Canada's largest freight railroad.
Communication Costs	• Expenses for the City's telephone system, long distance calls, maintenance of the base radio stations and fax charges • Postage charges for the distribution of City mail
Contingency	• An appropriation of funds available to cover unforeseen events that occur during the fiscal year.
Contractors & Professional Services	• Cost of services which have been purchased on a contract basis such as road maintenance, tree planting, and snow removal • Cost of professional and consulting services such as auditors, architects, and consultants
Cost	• The amount of resources required for a business program, product, activity or service to produce an output, regardless of where the resources are accounted for.
Cost Centre	• An organizational unit with a specific strategic focus and the authority to expend corporate resources in order to deliver an internal or external service.
Cost Centre Group/Program	• A program consisting of one or more cost centres with related objectives.
Cost Element	• A tool used to classify the organization's service delivery costs within a cost centre. A cost element corresponds to a cost-relevant item in the City's chart of accounts.

	Description
Cost Element Group	• A combination of cost elements of the same type (e.g., salaries and wages is a cost element group containing a number of cost elements such as: a) full-time salaries, b) part-time salaries, c) overtime, d) standby pay, e) acting pay, f) etc.). Cost element groups can serve various purposes, as they can be used to create reports or to process several cost elements in one business transaction. In the City's chart of accounts there is a hierarchy of cost element groups.
Council	• City of Mississauga Council is comprised of the Mayor and 11 Councillors.
Council Budget Committee	• The group composed of the members of City Council and chaired by the Mayor.
Council Individual Expense	• Various expenses
CPI (Construction)	• Construction Price Index. This measures changes in the price of construction of different categories of properties.
CPI (Consumer)	• Consumer Price Index. An indicator of changes in consumer prices experienced by Canadians. It is obtained by comparing, through time, the cost of a fixed basket of commodities purchased by consumers.
CPR	• Canadian Pacific Railway. Freight hauler, with much of its network in Western Canada and the Midwest USA.
CRTC	• Canadian Radio-Television Telecommunications Commission. An independent agency responsible for regulating Canada's broadcasting and telecommunications systems.
CUPE	• Canadian Union of Public Employees. Canada's largest union with over half a million members across Canada.
CUTA	• Canadian Urban Transit Association. An organization that acts as the voice for enhancing the public transit industry in Canada.

	Description
Current Budget	• A budget for general revenues and expenditures such as salaries, utilities and supplies. Also referred to as the operating budget.
Current Expenditure	• A current expenditure is for goods or services that are consumable generally within the current fiscal year. • For expenditures of a recurring nature which has no lasting value
Current Operation	• The sum of the program budgets
Current Value Assessment (CVA)	• Current Value Assessment is defined as the amount of money the property would realize if sold at arm's length by a willing seller to a willing buyer.
DBNS	• Dixie Bloor Neighbourhood Services
DC	• Development Charges/Contributions (see below).
DCA	• Development Charges Act. Municipal councils may impose development charges against land to pay for increased capital costs required because of increased needs for services arising from development. These charges are regulated by the Province of Ontario.
Debt Charges	• Principal and interest payments necessary to retire debentures issued for City purposes
Deficit	• The excess of liabilities over assets, or expenditures over revenues, in a fund over an accounting period.
Department Head	• The Commissioner of any City Department

	Description
Development Related Revenue	• Revenue collected from developers for city services constructed in new residential and non-residential areas
Discretionary Reserve Funds	• Reserve funds set up at the discretion of Council.
Donations & Contributions	• Donations & contributions from individuals and organizations
E3 Review	• Program to evaluate service economy, efficiency and effectiveness with a view to improving the value our services
EA (Labour)	• Economic Adjustment. Cost of living adjustment
EA (Transportation)	• Environmental Assessment. A study/review of the impact public sector undertakings, usually infrastructure, will have on the environment.
EI	• Employment Insurance. Program sponsored and administered by the Government of Canada that offers financial assistance when unemployed. Both employers and employees pay EI premiums.
Enersource	• Electricity/energy provider of which the City of Mississauga is a 90% stakeholder
Equipment Costs	• Purchase and trade-in of minor equipment such as hydraulic lifts and calculators • Cost of maintenance and rental of stationary equipment for offices, buildings, grounds, parks, roadways, and bridges • Cost of service contracts • Rental and maintenance of electronic data processing and work processing equipment, software, systems development, etc.

	Description
ERP	• Enterprise Resource Planning System. A business management system that integrates all facets of business including planning, manufacturing, sales and marketing.
Expenditures	• The disbursement of appropriated funds to purchase goods and/or services. Expenditures include current operating expenses that require the current or future use of net current assets, debt service and capital outlays. This term designates the cost of goods delivered or services rendered, whether paid or unpaid, including expenses, provision for debt retirement not reported as a liability of the fund from which retired, and capital outlays.
Fines	• Revenue received from the payment of penalties and fines
Fiscal Year	• The period for which budgets are prepared and financial records are maintained The fiscal year for the City of Mississauga is January 1st to December 31st.
FOI	• Freedom of Information and Protection of Privacy Act. An Act that makes public bodies more accountable to the public and to protect personal privacy.
Forecast	• The projected revenues and expenditures for future years
Fringe Benefits	• Statutory or supplementary plans to which participants may be entitled including Employment Insurance or pension, medical or dental benefits.
Full-time Equivalent (FTE)	• A measure of staffing, equivalent to that produced by one person working full-time for one year.
Fund Accounting	• A fund is a complete set of accounts set up in separate records and providing separate and distinct reports

	Description
General Revenue Fund	• Fund used to account for all revenues and resources which are not otherwise accounted for separately. Revenues which are unrestricted in use, such as general taxation revenue of a municipality are found in the General Revenue Fund. In addition, some revenues which are earmarked for specific uses but are not segregated may be found there.
Generally Accepted Accounting Principles (GAAP)	• Nationally recognized uniform principles, standards and guidelines for financial accounting and reporting, governing the form and content of many financial statements of an entity. GAAP encompasses the conventions, standards and procedures that define accepted accounting principles at a particular time, including both broad guidelines and detailed practices and procedures.
GFOA	• Government Finance Officers Association. Professional association of state/provinces and local finance officers in the US and Canada dedicated to sound management of government financial resources.
GPS	• Global Positioning System. Satellite navigational system used in vehicles.
Grant	• A contribution from a level of government to support a particular function, service, or program
Grants & Subsidies	• Government grants, subsides, and payments-in-lieu of taxes
Gross Expenditures	• Total expenditures of the city prior to the netting of any external revenues and/or recoveries
Growth Project	• A capital project which, once constructed, will service new growth areas within the City. Construction growth projects are usually funded by development charges and developer contributions.

	Description
GST	• Goods and Services Tax. Multi-stage, value-added tax levied on a broad range of goods and services.
GTA	• Greater Toronto Area comprises the Municipality of Metropolitan Toronto and the four surrounding regional municipalities of Durham, Halton, Peel, and York. This area covers some 7,200 square kilometres and contains a total of 30 local area municipalities.
GTAA	• Greater Toronto Airports Authority. Organization that operates Toronto Pearson International Airport.
GTTA	• Greater Toronto Transit Authority. Organization that is responsible for developing a long-range, integrated transportation plan for local transit, GO Transit and major roads for the GTA.
HCSC	• Healthy City Stewardship Centre. Organizations from diverse sectors working together to foster the physical, social and environmental health of a community.
Hydro Mississauga	• Precursor to Enersource Corporation; electricity provider
IBEW	• International Brotherhood of Electrical Workers. Oldest and largest electrical union in the world.
ICON	• Integrated Court Offences Network. Computer system used to administer the Provincial Offences Act (POA).
Infrastructure	• The basic installations and facilities necessary for the continuance and growth of the City, such as roads, parks, transportation and similar systems.
Interest Income	• Revenue associated with the City's activities of investing cash balances.
Investment Income	• Interest received from investments

	Description
IRSP	• Integrated Road Safety Program. Program committed to reducing traffic injuries/fatalities and collisions.
ISF	• Infrastructure Stimulus Funding program was established as part of Canada's Economic Action Plan by the Federal government providing $4 billion to provincial, territorial, municipal, community and private sector construction-ready infrastructure projects.
ITS	• Intelligent Transportation System. Initiative to add information and communications technology to transport infrastructure and vehicles in order to reduce congestion.
Labour Costs	• Salary and wages in respect of full-time, part-time, contract, temporary or overtime employment including holiday pay • City's share of employee's fringe benefits, clothing and food allowances and any other benefits paid through payroll, both taxable and non-taxable
Leadership Team (LT)	• All City Department Heads and the City Manager
LED	• Light Emitting Diodes. An electronic indicator light display that uses electricity in a much more efficient manner than standard light bulbs.
Levy (Tax)	• Represents the property and business taxation funding which must be raised by the taxpayers
Liabilities	• Financial obligations of the City to others
Library Board	• The Mississauga Public Library Board
Licences & Permits	• Revenue from the issuance of licences and permits

	Description
Line Item	• Revenue or expense category such as labour, transportation, user fees, etc.
Local Improvements	• The Local Improvement Act authorizes municipalities to install services such as sewers, drains, watermains, street-lighting, and sidewalks and to recover the costs from the benefiting landowners.
Lower Tier Municipality	• Area municipalities of the two-tier municipal government
MADH	• Mississauga Accessibility Design Handbook. Booklet designed to make Mississauga buildings more accessible.
Materials & Supplies and Other Services	• Cost of materials and supplies purchased for the administration of the City • Books and materials for the Library Division • Personal equipment such as uniforms, overalls, and protective clothing for City employees • Materials and supplies purchased for the maintenance and operation of City services and facilities (excluding vehicles and buildings), including gravel, salt, sand, asphalt, paint, cleaning materials, agricultural supplies, and other road maintenance supplies • Includes any expense of a minor nature for which no other expenditure classification applies • Registration expense of sub-divisions, by-laws, and associated expenses
MAX	• Mississauga Approval Xpress. System used to process building permit applications.
MFOA	• Municipal Finance Officers' Association of Ontario. A professional association of municipal finance officers in the Province of Ontario that promotes the interests of its members and assists in carrying out their statutory and financial responsibilities.

	Description
Modified Accrual Basis	• The basis of accounting in which revenues are recognized when they become both measurable and available to finance expenditures of the current period, and expenditures are recognized when incurred.
MOL (Ontario)	• Ministry of Labour. Ministry responsible for occupational health and safety, employment rights and responsibilities and labour relations.
Net Budget	• Represents the total budget expenditures less total budgeted revenues. The budgeted amount required to be raised by city taxes
Net Cost	• Total expenditures less total revenues. The amount required to be raised by city taxes.
Net Expenditures	• Expenditures of the City after any external revenues and/or recoveries are applied
Non-Departmental	• Refers to activities, revenues and expenditures that are not assigned to a specific department.
Non-Growth Projects	• A capital project which once constructed will replace existing infrastructure within the City. Non-Growth projects are usually funded from tax based sources.
Obligatory Reserve Funds	• Compulsory/binding reserve funds.
Occupancy Costs	• Cost of housing departments in the Civic Centre and other municipal buildings • Rental expense of office space, maintenance depots, and storage facilities • Repairs and supplies relating to City buildings and facilities • Cost of heating, lighting, and sanitary services to City properties including heating fuels, gas, hydro, sewer surcharge, user rates (water)
Ontario Municipal Board (OMB)	• Provincial board which provides an appeal forum for planning and assessment decisions made by the City

	Description
Ontario Municipal Employees Retirement System (OMERS)	• Local government pension plan funded from employee and employer contributions.
OPA	• Official Plan Amendment. Should new zoning or land usage not conform to the Official Plan, an amendment may be required to the Official Plan.
Operating Budget	• A budget for general revenues and expenditures such as salaries, utilities and supplies.
Operating Program	• Provides funding to departments for short-term expenditures
Other Revenues	• Miscellaneous revenues • Includes prior years surplus, discounts, gas tax refunds, federal and provincial sales tax refunds, and other income
OTN	• Optical Transit Network device. Product designed to monitor, collect, analyze and manage public traffic and transportation.
Per Capita	• A measurement of the proportion of some statistic to an individual resident determined by dividing the statistic by the current population.
Performance Measurement	• A planning and management system which sets goals and measures accomplishments for the provision of services. Establishes specific planned service levels for each major service and monitors the degree of success of achieving those levels
PIA	• Pearson International Airport. Canada's largest airport, located in Mississauga.
PILT	• Payment in Lieu of Taxes. Contributions from senior levels of government toward the cost of local government in areas where provincial and/or federal government property is located.

	Description
POA	• Provincial Offences Act. Municipalities in Ontario are now responsible for the administration and prosecution of provincial offences, including infractions under the Highway Traffic Act, Liquor Licence Act, etc.
PRESTO	• Cashless payment system for Transit within the GTA
PRO	• Parks Recreation Ontario. Parks/recreation program administered by the Province of Ontario.
Program	• The work of a department and each separate departmental function identified in the current budget. Includes functional services provided in Non-Departmental
PSAB	• Public Sector Accounting Board. Independent accounting body with the authority to set accounting standards for the public sector.
Ratepayers	• People who pay taxes to the municipal corporation
R/C	• Revenue to Cost ratio
Recreation & Park Fees	• User fees collected for City run parks and recreation services
Regulated Price Plan (RPP)	• The price that the Ontario Electricity Board has set per kWh that local electricity utilities charge for electricity use.
Requested Budget	• The budget proposal recommended by city staff for the operating program

	Description
Reserve	• A reserve is an amount of revenue earmarked for a particular purpose. It has no reference to any specific assets and therefore no investment income is attributed. A more detailed listing of the City's reserves and their purpose is contained in the Reserve and Reserve Funds Section.
Reserve Fund	• A reserve fund is similar to a reserve except that it is earmarked for a specific purpose. The money set aside is accounted for separately. Income earned on investment is required to be added to the reserve fund and accounted for as part of the reserve fund. A more detailed listing of the City's reserve funds and their purpose is contained in the Reserve and Reserve Funds Section.
Revenue	• Income received by the City for the fiscal year. Includes tax revenues, user fees, transfers from reserves and interest income
Revised Budget	• The prior years' budget provided for comparison purposes. The budget may be adjusted in accordance with the City's Budget By-law with no net impact to the city's overall cost.
RInC	• Recreation Infrastructure Canada program established as part of Canada's Economic Action Plan by the Federal government providing $500 million to support upgrading and renewal of recreational facilities in communities across Canada.
Staff Development Costs	• Cost of courses, conferences, membership fees, dues, and periodical subscriptions
Storm Water Management	• The management of water runoff to provide controlled release rates to receiving systems through the use of detention/retention facilities.

	Description
Strategic Plan	• A document outlining long-term goals, critical issues and action plans which will increase the organization's effectiveness in attaining its mission, priorities, goals and objectives. Strategic planning starts with examining the present, envisioning the future, choosing how to get there and making it happen.
Supplementary, Railway Rights of Way & Hydro Corridors Taxation	• Supplementary taxes, local improvement, Business Improvement Areas, railway rights of way taxes and hydro corridor taxation • Excludes residential, commercial/industrial, and business taxes which are included in the Net Levy Classification
Surplus	• Results from expenditures at year-end being lower than budgeted and/or revenues being higher than budgeted
Tax Based Sources	• Funding sources generated through taxation. Funding examples include tax based reserve funds, internal or external debt, and federal and provincial gas tax. Also, any funds generated by way of the current fund via the operating program.
Tax Levy	• The total tax dollars assessed on property, calculated by multiplying the tax rate by the tax base. The term can also refer to the tax rate itself.
Tax Penalties and Interest	• Revenue received from the penalty and interest charges on overdue taxes
Tax Rate	• The tax rate is the percentage of assessed property value. The current value property assessment is multiplied by the tax rate to equal the amount of a taxpayer's property taxes.
Taxation	• The process by which a municipality raises money to fund its operation
Total Cost or Gross Cost	• The actual cost to the corporation of all expenditures

	Description
Transfer from Reserves	• Transfers from City reserves and reserve funds to cover the cost of current operating expenses such as insurance claims, election expenses and accumulated sick leave payment and capital projects such as road construction, land acquisition, and major repairs and renovations to facilities
Transfers	• City grants to outside agencies • Contributions to city reserves and reserve funds including the contribution to capital financing
Transit Revenues	• Income generated by transit fares
Transportation Costs	• Travel costs of employees on city business, excluding courses and conferences • Car and mileage allowances, taxis, and parking fees • Cost of materials, supplies, and services for the maintenance and operation of City vehicles and mobile equipment including gas, diesel fuel, lubricants, oil, tires, parts, repairs, and servicing costs and the rental and maintenance of in-vehicle radio systems • Cost of insurance, permits, licenses and rental rates for vehicles and related equipment
Trust Fund	• Funds raised or supplied for a particular purpose which cannot be used for any other purpose
TSC	• Traffic Safety Council. Advises and/or assists Council in all matters relating to traffic safety.
TSP	• Traffic Signal Priority. Equipment that provides traffic signal priority for transit vehicles.
TXM 2000	• Tax Manager 2000. Municipal property tax computer system.

	Description
Upper-Tier Municipality	• Counties and other upper-tier municipalities that do not tax directly but apportion their revenue requirements over their supporting municipalities. The Region of Peel is the upper level of a two-tier system of municipal government with 3 area municipalities – City of Mississauga, City of Brampton, and the Town of Caledon.
User Fees, Rents, & Service Charges	• Revenue from user fees on City services • Rent received on city-owned property • All service charges
UV	• Ultraviolet rays. Rays from the sun known to cause skin cancer.
Variance	• The difference between budgeted and actual expenses or revenues
Windrow	• Snow that is left at the bottom of a driveway after a snow plow has cleared a road