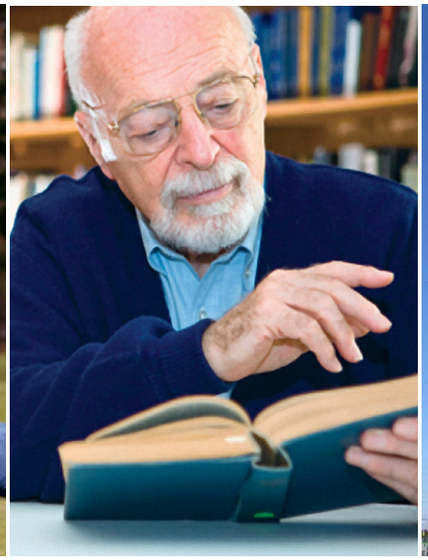







2011-2014

Business Plan & Budget

City of Mississauga, Ontario, Canada











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CITY OF MISSISSAUGA
APPROVED CORPORATE OPERATING SUMMARY

DESCRIPTION	2008 ACTUALS	2009 ACTUALS	2010 ACTUALS	2009 BUDGET	2010 BUDGET	2011 BUDGET
	$	$	$	$	$	$
EXPENDITURES						
LABOUR COSTS	**346,570,179**	**360,324,073**	**377,243,530**	**366,613,000**	**379,183,400**	**395,957,600**
Staff Development Costs	1,520,758	1,379,564	1,458,082	1,637,600	1,839,000	1,855,900
Communication Costs	2,692,631	2,964,138	3,078,417	2,858,500	3,133,800	2,915,400
Transportation Costs	25,388,929	20,823,761	23,211,956	25,701,700	21,553,600	23,907,700
Occupancy & City Costs	25,699,102	26,990,323	29,191,040	28,494,600	29,200,400	29,933,200
Equipment Costs & Maintenance Agreements	6,302,628	6,703,800	6,426,398	7,623,600	7,322,300	7,952,800
Contractor & Professional Services	42,137,806	41,934,568	43,548,636	42,369,400	45,099,200	44,711,100
Advertising & Promotions	2,431,216	1,712,633	1,986,626	1,871,500	2,410,400	2,094,200
Materials, Supplies & Other Services	22,150,202	18,644,168	20,476,951	22,717,600	23,772,700	24,340,700
Finance Other	8,366,009	11,525,848	11,226,897	7,679,700	8,286,300	8,624,600
Transfers	73,565,862	28,119,811	36,093,440	27,394,000	27,261,800	31,455,300
OTHER OPERATING EXPENSES	**210,255,144**	**160,798,614**	**176,698,443**	**168,348,200**	**169,879,500**	**177,790,900**
TOTAL EXPENDITURES	**556,825,323**	**521,122,687**	**553,941,973**	**534,961,200**	**549,062,900**	**573,748,500**
REVENUES						
Supplementary Railway & Corridors	(7,620,793)	(4,672,711)	(7,944,113)	(5,923,600)	(5,463,600)	(5,463,600)
Payments in Lieu	(22,971,278)	(23,201,602)	(23,841,303)	(23,533,000)	(24,000,500)	(25,000,500)
Grants	(48,005,613)	(3,394,716)	(2,895,400)	(3,636,800)	(3,953,000)	(3,955,000)
Fees & Service Charges	(96,518,757)	(96,772,845)	(100,199,636)	(104,393,500)	(97,840,900)	(103,308,000)
Licenses & Permits	(17,670,955)	(9,311,231)	(10,354,263)	(16,775,800)	(14,586,300)	(14,940,300)
Rents, Concessions & Franchise	(20,336,855)	(20,836,808)	(20,901,722)	(21,350,700)	(21,478,700)	(21,930,800)
Fines	(14,321,848)	(14,379,234)	(15,094,125)	(14,544,800)	(14,760,400)	(15,437,300)
Penalties & Interest on Taxes	(8,755,447)	(10,376,137)	(9,982,919)	(5,690,000)	(7,000,000)	(7,000,000)
Investment Income	(17,767,401)	(13,957,265)	(14,590,691)	(13,354,400)	(14,499,000)	(14,499,000)
Other Revenue	(11,796,108)	(15,264,455)	(11,915,750)	(28,488,000)	(33,861,000)	(33,525,400)
Transfers	(23,328,027)	(23,018,683)	(38,991,111)	(11,333,600)	(14,388,700)	(10,095,100)
TOTAL REVENUES	**(289,093,081)**	**(235,185,687)**	**(256,711,034)**	**(249,024,200)**	**(251,832,100)**	**(255,155,000)**
Allocations						
NET TAX LEVY	**267,732,242**	**285,937,000**	**297,230,939**	**285,937,000**	**297,230,800**	**318,593,500**

ROADS, STORM DRAINAGE & WATERCOURSES

DESCRIPTION	2008 ACTUALS	2009 ACTUALS	2010 ACTUALS	2009 BUDGET	2010 BUDGET	2011 BUDGET
	$	$	$	$	$	$
EXPENDITURES						
LABOUR COSTS	**27,021,971**	**25,126,167**	**26,265,206**	**25,229,700**	**25,602,400**	**26,001,500**
Staff Development Costs	101,251	104,027	90,772	92,800	92,800	91,800
Communication Costs	606,489	686,088	690,142	607,500	662,500	827,900
Transportation Costs	(1,882,807)	(1,641,532)	(1,837,409)	(1,992,400)	(2,094,500)	(2,039,100)
Occupancy & City Costs	7,077,446	7,845,400	8,826,751	7,712,700	7,918,800	8,084,700
Equipment Costs & Maintenance Agreements	89,374	71,827	59,446	69,200	69,200	104,100
Contractor & Professional Services	26,037,618	25,652,512	26,392,476	24,580,700	26,886,400	26,934,500
Advertising & Promotions	52,222	59,402	57,348	40,000	40,000	40,000
Materials, Supplies & Other Services	9,084,917	6,087,356	6,796,095	8,938,800	9,471,500	9,786,800
Finance Other	(15,819)	12,129	(4,611)	50,300	50,300	61,300
Transfers	533,712	184,431	410,775	342,800	686,900	100,800
OTHER OPERATING EXPENSES	**41,684,402**	**39,061,641**	**41,481,785**	**40,442,400**	**43,783,900**	**43,992,800**
TOTAL EXPENDITURES	**68,706,372**	**64,187,808**	**67,746,991**	**65,672,100**	**69,386,300**	**69,994,300**
REVENUES						
Grants	(1,968,209)	(2,079,103)	(1,316,085)	(2,394,300)	(2,544,300)	(2,544,300)
Fees & Service Charges	(5,155,124)	(7,212,926)	(6,749,408)	(4,435,500)	(4,823,300)	(4,502,300)
Licenses & Permits	(106,444)	(78,180)	(64,487)	(110,000)	(110,000)	(110,000)
Penalties & Interest on Taxes		372	561			
Other Revenue	(2,991)	(2,710)	(2,443)			
Transfers	(5,670,076)	(229,946)	(346,000)	(169,600)	(346,000)	(150,000)
TOTAL REVENUES	**(12,902,845)**	**(9,602,492)**	**(8,477,862)**	**(7,109,400)**	**(7,823,600)**	**(7,306,600)**
Allocations	2,346,500	2,584,600	2,191,900	2,583,700	2,205,600	2,141,900
NET TAX LEVY	**58,150,028**	**57,169,916**	**61,461,029**	**61,146,400**	**63,768,300**	**64,829,600**

FIRE & EMERGENCY SERVICES

DESCRIPTION	2008 ACTUALS	2009 ACTUALS	2010 ACTUALS	2009 BUDGET	2010 BUDGET	2011 BUDGET
	$	$	$	$	$	$
EXPENDITURES						
LABOUR COSTS	**71,132,374**	**74,706,768**	**78,798,630**	**76,038,000**	**79,343,100**	**81,496,500**
Staff Development Costs	151,135	208,027	172,512	183,200	178,900	178,900
Communication Costs	251,142	233,145	241,427	232,500	232,500	232,500
Transportation Costs	1,245,451	1,208,416	1,150,685	1,125,900	1,119,900	1,231,900
Occupancy & City Costs	792,240	723,419	691,322	752,700	750,500	871,300
Equipment Costs & Maintenance Agreements	179,997	250,667	164,654	249,400	249,400	249,400
Contractor & Professional Services	3,674	16,513	18,563	14,600	14,600	14,600
Advertising & Promotions	15,761	10,664	12,076	21,300	21,300	21,300
Materials, Supplies & Other Services	556,390	684,857	733,692	671,700	672,200	672,200
Finance Other	2,941	2,474	1,134	(36,700)	(36,700)	(36,700)
OTHER OPERATING EXPENSES	**3,198,731**	**3,338,182**	**3,186,066**	**3,214,600**	**3,202,600**	**3,435,400**
TOTAL EXPENDITURES	**74,331,104**	**78,044,950**	**81,984,696**	**79,252,600**	**82,545,700**	**84,931,900**
REVENUES						
Fees & Service Charges	(1,528,248)	(1,065,744)	(1,098,274)	(1,487,100)	(1,588,600)	(1,403,600)
Licenses & Permits	(1,193)	(1,360)	(1,321)	(5,000)	(5,000)	(5,000)
Other Revenue	(150,789)	(123,739)	(101,254)	(80,000)	(155,000)	(155,000)
TOTAL REVENUES	**(1,680,230)**	**(1,190,843)**	**(1,200,849)**	**(1,572,100)**	**(1,748,600)**	**(1,563,600)**
Allocations	978,100	1,011,700	785,200	1,011,700	785,200	840,700
NET TAX LEVY	**73,628,974**	**77,865,807**	**81,569,048**	**78,692,200**	**81,582,300**	**84,209,000**

MISSISSAUGA TRANSIT

DESCRIPTION	2008 ACTUALS	2009 ACTUALS	2010 ACTUALS	2009 BUDGET	2010 BUDGET	2011 BUDGET
	$	$	$	$	$	$
EXPENDITURES						
LABOUR COSTS	**81,468,460**	**90,016,966**	**96,945,954**	**90,747,700**	**97,158,700**	**102,939,700**
Staff Development Costs	106,294	87,748	107,085	117,300	109,200	109,200
Communication Costs	79,251	97,519	101,177	88,400	88,400	93,400
Transportation Costs	21,508,548	17,097,519	19,413,763	22,019,800	18,050,500	20,206,500
Occupancy & City Costs	1,947,491	2,186,080	2,986,021	2,673,900	2,638,800	2,852,800
Equipment Costs & Maintenance Agreements	222,407	142,394	148,510	190,700	190,700	700,700
Contractor & Professional Services	735,709	1,003,533	811,561	818,800	982,300	962,300
Advertising & Promotions	6,950	4,240	8,203	14,400	14,400	14,400
Materials, Supplies & Other Services	1,914,115	1,880,512	1,985,283	2,196,000	2,328,700	2,341,200
Finance Other	(217,163)	(113,239)	(111,837)	5,400	5,400	5,400
Transfers	750,700		60,500		60,500	
OTHER OPERATING EXPENSES	**27,054,301**	**22,386,306**	**25,510,266**	**28,124,700**	**24,468,900**	**27,285,900**
TOTAL EXPENDITURES	**108,522,761**	**112,403,272**	**122,456,220**	**118,872,400**	**121,627,600**	**130,225,600**
REVENUES						
Fees & Service Charges	(60,351,439)	(60,088,769)	(63,068,285)	(67,084,300)	(60,237,300)	(65,058,300)
Rents, Concessions & Franchise	(134,886)	(112,597)	(98,759)	(182,000)	(182,000)	(122,000)
Other Revenue	534	1,286	1,526	(16,523,000)	(23,148,100)	(22,113,100)
Transfers	(8,799,083)	(16,688,847)	(21,478,272)			(30,000)
TOTAL REVENUES	**(69,284,873)**	**(76,888,927)**	**(84,643,790)**	**(83,789,300)**	**(83,567,400)**	**(87,323,400)**
Allocations	2,696,700	3,091,200	3,288,700	3,213,900	3,277,300	3,625,400
NET TAX LEVY	**41,934,588**	**38,605,545**	**41,101,130**	**38,297,000**	**41,337,500**	**46,527,600**

RECREATION & PARKS

DESCRIPTION	2008 ACTUALS	2009 ACTUALS	2010 ACTUALS	2009 BUDGET	2010 BUDGET	2011 BUDGET
	$	$	$	$	$	$
EXPENDITURES						
LABOUR COSTS	**54,601,298**	**55,338,149**	**56,291,528**	**57,083,500**	**58,763,500**	**60,972,100**
Staff Development Costs	198,875	167,132	185,916	178,100	173,600	184,600
Communication Costs	263,288	265,957	233,387	294,200	254,400	248,800
Transportation Costs	3,144,265	2,915,525	2,939,539	3,004,700	3,002,800	3,060,700
Occupancy & City Costs	8,794,712	8,751,754	8,899,876	10,086,800	9,699,400	9,760,500
Equipment Costs & Maintenance Agreements	804,055	728,526	806,754	812,600	968,700	964,000
Contractor & Professional Services	8,768,175	9,055,193	10,230,739	8,268,800	9,302,600	9,592,400
Advertising & Promotions	883,078	748,856	493,214	741,800	622,600	565,500
Materials, Supplies & Other Services	4,673,621	4,545,527	4,507,087	4,732,000	5,098,900	5,459,600
Finance Other	(152,405)	50,728	(264)	(57,800)	(57,800)	(34,800)
Transfers	607,270	710,952	963,621	672,000	640,600	853,400
OTHER OPERATING EXPENSES	**27,984,934**	**27,940,151**	**29,259,869**	**28,733,200**	**29,705,800**	**30,654,700**
TOTAL EXPENDITURES	**82,586,232**	**83,278,300**	**85,551,397**	**85,816,700**	**88,469,300**	**91,626,800**
REVENUES						
Grants	(501,392)	(439,763)	(670,753)	(387,300)	(553,500)	(553,500)
Fees & Service Charges	(22,432,796)	(22,774,466)	(23,105,242)	(23,882,500)	(24,673,900)	(25,699,000)
Licenses & Permits	(207,082)	(150,164)	(177,383)	(159,800)	(174,800)	(212,700)
Rents, Concessions & Franchise	(19,560,922)	(19,934,221)	(20,048,011)	(20,483,300)	(20,607,500)	(21,001,200)
Investment Income	(57,095)	(27,758)	(31,015)	(44,400)	(44,400)	(44,400)
Other Revenue	(708,402)	(772,835)	(1,126,543)	(641,300)	(851,800)	(858,700)
Transfers	(431,218)	(200,653)	(793,500)	(275,000)	(813,500)	(227,000)
TOTAL REVENUES	**(43,898,908)**	**(44,299,859)**	**(45,952,448)**	**(45,873,600)**	**(47,719,400)**	**(48,596,500)**
Allocations	2,465,000	2,650,000	3,279,200	2,650,000	3,279,200	3,376,300
NET TAX LEVY	**41,152,324**	**41,628,440**	**42,878,148**	**42,593,100**	**44,029,100**	**46,406,600**

MISSISSAUGA LIBRARY

DESCRIPTION	2008 ACTUALS	2009 ACTUALS	2010 ACTUALS	2009 BUDGET	2010 BUDGET	2011 BUDGET
	$	$	$	$	$	$
EXPENDITURES						
LABOUR COSTS	**19,274,402**	**19,531,500**	**19,958,325**	**19,493,700**	**20,362,200**	**20,769,900**
Staff Development Costs	79,695	54,750	66,179	63,400	61,900	61,900
Communication Costs	8,997	9,295	11,427	11,000	11,000	11,000
Transportation Costs	69,334	51,252	42,816	54,200	54,200	54,200
Occupancy & City Costs	2,000,242	2,098,443	2,035,075	2,065,800	2,072,200	2,206,600
Equipment Costs & Maintenance Agreements	72,991	80,628	66,955	107,900	107,900	107,900
Contractor & Professional Services	45,711	30,564	15,523	10,200	10,200	10,200
Advertising & Promotions	55,853	44,823	47,282	44,300	43,600	43,600
Materials, Supplies & Other Services	2,763,609	2,728,509	2,681,979	2,751,200	2,728,100	2,728,100
Finance Other	93,401	67,331	61,779	42,100	42,100	42,100
Transfers			40,000			
OTHER OPERATING EXPENSES	**5,189,833**	**5,165,594**	**5,069,016**	**5,150,100**	**5,131,200**	**5,265,600**
TOTAL EXPENDITURES	**24,464,235**	**24,697,094**	**25,027,341**	**24,643,800**	**25,493,400**	**26,035,500**
REVENUES						
Grants	(715,203)	(715,200)	(715,206)	(715,200)	(715,200)	(715,200)
Fees & Service Charges	(347,485)	(327,763)	(277,182)	(371,900)	(371,900)	(371,900)
Rents, Concessions & Franchise	(88,329)	(82,829)	(113,237)	(100,000)	(100,000)	(204,000)
Fines	(1,176,778)	(1,006,773)	(937,658)	(1,172,700)	(1,172,700)	(1,022,700)
Other Revenue	(13,042)	(7,045)	(216,035)			
TOTAL REVENUES	**(2,340,836)**	**(2,139,611)**	**(2,259,317)**	**(2,359,800)**	**(2,359,800)**	**(2,313,800)**
Allocations	1,121,400	1,198,200	1,000,600	1,198,200	1,000,600	1,031,200
NET TAX LEVY	**23,244,799**	**23,755,684**	**23,768,624**	**23,482,200**	**24,134,200**	**24,752,900**

LAND DEVELOPMENT SERVICES

DESCRIPTION	2008 ACTUALS	2009 ACTUALS	2010 ACTUALS	2009 BUDGET	2010 BUDGET	2011 BUDGET
	$	$	$	$	$	$
EXPENDITURES						
LABOUR COSTS	**14,135,289**	**14,038,680**	**13,869,938**	**15,174,600**	**14,809,200**	**14,537,500**
Staff Development Costs	66,455	96,693	60,456	134,200	116,600	116,600
Communication Costs	44,136	48,841	48,964	56,900	56,900	61,900
Transportation Costs	220,611	210,170	198,984	283,500	222,700	177,700
Equipment Costs & Maintenance Agreements	15,288	11,933	8,935	23,000	23,000	23,000
Contractor & Professional Services	829,356	917,364	447,613	1,947,700	1,138,900	1,023,100
Advertising & Promotions	54,766	56,331	19,948	31,000	27,700	27,700
Materials, Supplies & Other Services	83,636	72,551	67,060	126,900	99,900	99,900
Transfers	1,562,129	50,000	43,100	50,000	43,100	
OTHER OPERATING EXPENSES	**2,876,378**	**1,463,884**	**895,060**	**2,653,200**	**1,728,800**	**1,529,900**
TOTAL EXPENDITURES	**17,011,667**	**15,502,563**	**14,764,999**	**17,827,800**	**16,538,000**	**16,067,400**
REVENUES						
Fees & Service Charges	(2,226,924)	(1,238,948)	(1,360,298)	(2,639,900)	(1,251,100)	(1,241,600)
Licenses & Permits	(13,635,849)	(5,371,139)	(6,507,207)	(12,530,000)	(10,250,900)	(10,635,700)
Transfers	(401,000)	(811,800)	(2,581,001)	(1,441,800)	(3,042,600)	(1,709,600)
TOTAL REVENUES	**(16,263,772)**	**(7,421,887)**	**(10,448,506)**	**(16,611,700)**	**(14,544,600)**	**(13,586,900)**
Allocations	1,965,500	2,857,400	2,847,200	2,857,400	2,847,200	2,809,500
NET TAX LEVY	**2,713,394**	**10,938,076**	**7,163,693**	**4,073,500**	**4,840,600**	**5,290,000**

LEGISLATIVE SERVICES

DESCRIPTION	2008 ACTUALS	2009 ACTUALS	2010 ACTUALS	2009 BUDGET	2010 BUDGET	2011 BUDGET
	$	$	$	$	$	$
EXPENDITURES						
LABOUR COSTS	**4,045,009**	**4,153,571**	**4,599,934**	**4,430,000**	**4,929,800**	**4,482,500**
Staff Development Costs	28,182	16,634	17,266	23,800	32,100	27,100
Communication Costs	56,462	66,567	310,577	83,300	357,400	88,100
Transportation Costs	8,126	22,148	24,402	20,900	28,900	21,900
Occupancy & City Costs			1,402		2,000	
Equipment Costs & Maintenance Agreements	178,570	188,827	296,233	214,100	339,100	204,100
Contractor & Professional Services	730,756	672,553	1,160,935	808,800	1,323,700	750,100
Advertising & Promotions	50,771	23,717	121,610	70,500	201,000	67,800
Materials, Supplies & Other Services	360,435	361,243	542,855	507,900	737,500	470,400
Finance Other	2,439	2,728	11,959	1,800	1,800	1,800
Transfers	412,543					
OTHER OPERATING EXPENSES	**1,828,286**	**1,354,418**	**2,487,240**	**1,731,100**	**3,023,500**	**1,631,300**
TOTAL EXPENDITURES	**5,873,294**	**5,507,989**	**7,087,175**	**6,161,100**	**7,953,300**	**6,113,800**
REVENUES						
Fees & Service Charges	(468,868)	(446,714)	(568,959)	(517,800)	(408,000)	(475,800)
Licenses & Permits	(587,580)	(573,770)	(582,605)	(562,000)	(578,500)	(578,500)
Rents, Concessions & Franchise		(500)				
Fines	(6,635,652)	(7,111,947)	(7,903,160)	(6,563,100)	(6,763,100)	(8,000,000)
Other Revenue	40	(333)				
Transfers	(17,492)	(23,499)	(1,557,590)	(117,100)	(1,954,100)	(118,100)
TOTAL REVENUES	**(7,709,553)**	**(8,156,763)**	**(10,612,314)**	**(7,760,000)**	**(9,703,700)**	**(9,172,400)**
Allocations	162,700	163,200	163,200	163,200	163,200	172,700
NET TAX LEVY	**(1,673,558)**	**(2,485,574)**	**(3,361,939)**	**(1,435,700)**	**(1,587,200)**	**(2,885,900)**

ARTS & CULTURE

DESCRIPTION	2008 ACTUALS	2009 ACTUALS	2010 ACTUALS	2009 BUDGET	2010 BUDGET	2011 BUDGET
	$	$	$	$	$	$
EXPENDITURES						
LABOUR COSTS	**2,157,721**	**2,294,877**	**2,608,421**	**2,310,400**	**2,560,800**	**2,920,900**
Staff Development Costs	13,552	13,373	16,047	22,000	21,700	31,000
Communication Costs	7,652	8,457	8,705	13,600	11,600	17,000
Transportation Costs	11,548	11,013	17,005	12,700	12,700	20,300
Occupancy & City Costs	16,384	12,764	59,679	17,400	120,500	129,800
Equipment Costs & Maintenance Agreements	39,278	27,133	15,549	52,100	53,100	31,400
Contractor & Professional Services	211,498	277,802	178,341	532,100	342,200	180,800
Advertising & Promotions	71,881	68,204	51,596	126,700	103,200	79,400
Materials, Supplies & Other Services	218,489	199,931	188,348	182,700	187,200	221,900
Finance Other	660	1,309	4,147	100	100	4,300
Transfers	1,910,118	1,643,831	1,679,318	1,629,300	1,704,300	1,939,300
OTHER OPERATING EXPENSES	**2,501,060**	**2,263,817**	**2,218,735**	**2,588,700**	**2,556,600**	**2,655,200**
TOTAL EXPENDITURES	**4,658,781**	**4,558,694**	**4,827,156**	**4,899,100**	**5,117,400**	**5,576,100**
REVENUES						
Grants	(69,571)	(64,341)	(75,683)	(70,000)	(70,000)	(72,000)
Fees & Service Charges	(603,763)	(615,251)	(533,018)	(726,300)	(704,900)	(723,300)
Rents, Concessions & Franchise	(247,364)	(288,114)	(266,013)	(264,000)	(267,800)	(282,200)
Other Revenue	(38,878)	(47,365)	(26,560)	(28,500)	(28,500)	(22,000)
Transfers	(353,371)	(189,855)	(77,766)	(329,300)	(139,400)	(70,000)
TOTAL REVENUES	**(1,312,947)**	**(1,204,926)**	**(979,039)**	**(1,418,100)**	**(1,210,600)**	**(1,169,500)**
Allocations			130,900		130,900	132,700
NET TAX LEVY	**3,345,834**	**3,353,768**	**3,979,016**	**3,481,000**	**4,037,700**	**4,539,300**

REGULATORY SERVICES

DESCRIPTION	2008 ACTUALS	2009 ACTUALS	2010 ACTUALS	2009 BUDGET	2010 BUDGET	2011 BUDGET
	$	$	$	$	$	$
EXPENDITURES						
LABOUR COSTS	**9,055,854**	**9,623,633**	**9,934,229**	**9,554,400**	**10,083,200**	**10,220,100**
Staff Development Costs	33,770	35,723	36,539	25,500	25,500	40,100
Communication Costs	159,180	164,031	158,648	156,400	164,800	165,100
Transportation Costs	464,917	384,485	406,556	463,200	461,200	478,700
Occupancy & City Costs	93,197	52,267	69,976	54,300	52,100	53,400
Equipment Costs & Maintenance Agreements	53,551	47,864	37,493	33,900	33,900	90,500
Contractor & Professional Services	565,638	582,194	562,559	534,800	464,800	632,000
Advertising & Promotions	25,485	17,451	10,305	23,400	23,400	22,500
Materials, Supplies & Other Services	355,271	325,582	243,438	288,200	301,300	355,300
Finance Other	13,892	11,055	11,859	12,000	12,000	12,000
OTHER OPERATING EXPENSES	**1,764,902**	**1,620,652**	**1,537,372**	**1,591,700**	**1,539,000**	**1,849,600**
TOTAL EXPENDITURES	**10,820,755**	**11,244,285**	**11,471,601**	**11,146,100**	**11,622,200**	**12,069,700**
REVENUES						
Fees & Service Charges	(799,777)	(850,791)	(782,096)	(963,900)	(1,029,000)	(939,000)
Licenses & Permits	(3,132,807)	(3,136,339)	(3,021,261)	(3,409,000)	(3,467,100)	(3,398,400)
Fines	(6,509,418)	(6,260,634)	(6,255,247)	(6,809,000)	(6,824,600)	(6,414,600)
Other Revenue	(94,437)	(52,251)	(56,326)	(30,000)	(30,000)	(30,000)
Transfers	(5,964)		(20,629)			(250,000)
TOTAL REVENUES	**(10,542,404)**	**(10,300,014)**	**(10,135,558)**	**(11,211,900)**	**(11,350,700)**	**(11,032,000)**
Allocations	503,100	547,000	537,300	544,800	534,600	558,200
NET TAX LEVY	**781,452**	**1,491,271**	**1,873,343**	**479,000**	**806,100**	**1,595,900**

FACILITIES AND PROPERTY MANAGEMENT

DESCRIPTION	2008 ACTUALS	2009 ACTUALS	2010 ACTUALS	2009 BUDGET	2010 BUDGET	2011 BUDGET
	$	$	$	$	$	$
EXPENDITURES						
LABOUR COSTS	**11,377,722**	**11,084,468**	**11,216,552**	**11,430,200**	**11,964,600**	**12,152,800**
Staff Development Costs	85,900	78,455	92,814	100,000	100,000	101,000
Communication Costs	63,381	64,940	57,074	48,500	48,500	48,500
Transportation Costs	196,274	201,845	219,199	288,700	276,200	276,200
Occupancy & City Costs	4,187,064	4,247,473	4,212,195	3,821,700	4,481,700	4,504,500
Equipment Costs & Maintenance Agreements	614,300	813,817	971,341	1,590,800	871,700	1,006,400
Contractor & Professional Services	722,584	908,816	862,162	1,154,200	1,130,900	1,224,000
Advertising & Promotions	2,511	2,980	1,156	2,500	2,500	2,500
Materials, Supplies & Other Services	152,521	198,510	159,661	158,300	153,100	153,100
Finance Other	(21,865)	(24,370)	(24,238)	(58,900)	(60,200)	(60,200)
Transfers	43,752	11,256	142,716	12,500	12,500	12,500
OTHER OPERATING EXPENSES	**6,046,422**	**6,503,722**	**6,694,079**	**7,118,300**	**7,016,900**	**7,268,500**
TOTAL EXPENDITURES	**17,424,145**	**17,588,190**	**17,910,632**	**18,548,500**	**18,981,500**	**19,421,300**
REVENUES						
Fees & Service Charges	(9,089)	(6,134)	(13,997)	(6,600)	(24,100)	(24,100)
Rents, Concessions & Franchise	(298,395)	(413,664)	(371,093)	(316,400)	(316,400)	(316,400)
Other Revenue	(10,352)	(22,307)	(47,881)	(12,500)	(12,500)	(12,500)
Transfers	(1,954,682)	(87,571)	(56,141)	(108,400)	(75,000)	(78,900)
TOTAL REVENUES	**(2,272,516)**	**(529,676)**	**(489,112)**	**(443,900)**	**(428,000)**	**(431,900)**
Allocations	(353,200)	(339,800)	(371,300)	(339,800)	(371,300)	(400,700)
NET TAX LEVY	**14,798,428**	**16,718,714**	**17,050,220**	**17,764,800**	**18,182,200**	**18,588,700**

STRATEGIC POLICY

DESCRIPTION	2008 ACTUALS	2009 ACTUALS	2010 ACTUALS	2009 BUDGET	2010 BUDGET	2011 BUDGET
	$	$	$	$	$	$
EXPENDITURES						
LABOUR COSTS	**8,215,984**	**7,815,874**	**8,393,502**	**7,867,300**	**8,632,600**	**8,683,800**
Staff Development Costs	163,204	129,766	148,050	172,400	195,400	201,600
Communication Costs	39,407	35,055	35,039	43,800	45,200	45,200
Transportation Costs	44,353	37,022	37,438	40,700	42,400	42,100
Equipment Costs & Maintenance Agreements	35,251	30,274	24,262	36,900	36,900	36,900
Contractor & Professional Services	1,365,755	1,434,491	1,500,026	1,854,400	1,936,400	1,614,000
Advertising & Promotions	478,382	188,125	179,970	259,200	212,200	252,200
Materials, Supplies & Other Services	157,400	141,629	138,847	189,300	197,200	205,100
Finance Other	7,297	7,336	10,018	12,000	12,000	12,000
Transfers			37,500		37,500	
OTHER OPERATING EXPENSES	**2,291,049**	**2,003,698**	**2,111,149**	**2,608,700**	**2,715,200**	**2,409,100**
TOTAL EXPENDITURES	**10,507,034**	**9,819,572**	**10,504,650**	**10,476,000**	**11,347,800**	**11,092,900**
REVENUES						
Grants	(105,420)	(96,310)	(117,674)	(70,000)	(70,000)	(70,000)
Fees & Service Charges	(249,916)	(253,871)	(187,707)	(272,400)	(240,800)	(240,800)
Other Revenue	(40,059)	(31,713)	(26,458)	(41,000)	(41,000)	(41,000)
Transfers	(335,717)	(248,434)	(649,666)	(1,032,500)	(1,355,100)	(925,600)
TOTAL REVENUES	**(731,111)**	**(630,327)**	**(981,505)**	**(1,415,900)**	**(1,706,900)**	**(1,277,400)**
Allocations						
NET TAX LEVY	**9,775,923**	**9,189,245**	**9,523,145**	**9,060,100**	**9,640,900**	**9,815,500**

INFORMATION TECHNOLOGY

DESCRIPTION	2008 ACTUALS	2009 ACTUALS	2010 ACTUALS	2009 BUDGET	2010 BUDGET	2011 BUDGET
	$	$	$	$	$	$
EXPENDITURES						
LABOUR COSTS	**10,359,787**	**10,899,314**	**11,533,833**	**11,306,100**	**11,704,500**	**11,873,800**
Staff Development Costs	84,990	57,960	59,849	76,400	88,500	90,500
Communication Costs	549,223	687,043	573,617	665,300	665,300	521,500
Transportation Costs	12,752	11,283	9,344	15,100	15,100	15,100
Occupancy & City Costs	97	116,147	165,250	125,500	163,300	168,800
Equipment Costs & Maintenance Agreements	3,637,006	3,998,020	3,500,894	3,777,900	3,912,600	3,874,600
Contractor & Professional Services	66,076	25,789	54,603	94,500	79,900	139,900
Materials, Supplies & Other Services	111,854	102,626	81,342	120,100	119,700	119,700
Finance Other	460	660	545			
OTHER OPERATING EXPENSES	**4,462,459**	**4,999,528**	**4,445,443**	**4,874,800**	**5,044,400**	**4,930,100**
TOTAL EXPENDITURES	**14,822,245**	**15,898,842**	**15,979,277**	**16,180,900**	**16,748,900**	**16,803,900**
REVENUES						
Fees & Service Charges	(539,035)	(462,501)	(490,313)	(370,000)	(453,700)	(505,700)
Rents, Concessions & Franchise	(663)	(407)		(2,000)	(2,000)	(2,000)
TOTAL REVENUES	**(539,698)**	**(462,908)**	**(490,313)**	**(372,000)**	**(455,700)**	**(507,700)**
Allocations	(747,600)	(947,800)	(259,700)	(947,800)	(259,700)	(387,900)
NET TAX LEVY	**13,534,947**	**14,488,134**	**15,229,264**	**14,861,100**	**16,033,500**	**15,908,300**

BUSINESS SERVICES

DESCRIPTION	2008 ACTUALS	2009 ACTUALS	2010 ACTUALS	2009 BUDGET	2010 BUDGET	2011 BUDGET
	$	$	$	$	$	$
EXPENDITURES						
LABOUR COSTS	**26,935,453**	**29,778,523**	**31,213,098**	**30,958,800**	**32,122,000**	**32,773,400**
Staff Development Costs	315,606	238,634	293,599	335,900	488,200	467,000
Communication Costs	397,051	447,883	483,933	386,300	405,000	424,200
Transportation Costs	137,040	110,137	113,093	152,100	151,100	151,100
Occupancy & City Costs	95,417	423,489	594,555	503,800	621,100	620,800
Equipment Costs & Maintenance Agreements	353,574	305,776	314,029	456,500	457,500	551,200
Contractor & Professional Services	1,267,891	906,345	930,544	1,372,000	1,088,900	1,216,800
Advertising & Promotions	590,206	382,320	874,523	413,100	1,016,200	875,000
Materials, Supplies & Other Services	1,029,986	997,259	836,515	1,229,900	1,048,900	996,900
Finance Other	(1,009,777)	(1,058,518)	(1,113,672)	(997,900)	(1,017,600)	(1,092,400)
Transfers	26,300	149,000	23,000	149,000	23,000	50,000
OTHER OPERATING EXPENSES	**3,203,293**	**2,902,325**	**3,350,119**	**4,000,700**	**4,282,300**	**4,260,600**
TOTAL EXPENDITURES	**30,138,746**	**32,680,848**	**34,563,217**	**34,959,500**	**36,404,300**	**37,034,000**
REVENUES						
Fees & Service Charges	(1,789,410)	(1,415,255)	(1,954,036)	(1,615,300)	(2,014,300)	(2,102,600)
Licenses & Permits		(280)				
Rents, Concessions & Franchise	(6,297)	(4,477)	(4,609)	(3,000)	(3,000)	(3,000)
Other Revenue	(26,271)	(5,915)	(6,090)	(181,700)	(794,100)	(794,100)
Transfers	(393,377)	(421,104)	(984,374)	(486,700)	(406,800)	(312,700)
TOTAL REVENUES	**(2,215,355)**	**(1,847,030)**	**(2,949,109)**	**(2,286,700)**	**(3,218,200)**	**(3,212,400)**
Allocations	(11,138,200)	(12,815,700)	(13,593,200)	(12,935,300)	(13,592,800)	(13,900,000)
NET TAX LEVY	**16,785,191**	**18,018,118**	**18,020,908**	**19,737,500**	**19,593,300**	**19,921,600**

FINANCIAL TRANSACTIONS

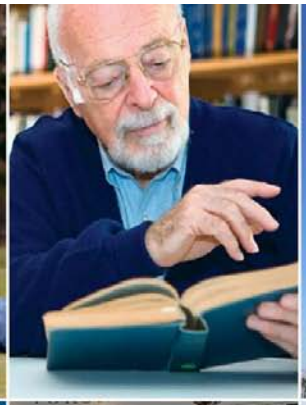
DESCRIPTION	2008 ACTUALS	2009 ACTUALS	2010 ACTUALS	2009 BUDGET	2010 BUDGET	2011 BUDGET
	$	$	$	$	$	$
EXPENDITURES						
LABOUR COSTS	**3,616,428**	**2,627,638**	**2,217,701**	**1,663,000**	**(2,295,200)**	**2,647,100**
Staff Development Costs	83,947	83,350	102,916	102,900	144,900	144,900
Communication Costs	37,166	12,955	9,073	80,000	40,000	40,000
Transportation Costs			271,541			
Occupancy & City Costs	690,316	530,890	643,280	680,000	680,000	680,000
Equipment Costs & Maintenance Agreements	61	61	7,445			
Contractor & Professional Services	785,921	449,885	382,007	375,400	395,400	414,400
Advertising & Promotions	118,249	83,362	88,100	81,300	81,300	81,300
Materials, Supplies & Other Services	562,703	213,130	1,402,906	321,800	324,300	426,300
Finance Other	9,661,949	12,566,225	12,380,079	8,707,300	9,334,900	9,709,800
Transfers	67,719,339	25,370,342	32,692,910	24,538,400	24,053,400	28,499,300
OTHER OPERATING EXPENSES	**79,659,650**	**39,310,200**	**47,980,258**	**34,887,100**	**35,054,200**	**39,996,000**
TOTAL EXPENDITURES	**83,276,078**	**41,937,838**	**50,197,959**	**36,550,100**	**32,759,000**	**42,643,100**
REVENUES						
Supplementary Railway & Corridors	(7,620,793)	(4,672,711)	(7,944,113)	(5,923,600)	(5,463,600)	(5,463,600)
Payments in Lieu	(22,971,278)	(23,201,602)	(23,841,303)	(23,533,000)	(24,000,500)	(25,000,500)
Grants	(44,645,817)					
Fees & Service Charges	(16,885)	(13,712)	(10,820)	(20,000)	(20,000)	(20,000)
Fines		120	1,940			
Penalties & Interest on Taxes	(8,755,447)	(10,376,509)	(9,983,480)	(5,690,000)	(7,000,000)	(7,000,000)
Investment Income	(17,710,305)	(13,929,508)	(14,559,676)	(13,310,000)	(14,454,600)	(14,454,600)
Other Revenue	(10,711,461)	(14,209,448)	(10,307,686)	(10,950,000)	(8,800,000)	(9,499,000)
Transfers	(4,966,046)	(4,116,974)	(10,446,172)	(7,373,200)	(6,256,200)	(6,223,200)
TOTAL REVENUES	**(117,398,033)**	**(70,520,343)**	**(77,091,311)**	**(66,799,800)**	**(65,994,900)**	**(67,660,900)**
Allocations						
NET TAX LEVY	**(34,121,954)**	**(28,582,504)**	**(26,893,353)**	**(30,249,700)**	**(33,235,900)**	**(25,017,800)**

COUNCIL

DESCRIPTION	2008 ACTUALS	2009 ACTUALS	2010 ACTUALS	2009 BUDGET	2010 BUDGET	2011 BUDGET
	$	$	$	$	$	$
EXPENDITURES						
LABOUR COSTS	**3,172,428**	**3,287,946**	**3,396,677**	**3,325,600**	**3,442,000**	**3,486,000**
Staff Development Costs	7,900	7,290	8,083	9,700	9,700	9,700
Communication Costs	129,806	136,363	115,229	90,800	90,300	90,300
Transportation Costs	208,518	204,476	205,001	212,600	210,400	210,400
Occupancy & City Costs	4,497	2,197	5,657			
Equipment Costs & Maintenance Agreements	6,925	6,052	3,898	8,600	8,600	8,600
Contractor & Professional Services	1,444	1,013	983	2,400	2,000	2,000
Advertising & Promotions	25,100	22,159	21,294	2,000	1,000	1,000
Materials, Supplies & Other Services	125,253	104,946	111,841	302,800	304,200	304,200
Finance Other						
Transfers						
OTHER OPERATING EXPENSES	**509,444**	**484,496**	**471,987**	**628,900**	**626,200**	**626,200**
TOTAL EXPENDITURES	**3,681,872**	**3,772,441**	**3,868,663**	**3,954,500**	**4,068,200**	**4,112,200**
REVENUES						
Other Revenue		9,919				
TOTAL REVENUES		**9,919**				
Allocations						
NET TAX LEVY	**3,681,872**	**3,782,360**	**3,868,663**	**3,954,500**	**4,068,200**	**4,112,200**








2011-2014
Draft
City Business Plan











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. The City clearly holds the trust of the public at present and this allows us to effectively work with our citizens to achieve our goals. For staff, we understand how important it is; with trust we can achieve anything.

Quality

The quality of life we provide Mississauga taxpayers. Delivering the right services that add value to our citizens' lives. For staff, we are judged by the public on the quality of service we provide. We also need to stay focused on employees' quality of work life.

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.

ourfuturemississauga.ca

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Message from the City Manager



Mayor and Members of Council:

The start of a new Council term is an opportunity to look ahead and adjust our plans to ensure that we are on the right track in continuing to build Mississauga, the 6th largest city in Canada.

This has been a challenging business plan and budget to prepare, as we worked to reconcile past Council decisions, policies and plans already approved, with future opportunities and challenges.

The cost of delivering municipal services is increasing and non-tax revenues have declined or flattened due to the economic downturn. Staff reductions to offset revenue declines have been implemented in a number of areas. At the same time, citizens are looking forward to new facilities that, once opened, will bring additional costs. We are also faced with demands for more services.

We have prepared this budget on the assumption that there is no appetite for cuts in city service levels. New or improved service levels have been strategically introduced where there is a demand that they be enhanced. Even there, choices have been made, as some service enhancements are recommended to be delayed or deferred because we cannot afford to "do it all".

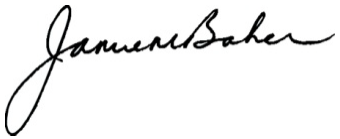
Seventy percent of our operating costs are labour related. All of our collective agreements are up for negotiation next year, and we are very aware that there is a critical eye on the wages in the public sector compared to the private sector. In June, 2009 Council passed a resolution to ask the Province of Ontario to freeze wages in the public sector. That request was denied, and municipalities have been given no additional tools to manage this issue. In fact labour increases for unionized employees have continued at all levels in the public sector, including within the Province of Ontario.

The Province has, however, created some fiscal room at the Regional level, by continuing to upload social services to the Province. This should take some pressure off the total tax bill, and we have chosen to focus on the impact on the total tax bill to reflect this issue, and to ensure that we are benchmarking fairly against the other large cities in Ontario, all of whom are single tier.

There are five areas of focus to this plan: delivering existing services; implementing the *Strategic Plan*; delivering value for money through continuous improvement; maintaining our infrastructure; and continuing to be an employer of choice.

This 2011-2014 Business Plan and Budget tells the story of each service and provides Council with options to consider service levels and funding. We look forward to your deliberations.

This is an exciting time in the City of Mississauga. I remain confident with a strong Council, a talented staff and engaged community, we are positioned well to deliver on expectations and continue building a place where people choose to be.



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

Executive Summary

These are exciting times for the City of Mississauga. Over the past two years, through significant public engagement, the City has developed multiple city building plans including, but not limited to: *Our Future Mississauga - Strategic Plan; Culture Plan; Downtown 21 Master Plan; Cycling Master Plan; Future Directions for Recreation, Parks and the Library System; Hurontario Higher Order Transit Plan;* and a new *Economic Development Strategy*.

Council and the community have enthusiastically embraced and adopted these plans, with implementation subject to budget discussions. This Business Plan reconciles all of these, along with other resolutions and policies of Council, in a transparent way.

The City of Mississauga remains a global urban centre by any measure:

- With a population of 734,000, it is the 6th largest city in Canada and the 25th largest in North America;
- Mississauga has the third largest municipal transit system in Ontario and the largest international airport in Canada, Toronto Pearson;
- Mississauga has a beautiful waterfront , resting on the shores of Lake Ontario;
- Mississauga is home to over 54,000 businesses, of which 63 are Canadian head offices of Fortune 500 corporations, providing approximately 422,000 jobs;
- The City is home to many cultures and faiths, with over 70 languages spoken; and
- The services delivered by The Corporation of the City of Mississauga are highly valued by residents and businesses and funded with one of the lowest tax rates in the Greater Toronto Area, on an infrastructure base valued at over $8 billion.

Still, the City faces challenges. Residents and businesses continue to face difficult economic times. The Corporation's base costs are increasing, while its revenues are flat or declining. City infrastructure is aging, and will require increased funding to maintain a state of good repair. Discretionary reserves are running down and greenfield development has almost run its course.

A new financial reality in the Corporation has emerged. It comes as no surprise, although it has been exacerbated by the recent economic slowdown and associated declining revenues.

Continuing to provide existing services at the same service levels as today accounts for two-thirds of the increased operating costs of this Business Plan. This increase is driven by slower revenues, market forces on labour, uncontrollable costs such as contractual obligations, and operating costs for new facilities that are opening soon. In addition, the capital program has increased in response to infrastructure demands, which impacts the capital reserves and the need for debt financing.

This Business Plan and Budget presents an opportunity to be thoughtful and deliberate in allocating finite resources to achieve the priorities set out in the Strategic Plan, and find a balance between meeting service expectations and achieving fiscal restraint.

Most importantly, the Business Plan gives the new Council an opportunity to debate and decide where they wish to stay the course, where they might need more information, or where they want a change in direction. For this business cycle, we have moved to a four-year outlook so Council can also reflect on more medium-term issues.

With all of the priorities before the City, all of the future services and projects, are we doing the right things in the right way, in the right sequence, with the right coordination, and backed by the right resources, whether money, infrastructure or talent?

The answers to these questions will set up the City to succeed.

Areas of Focus for this Plan

This Business Plan lays out detailed plans for Council's consideration around five areas of focus:

- Delivering Existing Services;
- Implementing the Strategic Plan;
- Delivering Value for Money through Continuous Improvement;
- Maintaining our Infrastructure; and
- Continuing to be an Employer of Choice.

Delivering Existing Services

Resident satisfaction with the City of Mississauga services is at 82 percent (Environics). This Business Plan takes time to explain the services in detail including:

- the delivery model for each service;
- current service levels;
- how the service engages customers; and
- the service area's goals and objectives for the next four years.

The focus is on preserving existing services, with some new service in targeted areas, such as transit, as part of implementing the *Strategic Plan*.

Council has made it clear that there is no appetite to reduce service levels beyond continuous improvement adjustments, and this plan reflects that. Yet there are significant barriers to continuing to deliver existing services: declining revenues; increasing costs of labour; costs that pertain to the impacts of approved capital projects; and costs that are outside of the City's control.

Implementing the Strategic Plan

In April, 2009, City Council adopted *Our Future Mississauga* – a 40-year Strategic Plan that represented the largest public engagement initiative in the City's history with residents and businesses. Through the accompanying *Strategic Action Plan*, the City can be confident that it is targeting investments to the right areas.

The *Strategic Plan* identified five 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; and Living Green.

Staff have assessed the *Strategic Action Plan*, identified what is required to advance the City's vision, and have outlined these initiatives along with the relevant strategic pillar.

Overall, the Business Plan significantly advances the City in many areas under all five Strategic Pillars for Change over the next four years.

Developing a Transit Oriented City:

- Providing 136,000 additional transit service hours;
- Constructing and opening the Bus Rapid Transit System;
- Opening a new Traffic Management Centre to maximize roadway efficiency;
- Making progress on major transportation corridors such as Hurontario and Dundas; and
- Making Mississauga Transit fully accessible both on buses and at bus stops.

Ensuring Youth, Older Adults and New Immigrants Thrive:

- Continuing implementation of the *Youth and Older Adult* plans;
- Coordinating library services for newcomers;
- Opening Sheridan Institute of Technology and Advanced Learning in September 2011 in downtown Mississauga;
- Establishing a *Mississauga Citizenship Program*; and
- Launching new cultural programs and advancing a North West Community Centre, both through partnerships.

Completing our Neighbourhoods:

- Opening Mississauga Celebration Square and all ISF (Infrastructure Stimulus Fund) and RInC (Recreation Infrastructure Canada Fund) projects;
- Implementing Downtown 21 mainstreet;
- Beginning implementation of the *Cycling Master Plan*;
- Conducting the Malton area plan review;
- Advancing Waterfront revitalization including completion of Inspiration Lakeview;
- Advancing an artifact preservation and storage facility; and
- Opening one new fire station and advancing another two.

Cultivating Creative and Innovative Businesses:

- Implementing the *Economic Development Strategy*;
- Continuing to implement the Culture Plan; and
- Implementing Mississauga Cultural Mapping.

Living Green:

- Developing and implementing the *Living Green Master Plan*;
- Conducting a Mississauga Community Greenhouse Inventory Update;
- Introducing new streetlighting technologies;
- Opening 67 Ha (166 acres) of parkland; and
- Implementing a Mississauga Storm Water Quality Control Strategy; and
- Expansion of energy management implementation.

Delivering Value for Money through Continuous Improvement

This Plan is focused on ensuring that the Corporation delivers value for every taxpayer dollar raised, and includes $5 million in continuous improvement initiatives in year one.

Each service has identified how and what they are planning to do to continuously improve.

In preparing their plans, staff assessed what would be required to reduce their gross budgets by three percent. Many of the impacts would be drastic service level reductions; these are not included in this plan for that reason. But other ideas have been included, such as:

- Introducing 311 self-service on eCity;
- Pooling of voice minutes for cellular devices;
- Improving efficiency in street cleaning, leaf collection and winter maintenance;
- Introducing self-service kiosks in recreation and parks and self-check services in libraries;
- Reducing prosecution staff;
- Replacing multi-function devices;
- Enhancing access to agendas and minutes;
- Introducing a central system to track and monitor contracts;
- Implementing an integrated budget system; and
- Reviewing 16 – 20 services for economy, efficiency and effectiveness.

Maintaining our Infrastructure

The City owns $8 billion in assets. These assets are in relatively good shape, but as they age they will require additional funding to maintain a state of good repair.

Funding regularly scheduled maintenance, renovations and updates is less costly than complete replacement. The Corporation requires an annual injection of $77 million to close our infrastructure funding gap, based on historical costs.

In recent years, Council has added its voice to other municipalities across Canada in asking other levels of government to provide infrastructure funding. The Federation of Canadian Municipalities has reported a municipal infrastructure gap of $124 billion across Canada.

In 2009, the Infrastructure Stimulus Fund (ISF) and the Recreation Infrastructure Canada Fund (RInC) provided $104 million to the City of Mississauga; that required a contribution of $65 million from the City to match contributions from the Provincial and Federal Governments. In 2011, 138 projects will be completed (see below) to meet the City's obligations for these two infrastructure programs.

This has had a significant positive impact in Mississauga. However, this was one-time funding; to truly maintain our infrastructure, we require permanent sustainable funding. In Mississauga this equates to approximately the same amount received under ISF every year.

This Business Plan provides for projects such as:

- Rehabilitation of eight fire stations and relocation of one station;
- Roadway rehabilitation program;
- Noise attenuation barriers replacement;
- Bridge/Culvert rehabilitation program;
- Revitalization of the Central Library;
- Advancement of Cooksville Creek capital projects; and
- Opening of all 138 ISF and RInC projects, including: Mississauga Celebration Square; libraries at Burnhamthorpe, Lorne Park, Lakeview and Port Credit; new pools at Malton and Clarkson; six renovated outdoor pools; 15 sidewalks; 20 noisewalls; 73 parks pathways; and repair of 165 lane kms of roads.

The plan, however, does not provide for $432 million of work to be completed in the next 10 years in growth-related projects and lifecycle replacement costs.

Continuing to be an Employer of Choice

To be as effective and efficient as possible, the Corporation needs to continue to attract and retain a high quality workforce.

The City currently has one of the most highly engaged workforces in the municipal sector (Metrics@Work survey). This is due to progressive human resources policies and management practices, a commitment to open communication, interesting and challenging work, stimulating learning opportunities, and fair compensation practices.

In 2009, the City was named one of the Top 100 organizations in Canada for Youth.

As the workforce ages and demographics shift, competition for talent will increase. This plan focuses on working as much as possible within existing resources to modify and deliver the programs required to meet our human resources goals. Some incremental investments are required in key areas due to increasing legislative and organizational requirements.

Affordability

The affordability of this plan will be impacted by decisions regarding the cost of labour, speed of implementation, and alternative funding opportunities that are available, including partnerships and future Provincial and Federal funding.

Staff have brought forward plans to move forward in key areas which they believe are in line with Council's direction, citizens' expectations, and "better practices". Slowing the pace of implementation would reduce the impact on the tax rate, however, it is clear that the City will not be able to grow and maintain service levels if funding is capped at the traditional rate of inflation.

For ease of Council's discussion, each service area plan outlines its financial drivers in tables.

Base changes to the budget include: the continuing impact of the economic slowdown on key revenue streams such as building permits, recreation and transit revenues; increasing

costs of labour; and contractual obligations that are unavoidable.

Note that the Province of Ontario has passed the *Public Sector Restraint to Protect Public Services Act, 2010*, effective from March 25th, 2010 to March 31st, 2012. It is designed to slow wage increases in the non-union public sector. However, employees covered by union collective agreements are exempted as are municipalities. In effect, this legislation does not provide any additional tools to assist the City in offsetting market forces on labour.

The opening of newly constructed and some redeveloped facilities and infrastructure has further impacted the operating budget. To offset these pressures, staff have scoured their budgets and business processes to capture continuous improvement opportunities in the areas of new non-tax revenues, program reductions where they makes sense, and efficiencies. Lastly, some new services are built into the funding equation, such as increased transit.

The ten year Capital forecast has also been increased by $197 million in response to the need for increased infrastructure funding and additional requests.

Accountability and Transparency

Each Service Area Plan has a balanced scorecard which focuses on key measures in the areas of Finance, Customers, Employees and Business Process. By paying attention to all four areas the City can retain balance to its performance and know that it is moving towards the attainment of key goals.

This, along with other regular measures such as reporting to Council and other regulatory bodies, will ensure that the City monitors progress in a transparent way.

In conclusion, five priority areas have been identified for investment in this Business Plan for Council's direction. This is an exciting, but demanding time, and staff remain flexible to adjust these plans in any way that Council directs.

Drivers of Increases to Operating Costs *	2011 $m	2012 $m	2013 $m	2014 $m
Base Changes:				
Slower Revenue	2	0	0	0
Labour	15	18	19	14
Other	5	7	3	2
Infrastructure Levy	3	3	3	3
Capital Projects impact	1	1	6	0
Continuous Improvement:				
Program Reductions	(1)	0	0	0
Efficiencies	(4)	(1)	0	0
Proposed Changes:				
Growth	3	4	4	2
New Services	5	3	2	1
New Revenues	(1)	(2)	(1)	(2)
Total Operating Increase from 2010	28	33	36	20

*$3 million of additional operating costs equates to a 0.3 percent increase in the total property tax bill.

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Profile of the City

The City of Mississauga is located on the shores of Lake Ontario, to the West of the City of Toronto. It is an area municipality within the Region of Peel, Ontario, Canada with a population forecast to grow to 812,000 in the next 20 years.

Founded in 1974, it has grown from a collection of villages with a population of 220,000 to a large global urban centre with 734,000 residents, over 54,000 businesses and the home of approximately 422,000 jobs. Located to the west of another global city, Mississauga is a net importer of jobs, is the sixth largest city in Canada and the 25th largest in North America.

Immigration and mobility patterns have seen the City of Mississauga become one of the most culturally diverse cities in the world. About half of the City's population is foreign-born and has a mother tongue that is not one of the two official languages. However, the majority speak English and are ready to participate in their new community as represented by the fact that three quarters of immigrants in Mississauga become citizens of Canada.

With seven major highways, the largest international airport in Canada, excellent inter- regional public transportation links and strategically located in the heart of the Greater Golden Horseshoe, Mississauga has easy access to global markets and skilled knowledge workers with connections throughout the world. In additional to the thousands of small businesses, Mississauga is home to 63 Canadian Head Offices of Fortune 500 companies. The key economic clusters are in the areas of: Life Sciences; Advanced Manufacturing; Financial Services and Information and Communication Technologies.

Governed by the Mayor and 11 Councillors, The City provides services in the areas of Roads; Fire and Emergency Services; Transit; Recreation and Parks; Libraries; Arts and Culture; Regulatory; Legislative; Land Development Services; and supporting services to maintain them. Like other municipalities, the City has a broad mandate to be open, transparent and ensure that its services are accessible, physically and financially.

The 12 elected officials also sit on the Region of Peel Council, which provides services to Mississauga, Brampton and Caledon including: Public Health, Waste Management; Social Housing; Long Term Care; Paramedics; TransHelp and; Ontario Works.

In 2009, the Council and the community developed an ambitious *Strategic Plan*, focused on five 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 and; Living Green. In 2010, Council updated its *Official Plan* to reflect the *Strategic Plan* and ensure that the technical instruments required to fulfill the vision were in place.

The Corporation has remained an award winning organization for many years, living up to its tag line of *Leading Today for Tomorrow,* with awards being received in multiple technical areas disciplines and community projects.

The City has received a "AAA" credit rating from Standard and Poor's for many years and is currently debt free with one of the lowest property tax rates in the Greater Toronto Area.

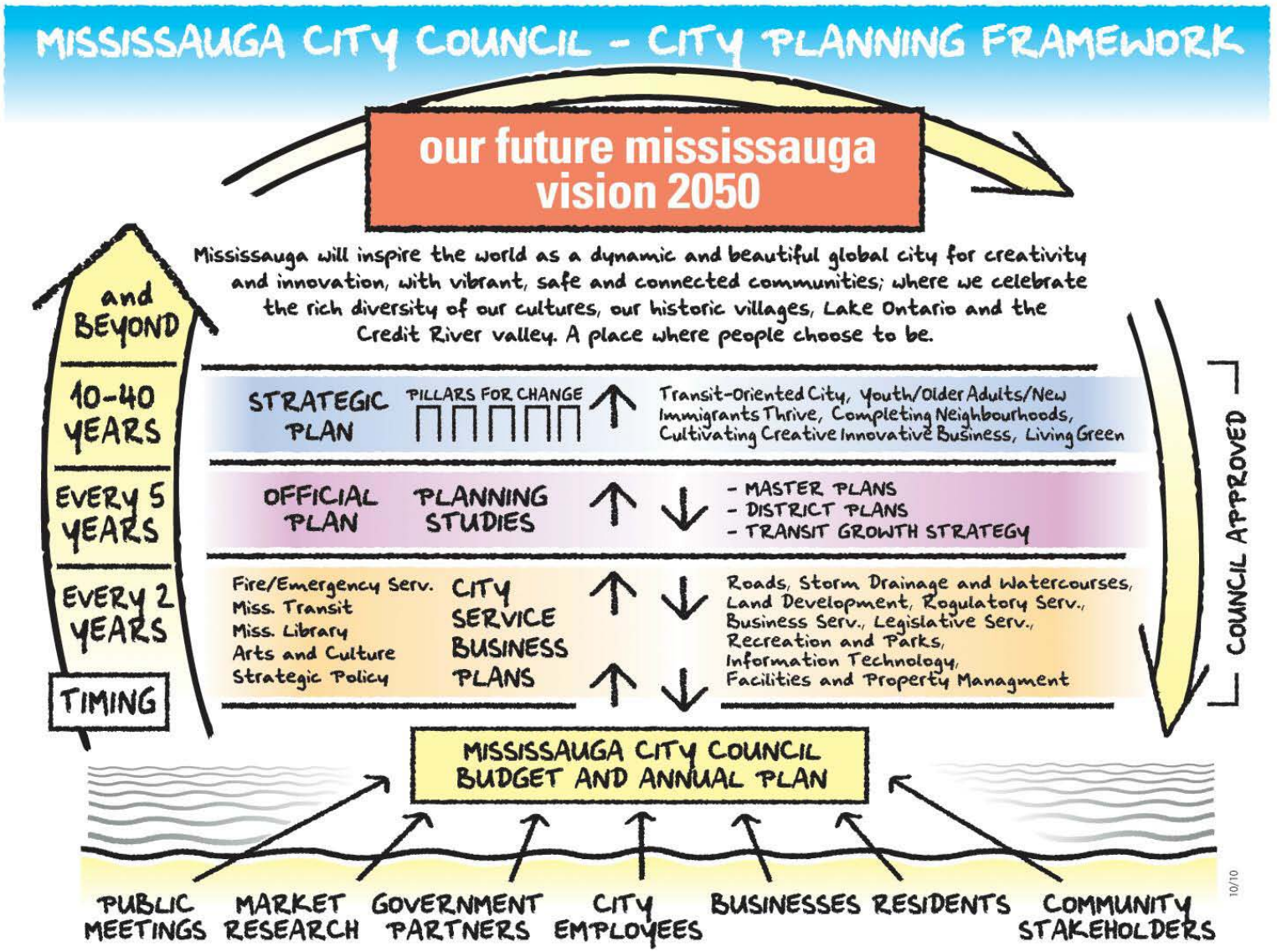
The City has also been named the safest city in Canada for the last 11 years and in 2009 was named one of the Top 100 organizations in Canada for Youth.

More detail on the City of Mississauga is available on its website at www.mississauga.ca.

2006 Census facts about the City of Mississauga

- The proportion of married-couple families is higher in Mississauga than in the rest of the country;
- 63.4 percent of couples have children, 14 percent ahead of the rest of Canada;
- 15.2 percent of families in Mississauga are lone-parent;
- The average household size in Mississauga is 3.1 persons, ahead of the 2.5 person country average;
- One fifth of the housing stock in Mississauga was constructed before 1970, in comparison to Canada which was two thirds;
- Although single-detached and apartment units represent the largest and second largest share of the housing, the City's housing stock is more diversified than the national, provincial and Toronto CMA stock. Mississauga has a smaller proportion of single-detached units and larger shares of townhouses and semi-detached units. Mississauga also had one-third of its housing stock comprised of apartment units;
- Ownership is stronger in Mississauga than the rest of the country, with three quarters of its housing under ownership tenure, as opposed to two thirds for the country;
- The top five non-English languages spoken at home in Mississauga were: Chinese languages; Urdu; Polish; Punjabi and Tagalog;
- In Mississauga, over half of the immigrant population is from Asia and the Middle East. This is followed by Europe (29 percent) and the Caribbean and Bermuda (7 percent);
- Between 2001 and 2006, Mississauga took in 17 percent of immigrants to the Toronto CMA. Currently the immigrant population represents 52 percent of Mississauga's population; and
- In Mississauga, three quarters of immigrants become citizens. Twelve percent of immigrants in Mississauga have citizenship of Canada and at least one other country.

Writing the Business Plan



The Role of the Business Plan

"The Strategic Plan will guide our goal-setting process, identify projects that should be given priority and have resources allocated to make them happen, including consideration for priority funding. In this way, the Strategic Plan is a critical part of the City Business Planning and Budget process.

Think of the Business Plan as a document that bridges the Strategic Plan with day-to-day work plans and the budget. It allows the City to look ahead, focus on key activities, allocate resources, prepare for opportunities and risks, and set priorities accordingly. Most important, the Business Plan ensures that all City Departments are moving in the same direction.

The Strategic Plan is bold and visionary. We don't have the financial resources or the organizational capacity to do everything at once. With all of our ongoing priorities and exciting new ideas, choices need to be made.

By setting the right priorities, creating achievable actions and tracking our progress against our strategic goals, we will realize Mississauga's potential to be a great 21st century city."

Strategic Action Plan, 2009

There are more than two thousand years between these two quotations, but they both speak to the need to have a clear plan of action to achieve the strategies that have been developed. There are very few strategic planning gaps in the Corporation and the Business Plan links all these strategies and highlights where resource changes are required to successfully implement them. The Budget informs the Business Plan by putting it in the financial context of affordability.

Approach

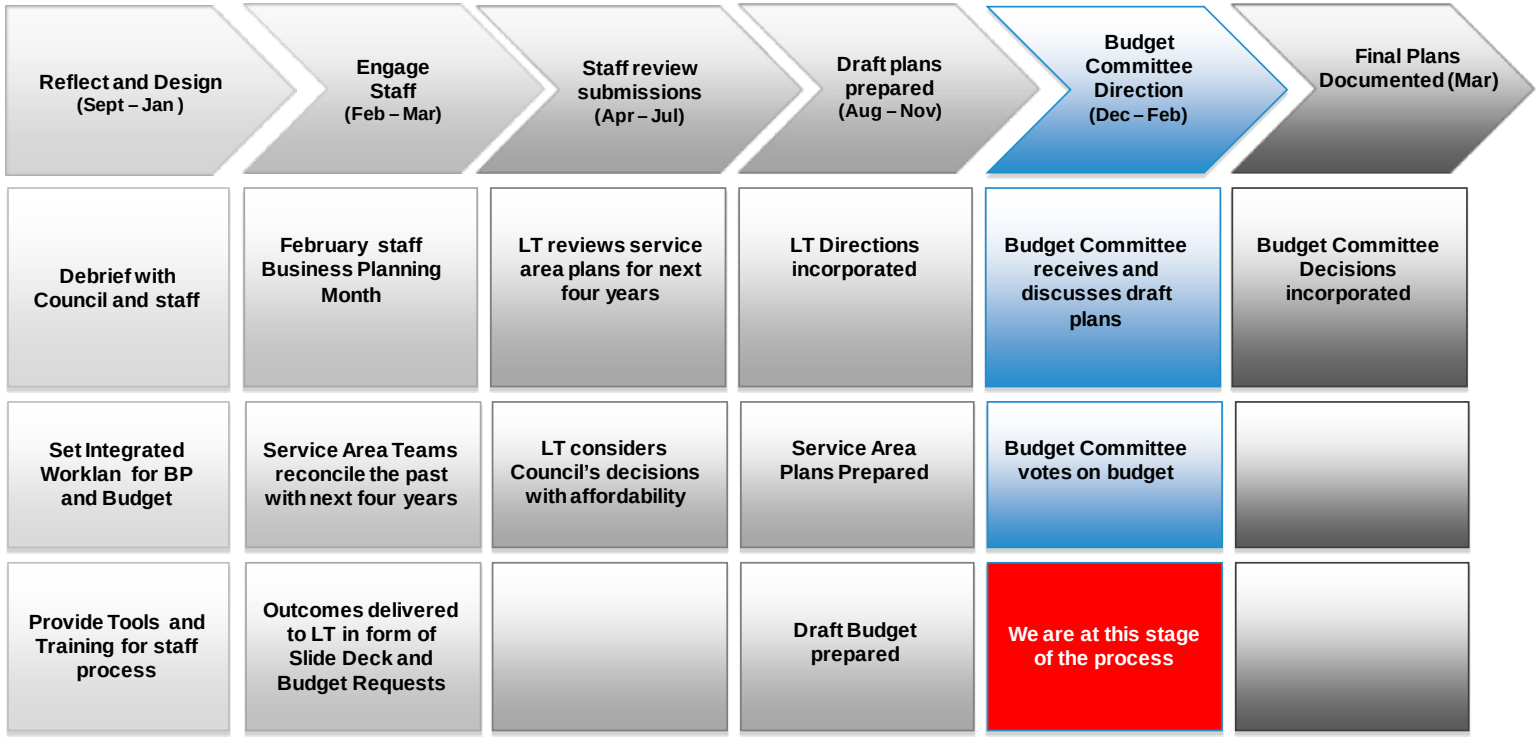
The Business Plan and Budget have been fully integrated with the objective of laying out information in a transparent manner to allow Council and interested stakeholders to understand what their investment is purchasing. The information is broken into pieces that can be clearly understood and discussed. The Business Plan and Budget has been prepared to facilitate these discussions.

This document provides Council and the community with more information on existing services and the proposed changes to them, than has ever been provided before. The plan lays the issues on the table and invites commentary and direction.

After Budget Committee direction, the documents will be revised to ensure our plans moving forward are accurate, clear and transparent.

> *"Strategy without implementation is the slowest route to victory. Implementation without strategy is the noise before defeat."*
>
> *adapted from Sun Zhou 500 BC*

Business Planning and Budget Integrated Process



The Structure of the Service Area Business Plans

The City Planning Framework diagram shows direct and indirect links from the Business Plan and Budget to other planning efforts within the City and stakeholder input. While the City Business Plan focuses on the overall story, the service area plans go deeper for each service. This allows the reader to go as deep as they feel they need to and understand where investments are being made and learn about services that they may not be as familiar with.

The service area plans are:

- Roads, Storm Drainage and Watercourses
- Fire and Emergency Services
- Mississauga Transit
- Recreation and Parks
- Mississauga Library System
- Land Development Services
- Legislative Services
- Arts and Culture
- Regulatory Services
- Facilities and Property Management
- Strategic Policy
- Information Technology
- Business Services

Navigating the Plans

This section has been written to assist the reader in navigating these documents. The approach has been to be comprehensive in scanning the environment, past decisions and directions of Council including policy and existing and upcoming legislation. Twenty five key business activities have been examined by staff and summarized to the 15 sections in the service area business plans. Most plans are around 30 pages long which gives the opportunity for service plans to be appropriately described.

Budget Requests

Where reference is made to a Budget Request (BR), this is the key collaborative tool in the corporation which allowed staff to share ideas across divisional boundaries and incorporate the full cost of providing that change, regardless of organizational responsibilities.

The service area plans all refer to the BR and a summary of each BR, based on how Council has received information in the past for budget reduction opportunities, is contained in Volume 2 of the information presented to Council. This provides more information on key initiatives than ever before.

Service Area Business Plans

The Service Area Plans have been written to fundamentally answer two questions:

- What are the issues and what are we planning to do to address them? (external goal); and
- Who needs to know about this and have we engaged them? (internal goal).

In answering these questions, the Service Area Plans have presented their story in four main chapters: Existing Core Services; Proposed Changes; Required Resources; and Performance Measurement.

Existing Core Services

1.0 Vision and Mission
Why does this service exist?

2.0 Service Delivery Model
Who provides this service?

3.0 Past Achievements
What are we building on?

4.0 Opportunities and Challenges
What do we have to have regard for as we move forward?

5.0 Current Service Levels
What level of service do we currently provide?

5.1 Maintaining our Infrastructure
What infrastructure do we maintain within the City of Mississauga?

6.0 Goals for the next four years
What are our plans for the term of this plan?

7.0 Engaging our Customers
Who are our customers and how do we ensure we keep in touch with them?

Proposed Changes

8.0 Base Changes
What is changing that we cannot control?

9.0 Continuous Improvements
How are we becoming better?

10.0 Recommended proposed changes
What changes are being recommended in the provision of services?

Required Resources

11.0 Human Resources
What staff do we require for this plan and what development programs need to be in place?

12.0 Technology
What technology is required for this plan and how are we leveraging within our services?

13.0 Facilities
Where do we provide our services from?

14.0 Budget
What will this cost?

Performance Measures

15.0 Balanced Scorecard
What are the key measures for our services that are tracked to monitor progress?

Past Achievements

Our role is not to champion the status quo or rest on our laurels. However, it is important to reflect on past successes and build on them for the future.

In spring of 2009, the City of Mississauga unveiled its new *Strategic Plan*, a document developed through an exhaustive public engagement process. The City also published a complimentary Action Plan document, outlining many distinct targets and actions to progress the delivery of the City's newly defined vision. In the two years since the *Strategic Plan* was approved, 97 actions are underway and over 30 significant accomplishments have occurred.

Critically important to advancing the new *Strategic Plan* is developing the right strategies. Five very important strategic master plans have been recently completed and endorsed by City Council including*: Future Directions for Recreation and Parks; the Cycling Master Plan and Implementation Strategy; the Economic Development Strategy – Building on our Success plan; the Downtown 21 – Conceptual Master Plan and Directions report; and the Culture Master Plan Study*. Each of these documents outlines key city-building activities and strategies to set the City on the right path toward meeting the new *Strategic Plan* goals.

A number of important projects have also been completed that advance on the vision of making Mississauga a transit-oriented city. Construction on the Bus Rapid Transit (BRT) system has started after many years of planning. Also, the City has completed the business case and feasibility study for the Light Rail Transit (LRT) system on Hurontario/Main Street, in partnership with the City of Brampton.

To guide development throughout Mississauga, a new *Official Plan* (OP) was adopted by City Council in September, 2010. It was developed around the concepts outlined in the *Strategic Plan* of directing growth to identified intensification areas, promoting a multi-modal transportation system and creating complete communities. Mississauga was the first municipality in the GTA to have an OP and a *Zoning By-law* that work together with provincial legislation to guide development.

The environment has also come into sharp focus through the development of the *Strategic Plan*. Important achievements have been the development of Green Building Standards to guide development and redevelopment of City-owned buildings. Also, in recognition of the negative effect of idling vehicles, an *Idling Control By-law* was drafted and endorsed.

The Community Services Department has achieved a number of milestones in the past few years with the completion of the *Future Directions for Recreation and Parks Master Plan*; the *Waterfront Parks Strategy*; the *Youth Plan*; and, the *Older Adult Plan* – a plan that has been recognized for excellence by the Canadian Institute of Planners. Over the past two years, Parks Planning has worked to acquire 61 Ha (150 acres) of parkland and greenbelt to enhance the waterfront and protect the natural environment.

Awards that have recently been received include 'Top 90 GTA Employers' and 'Canada's Top Employers for Young People'. The City of Mississauga continues to achieve excellence in financial reporting and has received the

Government Finance Officers Association (GFOA) Budgeting Award, for the past twenty-two years, and the Canadian Award for Financial Reporting, for the past twelve years. The Communications Division has amassed more than 30 industry awards and is recognized as a municipal sector leader in Canada. The City of Mississauga was presented with the '*North American Large Cities of the Future 2009/2010 – Top 5 Best Foreign Direct Investment Strategy Award*' by fDi Magazine - the only city in Canada to win this award.

Mississauga, like all large municipalities, has focused on a state of good repair of its infrastructure during the past few years. The City worked very hard to raise awareness of municipal infrastructure issues during recent elections. Two major campaigns promoted the need for infrastructure investments, which contributed to provincial and federal funding decisions. The campaigns were 'Mississauga Matters' (provincial election, 2007) and the 'Cities NOW!' campaign (federal election, 2008).

One of the biggest undertakings has been the quick response to two infrastructure grant programs (ISF and RInC) that were made available to municipalities in 2009. Mississauga successfully secured funding for 138 projects and assumed the responsibility for the delivery of over $169 million of infrastructure replacement projects, which significantly enhanced our facilities and reduced future liabilities.

The main Transit storage and repair facility at Central Parkway underwent major expansion which doubled its capacity in order to accommodate a fleet of 390 buses. This three-year, $85 million expansion, was completed with zero disruption in transit service. Along with the Transit building expansion, the entire bus system was rebranded as '*MiWay*' which launched in August, 2010. Five new limited-stop routes were implemented, 350 accessible stops and over 70,000 new service hours were added to the transit operations between 2009 and 2010.

Another multi-million dollar project which garnered an Ontario Public Works Association award, in the over $10 million category, was the Burnhamthorpe Road West bridges over the Credit River and Mullet Creek.

Bringing the public to our community buildings and having them engage in the multitude of planned events has increased in the past few years through such avenues as the 'My Mississauga' public events at the Civic Centre. This program of events has attracted 220,000 participants, celebrating the diversity and the unique identity of local communities. Canada Day celebrations have also grown significantly in the past few years.

Mississauga libraries invite 4.4 million visits annually and the library website now has over 600,000 visits annually. The website features online resources available 24/7, including journal articles, career learning, local history, the library catalogue, and targeted newsletters.

The '*ActiveAssist*' fee assistance program, delivered by Recreation and Parks, has been a phenomenal success, providing 2,500 residents with the opportunity to participate in healthy active living activities. In addition, '*GotSkates*' was introduced providing 2,000 youth with the opportunity to skate for the first time. These new efforts complement the *Jerry Love Fund* and *Walmart-at-Play* programs that support

opportunities for children, youth and adults to enjoy recreation programs and activities that would otherwise not be available to them.

Continual improvement in our information technology systems has allowed for live streaming of Council meetings, which is a partnership with Rogers Cable 10 and the City's web portal. The City has also provided free Wi-Fi access to staff and the public in all city facilities. An outdoor Wi-Fi pilot along Hurontario Street Corridor has been completed with the expectation to expand Wi-Fi presence on other road corridors and hot zones.

The successful launch of the 3-1-1 Call Centre in October 2009, in partnership with the Region of Peel, City of Brampton and Town of Caledon, provided residents and businesses with a three digit telephone access for all municipal, non-emergency, matters and inquiries.

Recently several new IT projects have achieved a positive impact on efficiency and budget savings, including: a new IT Help Desk Application with self-service options; the implementation of new multi-function copiers/printers; and, a web version of an application that allows fire and building inspectors to access it in the field.

Along with positive achievements of the City's information technology systems, the corporation has also made advances in energy and space accommodation within city buildings. The energy management strategies include the purchase of Bullfrog green power at the Civic Centre, photovoltaic solar panel installations at the Hershey Centre and the recent certification of two staff members under the *Leadership in Energy and Environmental Design Accredited Professional (LEED AP) program*. Staff have established new standards for staff accommodation and processes to undertake staff relocations which have positively influenced communication, collaboration and productivity. Also, the development of an 'Accessibility Design Handbook' has helped in the successful construction and renovation of City facilities to help eliminate barriers to persons with disabilities.

Front-line services to the public are always under scrutiny and the City continually works to improve service delivery wherever possible. A few recent examples have been the '*Home Safe Home*' inspection process where suppression crews visit homes within the community to provide fire safety information and ensure smoke alarms are functional; numerous public events by Animal Services staff including '*Dirty Dog Wash*' and the Shelter Open House; staff response to 527 cardiac events where 316 met the criteria for defibrillation protocol resulting in 23 people being successfully discharged from hospital; a total of 569 requests for information, under *The Municipal Freedom of Information and Personal Privacy Act,* of which the City has a compliance rate in excess of 99 percent (which is among the highest in the province); and, eliminating the backlog in matters reaching the Courts, and now having minor traffic and by-law matters heard in court within eight months, which is well within the provincial standard.

Staff have completed many 'e3' reviews (economy, efficiency and effectiveness) which have resulted in 64 recommendations for improvement. A 'my Idea' employee suggestion program, resulted in 327 ideas being assessed. The Internal Audit team has completed a corporate wide assessment, raising awareness of risk management within all aspects of the corporation.

Areas of Focus

Delivering Existing Services

The City of Mississauga provides a wide range of services to its residents and businesses every day. Services range from Fire Emergency Services to Transit to Animal Services and many others, which makes for a complex web of service delivery offerings. The Corporation is responsible for progressive change such as accessibility and diversity initiatives.

Ongoing changes in society, be they political, social, economic or technology based, can positively or negatively impact the ability to maintain services every day. In particular, policy at the Provincial and Federal levels often impact the City's services.

Environics surveys report that 82 percent of citizens are satisfied with the services being provided and Council has acknowledged many times that citizens are not interested in reducing services, they want more. This plan is based on the principle that existing services and service levels need to be maintained unless there is a prudent reason for change.

The service area plans outline what services are delivered and to what service level.

Samples of service levels provided include:

- For an average winter storm, major arterial and collector roads are essentially cleared within twelve hours after the end of a storm. Residential roads, priority sidewalks and bus stops are cleared within 24 hours after the storm ends;
- Mississauga Transit delivers 1.3 million service hours on 88 routes, five of which are express routes;
- Mississauga Fire and Emergency service has detailed response times to ensure its services are deployed effectively and monitored to ensure compliance;
- Recreation and Parks provides one soccer field for every 3,200 residents and one gymnasium for every 46,900 residents as identified in its Master Plan;
- Recreational indoor facilities (including the Hershey Sport Zone) attract over 12.9 million visitors on an annual basis;
- The Recreation and Parks Customer Service Centre processes over 150,000 program registrations and issues over 600,000 hours of rental permits for arenas and sport fields;
- Grass is cut every ten working days in general parkland and every seven working days in urban parks;
- The 18 locations of the library system are open for 52,100 hours annually, as places to gather research and borrow materials;
- Mississauga Library has a collection of 1.3 million items including books, magazines, multimedia and electronic resources;
- The Library offers 4,205 programs annually. An additional 1,062 outreach activities are also provided. With 118,000 residents attending programs in 2009, programming is a major focus for library staff;
- The Library has 286 public computer stations, 134 online catalogues and wireless access at all locations;
- Meadowvale Theatre supports community theatre featuring the talents of local residents. Each year it hosts

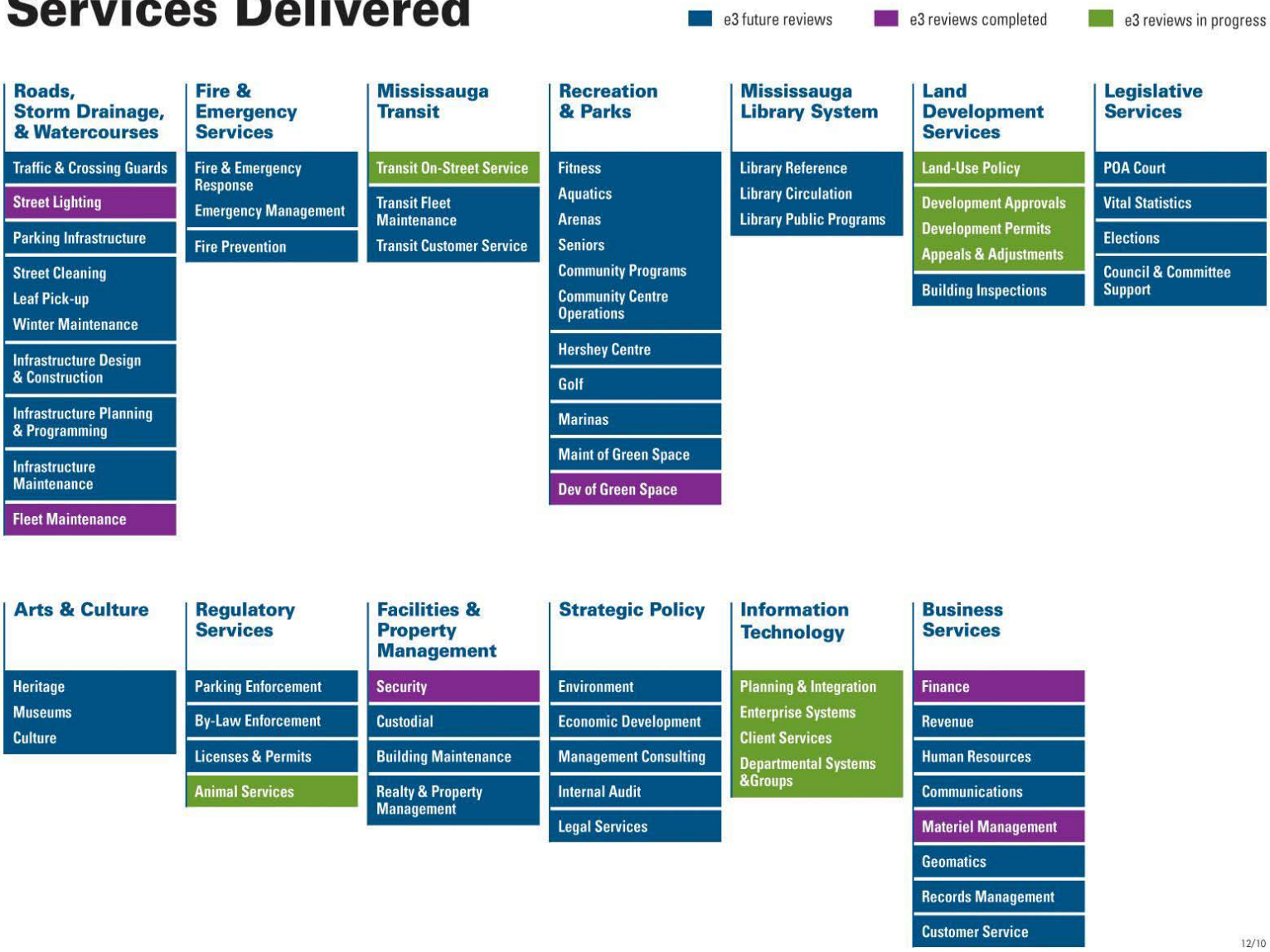
more than 250 events and 150 public performances. This includes performances by professional troupes, community productions, school presentations, drama, music and dance;

- Over 100 pre-registered classes and courses in visual arts and performing arts are delivered;
- Mississauga 311 operates 7:00 a.m. to 7:00 p.m. Monday to Friday excluding holidays. A first call resolution objective of 75 percent of calls resolved within the first call is in place for the 311 Call Centre to achieve high customer satisfaction;
- Accounts payable ensures payments are processed within the City's net 30 days payment terms;
- Our communications service distributes, on average,150 news releases per year, delivery of four media training sessions per year and daily media monitoring;
- Land Development Services completes building permit applications for residential, office, industrial, and commercial classes of buildings and issue within 10-30 days;
- Animal Services, in one year, conducted over 80 educational visits and community events, answered over 900 wildlife related phone calls and over 80 web inquiries and handled over 200 dog bite complaints;
- Parking Enforcement approved over 13,000 residential/commercial parking considerations and annually settles over 14,000 tickets disputed through the First Attendance Facility;
- Facilities and Property Maintenance Security staff respond to security incident dispatches within 17 minutes;
- Facilities and Property Management maintain density in office spaces at 180-200 sq/ft per person;
- eCity websites had 6.7 million visits in 2009, which was an increase of 10% over 2008;and
- Economic Development, in one year, participated and presented to 62 delegations, trade events and business conferences.

This plan includes:

- Maintaining existing services except where highlighted in sections 9 and 10 of the Service Area Plans;
- Development of three new fire stations and additional firefighters to maintain services;
- Watercourse management implementation; and
- Additional services discussed under the strategic plan area of focus.

Services Delivered



Implementing the Strategic Plan

After an extensive public consultation process, Council approved *Our Future Mississauga* which defined the five Strategic Pillars for Change that needed to be addressed to achieve our vision. These pillars cut across all our services.

The Business Plan allocates the resources to advance on that vision. A progress report is annually issued on the Strategic Plan. Each Service Area has identified where their plans connect to the Strategic Plan and demonstrating linkage to the strategic plan was a key step in developing all the plans.

Full details can be found in the service area business plans.



This plan over the next four years includes:

- 29,500 additional hours of transit service in each of the first three years and 47,500 additional hours in 2014;
- Opening and operation of the Bus Rapid Transit System in 2013;
- Implementation of *PRESTO* fare card;
- iBus project implementation to automate bus stop announcements, track schedule adherence and produce current bus arrival information;
- Implementation of a Traffic Management Centre to maximize roadway efficiency;
- Preliminary design and environmental assessment of Hurontario Corridor Light Rail Transit System;
- Completion of a Dundas Corridor Study;
- Mobility Hub studies for Cooksville and Port Credit;
- Transit Accessibility Plan – Sidewalk Program;
- Increasing bus marshalling as part of the Transit Security Program; and
- Design of a Mississauga Transit third bus storage and maintenance facility.

Belong

- Continued implementation of the *Youth Plan*;
- Continued implementation of the *Older Adult Plan*;
- Completing a study to attract further post-secondary institutions to Mississauga;
- Opening of Garry W. Morden Fire Training Centre;
- Coordinated Library Services for Newcomers;
- Establishment of a Mississauga Citizenship Program;
- Advancing a North West Community Centre as Partnership;

- Developing new Cultural programs through partnerships; and
- Continued Partnering with Sheridan Institute of Technology and Advanced Learning including opening of Scholars Green Park.

Connect

- Beginning implementation of the *Cycling Master Plan*;
- Opening Mississauga Celebration Square and all other ISF and RInC facilities (see below – infrastructure);
- Implementing the Public Art Program;
- Implementing the *Downtown 21 Master Plan* and Mainstreet District;
- Integrated Road Safety Program;
- Reviewing Parking Standards;
- Constructing a new fire station 120 at Hurontario and Eglinton;
- Land acquisition and construction of two additional fire stations;
- Developing Heritage Plans for Mississauga's Villages;
- Conducting the Malton Area Plan Review;
- Advancing Waterfront revitalization including completion of Inspiration Lakeview;
- Advancing an Artifact Preservation and Storage Facility;
- Implementing cultural facilities and spaces policy; and
- Developing Community improvement plans.

Prosper

- Implementing the *Economic Development Strategy* – Building for success;
- Continued implementation of Culture Plan; and
- Implementing Mississauga Cultural Mapping.

Green

- Developing and implementing the *Living Green Master Plan*;
- Conducting a Mississauga Community Greenhouse Gas Inventory Update;
- Expansion of energy management implementation;
- Green Development Strategy implementation;
- Implementing "Plant a Million Trees in 10 years";
- New Streetlighting technologies;
- *Mississauga Storm Water Quality Control Strategy* implementation; and
- Developing 67 Ha (166 acres) of new Parkland over the four years of the plan.

Delivering Value for Money through Continuous Improvement

The City of Mississauga, under Council's direction, has developed a reputation for fiscal prudence and good management. With no debt and a reputation for "running it like a business", The Corporation of The City of Mississauga has received a "AAA" credit rating from Standard and Poor's, Distinguished Budget Presentation Awards and the Canadian Award for Financial Reporting for multiple years.

The Corporation has a culture of continuous improvement. Over its history, many innovative and cost reduction strategies have been adopted in service provision, including the use of contracting out services.

To ensure that this culture is maintained, there are a number of programs in place to challenge staff on a regular basis such as e3 (economy, efficiency and effectiveness) which is a systematic review of all our services over a period of years.

When the e3 reviews already underway are completed, they will have reviewed services representing 32 percent of the operating budget and 61 percent of the capital budget.

For this planning cycle, staff were also challenged to develop ideas for budget reductions totalling to three percent of their gross budget. Many of the impacts would be drastic service level reductions and are not included in this plan for that reason, but other ideas have been. There are 118 individual BRs that have continuous improvement as their objective. Some require investments to improve and others are areas where dollars can be reduced.

For example, this plan includes the implementation of:

- Labour reductions in land development services to offset reduced development revenues;
- Replacement of multi-function devices;
- Improved efficiency in street cleaning and in leaf collection services;
- Winter maintenance review;
- Recreation and parks organizational review;
- Implementation of self serve checkout in Library;
- Reduction in prosecution staff;
- Library consolidated service delivery;
- Implementation of an integrated budget system;
- Provision of specialized support for Legal environmental matters;
- Modernization of planning databases and information management software;
- Self service kiosks in recreation and parks;
- Permanent snow storage sites;
- Enhanced access to agendas and minutes;
- Transit Fare Strategy;
- Central system to track and monitor contracts;
- Introducing 311 self service on eCity;
- Full consolidation of animal services on 311;
- Digital advertising in community centres and libraries;
- Pooling of voice minutes for cellular devices;
- Improved utility procurement strategy;
- Increased recreation and parks online registration; and
- Reviewing 16-20 services for economy, efficiency and effectiveness.

Maintaining our Infrastructure

The future success of Canada depends on the future success of its urban areas, where more than 80 percent of the Canadian population lives. It is critical that these areas have infrastructure that is modern.

The services that are provided by the City of Mississauga are dependent on safe and reliable infrastructure.

The Corporation owns $8 billion of assets, based on historic cost and includes assets such as:

- 12 major community centres;
- 25 artificial ice pads;
- 11 indoor pools;
- Seven outdoor pools;
- Six fitness centres;
- 6,600 acres of open space, parkland and woodlots;
- 255 playsites;
- 225 soccer pitches;
- 150 baseball diamonds;
- 138 tennis courts;
- 328 kms of off-road trails;
- 3,845 parks, parking and sportsfield lights;
- 20 fire stations;
- 30 fire vehicles;
- 2,600 desktops / notebooks;
- 450 public computers;
- 439 buses;
- 3,700 bus stops;
- 327 parks;
- 256 buildings in total of various sizes;
- 4,6 million square feet of space;
- 5,480 lane km of road network;
- 148 km of bicycle lanes and boulevard multi-use trails;
- 2,272 km of sidewalks;
- 49,000 street lights;
- 50 kms of noise barriers;
- 217 bridges and culverts;
- 1,991 kms of storm sewer network; and
- 17 at grade parking facilities and 113 on-street pay and display machines.

There is a need to maintain a state of good repair for infrastructure. It is more costly, on the capital budget, to let things slip to the point of complete replacement. Expectations for quality and performance have to be agreed upon, based on an understanding of what the cost implications of those expectations are.

For facilities' operating budgets, maintenance costs are much higher to keep assets going past their life cycle, resulting in more maintenance, more service calls, more service interruptions to programs and potentially lost revenue. Therefore it is more cost effective to conduct regularly scheduled maintenance, renovations, rehabilitations and updates as required.

For other assets, such as roads, the goal is to try to extend the lifecycle as much as possible by applying the right rehabilitation strategy at the right time.

When an asset does reach the end of its useful life, it is important that financial provision has been made to replace it. At present, only a portion of the replacement costs are contained within existing operating and capital budgets.

Stable and predictable levels of funding in both the operating maintenance and capital maintenance areas are required to be able to assure expected levels of quality and performance.

While today's infrastructure in the City of Mississauga is in relatively good shape, the gap between current funding levels and expected requirements over the next 20 years is $77 million per annum, based on historical costs. This is similar to the amount granted, in 2009, by the Federal and Provincial Governments through the Infrastructure Stimulus Fund for the City of Mississauga.

Mississauga is not alone, the Federation of Canadian Municipalities have estimated a municipal infrastructure gap of $124 billion across Canada. In addition, The Association of Ontario Municipalities estimates a municipal infrastructure gap of $60 billion over ten years, or $6 billion a year in Ontario.

Municipalities require assistance for major infrastructure needs from senior levels of government. Municipal property taxes cannot do it alone.

In the ten year capital forecast, there is $432 million of unfunded capital expenditures in the areas of growth related projects and lifecycle replacement costs.

Our strategy to continue to deal with the infrastructure funding gap includes:

- Focus on the critical components of infrastructure with safety as a priority;
- Continue to produce accurate and up to date information on the City's infrastructure;
- Continue to develop and implement asset management strategies for various asset classes;
- Develop a more comprehensive financial plan;
- Issue debt financing to invest in infrastructure, potentially in 2013;
- Increase our transfers to the capital reserve to provide funding for future years for asset replacement;
- Assess opportunities through agencies such as Ontario Infrastructure Projects Corporation to incorporate alternative financing approaches;
- Assess opportunities to use tools such as Section 37 and bonusing as permissible under the Planning Act; and
- Work with partners throughout Canada to continue to tell the infrastructure story and challenges that face all municipalities across Canada to help leverage sustainable funding by the Federal and Provincial Governments.

This plan includes the implementation of:

- Rehabilitation of eight Fire Stations and relocation of one;
- Roadway rehabilitation program;
- Meadowvale Branch Library Redevelopment;
- Infrastructure Asset Management Programs;
- Accelerated Noise Attenuation Barriers replacement;
- Renovation of Meadowvale Theatre;
- Bridge / Culvert Rehabilitation Program;
- Revitalization of the Central Library ;
- Street Tree Replacement;
- New Minimum Maintenance Standards for roads etc.;
- Traffic Signal Installations;
- Watercourse Management Implementation;
- New North Central Works Yard;
- Advancement of Cooksville Creek capital projects;
- VCOM mobile radio replacement;
- By 2011, completion of 138 ISF and RInC projects including:
  - Mississauga Celebration Square;
  - Four libraries at Burnhamthorpe, Lorne Park, Lakeview and Port Credit;
  - New pools at Malton and Clarkson;
  - Six renovated outdoor pools
  - Installation of 20 noise walls;
  - Renovation of 73 parks pathways;
  - Repair of 165 kms of roads; and
  - Construction of 15 new sidewalks.



The Credit River bridge on Lakeshore Road
Originally built in 1960 and rehabilitated in 2007



Civic Square Re-development

Continuing to be an Employer of Choice

The Corporation of the City of Mississauga employs approximately 5,000 full time equivalents and needs to continue to attract and retain a high quality workforce to be as effective and efficient as possible.

The City currently has one of the most highly engaged workforces in the municipal sector (*Metrics@Work survey*). This is due to progressive Human Resources Policies and management practices, a commitment to open communication, plus interesting and challenging work, learning opportunities and fair compensation practices.

In 2009 the City was named one of the Top 100 organizations in Canada for Youth.

As the workforce ages and demographics shift, competition for talent will increase. The City has prospered with staff that could build effectively and build fast. Many valued employees will be approaching early retirement options, and others are potentially excellent employees for other GTA municipalities who have the need to build fast unlike Mississauga which is entering a different phase of development.

Attracting and retaining the right staff for future service provision will be critical to continuing to deliver good customer service to residents and businesses and being a successful organization.

There are several Human Resource programs in place which will ensure, strategically, we continue to be an employer of choice.

Programs include:

- Performance appraisal system for applicable staff;
- Competitive benefits and compensation packages;
- Talent management programs such as:
  - Building leadership capacity;
  - Managerial succession planning and ;
  - Leadership Readiness;
- Alternate Work Arrangements policy to support work-life balance;
- Smart Commute Initiatives such as 50 percent subsidy for transit;
- Modern wellness programs including a 50 percent discount on recreational programs; and
- Employee Professional Development.

A new Human Resources strategy has been developed which focuses on three key areas to ensure success moving forward:

- Talent Management including proactive recruitment and engagement of staff, employment diversity, on boarding, enhancing the performance management program, succession planning for all levels of staff, competitive compensation and benefit programs and building employee development;
- Healthy Workplace including progressive wellness and labour/ employee relations strategies, safety programs and further developing good workplace policies and practices; and
- HR Strategic Business Partnerships – providing strategic HR service that supports departments with implementation of the City's Strategic and Business

Plans, which may include facilitating cultural change, organization structure and job design.

Generally, this plan focuses on working as much as possible within existing resources to modify and deliver the right programs required to meet the City's Human Resources goals.

Incremental investments are being sought to ensure we have the right talent to implement the City's plans, the ever increasing legislative requirements, the steady growth of our workforce and the anticipated Talent Management needs of an increasingly competitive labour market with future projected turnover.

Corporate Social Responsibility

The Corporation is fundamentally focused on delivering service to its residents, businesses and stakeholders. However, beyond the service provision mandate, staff at the City are also volunteers. Like the community, they volunteer in areas such as community sports, arts, social services and health care.

Over the last ten years, staff have raised and donated $1.5 million to the United Way of Peel and they have raised over $1 million for the *Jerry Love Foundation* for kids since its inception. Mississauga Fire and Emergency Services continue much charitable work through *Firefighters Without Borders*. To date Mississauga firefighters have visited countries such as Peru, Honduras, Antigua, Haiti, Mexico, and Bahamas, and supplied approximately $580,000 of equipment such as training materials, bunker gear, and auto extrication equipment. This is accomplished through Fire's Volunteer Charter where volunteers pay their own way, including accommodation, travel, meals, and incidental expenses. Members are proud to work in an organization where 100 percent of all donations are used for such a necessary and critical program.

Profile of the Employees of the Corporation of Mississauga

A number of trends and emerging issues are monitored closely to ensure that employee programs are adjusted to ensure they are relevant:

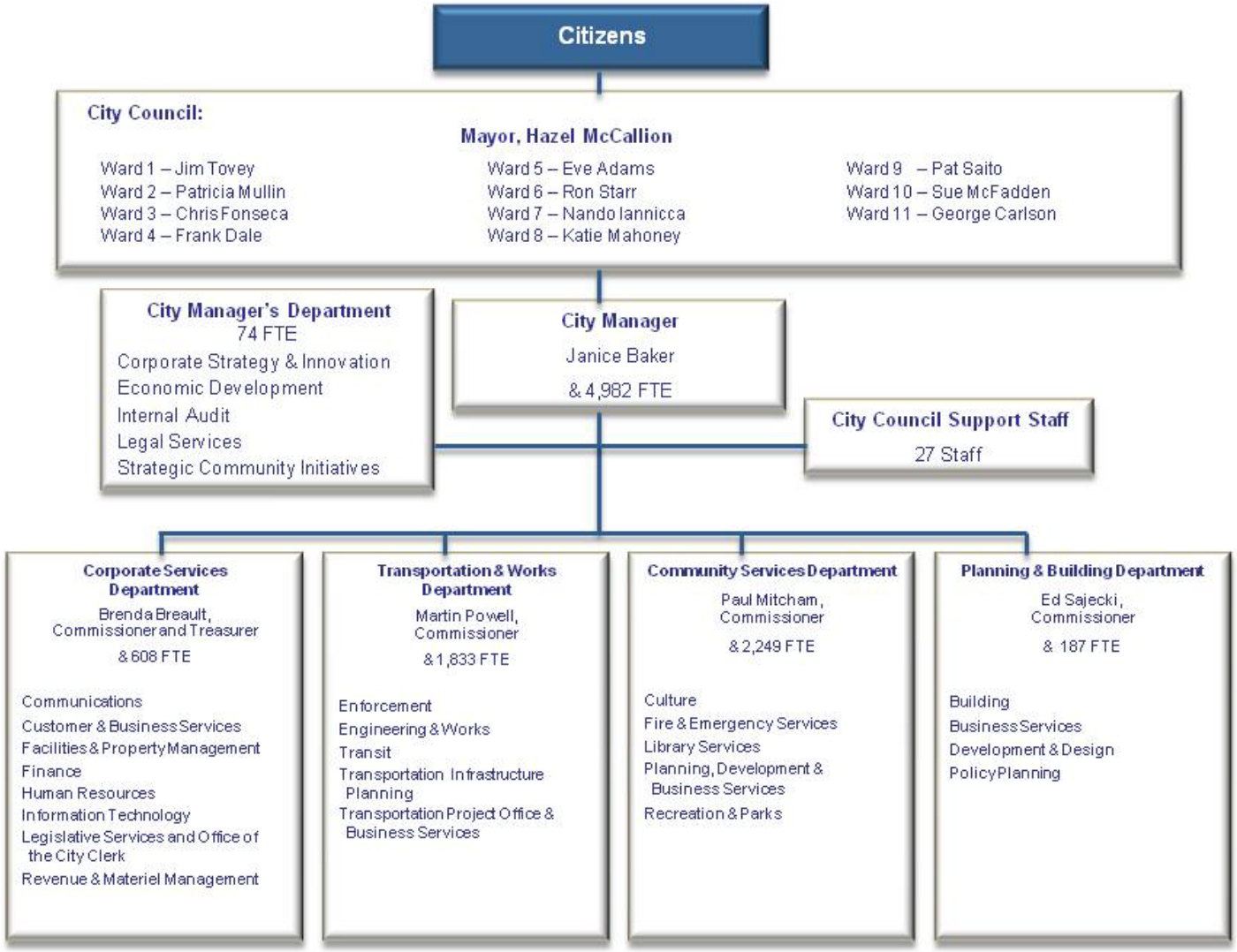
- The average age of a City full time worker is 45 years. This has been stable for the past seven years, unlike the average age of temporary workers which has dropped from 39 years in 2002 to 28 years today;
- Average service for full time staff is twelve years and for temporary employees, four years;
- The City's workforce gender breakdown has not changed since 2002. The temporary workforce continues to be female dominated; this is largely due to Recreation and Library temporary positions which attract more female workers. Males continue to dominate the City's permanent workforce due to high numbers of employees in the traditionally male dominated occupations such as Firefighter, Works Labourer and Transit Operators. Fifty percent of supervisory staff are female;
- A majority of permanent and temporary employees both work and live in Mississauga;
- Gen X make up the majority (58 percent) of the City's permanent workforce. This is a 14 percent increase from 2007. The Baby Boomer generation is in decline, but is still 28 percent of the City's permanent workforce.

Millennials dominate the temporary workforce; this is generally driven by the high concentration of temporary Recreation and Parks positions;

- The City's non-union salary structure is performance based with employees reaching grade maximum within five to ten years. The number of salaried non-union employees at the top of grade is increasing by five percent each year and with permanent employee service being 12 years, a large percentage of staff are currently at grade maximum;
- Overall staff turnover remains less than four percent. Voluntary turnover has continued to decline over the last four years. Involuntary turnover has remained under one percent over the last four years;
- While overall staff turnover remains low, it is interesting to understand who is leaving from a generational perspective. Millennials choosing to leave has increased by 20 percent over the last three years. This reflects their recent entry into the labour market. Gen X'ers remain the largest group of employees choosing to leave, however this percentage has recently been in decline. Similarly the percentage of baby boomers choosing to leave is also in decline; and
- There continues to be a steady increase of those eligible to retire with the number increasing from 324 in 2009 to 729 in 2014. The actual impact of the elimination of mandatory retirement is still not apparent, however, even if older employees elect to work longer they remain a talent risk to the organization as they can leave at any time.



2011 Organizational Chart for The Corporation of the City of Mississauga including Full-Time Equivalents (FTEs)



Financial Overview

Affordability

The City will not be able to grow and maintain service levels if funding is capped at the traditional rate of inflation. The total cost of these plans is the sum of the cost of the parts. Each Service Area Plan outlines its financial drivers in tables which allow Council to debate each one.

The table below presents the impact on the total property tax bill in percentage terms and dollars per $100,000 of assessment. Presenting the impact on the total property tax bill facilitates accurate comparisons to other major Cities such as Toronto, Ottawa and Hamilton, which are single tier municipalities versus the two tier structure in Peel Region.

Each service area plan includes a ten-year capital forecast incorporating the costs to maintain our existing infrastructure as well as major investments in infrastructure to move forward with our *Strategic Plan* and Master Plans.

Staff have brought forward recommendations to move forward in key areas which they believe are in line with citizen's expectations, with Council's direction, and which reflect "better practice". However, should the pace of implementation be slowed, then the impact on the tax rate would naturally also be reduced.

The affordability of this plan will be impacted by decisions regarding the cost of labour, speed of implementation and alternative funding opportunities that are available including partnerships and Provincial and Federal funding in the future.



Drivers of Tax Levy Increase

Description	2011 ($000's)	2012 ($000's)	2013 ($000's)	2014 ($000's)
Prior Year Budget	**297,231**	**324,847**	**357,720**	**394,085**
Base Changes				
Labour	14,921	18,387	18,552	14,246
Other	4,505	6,527	3,114	1,757
Reduction in Revenues	1,850			
Impact of New Capital Projects	625	643	5,769	(320)
Continuous Improvements				
Efficiencies	(4,067)	(488)	428	324
Budget Reductions	(661)	(238)	(201)	(339)
Total - Cost to Deliver Existing Service	**17,173**	**24,831**	**27,662**	**15,668**
Increase to Deliver Existing Service (after Assessment Growth)	**4.5%**	**6.9%**	**7.2%**	**3.5%**
Impact on Total Tax Bill, Cost to Deliver Existing Services	**1.3%**	**1.9%**	**2.0%**	**1.0%**
Infrastructure Levy	**2,970**	**3,100**	**3,200**	**3,300**
Total Deliver Existing Service Including Infrastructure Levy	**20,143**	**27,931**	**30,862**	**18,968**
Proposed Changes				
Growth Driven Initiatives	3,252	3,932	4,453	2,348
New Service Level/New Initiatives - Funded from Tax or Reserves	5,370	3,312	2,471	520
New Revenues	(1,148)	(2,302)	(1,420)	(1,985)
Total Operating Increase	**27,616**	**32,872**	**36,366**	**19,850**
Increase in City Budget (after Assessment Growth)	**8.0%**	**9.6%**	**9.9%**	**4.5%**
Impact on Total Tax Bill	**2.2%**	**2.7%**	**2.8%**	**1.3%**
$ per 100,000 of Assessment*	**$22.17**	**$24.30**	**$26.70**	**$27.91**

* 2012 to 2014 estimated based on percentage increase as future years assessment information not available

Base Changes

The following narrative focuses on the challenges for 2011.

Reduction in Revenues

Flat or declining revenues have a major impact on the City's increased tax requirements. The economy has impacted Transit, Building and Planning, Regulatory and Recreation and Parks revenues. Total revenues have declined by $1.8 million. As these non-tax revenues make up 44 % of all City revenues, the reduction must be offset by expenditure reductions and increased tax funding.

Labour Costs

Labour comprises almost 70% of the City's total operating expenditures – the City is in the business of providing services and services are delivered by people. For some services labour comprises the majority of the Budget, such as Fire, where 96% of the Budget is labour, and Transit where 80% of the budget is labour.

The City has almost 5,000 full time equivalents, 48% are non-union, with another 52% represented by seven Union Groups. All of the collective agreements expire in 2011. The Province of Ontario has implemented a freeze for their non-union staff and the Province has undertaken discussions with their union groups to implement a similar freeze. At the same time, the Province has urged other public sector organizations, including municipalities to implement a similar freeze. The Province has not legislated any tools to municipalities to achieve this. Within this plan, provisions to manage these issues have been made and, as is appropriate under the Municipal Act, staff has prepared a full labour relations strategy for Council's direction, in closed session.

In addition to the modest wages adjustments included in this plan, the cost of statutory benefits which the City must provide are increasing by over 8%. OMERS costs are increasing by over 10%, and Employment Insurance costs by 5%, both of which are uncontrollable to the Corporation. The City of Mississauga has been fortunate to have had very positive labour relations over the years and plans to continue working together through these difficult economic times to maintain the quality of life for taxpayers and staff.

Other Costs

Similar to individual property owners, the City is impacted by the increased cost of fuel and utilities. Diesel fuel for the City's Transit fleet has increased by 10 cents per litre over the 2010 Budget and utility rates are increasing, impacting the cost of operating our facilities. The cost for of winter maintenance is increasing due to contractor costs and the price of salt and sand. As well, base costs are increasing for the annualized cost of 2010 program decisions, such as opening City Libraries on Sundays and increases in Forestry service levels.

Impact of New Capital Projects

Several facilities will be opening or re-opening in 2011 and beyond, resulting in increased operating costs associated with the new facility. In 2011, this plan includes the cost of the reopening of the Mississauga Celebration Square at $512,000 and the cost to maintain 45 acres of new parkland at $116,000.

Continuous Improvement

The City is working hard to continuously improve. For this plan, each division was requested to come forward with the equivalent of 3% of their gross costs as savings. The recommended ones are included in the relevant section in the service area business plans and total $4.7 million for the first year.

Efficiencies

All activities are examined to ensure they are delivered in the most efficient manner and all budgets are still appropriate. This plan includes efficiencies totalling $4.1 million in 2011, and $3.8 million over the four year plan. Examples of efficiencies such as improved efficiencies in street cleaning and leaf collection services are in the service area business plans.

Budget Reductions

All programs are examined to ensure they are still appropriate to the community. Reductions of $661,000 were identified in 2011 and over the four year plan program reductions total $1.4 million. Examples include savings from lowering the winter heating temperature and increasing the summer temperature in City facilities, printing efficiencies, reduction in professional service costs, tax bill redesign, reducing the frequency of mailing tax overdue notices, and a Recreation and Parks organizational review.

Cost to Deliver Existing Services

The cost to deliver existing services has increased by $17.2 million over 2010. After considering assessment growth of 1.3% this has an impact on the total tax bill of 1.3% or $12.42 per $100,000 of assessment.

Maintaining Our Infrastructure

As noted earlier the City has over $8 billion in infrastructure assets. As part of our strategy to ensure sufficient funding to maintain our infrastructure, this plan includes a 1% infrastructure levy in each of the four years. In 2011 this has an impact of 0.3% on the total tax bill, and adds $2.77 per $100,000 of assessment.

Proposed Changes to Services

Where noted, some service levels have been increased, new initiatives added and costs increased due to growth pressures. Examples of these proposed changes are set out in the Service Area Business Plans.

Growth

Cost driven by growth total $3.3 million in 2011 and total $14.0 million over the four years of this plan. The impact to the property tax bill in 2011 is $3.03 per $100,000 of assessment.

New Service Levels and Initiatives

This plan includes increased service levels and new initiatives totalling $5.4 million in 2011, and $11.7 million over the four year plan. These initiatives impact the property tax in 2011 by adding $5.01 per $100,000 of assessment.

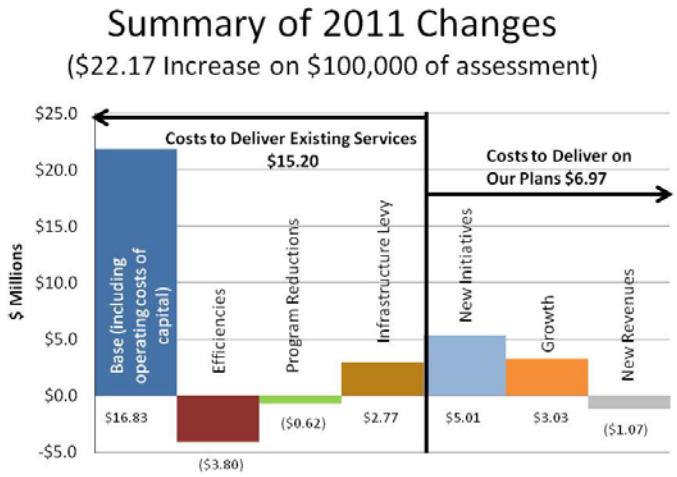
New Revenues

Annually, all non-tax revenue streams are examined to ensure they are keeping pace with the cost base and the external environment. This plan includes revenue increases of $1.1 million in 2011, and total $6.9 million over the four years of this plan. These increased revenues are largely due

to the Transit Fare Strategy. In 2011 new revenues reduce the property tax bill by $1.07 per $100,000 of assessment.

Impact on 2011

The following charts presents the impact on the 2011 property tax bill by drivers. The total increase per $100,000 of assessment is $22.17 or a 2.24% increase.



Note: Numbers may not add due to rounding.

Capital Forecast

The capital forecast for the next ten years totals $1.9 billion. Over the four years of this plan the capital forecast totals $0.8 billion. The capital plan provides for the rehabilitation of existing infrastructure, the development of infrastructure to provide for growth, and infrastructure required to advance our *Strategic Plan*. The capital initiatives in this plan are presented in the Maintaining Our Infrastructure and Implementing our Strategic Plan sections of this document.

The financing plan for the capital forecast fully utilizes Federal Gas Tax to support major transit infrastructure, balances growth related projects against development related revenues and assumes an annual infrastructure levy of 1% to support the tax based capital program. The forecast assumes the City will begin utilizing debt financing beginning in 2013.

Alternatives to property tax increases that are available under the *Municipal Act*

The impact on the tax rate of this plan is the total of the individual service plans. Present taxes for The City of Mississauga lie in the bottom percentile of property taxes in the Greater Toronto Area. It is anticipated that debt will have to be issued and the cost of servicing that debt will also be triggered within this business cycle. The City is currently debt free.

The financial status of the Corporation of the City of Mississauga and all the contributing factors is laid out in the financial overview section later in Volume 1.

The City continues to seek partnerships with multiple partners, most notably the Provincial and Federal Governments, the Region of Peel and community agencies as a way of achieving goals and mitigating costs.

Operating and Capital Budgets

The following table provides a summary, by service area, of the City's Business Plan and Budget, for the next four years. This chart presents the financial requirements to support the individual service area plans.

4 Year Operating Budget and Forecast

Service ($000's)	2010 Budget	2011 Budget	%	2012 Budget	%	2013 Forecast	%	2014 Forecast	%
Roads, Storm Drainage & Watercourses	63,768	65,599	2.9%	69,140	5.4%	72,655	5.1%	75,342	3.7%
Fire & Emergency Services	81,582	84,863	4.0%	89,064	4.9%	94,387	6.0%	96,407	2.1%
Mississauga Transit	41,338	50,414	22.0%	57,743	14.5%	70,231	21.6%	74,141	5.6%
Recreation & Parks	44,029	47,141	7.1%	50,129	6.3%	52,617	5.0%	54,664	3.9%
Mississauga Library	24,134	24,887	3.1%	25,608	2.9%	26,311	2.7%	26,320	0.0%
Land Development Services	4,841	5,671	17.2%	6,969	22.9%	7,834	12.4%	8,321	6.2%
Legislative Services	(1,587)	(2,827)	78.1%	(2,632)	6.9%	(2,349)	10.7%	(2,084)	11.3%
Arts & Culture	4,038	4,643	15.0%	5,371	15.7%	5,785	7.7%	6,021	4.1%
Regulatory Services	806	1,802	123.6%	2,692	49.4%	3,353	24.5%	3,756	12.0%
Facilities & Property Management	18,182	18,867	3.8%	20,170	6.9%	21,184	5.0%	21,734	2.6%
Strategic Policy	9,641	9,989	3.6%	10,791	8.0%	11,766	9.0%	12,113	3.0%
Information Technology	16,034	16,101	0.4%	17,254	7.2%	18,544	7.5%	19,254	3.8%
Business Services	19,593	20,492	4.6%	22,398	9.3%	23,714	5.9%	24,761	4.4%
Council	4,068	4,165	2.4%	4,362	4.7%	4,559	4.5%	4,694	3.0%
Financial Transactions*	(33,236)	(26,960)	18.9%	(20,890)	22.5%	(16,155)	22.7%	(11,159)	30.9%
Total Operating Budget Impact	**297,231**	**324,847**	**9.29%**	**358,170**	**10.3%**	**394,435**	**10.1%**	**414,285**	**5.0%**
Less Assessment Growth			-1.30%		-0.5%		-0.3%		-0.5%
City Operating Tax Rate Increase			**7.99%**		**9.8%**		**9.8%**		**4.5%**
Impact on Total Tax Bill			**2.2%**		**2.7%**		**2.8%**		**1.3%**

* Includes Infrastructure of 1%

City-Wide Capital Budget Summary
2010-2020 Recommended Gross Funding

($'000's)	2011	2012	2013	2014	Post 2014	Total
Roads, Storm Drainage, & Watercourses	67,628	76,895	75,416	86,505	463,686	770,130
Fire & Emergency Services	24,787	4,343	10,773	7,759	38,185	85,847
Mississauga Transit	98,766	66,165	22,536	19,666	302,330	509,463
Recreation & Parks	21,179	45,136	31,604	40,034	185,042	322,995
Mississauga Library	785	4,137	4,363	1,651	7,430	18,366
Land Development Services	434	85	157	47	0	723
Legislative Services	44	14	39	0	0	97
Arts & Culture	786	321	1,421	16,001	11,956	30,485
Regulatory Services	33	100	270	33	66	502
Facilities & Property Management	14,664	12,598	9,045	9,633	95,099	141,039
Strategic Policy	1,665	650	650	600	0	3,565
Information Technology	5,377	7,558	11,140	5,652	49,161	78,888
Business Services	451	1,944	2,715	1,815	767	7,692
Total City-Wide Capital Budget by Service	**236,598**	**219,946**	**170,129**	**189,396**	**1,153,724**	**1,969,794**

Note: Numbers may not add due to rounding.

Summary of Full Time Equivalents

The full time equivalents required to deliver the *2011-2014 Business Plan and Budget* are shown in the table below

Summary of Full Time Equivalents (FTE)

Service	2010 Restated	2011	2012	2013	2014
Roads, Storm Drainage & Watercourses	417.5	420.9	425.6	430.6	434.6
Fire & Emergency Services	704.0	707.0	714.0	737.0	738.0
Mississauga Transit	1,168.0	1,220.9	1,254.6	1,316.4	1,378.3
Recreation & Parks	1,092.0	1,117.4	1,120.5	1,122.5	1,144.7
Mississauga Library	333.0	330.7	331.5	325.5	319.5
Land Development Services	160.3	154.8	148.8	148.8	148.8
Legislative Services	66.2	61.2	60.3	62.3	67.3
Arts & Culture	40.4	46.9	49.9	53.4	52.4
Regulatory Services	129.0	130.0	130.0	131.4	131.4
Facilities & Property Management	176.1	182.1	184.1	186.1	186.1
Strategic Policy	78.9	80.1	82.1	87.1	87.1
Information Technology	113.8	118.6	121.1	119.1	117.1
Business Services	222.9	230.5	235.9	239.9	238.4
Departmental Business Services	150.8	154.9	154.9	154.9	154.9
Council	39.2	39.2	39.2	39.2	39.2
Total	**4,892.1**	**4,995.2**	**5,052.3**	**5,154.0**	**5,237.6**

Service Area Plans

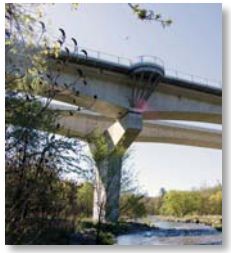
Each service has written their own business plan. The following pages contain highlights of what is included in those plans and act as a linkage between the City Business Plan and Service Area Plans.

The Service Area Plans are:

- Roads, Storm Drainage and Watercourses
- Mississauga Fire and Emergency
- Mississauga Transit
- Recreation and Parks
- Mississauga Library System
- Land Development Services
- Legislative Services
- Arts and Culture
- Regulatory Services
- Facilities and Property Management
- Strategic Policy
- Information Technology
- Business Services



Each picture represents a Service Area Plan.



Roads, Storm Drainage and Watercourses

Mission: To plan, develop, construct and maintain a multi-modal transportation system which efficiently and safely moves people and goods, respects the environment and supports the development of Mississauga as a 21st Century city, while serving the Municipality's social, economic and physical needs, and to plan, develop, construct and maintain a storm water management system which safeguards public and private infrastructure and property from erosion and flooding and enhances water quality.

This service is provided by:

The Transportation Infrastructure and Planning Division; Engineering and Works Division and the Transportation Project Office and Business Services Division.

Interesting facts about this service:

- The City's road network is 5,481 lane kilometres long. If laid out end to end it would connect the City of Mississauga to Whitehorse, Yukon Territory and would take approximately 58 hours to drive;
- Smart Commute Mississauga has reduced over six million vehicle kilometres and 1,380 tonnes of greenhouse gases and saved members over three million dollars since 2005; and
- There are approximately 3,500 cycling trips each weekday across Mississauga.

Highlights of the Business Plan include:

- A three percent savings to the base operating budget as a result of program efficiencies and the implementation of best practices for winter maintenance, leaf collection, street cleaning, and transportation infrastructure planning activities;
- Implementation of the Traffic Management Centre and the *Integrated Road Safety Program* to maximize roadway efficiency, to address increased demand with respect to vehicles, pedestrian mobility, transit, accessibility, and cycling and to improve safety;
- Implementation of an integrated cycling network over the next ten years adding approximately 30 kilometres of new cycling facilities annually;
- Implementation of the Infrastructure Asset Management Strategy and new Minimum Maintenance Standards to improve the overall management, inspection and maintenance of roads, bridges, noise barriers, sidewalks, street signs, streetlights, storm drainage;
- Expansion of on-street paid parking and municipal parking facilities in the City Centre and Business Improvement Areas (BIA's) over the next four years;
- Accelerating the expansion of the sidewalk network to improve pedestrian connectivity to transit. This directly supports the Mississauga Transit Accessibility Plan;
- An accelerated noise barrier replacement program to replace all noise barriers categorized as NOW and 1-3 year needs within the next 4 years; and
- Capital projects along Cooksville Creek have been advanced to 2011 through 2014 and permanent funding for increased inspection and maintenance along Cooksville Creek is planned for 2011 followed by expansion to all creeks in 2012.



Mississauga Fire and Emergency Services

Mission: To protect life, property and the environment in Mississauga from all perils through education, prevention, investigation, training, rescue, fire suppression, dangerous goods containment and life support services.

This service is provided by:

Six distinct, yet interconnected divisions, including Suppression which operates 24 hours per day 365 days per year; Fire Prevention; Administration; Training; Communications which also operates 24 hours per day 365 days per year; and Fleet/Building Maintenance.

Interesting facts about this service:

- In 2009, twenty three persons who would have otherwise suffered fatal heart attacks were able to leave hospital as a direct result of the timely arrival of Mississauga Fire and Emergency Services Staff with defibrillator equipment;
- Fire suppression should always be considered a failsafe. Public education and prevention are always the preferred first lines of defence to ensure the safety of the community;
- In 2009 approximately 45 percent of all emergency calls were medical related; and
- In 2009 MFES visited approximately 16,000 residences in Mississauga to promote fire safety as part of the Home Safe Home program.

Highlights of the Business Plan include:

- New Infrastructure including the development of three new stations to augment efforts to address response time challenges;
- Operation of the Garry W. Morden Centre which will be a state of the art fire training centre providing excellent training opportunities for MFES staff;
- Laptop technology in front line vehicles which will provide suppression staff valuable information on routing and water supply prior to arrival on scene; and
- The advancement of performance measure tracking and reporting capabilities with the addition of a Data Analyst position.

"*There is no honour in fighting a fire that could have been prevented.*"

- Former Fire Chief Garry Morden



Mississauga Transit

Mission: To provide commuters a conventional fixed route transportation service that is a viable alternative to private vehicles. A viable transportation service should eliminate the distance barrier for citizens with no other means of transportation and deliver a value proposition that encourages citizens with choices to opt for public transit.

This service is provided by: The Transportation and Works Department divisions: Mississauga Transit, the Transportation Project Office and Business Services Division, the Transportation Infrastructure and Planning Division, Engineering and Works Division, and the support of the City's Corporate Services Department.

Interesting facts about this service:

- The Mississauga Transit fleet drives almost 30 million kilometres a year, delivering 1.26 million hours of service;
- Users of Mississauga Transit transportation services take over 30 million revenue trips a year; and
- One transit bus reduces the need for 40-50 cars.

Highlights of the Business Plan include:

- The preliminary design and environment assessment of the Hurontario Corridor Light Rail Transit (LRT) project will commence in 2011 and complete in 2013;
- The original annual growth rate of 7% (80,000 hours) planned from 2007 to 2012 has been brought down to only 2.3% (30,000 additional service hours) per year, delivered over a longer time frame;
- The Mississauga Bus Rapid Transit (BRT) project, with a total cost of $259 million, will see the construction of a dedicated east-west transit corridor (busway) across Mississauga which will run along the Highway 403, Eastgate Parkway and Eglinton Avenue corridors connecting Winston Churchill Boulevard in the west to Renforth Drive in the east. Operational in 2013 the busway will be 12km in length and include 11 BRT stations and 23 new bridge/culvert structures;
- The City will add 29,500 new annual service hours for on-street service for the first three years and 47,500 hours in 2014, with the goal to increase ridership by two to three percent, handle additional congestion and overcrowding, including a minimal improvement to peak hour frequencies in major corridors. This approach requires eight new (DC funded) buses annually plus 15 buses for BRT service;
- If additional operating funds become available from higher levels of government, an increase in service hours would be recommended. Mid-day, evening and weekend service would be added to the express network, and core/local routes would receive off-peak frequency improvements;
- The implementation of *Intelligent Transportation Systems* (ITS) will deploy visual and audible automated next stop announcements, track schedule adherence against the published routes schedules, and produce current bus arrival information instead of the planned and static information available today; and
- Additionally, bus diagnostic's sensors will be installed to improve Mississauga Transit ability to prevent on-street break downs.



Recreation and Parks

Mission: A dynamic team of staff, volunteers and partners working together to strengthen individuals, families, communities and the environment through stewardship and encouraging lifelong learning, leisure and sustainable recreation experiences.

This service is provided by:

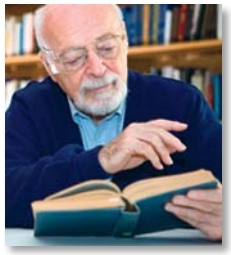
The Recreation and Parks Division and the Planning Development and Business Services Division.

Interesting facts about this service:

- Recreation and Parks operates over two million square feet of indoor building space with an estimated replacement value of $598 million. The indoor amenities contain 25 artificial ice pads, 11 indoor swimming pools, six fitness centres and gymnasium / meeting room space in locations across the city;
- Parks and Open space includes 6,600 acres of land with 255 play structures, 225 soccer fields, 150 baseball diamonds, 138 tennis courts and seven outdoor pools;
- In the past year 12 major community centres attracted 12.9 million visitors, an average 35,300 visitors per day;
- Annually there are over 150,000 registrations in recreation programs and 600,000 hours of facility and sport field bookings;
- Work in partnership with over 190 affiliated groups to deliver recreation and sport programs; and
- In the last two years Parks has acquired approximately 150 acres of park land and green belt to enhance the waterfront and protect the natural environment.

Highlights of the Business Plan include:

- A continued emphasis on healthy, active living opportunities with a focus on programs for children, youth and older adults that foster individual wellness, community pride and connect residents across the city;
- Introduce Mississauga Celebration Square as an event focal point within the core of downtown Mississauga and build a year round portfolio of activities;
- Continue to build a array of low cost recreation activities through *ActiveAssist, Walmart At Play*, the *Jerry Love Fund* and the *Youth Plan* that provides access to our services;
- Introduce new aquatic infrastructure (two indoor pools, new therapy tanks and six outdoor pools) that will enhance older adult therapy programs, complement fitness activities and invite ongoing participation from the child and adult market;
- Expand into electronic communication mediums and customize electronic communications to individual user preferences;
- Increase the percentage of customers using automated registration processes to 70 percent by the end of the business plan. The goal is to introduce additional self-serve modules for memberships and simple facility bookings; and
- Host the *2011 Memorial Cup* and welcome Canadians from across the country to celebrate the Memorial Cup championship.



Mississauga Library System

Mission: To provide library services to meet life-long informational, educational, cultural and recreational needs of all Mississauga citizens.

Vision: Libraries Change Lives. This vision resonates with Library users and is a powerful message regarding the impact of library service on all residents.

This service is provided by:

The Central Library; 17 Branch Libraries / Homebound Services; Electronic Resources and the Online Catalogue.

Interesting facts about this service:

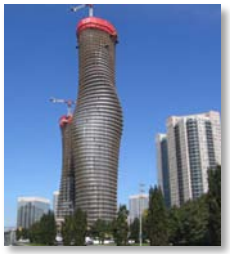
- Visitors - Over five million in-library, online, and wireless visits;
- Circulation - Over eight million items loaned; and
- Collection Size - Over 1.3 million items available through 18 locations throughout the City.

"I love coming to the library! All the staff are so helpful and friendly. A wonderful oasis in the middle of busy Mississauga."

Library User

Highlights of the Business Plan include:

- Collection growth funding is core to the Library Service. A well developed relevant collection in multiple formats and languages is required to meet the needs of Mississauga's large and diverse population. The Library's collection has not kept pace in recent years with population growth. The Library Service Business Plan includes an initiative to improve the provision level;
- The development of an e-strategy through increased investment in technology and automation is critical to improving service to customers and enhancing sustainability;
- The Self Service Strategy is a major initiative that the Library is undertaking during the 2011-2014 Business Plan period. Self check-out of materials provides a more convenient and cost-effective option for both customers and staff; and
- The introduction of three co-ordinator positions will allow the Library to increase levels of service to three key audiences: Newcomers, Older Adults and Youth.



Land Development Services

Mission: To provide exceptional client service by facilitating coordinated legislated approval processes from the designation of lands through the processing of development applications and building permits to final building inspections to ensure the health, safety and well-being of our citizens.

This service is provided by:

Policy Planning Division, Development & Design Division, Building Division and Business Services Division - Planning and Building Department;

Development Engineering, Transportation Infrastructure and Planning Division - Transportation and Works Department; and

Parks Planning, Business Services Division - Community Services Department.

Interesting facts about this service:

- First municipality in the Greater Toronto Area to meet the legislated requirement that its Official Plan and *Zoning By-law* conform in order to effectively guide Mississauga's development in the 21st Century;
- Planning and Building Customer Services Centre serves on average 75 customers per day;
- Approximately 87,000 building, plumbing, heating and sign inspections are requested annually; and
- *Mississauga Urban Design Awards*, recognizing the importance of design excellence, is the longest running program of its kind in Ontario.

Highlights of the Business Plan include:

- Implementation of a three year plan to adjust fees, funding model and labour and operating costs to respond to decreased development related revenues;
- Implementation of the *Downtown21 Master Plan* to bring vitality to Mississauga's downtown core and enhance it as an economic and cultural hub;
- Implementation of the new *Official Plan* through Area Plan Reviews, Community Improvement Plans, Parking Standards Review, Growth Forecasts, Employment Land Review and *Zoning By-law* Conformity Review;
- Implementation of the *Green Development Strategy* to encourage sustainable development through green development standards and education;
- Development of an affordable housing strategy and action plan to provide housing choices to meet the needs of Mississauga residents;
- Modernization of planning databases and implementation of new information management software to expand the availability of planning information; and
- Expansion of on-line services and maximize use of technology, including social media, to provide up-to-date and accurate information.



Legislative Services

Mission: To meet customers' diverse service needs by providing statutory and legislated services to the public, council and other internal and external customers through a variety of service channels.

This service is provided by:

Office of the City Clerk which includes Access and Privacy; Committee of Adjustment support; Council support and Legislated Compliance; Municipal Elections; Provincial Offences Administration; Records Management and Vital Statistics.

Interesting facts about this service:

- In excess of 1,900 workers were recruited and trained to carry out the 2010 election;
- Over 25,000 City By-laws are maintained by the City Clerk's Office;
- Approximately 600 Freedom of Information requests are dealt with annually; and
- The Provincial Offences Court deals with over 80,000 charges annually.

Highlights of the Business Plan include:

- Implementation of Electronic Records Management in a number of departments during the period of the plan will increase collaboration and ensure that valuable record assets of the City are protected;
- The need to address the Privacy requirements under the *Municipal Freedom of Information and Personal Privacy Act* (MFIPPA) is a priority in this Plan. This is essential because of the potential liability and loss to reputation that could occur if there is a significant privacy breach;
- Completion of all legislated requirements necessary to close off the 2010 municipal election and preparation for the 2014 Municipal Election . The 2014 election workplan will assess available technology which can be implemented to provide increased options for voters, and prepare for increased voter turn-out; and
- Ongoing support of Council and Committees and enhanced transparency and openness by making information readily accessible to the public in electronic format.



Arts and Culture

Mission: To implement the Council approved Culture Master Plan by working collaboratively with a wide variety of internal and external partners to build strong cultural institutions, complete communities and promote new forms of wealth creation.

This service is provided by:

Arts and Culture Programs; Heritage Planning; Museums; Film and Television Office; Public Art/Policy/Research and Meadowvale Theatre.

Interesting facts about this service:

- In 2008 over 520,000 people attended city funded arts and culture events; and
- Meadowvale Theatre hosts more than 250 events and 150 public performances each year.

Highlights of the Business Plan include:

- Implementation of the 44 recommendations in the Culture Master Plan over the next 4 years with particular focus in 2011 on the development of cultural mapping, public art installations, and working with the community, businesses and other stakeholders to provide increased support to arts and culture through facilities, programs, services and funding;
- Implement cultural mapping as a time sensitive and one stop resource for artists and residents (recommendations 30 to 34);
- Implement interactive communications between arts and culture creators and presenters, the City, residents, stakeholders and communities (recommendation 35);
- Collaborate with internal and external stakeholders to increase participation in cultural activities through new opportunities for programs and events (recommendations 33 and 36);
- Support the growth and recognition of the importance of festivals (recommendations 1 to 3);
- Increase support for all aspects of heritage including preservation, collections, and designation (recommendation 10);
- Implement the public art program (recommendations 40 and 41); and
- Strengthen cultural organizations through a variety of services, including grant support, educational workshops, and facilitating partnerships (recommendation 43).



Regulatory Services

Mission: To achieve compliance with municipal by-laws and provide services to maintain order, safety and community standards in our City.

This service is provided by:

Director's Office; Administrative Services; Animal Services; Compliance and Licensing Enforcement and Charity Gaming; Mobile Licensing and Parking Enforcement.

Interesting facts about this service:

- The Regulatory Services Section delivers services to all residents of the City of Mississauga, those businesses which require mobile and stationary operating licences; training services to the taxi industry; pet licensing; adoption; kennelling, advice for pet owners; issues pool permits; charity gaming licences, provides parking enforcement and responds to by-law related complaints;
- In performing due diligence Regulatory Services assists the Corporation with risk management and maintains community safety and standards;
- In 2009 Regulatory Services issued 21,825 Licenses, responded to 32,292 complaints, issued 206,163 violations, and completed 47,696 inspections;
- 95 to 98 percent of complaints received are rectified. The remaining percentages of complaints are carried over to the next year;
- Several hybrid vehicles have been phased into service, reducing emissions in support of the Green Pillar of the City's *Strategic Plan*;
- Bicycle Units from Parking Enforcement and Animal Services have been in use for the past two years. The patrols display a visual presence in the community with a focus on public education and have received positive feedback;
- Staff have processed over 151 *Residential Rehabilitation Assistance Program* applications for the community; and
- Mobile Licensing launched the *Robbery Prevention Program* for experienced taxi drivers in late November 2008. In 2009, 587 participants successfully passed this course.

Highlights of the Business Plan include:

- Upgrades to existing software programs across the Division;
- Mobile Automation Project – Computers in Cars for Municipal Law Enforcement Officers;
- Expansion of online services to maximize use of technology including dog and cat Licences;
- Online Licence Renewal for Mobile and Business Licensing;
- Continued commitment to public education through enhanced web content;
- Enhanced commitment to staff training; and
- Filling of key full time and seasonal positions to improve service delivery.



Facilities and Property Management

Mission: To effectively manage the City's real property assets in a manner that enables the delivery of excellent municipal services.

This service is provided by:

Space Planning; Facilities Planning and Development; Realty Services; Energy Management; Facilities Maintenance; Accessibility and Security.

Interesting facts about this service:

- Responsible for facility assets with a $1.2 billion replacement value;
- The City's target electricity reduction for 2011 will equal the consumption of 90 homes; and
- The City owns and operates a portfolio of 256 buildings of various size and complexity totalling 4.6 million square feet which is equivalent to three times the size of Square One shopping centre.

Highlights of the Business Plan include:

- Ensuring a sustainable state of good repair of building assets that is accepted by stakeholders by implementing a proactive asset management program based on objective condition data;
- Enhancing the ability to contribute to the Living Green pillar of the *Strategic Plan* by expanding programs in the Energy Management area;
- Continuing to address the challenges of maintaining an ageing portfolio in a cost effective manner while meeting the expectations of stakeholders for service;
- Develop and implement a long-term facility capital asset management plan and multi-year budget which will retain facilities in an acceptable state of repair;
- Pursue opportunities for facility energy cost savings, energy conservation and carbon emission reductions;
- Seek out grant opportunities to fund energy conservation capital improvements;
- Ensure adequate resources are available for facility maintenance activities by striking an appropriate balance between in house and contracted provision of service;
- Align service expectations with resources by publishing and monitoring performance against service level standards for maintenance and custodial services; and
- Enhance the safety and security of city properties, facility users and staff by monitoring, patrolling and reporting the nature and number of incidents occurring on city properties on a regular basis.



Strategic Policy

Mission: Strategic Policy ensures that Council, staff and taxpayers succeed by promoting collaboration, effective communication and accountability while pursuing new partnerships and leading by example in strategic risk taking. The City's long-term prosperity is protected through the services we provide.

This service is provided by:

City Manager and Chief Administrative Officer's Office; Strategic Community Initiatives; Environmental Management; Economic Development; Legal Services; Corporate Strategy and Innovation and Internal Audit.

Interesting facts about this service:

- Strategic Policy work touches all business plans across the corporation and is achieved by collaboration across all five city departments;
- The City's community engagement campaign for the new *Strategic Plan* connected with over 100,000 Mississauga residents and has become the model for future community engagement;
- Environmental Management's goal is to ensure that both external and internal customers are aware, active, and committed to Living Green in Mississauga;
- In 2010, Site Selection Magazine recognized the Economic Development Office as one of the Top 10 Economic Development organizations in Canada for the third year in a row; and
- Classes at the downtown Sheridan Institute of Technology and Advanced Learning will begin in September 2011 and brings us one step closer to the vision for the City and downtown.

Highlights of the Business Plan include:

- Development of a *Living Green Master Plan* that will guide decisions, policies and actions across the corporation based on environmental performance;
- Provide specialized legal support on environmental matters;
- Conduct a Community Greenhouse Gas Inventory Update;
- Implement the Mississauga Economic Development Strategy *"Building for Success"* ;
- Review 16 – 20 services for economy, efficiency and effectiveness and make recommendations for improvement;
- Advance Audit Coverage and conduct an external quality assessment review;
- Assist in establishing Sheridan Institute of Technology and Advanced Learning opening and attracting additional new Post- Secondary institutions to Mississauga;
- Facilitate the *Downtown 21 Main Street Implementation*;
- Completion of ISF and RInC projects including opening of multiple redeveloped and new assets to the community ;
- Revitalize Mississauga's waterfront including completion of Inspiration Lakeview;
- Implement Code of Conduct and the Judicial Inquiry recommendations as directed by Council; and
- Monitor and advise on Federal and Provincial elections.



Information Technology

Mission: We are committed to providing our clients with innovative, reliable and secure solutions that align business, process and technology.

This service is provided by:

Planning & Integration; Departmental Systems; Enterprise Systems; Client Services and Departmental IT Groups.

Interesting facts about this service:

The current estimated replacement value of all of the City IT assets is $70 million. These assets make it possible for the City departments to deliver the services to the residents and businesses of the City that impact the quality of life, prosperity and sustainability within the community.

The City owns and operates a portfolio of 2,585 desktop personal computers and notebooks, and 450 public walk-up PC's in the library branches, with over 390 desktop and server business applications available to city staff.

Currently there are 86 City facilities with networked and wireless Wi-Fi access including the Civic Centre, community centres, arenas, pools, yards for Works and Parks, Transit complexes including Transit Terminal, all spaces leased by the city, etc. In addition, Information Technology is responsible for the IT data and voice (VoIP) network infrastructure connecting all facilities, including the Civic Centre data centre, and all local area networks that support connectivity to each desktop. This network is part of an extended region-wide Public Sector Network of which Mississauga is a partner with the Region of Peel, City of Brampton, and Town of Caledon.

Highlights of the Business Plan include:

- Wireless Communication for Field Automation will improve employee efficiency and mobility by allowing access to information and applications in the field;
- The upgrade to the Windows 7 Operating System and Office 2010 suite will provide the users with a better performing, more reliable, collaborative, and secure desktop environment;
- The expansion of the SAP Support Team to enhance services to use additional SAP modules will allow IT to meet the business needs of our clients and build the expertise in-house; and
- The VCOM Mobile Radio Replacement project will be implemented with the City's public sector partners replacing the current 13 year old system, enabling public sector interoperability and ensuring flexibility to meet future growth needs.



Business Services

Mission: To enable the delivery of excellent public service to the community by providing internal business partners and external customers with quality advice and support. Business Services performs essential support services to front-line service areas within the City of Mississauga, as well as direct services to residents and local businesses in Mississauga.

This service is provided by:

Revenue and Materiel Management; Finance; Human Resources; Communications and Customer Service.

Interesting facts about this service:

- Most initiatives undertaken by the other service areas involve the support and partnership of Business Services. This ranges from tendering of construction contracts, to recruitment of staff, to payment of bills, and to developing project communication strategies;
- Revenue and Materiel Management and Finance have recently undertaken e3 Reviews (effectiveness, efficiency and economy) evaluating service expectations and gaps to explore opportunities and to develop recommendations to enhance service performance; and
- Finance prepares bi-weekly payroll deposits and cheques for over 4,200 full-time employees and 3,000 part-time employees and summer staff.

Highlights of the Business Plan include:

- Revenue will be expanding the use of online property tax services including forms to change/update taxpayer information and electronic tax billings;
- Finance will be utilizing new SAP functions and technologies to expedite payments, reduce/eliminate manual processes, and enhance reporting requirements to improve efficiency. New technology will enable improved business processes and standardized procedures;
- Human Resources will be implementing a new “People Strategy” framework which is focused on the following areas:
  - Talent management to develop and sustain a skilled workforce;
  - Healthy workplace to ensure health and safety;
  - Strategic business partnerships to proactively facilitate achievement of the City’s strategic goals;
- Communications key projects from 2011 to 2014 include:
  - Living Green, Lakeview and Credit Valley Master Plans;
  - ISF/RInC Projects and Official Openings and Bus Rapid Transit;
  - Mississauga Celebration Square, *Downtown 21* and *Paid Parking Strategy*;
  - Emergency Preparedness;
- Customer Service will improve access to City information and services provided by Mississauga 311 through emerging self service technologies such as smart phones, social media and web self serve with an objective to provide efficient and relevant service across channels.

Performance Measures

Balanced Scorecard

A Balanced Scorecard identifies measures for four key areas for an organization's performance: Financial; Customers; Employees; and Business Processes.

By paying attention to all four areas an organization can retain balance to its performance and know that it is moving towards the attainment of its goals.

About the Measures for the City Business Plan

Financial Measures

Impact on Total Tax Bill measures the City's portion of the increase in the total property tax bill. The ability to keep this rate reasonable demonstrates an ability to achieve excellence in public administration and deliver services efficiently, at a reasonable cost.

Customer Measures

Resident Satisfaction with the City of Mississauga measures the overall satisfaction of Mississauga residents with the City's Municipal Government. These results are based on a poll conducted by Environics Research, featuring an analysis of public attitudes toward the government and issues of concern in the province of Ontario.

Eighty-two percent of Mississauga's residents are satisfied with their municipal government. This marks a six percent decline since the spring of 2009 but remains by far the highest satisfaction rate among municipalities in the Region of Peel.

Employee Measures

Overall Employee Engagement Results for The City of Mississauga are, when benchmarking with other comparable GTA organizations, eight percent above the sector's benchmark.

This measure is the overall average of the "EFS Scales" which are the 27 significant workplace elements that are measured as an indicator of employee engagement. The results are based on the bi-annual survey conducted by Metrics@Work. It should be noted that the number does not represent an absolute score of satisfaction, but rather a placement on a scale for comparative purposes.

Business Processes

311 First Call Resolution is the percentage of time that callers to 311 have their request fulfilled with just one call. In 2010, we are at 90 percent of first call resolution, which is 15 percent above the benchmark.

Measures for the City	2008 (Actual)	2009 (Actual)	2010 (Planned)	2011 (Planned)	2012 (Planned)	2013 (Planned)	2014 (Planned)
Financial Impact on Total Tax Bill	1.37%	1.25%	1.60%	2.20%	2.70%	2.80%	1.30%
Customer Resident Satisfaction with the City of Mississauga	87%	88%	82%	88%	88%	88%	88%
Employee Overall Employee Engagement Results	69%	69%	70%	70%	71%	71%	71%
Business Process 311 First Call Resolution*	-	87%	90%	90%	90%	90%	90%

* 311 was not fully in place in 2008

2011 Financial Overview

DRAFT

MISSISSAUGA
Leading today for tomorrow

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2011-2014 Business Plan and Budget Financial Overview

The City of Mississauga's 2011-2014 Business Plan and Budget presents the City's Plan for the next four years to preserve existing levels of service, deliver these in a more cost effective way through continuous improvement efforts, enhance service in some areas and meet growth pressures, and to implement the City's Strategic Plan. The Business Plan and Budget document sets out this plan in a transparent and accountable way. This section presents the financial impacts of each component of the plan – delivering existing services, improving services, meeting the costs of growth and implementing the Strategic Plan.

The Plan recognizes that residents and businesses continue to face difficult economic times. The City also continues to deal with economic challenges. Costs to deliver existing services are increasing while revenues are flat or declining. City infrastructure is aging and, while in good shape today, will require increased funding to maintain a state of good repair. The City has had the benefit of substantial discretionary reserves but these are being drawn down to mitigate the future tax increases and fund infrastructure. Greenfield development has basically run its course, and the City's development related revenues are declining. Assessment growth has slowed from highs of 4.5 percent in the late 90's to forecasts of 1.3 percent in 2011 to 0.3 percent over the 2012 to 2014 period.

The City is facing a new, but not unexpected, financial reality in the upcoming years. Financial plans are being developed to address these new challenges; however, the financial challenges are being exacerbated by the economic slowdown and associated decline in revenues. Almost three quarters of the increased operating costs of this Business Plan represent the cost to deliver existing services at the same service levels as today. This increase is driven largely by lower revenues, as well as market forces on labour, uncontrollable costs such as contractual obligations and price increases and operating costs for new facilities that are opening soon. In addition, the capital program has grown in response to infrastructure demands, which impacts the capital reserve requirements and increases the need for debt financing over the next 10 years.

At the same time, the community has clearly expressed their desire to move quickly to implement their strategic vision. The City cannot grow and maintain services while holding tax increases to the traditional rate of inflation. This plan clearly sets out the costs to deliver our existing services as well as the costs to move closer to achieving our strategic vision. The plan is designed to allow Council and stakeholders to clearly understand where investments are being made and to make informed decisions on where resources are placed.

Total property taxes in the City of Mississauga are very competitive and at the low end of the GTA communities. Standard and Poor's recently reaffirmed the City's AAA credit rating. In their report they state: *"The City also has room to increase property taxes, which we believe are relatively low due to a 11 year tax freeze that ended in 2002."*

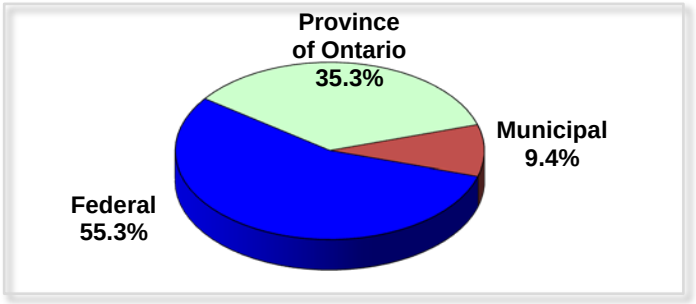
Putting Municipal Property Taxes into Context

Municipalities provide the services that residents use in their daily lives – roads and bridges, snow clearing, water and waste water systems, garbage collection, recreation programs, parks, trails, transit service, and libraries. They also provide services to ensure public safety, such as policing, fire and emergency services. Yet a very small portion of tax dollars are contributed to the municipal sector.

It is very important to understand this when considering increases in property taxes.

Taxation in Canada

Each taxpayer in Canada pays taxes to government at three different levels– federal, provincial and municipal. Each level of government has an established set of responsibilities to deliver specific services. Within each province, there is variation as to services which are provided provincially and services which are provided at the municipal level. In some provinces education and social services are funded by the provincial government. In Ontario, a portion of the costs for education are included on the municipal property tax bill, as well as a portion of social service costs. In some provinces municipalities can collect sales taxes, however this is not allowed in Ontario. The only source of taxation revenue for municipalities in Ontario is property taxes. The following chart provides a comparison of the amount of taxes that an average Ontario resident pays to each level of government. Taxes to the senior levels of government are paid through income taxes and sales taxes. At the municipal level, taxes are raised entirely on property based on its current market value. In Ontario, Municipalities receive only 9.4 cents of every tax dollar paid.



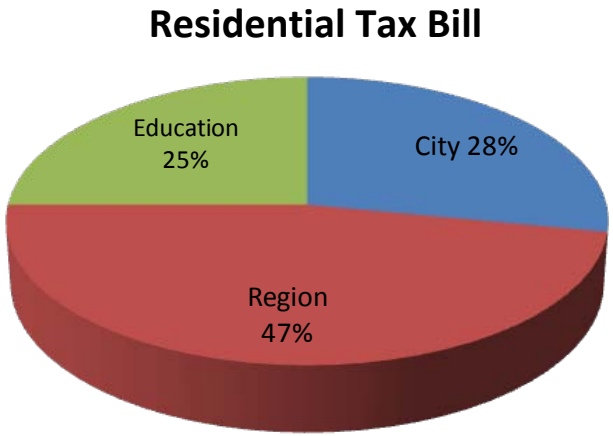
Source: The Fraser Institute's Canadian Tax Simulator, 2010

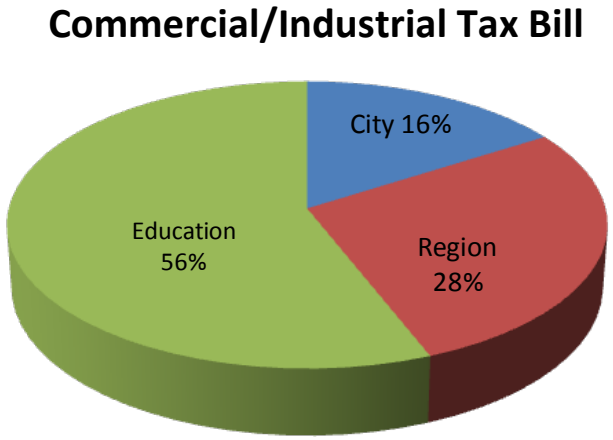
Another major difference between taxation rules for municipalities and senior levels of Government is that municipalities must have balanced budgets. The Federal and Provincial levels of government are allowed to carry deficits. When revenues decline at Federal and Provincial levels of government due to an economic downturn, these levels of government can mitigate service impacts by carrying budget deficits until revenues recover. In contrast, municipalities, by legislation, must balance their budgets each year. While this is fiscally prudent, when municipalities are dealing with the financial strains associated with an economic downturn, they have more limited alternatives. Where possible, when demand declines for services as a consequence of an economic slowdown, municipalities reduce the direct costs to provide these services. However, fixed costs remain. The only alternatives remaining to offset the revenue lost are to cut services, finance costs from reserves, or increase property taxes.

Municipal Taxes in Ontario

As noted above, municipal taxes comprise only 9.4 percent of total taxes paid by an Ontario resident. These taxes are used to fund the services in the community which most closely affect residents – roads and bridges, snow clearing, garbage collection, recreation programs, parks, trails, transit service, libraries, water and waste water, policing, fire and emergency services. In Mississauga, these services are provided by two different tiers of government – the Region of Peel and the City of Mississauga. When the City sends out a tax bill, it includes the taxes for the Region and the City as well as for the education. The following charts show a breakdown of the amount paid to each of these three levels of government (Region of Peel, City of Mississauga and Province of Ontario for Education) which are included on the municipal property tax bill for residents, commercial and industrial properties.

On a residential tax bill, the City of Mississauga receives only 28 percent of the property taxes paid. That translates to only 2.6 cents of every tax dollar paid by the taxpayer to all levels of government. For commercial and industrial property taxes, the City taxes represent only 16 percent of the total property tax bill.

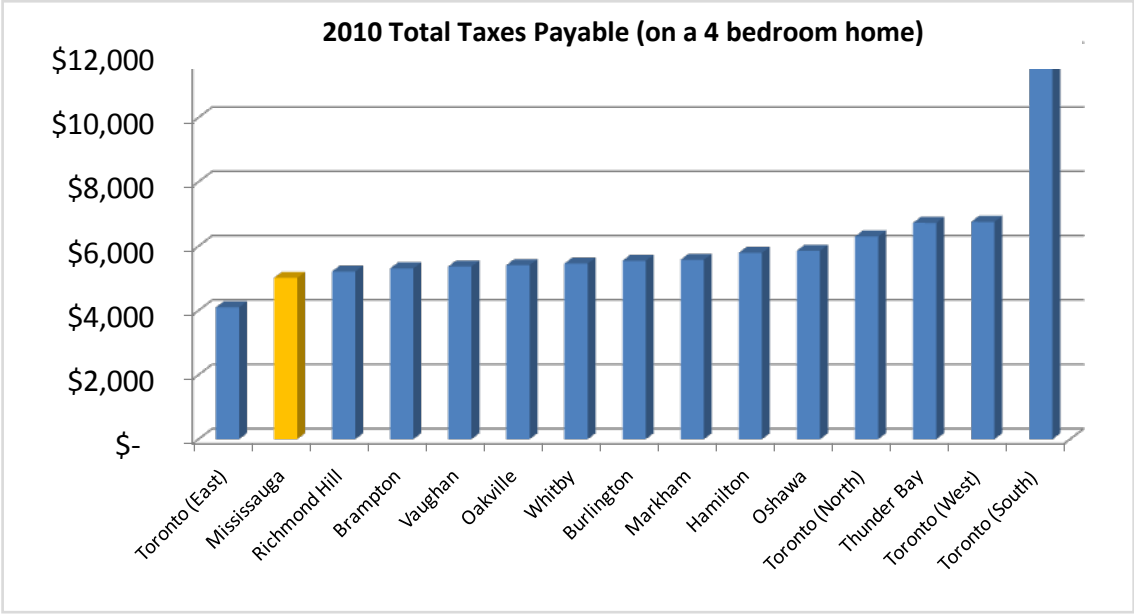




Mississauga Has Very Competitive Tax Rates

Mississauga's property taxes are very competitive. The following chart shows the total amount of 2010 taxes paid on a typical four bedroom house in Mississauga compared to various surrounding municipalities.

Providing accurate comparisons of property taxes across municipalities is only possible based on the total property tax bill. In Ontario, there are single tier municipal governments and two tier municipal governments. Mississauga is part of a two tier structure, where the Region of Peel is responsible for police, social services, garbage collection, health, water and sewer, and regional roads and Mississauga provides fire, transit, recreation and culture, libraries, arts and culture, planning and building, storm water management and local roads and bridges. Single tier municipalities such as Toronto, Ottawa and Hamilton provide the full range of municipal services. The City of Toronto, City of Ottawa and City of Hamilton property tax increase are comparable to the combined impact of the Region of Peel and the City of Mississauga tax increases. In two tier regional government structures, the service responsibility can vary between the upper and lower tier. In some cases lower tiers provide a portion of the water and sewer system. Responsibility for road networks can vary based on agreements between lower and upper tier municipalities. In some municipalities, transit is an upper tier responsibility while in others it is a lower tier responsibility. For example, transit is a very large proportion of the City's budget. For all municipalities located within the Region of York and Durham, these services are delivered at the upper tier. The financial impact of the City's 2011-2014 Business Plan and Budget is presented in terms of the impact on the total tax bill and dollars per $100,000 of assessment as well as the total dollar impact on the City's Budget. The impact on the total tax bill provides an equivalent comparison to the City of Toronto, Ottawa and Hamilton.



Provincial Tax Room Transfers to the Municipal Sector

Municipalities have been strongly advocating a new funding model for municipal services, both for infrastructure and for social services, which are more appropriately funded through income based taxes. While this issue still has a long way to go before it is resolved, the Province has made steps to provide better balance in service costs and to create tax room for municipalities. The province has assumed responsibility for setting education tax rates and has not increased these rates in real terms for 13 years. Holding the education rate increase at zero creates tax room for municipalities by allowing the municipal portion of the property tax bill to increase at a greater rate than inflation while still achieving an overall property tax increase in the range of inflation.

Additionally, the Province has uploaded various Social Service related costs. The “Toronto Tax” or “GTA Social Service Pooling” is being phased out by 2013. This reduces the tax requirements of the Region of Peel by $10.1 million per year. The uploading of Ontario Disabilities Support Program (ODSP) costs provides further savings of $13.7 million. This allows the Region to divert this tax room to other services, and still achieve low tax increases. For example, in 2010 the Region’s tax increase was 2.1 percent. Without the saving from the Toronto Tax/ODSP upload, the increase would have been 5.1 percent – therefore the tax room created by the uploading of these costs is equivalent to approximately a 3.0 percent tax increase on the Regional portion of the tax bill.

These savings are not shared with the lower tier in the Region of Peel. However, the City can share in the tax room by leveraging the low increase in Regional taxes, allowing for an overall property tax increase in the range of inflation.

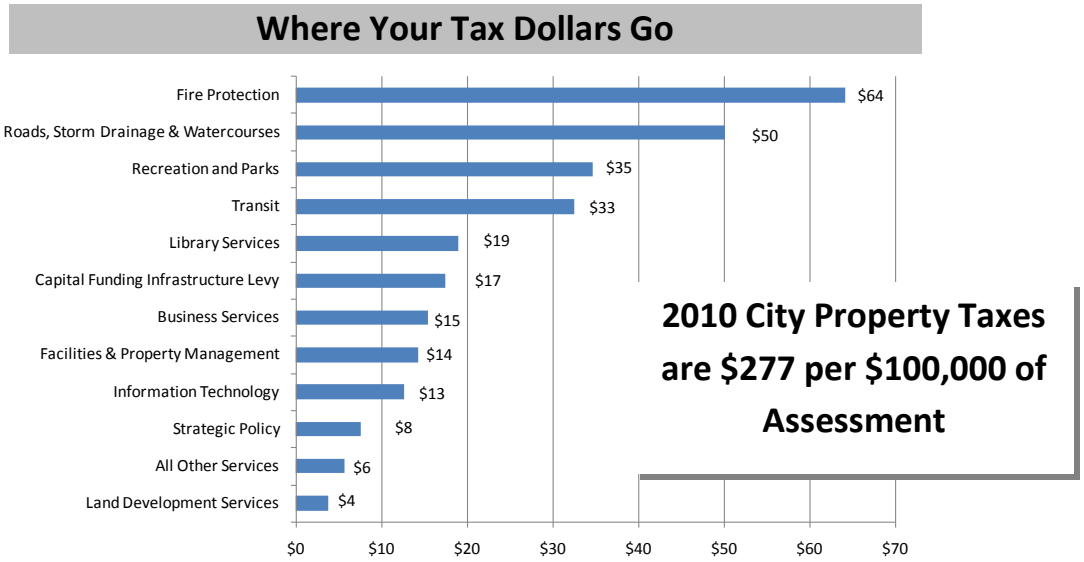
The following table illustrates the total tax rate increase at 2.7 percent whereby the City tax rate increase is 7 percent and the Regional increase of 1.5 percent. If the City and Region include a 1 percent infrastructure levy, the increase in the total tax bill rises to 3.4 percent

	Excluding Infrastructure Levy	Including Infrastructure Levy
City Increase	6.99%	7.99%
City Impact on Total Tax Bill	1.96%	2.24%
Potential Regional Increase	1.50%	2.50%
Region Impact on Total Tax Bill	0.71%	1.18%
Total Tax Bill Increase	**2.66%**	**3.41%**

What City Tax Dollars Buy You

When a resident pays their property tax bill, 28 percent pays for the City of Mississauga services. In 2010 the amount of City taxes paid per $100,000 of property assessment was $277. The following chart shows where these tax dollars went. Approximately 73 percent or $201 of the tax dollars fund five services – Transit, Roads, Fire, Recreation and Parks and Libraries. Including funds to maintain our infrastructure and facilities and property management this rises to 84 percent or $232 per $100,000 of assessment. The majority of residents' taxes are contributing towards direct front-line services delivery. The remaining 16 percent funds the services necessary to support the delivery of these front-line services.

Presenting taxes by $100,000 of assessment allows a taxpayer to calculate the cost on their individual property. City taxes paid in 2010 on an individual property can be calculated by taking the assessed value for the property as shown on the tax bill, divide by $100,000 and multiply by $277 for the total cost. For example, a home with an assessed value of $300,000 paid $831 for City's services in 2010. A home assessed at $450,000 paid $1,248.



How Does this Compare to Other Average Household Costs?

In 2010, the average home in Mississauga had an assessed value of $408,000 and an estimated average household income of $96,800. This average household would have paid $1,130 in City property taxes. In comparison, the same average household would have paid $1,094 in natural gas to heat their home, $788 for hydro (assuming 12,000 kWh usage), income taxes of $13,500, Canada Pension Plan (CPP) payment of $2,163 and Employment Insurance (EI) payments of $747 for each income earner. This clearly illustrates the value for money residents receive for their property taxes.

2011 Budget and 2011-2014 Business Plan and Budget

The 2011-2014 Business Plan and Budget has been developed as a fully integrated document with the objective of laying out information in a transparent manner to allow Council and interested stakeholders to understand where their tax dollars are being invested. The investment of tax dollars is set out for the cost to deliver our existing services and also by the cost to deliver on our plans. The information is presented by service and also by building block to the overall budget requirement. The cost to deliver our existing services and the cost to deliver on our plans can be clearly understood and discussed, and modified as desired by Council. The Business Plan and Budget has been prepared to facilitate discussions with Council and interested stakeholders, particularly taxpayers.

This document provides Council with more information on existing services and the proposed changes to them than has ever been provided before. The plan lays the issues on the table and invites commentary and direction.

The table on page C-10 presents the 2011-2014 Business Plan and Budget by Service Area for the next four years, for both the cost to deliver existing services and to move forward with service area plans.

The table on page C-11 presents the 2011-2014 Business Plan and Budget by the main building blocks which comprise the cost to deliver existing services and service levels, including the operating costs associated with new or renovated capital facilities, and continuous improvements initiatives; and the cost to deliver our plans through program changes to address growth, enhance existing services and implement the City's Strategic and Master plans. The cost to deliver existing services has an impact on the total tax bill of 2 percent or under, in each of the next four years. The impact on the total tax bill to deliver existing services, implement a 1 percent infrastructure levy and implement initiatives to advance strategic plans remain under 3 percent in each year over the life of the plan.

4 Year Operating Budget and Forecast

Service ($000's)	2010 Budget	2011 Budget	%	2012 Budget	%	2013 Forecast	%	2014 Forecast	%
Roads, Storm Drainage & Watercourses	63,768	65,599	2.9%	69,140	5.4%	72,655	5.1%	75,342	3.7%
Fire & Emergency Services	81,582	84,863	4.0%	89,064	4.9%	94,387	6.0%	96,407	2.1%
Mississauga Transit	41,338	50,414	22.0%	57,743	14.5%	70,231	21.6%	74,141	5.6%
Recreation & Parks	44,029	47,141	7.1%	50,129	6.3%	52,617	5.0%	54,664	3.9%
Mississauga Library	24,134	24,887	3.1%	25,608	2.9%	26,311	2.7%	26,320	0.0%
Land Development & Services	4,841	5,671	17.2%	6,969	22.9%	7,834	12.4%	8,321	6.2%
Legislative Services	(1,587)	(2,827)	78.1%	(2,632)	6.9%	(2,349)	10.7%	(2,084)	11.3%
Arts & Culture	4,038	4,643	15.0%	5,371	15.7%	5,785	7.7%	6,021	4.1%
Regulatory Services	806	1,802	123.6%	2,692	49.4%	3,353	24.5%	3,756	12.0%
Facilities & Property Management	18,182	18,867	3.8%	20,170	6.9%	21,184	5.0%	21,734	2.6%
Strategic Policy	9,641	9,989	3.6%	10,791	8.0%	11,766	9.0%	12,113	3.0%
Information Technology	16,034	16,101	0.4%	17,254	7.2%	18,544	7.5%	19,254	3.8%
Business Services	19,593	20,492	4.6%	22,398	9.3%	23,714	5.9%	24,761	4.4%
Council	4,068	4,165	2.4%	4,362	4.7%	4,559	4.5%	4,694	3.0%
Financial Transactions*	(33,236)	(26,960)	18.9%	(20,890)	22.5%	(16,155)	22.7%	(11,159)	30.9%
Total Operating Budget Impact	**297,231**	**324,847**	**9.29%**	**358,170**	**10.3%**	**394,435**	**10.1%**	**414,285**	**5.0%**
Less Assessment Growth			(1.30%)		(0.5%)		(0.3%)		(0.5%)
City Operating Tax Rate Increase			**7.99%**		**9.8%**		**9.8%**		**4.5%**
Impact on Total Tax Bill			**2.2%**		**2.7%**		**2.8%**		**1.3%**

Note: Numbers may not balance due to rounding.

* Includes Infrastructure levy of 1 percent or $3 million

Drivers of Tax Levy Increase

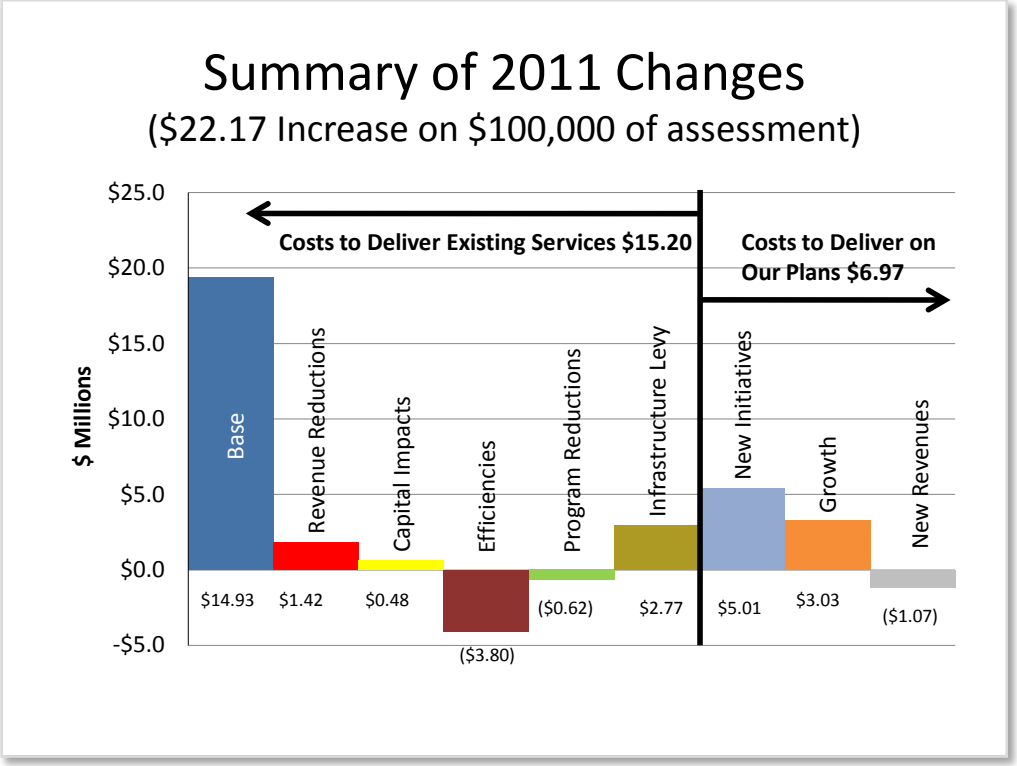
Description	2011 ($000's)	2012 ($000's)	2013 ($000's)	2014 ($000's)
Prior Year Budget	**297,231**	**324,847**	**357,720**	**394,085**
Base Changes				
Labour	14,921	18,387	18,552	14,246
Other	4,505	6,527	3,114	1,757
Reduction in Revenues	1,850			
Impact of New Capital Projects	625	643	5,769	(320)
Continuous Improvements				
Efficiencies	(4,067)	(488)	428	324
Budget Reductions	(661)	(238)	(201)	(339)
Total - Cost to Deliver Existing Service	**17,173**	**24,831**	**27,662**	**15,668**
Increase to Deliver Existing Service *(after Assessment Growth)*	**4.5%**	**6.9%**	**7.2%**	**3.5%**
Impact on Total Tax Bill, Cost to Deliver Existing Services	**1.3%**	**1.9%**	**2.0%**	**1.0%**
Infrastructure Levy	**2,970**	**3,100**	**3,200**	**3,300**
Total Deliver Existing Service Including Infrastructure Levy	**20,143**	**27,931**	**30,862**	**18,968**
Proposed Changes				
Growth Driven Initiatives	3,252	3,932	4,453	2,348
New Service Level/New Initiatives - Funded from Tax or Reserves	5,370	3,312	2,471	520
New Revenues	(1,148)	(2,302)	(1,420)	(1,985)
Total Operating Increase	**27,616**	**32,872**	**36,366**	**19,850**
Increase in City Budget *(after Assessment Growth)*	**8.0%**	**9.6%**	**9.9%**	**4.5%**
Impact on Total Tax Bill	**2.2%**	**2.7%**	**2.8%**	**1.3%**
$ per 100,000 of Assessment*	**$22.17**	**$24.30**	**$26.70**	**$27.91**

Note: Numbers may not balance due to rounding.

* 2012 to 2014 estimated based on percentage increase as future years assessment information not available.

2011 Operating Budget

The following graph illustrates how each item in the above chart impacts the 2011 tax bill per $100,000 of taxable assessment. The cost to deliver existing services, including the infrastructure levy, adds $15.20 per $100,000 of assessment. Delivering on our plans adds $6.97 per $100,000 of assessment.



Total Impact on the Tax Bill in 2011

While the Region's 2011 Budget has not yet been tabled, the following chart shows the overall increase on a Mississauga residential tax bill, under various scenarios for the Region's tax increase. All scenarios assume an infrastructure levy of 1 percent for both the City and the Region, as these levies are necessary to sustain the infrastructure of both levels of municipal government.

Many GTA municipalities establish tax rate increase targets on the total increase in the tax bill. In 2010 Caledon established an overall target of 3.9 percent. The final lower tier tax rate depended on the final Region of Peel rate. Once the Region set their rate, the remainder was available to support lower tier services. In Halton Region, the Town of Oakville and City of Burlington also employ this approach.

	If Region at 2.5% with Infrastructure	If Region at 3.5% with Infrastructure
City Impact on Total Tax Bill	2.24%	2.24%
Region Impact on Total Tax Bill	1.18%	1.65%
Education	0.00%	0.00%
Total Tax Bill Increase	**3.42%**	**3.88%**

What's Driving the Cost to Deliver Existing Services

When surveyed, residents emphasize the need to preserve and maintain the City's existing services and service levels. Environics surveys report that 82 percent of citizens are satisfied with the services being provided. Council has acknowledged many times that citizens are not interested in reducing services, they want more.

The 2011-2014 Business Plan and Budget includes changes to the base budget to deliver existing services. These changes include labour increases, annualized cost of service enhancements approved in the 2010 budget, operating impacts of completed capital projects and continuous improvement initiatives. In 2011, these changes result in an increase in gross expenditures of $15.5 million for the delivery of existing services. This is only an increase of 2.8 percent over 2010. However, the following chart clearly shows that flat or declining non-tax revenues have a major net impact on the net cost increase required to deliver existing services.

The Cost to Deliver Our Existing Services

($ thousands) Summary of Operating Impacts Base Changes to:	2010 Budget	Base Changes before Continuous Improvements	Change from 2010 $	Change from 2010 %	Efficiencies	Budget Reductions	Cost to Deliver Existing Services	Change from 2010 $	Change from 2010 %	Impact on Total Tax Bill
Labour	379,183	394,538	15,354	4.0%	(945)	(349)	393,244	14,061	3.7%	1.3%
Other Operating	169,880	174,688	4,809	2.8%	(3,041)	(312)	171,336	1,457	0.9%	0.1%
Total Expenditures	**549,063**	**569,226**	**20,163**	**0**	**-3,985**	**-661**	**564,581**	**15,518**	**2.8%**	**0.8%**
Revenue	(251,832)	(250,095)	1,737	0.7%	(82)	-	(250,177)	1,655	0.7%	0.2%
Net before assessment growth	**297,231**	**319,131**	**21,900**	**7.4%**	**(4,067)**	**(661)**	**314,403**	**17,173**	**5.8%**	**1.6%**
Less Assessment Growth				-1.3%					-1.30%	-0.4%
Net Impact on Tax Rate*				**6.1%**					**4.5%**	**1.3%**

Note: Numbers may not balance due to rounding.

Non-Tax Revenue

Non-tax revenues decline by $1.7 million from 2010. This is primarily due to a drop of $12 million in 2009 which is being phased in through the use of reserves. The City relies on non-tax revenues to fund almost 44 percent of the gross expenditures reflecting the City's philosophy of user pay. If these revenues had remained flat, or equal to 2010 revenues the increase in the cost to deliver existing services in 2011, would have been reduced to a 3.9 percent increase rather than 4.5 percent, or 1.1 percent on the total tax bill. More significantly, if non-tax revenues had increased by the same rate as our expenditures to deliver existing services (2.8 percent), this would have reduced the City's 2011 tax levy requirement for the base budget by $8.7 million to a 1.6 percent increase, or 0.5 percent increase on the overall tax bill.

The revenue reductions are primarily the result of economic impacts on Transit, Planning and Building, Parking and Recreation programs and Regulatory licensing fees and are beyond the control of the City. To offset these reductions, costs have been reduced to the extent possible without reducing service levels. Transit has scaled back the ridership growth plan and resulting service expansion. As well, the 2011 Budget includes the second year of the Transit and, Planning and Building revenue reduction phase-in plans approved in the 2010 Budget. The impact on the 2011 tax levy from the phase-in plans is $3.2 million. The plans use Reserves and Reserve Funds to smooth the tax rate increase required to offset these revenue reductions over a 4 year period. In 2010 transfers from reserves were $10.6 million; in 2011 transfers are $7.4 million.

The following chart provides highlights of the revenue pressures which are offset by revenue increases – highlights of which are included on the following page.

Highlights of Revenue Reductions

Description ($ 000's)	2011	2012	2013	2014	Total Net Costs
Transit revenue shortfall phase-in	2,050	2,050	1,499	1,258	6,857
Phasing in building permit revenue shortfall from 2010 Budget	1,128	1,129			2,257
Shortfall in Regulatory revenues (i.e.business licensing)	500				500
Phase in Regulatory revenue shortfall from Reserves	(250)	250			0
City Centre on-street paid parking	500				500
Fire false alarms	185				185
Lakeview Golf Course	170				170
Library fine revenue	150	25			175
Community Centre Room Rentals	140				140
Reduction in development revenue	100	25	25	25	175
Iceland Concession	80				80
Cemetery	65				65
Total Base Budget Highlights	**4,818**	**3,479**	**1,524**	**1,283**	**11,104**

Note: Numbers may not balance due to rounding.

Where possible, the City continues to increase revenues to reduce the reliance on property taxes. However, even with these increases, overall the City's non-tax revenues have declined by $1.7 million from 2010. It is not until 2013 that revenue increases exceed forecast revenue reductions. The following chart provides highlights of major revenue increases.

Highlights of Revenue Increases

Description ($ 000's)	2011	2012	2013	2014	Total Net Costs
Highway Traffic Act - POA Provincial set fine increase	(1,237)	(100)			(1,337)
2% Transit ridership growth	(1,200)	(1,200)	(1,200)	(1,200)	(4,800)
Payments in Lieu of Taxes - GTAA	(1,000)	1,000			0
Building permit fee increase	(300)	(300)			(600)
Recreation program and rental fee increase averaging 2.5%	(315)	(320)	(325)	(329)	(1,289)
Transit shelter advertising revenue			(1,000)	(867)	(1,867)
Total Base Budget Highlights	**(4,052)**	**(920)**	**(2,525)**	**(2,396)**	**(9,893)**

Note: Numbers may not balance due to rounding.

Labour Costs to Deliver our Existing Services

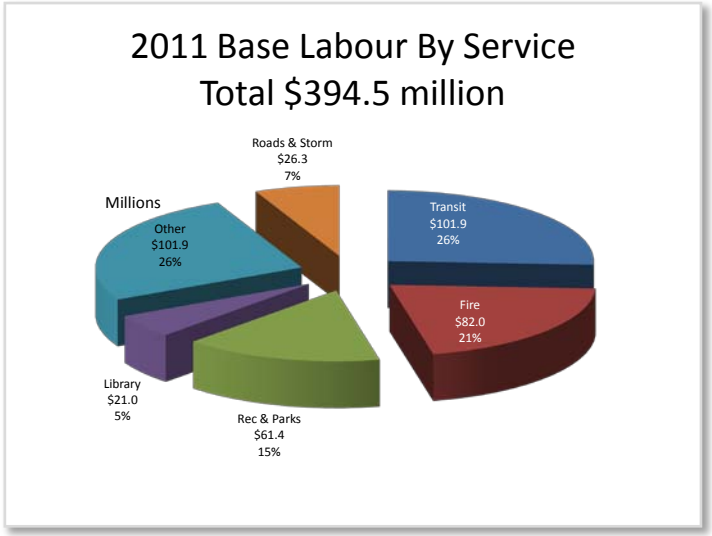
The City provides services and services are delivered by people, therefore labour is a significant component of city costs. The City's 2011 Gross Budget is comprised 69 percent of labour costs.

In terms of specific services, labour accounts for over 96 percent of the Fire budget, 79 percent of the Transit budget, 80 percent of the Library budget and 67 percent of the Recreation and Parks budget.

The 2010 Provincial Budget announced changes to Provincial compensation under the *Public Sector Compensation Restraint Act, 2010*. This Act covers non-bargaining employees throughout the broader Public Sector excluding municipalities but including Ontario Public Service, hospitals, schools, colleges and universities, Hydro One, Ontario Power Generation and many other provincial agencies. The Act prohibits increases in rates of pay and benefits other than those that were in effect as of March 24, 2010. Employees covered by union collective agreements are exempt under this legislation, however the Province made it clear that it expected that new collective agreements would settle at 0 percent, and made no provisions in the Provincial budget for wage increases related to new contract settlements.

The Province has suggested that municipalities should adopt a similar approach but has provided no tools to do so. Municipalities are required to negotiate with their unions. Recent provincial and municipal negotiated and arbitrated labour settlements have not upheld the *Public Sector Compensation Restraint Act, 2010* with settlements ranging between 1 percent and 3.6 percent annual increases. In order to effectively implement this Act, the Province would need to introduce legislation to limit labour cost increases province-wide.

The Council of the City of Mississauga passed a resolution calling on the Province to implement a wage freeze, which was unsuccessful.



Compared with other government organizations, the City's labour force has a lower proportion of unionized staff. The split is almost equal with non-union comprising 48 percent and union 52 percent of full time staff. In most other levels of government, primarily management and some exempt positions comprise the non-union segment of their workforce.

The labour and benefit costs associated with delivering existing services has increased by $14.0 million or 3.7 percent over the 2010 budget. The labour costs provide for increases related to the existing labour force as of December 31, 2010, and reflect modest economic adjustments and movement within salary ranges based on performance, for a total cost of $13.1 million. In addition, the labour cost to deliver our existing services includes the annualized cost of staffing approved as part of the 2010 budget for hire part way through the year ($0.5 million), staffing costs driven by completed capital projects such as the reopening of Port Credit arena and additional acres of parkland to be maintained ($0.4 million). Continuous improvement initiatives reduce labour costs by $1.3 million.

Also included is the addition of 18 transit operators required to offset increased overtime costs being experienced in transit due to modified work/absenteeism ($1.5 million). Relying on overtime to backfill absenteeism results in service impacts as overtime is voluntary thus adding full time operators mitigates service disruptions. The cost of the Transit operators is being phased in through the use of Provincial gas tax and is funded from reserve in 2011.

In addition to the modest wage adjustments included in this plan, the statutory benefits which the City must provide are increasing by over 8 percent. OMERS costs are increasing by over 10 percent, and Employment Insurance costs by 5 percent, both of which are uncontrollable to the Corporation.

The $5.0 million reduction in labour budgets to be covered through vacancies and labour savings which was implemented in 2010 is being continued in 2011.

Other Expenses to Deliver Existing Services:

Similar to individual property owners, the City is impacted by the increased cost of fuel and utilities. These, combined with other expenses for materials, supplies, contracted and purchased services, have increased in 2011 by 2.8 percent or $4.8 million over 2010. Highlights of some of the cost increases incorporated into the 2011 Budget and the 2011 - 2014 Business Plan and Budget are listed below.

Highlights of Base Budget Changes

Description ($ 000's)	2011	2012	2013	2014	Total Net Costs
Annual $0.10 per litre increase in diesel fuel cost for Transit buses	1,520	1,520	1,520	1,520	6,080
Utilities rate and usage changes	809	625	469	479	2,382
Winter - increased contractor, salt and sand costs	749	778	785	816	3,128
Additional equipment and contractors costs associated with building maintenance	363	115			478
Information technology maintenance	305	81			386
Facility Leasing	297	4	4	(79)	226
Vehicle leasing	180	12			192
Maintenance of transit destination signs	179	10	10	10	209
Annualization of library Sunday openings	154	20			174
Increased contractor costs at Hershey	146				146
Annualization of Community Commons Park	60				60
Total Base Budget Highlights	**4,762**	**3,165**	**2,788**	**2,746**	**13,461**

Note: Numbers may not balance due to rounding.

Other Changes to Deliver Our Existing Services – Operating Impacts of Capital Projects:

The Business Plan and Budget also include increases in costs related to capital projects which have been completed and will be operational over the life of the plan. In 2011 operating impacts of capital projects total $0.6 million. Over the four years of the Business Plan capital impacts total $6.7 million. The detailed Budget Requests included in Volume 2 provide additional details on each item noted below.

Operating Impacts from Capital Projects ($000's)

Service	BR #	Description	2011	2012	2013	2014	Total Net Costs
Roads, Storm Drainage & Watercourses	272	Update and Enhancement of the Rain Gauge Network	10	10	0	0	20
Fire & Emergency Services	61a	Garry W. Morden Centre	0	260	97	0	357
Mississauga Transit	104	BRT Operation and Maintenance	0	0	5,504	(706)	4,798
Recreation & Parks	312	Malton Community Centre Pool	(5)	(14)	(10)	(10)	(39)
Recreation & Parks	316	Mississauga Valley Community Centre Therapy Pool	0	(18)	0	0	(18)
Recreation & Parks	319	Clarkson Community Centre Pool	(8)	(29)	(20)	(10)	(67)
Recreation & Parks	415	Parkland Growth	116	80	198	406	800
Recreation & Parks	271	Mississauga Celebration Square Base Operating Impacts	512	354	0	0	866
		Total Operating Budget Impact	**625**	**643**	**5,769**	**(320)**	**6,717**
		Tax Rate Impact	**0.2%**	**0.2%**	**1.9%**	**-0.1%**	**2.3%**

Note: Numbers may not balance due to rounding.

Continuous Improvement – Improving the Cost to Deliver Existing Services

The City strives to continuously improve its services and keep service costs low by identifying efficiencies and program reductions which do not impact service. Efficiencies allow the City to provide the same service level at a reduced cost. Program reductions eliminate expenditures which do not impact service. As part of the preparation of the 2011-2014 Business Plan and Budget staff conducted an exercise to assess what would be required to reduce their budgets by three percent. Many of the options would result in service level reductions. Many of these options have previously been presented to Council, and Council did not wish to implement them due to the negative impact on service, therefore these options are not included in this plan. However, cost savings through efficiencies of $3.8 million have been identified over the 2011 to 2014 period with most savings being realized in 2011. Budget reductions of $1.6 million have also been included. All of these initiatives are subject to Council approval.



A summary of efficiencies by service over the next four years is presented below. Each Service Area Business Plan describes recommended efficiencies. The detailed Budget Requests included in Volume 2, Appendix 2 provide additional details on each item.

Efficiencies - Summary ($ 000's)

Service	2011	2012	2013	2014	Total Net Costs
Roads, Storm Drainage & Watercourses	(1,882)	0	50	(50)	(1,882)
Mississauga Transit *	(167)	22	0	14	(131)
Recreation & Parks	(744)	(66)	(10)	0	(820)
Mississauga Library	(160)	(55)	3	0	(212)
Land Development & Services	(388)	(578)	0	0	(966)
Legislative Services	3	0	(5)	10	8
Regulatory Services	22	0	0	0	22
Facilities & Property Management	(180)	(70)	(3)	0	(253)
Strategic Policy	(109)	0	0	0	(109)
Information Technology	(427)	259	238	50	121
Business Services	(35)	0	155	300	420
Total Operating Budget Impact	**(4,067)**	**(488)**	**428**	**324**	**(3,803)**
Tax Rate Impact	**-1.4%**	**-0.2%**	**0.1%**	**0.1%**	**-1.3%**

*Totals include Budget Requests from Departmental Business Services

Note: Numbers may not balance due to rounding.

Examples of efficiencies include staff reductions in land development services to offset reduced development activity and related revenues; replacement of multi-function copy/print devices; improved efficiency in street cleaning and in leaf collection services; winter maintenance review; reduction in prosecution staff; implementation of an integrated budget system; pooling of voice minutes for cellular devices; improved utility procurement strategy; and increased recreation and parks online registration.

The list below identifies program reductions totalling $1.4 million over the next four years which are included in the 2011-2014 Business Plan and Budget. Program reductions in 2011 total $661,000. The detailed Budget Requests included in Volume 2 provide additional details on each recommended reduction.

Recommended Program Reductions ($000's)

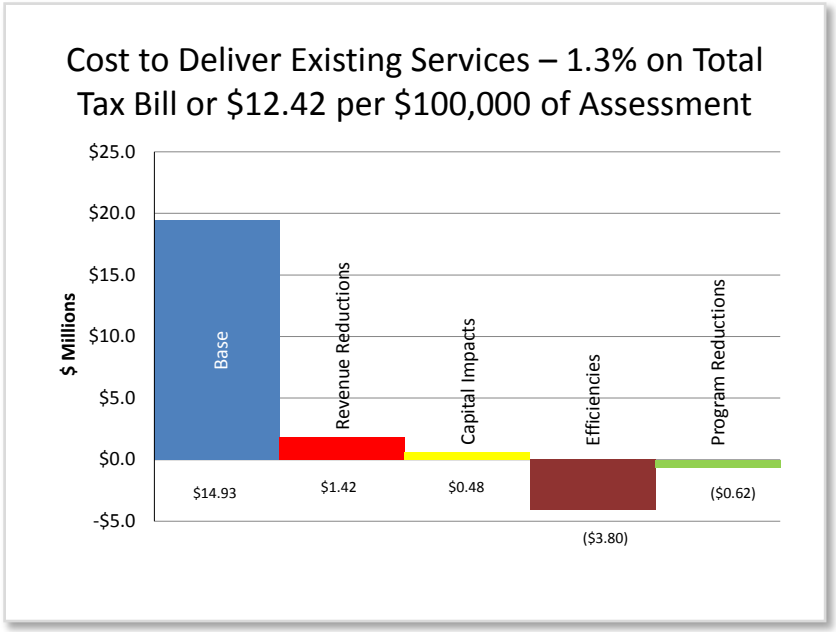
Service	BR #	Description	2011	2012	2013	2014	Total Net Costs
Roads, Storm Drainage & Watercourses *	533	Reductions in Business Services Division - Transportation and Works Department	-53	0	0	0	(53)
Recreation & Parks	227	Organizational Review	-303	-233	-23	-23	(582)
Mississauga Library	147	Self Serve Check-Out	0	58	-178	-316	(436)
Legislative Services	441	2011 Cost Control Options-Legislative Services	-88	-12	0	0	(100)
Arts & Culture	245	3% Budget Reduction	-67	0	0	0	(67)
Strategic Policy	378	Opportunities to reduce costs - EDO Professional Services	-29	0	0	0	(29)
Business Services	34	Reduce Size and Printing of 2011 to 2014 Business Plan and Budget book	-4	0	0	0	(4)
Business Services	392	Printing Production Efficiency Initiative	-26	0	0	0	(26)
Business Services	503	Redesign Tax Bills	-2	0	0	0	(2)
Business Services	514	Reduce frequency of tax overdue notice mailings	-28	0	0	0	(28)
Business Services	561	Cost Reduction Options For Communications	-25	0	0	0	(25)
Business Services	589	Lower winter heating Temp. by 1 deg.C and raise summer cooling to 25 deg.C to save energy	-36	-51	0	0	(87)
		Total Operating Budget Impact	**(661)**	**(238)**	**(201)**	**(339)**	**(1,439)**
		Tax Rate Impact	**-0.2%**	**-0.1%**	**-0.1%**	**-0.1%**	**-0.5%**

* Totals include Budget Requests from Departmental Business Services

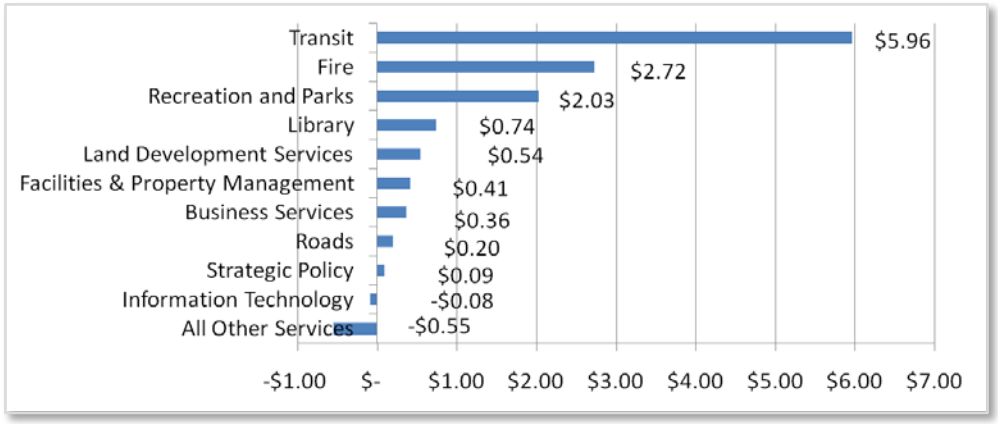
Note: Numbers may not balance due to rounding.

Summary – 2011 Total Cost to Deliver Existing Services

The City's budget to deliver our existing services requires a 4.5 percent increase in the City's tax levy, or 1.3 percent on the total tax bill. The cost per $100,000 of assessment is $12.42. The following chart provides a summary by Budget driver.



The following chart shows the allocation of the additional $12.42 by Service Area. Transit, Fire Protection and Recreation and Parks services comprise almost 71 percent of the total increase.



Proposed Budget Changes to Deliver on Our Plans

The community has expressed a desire to move quickly to implement the City's strategic vision which they helped create. Therefore, in addition to preserving existing service levels, the City is moving forward with the implementation of the Strategic Plan, and related master plans. This requires additional funding over and above the level required to deliver existing services. The inclusion and timing of various initiatives represent staff's best thinking as to the highest priority items balanced with their ability to deliver upon these initiatives.

The City cannot grow and maintain services while holding tax increases to the traditional rate of inflation. These initiatives require the investment of tax dollars which will require increases exceeding the traditional rate of inflation. Initiatives have been presented such that Council may choose to include or exclude them as well as speed up or slow down each item.

The proposed changes included in the 2011 Budget have been categorized as follows:

- Growth – providing existing service levels to an expanded community;
- Increased Service Levels /New initiatives— initiatives to implement our plans;
- New Revenues; and
- One-time Items – Funded from Reserves.

Each Service Area Business Plan contains Budget Requests that are identified by the above categories. Over 275 Budget Requests have been included; the details of each Budget Request are included in Volume 2, Appendix 2.



Growth

Costs driven by growth total $3.3 million in 2011 and total $14.0 million over the four years of this plan. The impact to the property tax bill in 2011 is $3.03 per $100,000 of assessment.

Service	2011	2012	2013	2014	Total Net Costs
Roads, Storm Drainage & Watercourses	192	47	22	22	283
Fire & Emergency Services	137	525	1,902	115	2,679
Mississauga Transit *	1,983	2,317	2,153	1,845	8,298
Recreation & Parks	64	141	85	0	290
Mississauga Library	0	42	57	309	408
Arts & Culture	305	303	0	0	608
Regulatory Services	66	0	90	0	156
Facilities & Property Management	105	132	91	42	370
Strategic Policy	38	99	0	0	137
Information Technology	0	0	50	15	65
Business Services	362	326	4	0	692
Total Operating Budget Impact	**3,252**	**3,932**	**4,454**	**2,348**	**13,986**
Tax Rate Impact	**1.1%**	**1.3%**	**1.5%**	**0.8%**	**4.7%**

*Totals include Budget Requests from Departmental Business Services

Note: Numbers may not balance due to rounding.

Highlights of initiatives included in this category include: the Transit Growth Ridership Strategy – 2011 is the first year that these costs increases must be borne by the tax payer as Provincial Gas Tax funding has been fully allocated to previous transit expansion costs; operating cost for the Bus Rapid Transitway; increased grants to cultural groups to achieve a $3 per capita; and operating Costs associated with new Fire Station #120.

Increased Service Levels/New Initiatives

Initiatives included in this category include those required to deliver or implement the City's Strategic Plan, Council approved Master Plans, Official Plan and various other studies. They represent costs for new or enhanced levels of service. Also included are costs to deliver provincially mandated programs or services levels, such as the Presto Fare Card and minimum roadway maintenance standards. This plan includes increased service levels and new initiatives totalling $5.4 million in 2011, and $11.7 million over the four year plan. These initiatives impact the property tax in 2011 by adding $5.01 per $100,000 of assessment. A summary by service area follows.

Increased Service Levels/New Initiatives - Summary ($000's)

Service	2011	2012	2013	2014	Total Net Costs
Roads, Storm Drainage & Watercourses *	1,329	792	985	704	3,810
Fire & Emergency Services	12	96	0	0	108
Mississauga Transit *	1,821	464	(32)	(131)	2,122
Recreation & Parks	844	389	9	(61)	1,181
Mississauga Library	0	95	190	(334)	(49)
Land Development & Services	246	(95)	(50)	0	101
Legislative Services	73	43	45	65	226
Arts & Culture	251	297	288	147	983
Regulatory Services	70	0	0	0	70
Facilities & Property Management	88	364	142	(49)	545
Strategic Policy *	442	226	499	18	1,185
Information Technology	108	164	338	190	800
Business Services	85	477	56	(30)	588
Total Operating Budget Impact	**5,369**	**3,312**	**2,470**	**519**	**11,670**
Tax Rate Impact	**1.8%**	**1.1%**	**0.8%**	**0.2%**	**3.9%**

Note: Numbers may not balance due to rounding

* Total include Budget Requests from Departmental Business Services and Financial Transactions

Highlights of initiatives included in this category include the GTA PRESTO fare card, the iBus project, costs associated with amended minimum maintenance standards and cost to implement the cycling master plan.

New Revenues

Annually, all revenue streams are examined to ensure they are keeping pace with the cost base and the external environment. This plan includes revenue increases of $1.1 million in 2011, and total $6.9 million over the four years of this plan. These increased revenues are largely due to the Transit Fare Strategy. In 2011 new revenues reduce the property tax bill by $1.07 per $100,000 of assessment.

New Revenues ($000's)

Service	BR #	Description	2011	2012	2013	2014	Total Net Costs
Mississauga Transit	390	Transit Fare Strategy	(970)	(2,040)	(1,320)	(1,650)	(5,980)
Recreation & Parks	230	User Fee Rationalization	0	(70)	(70)	(70)	(210)
Recreation & Parks	276	Cellular Towers on Community Services lands	0	(15)	(30)	(15)	(60)
Recreation & Parks	491	Mississauga Celebration Square Gateway Sign	(74)	(74)	0	0	(148)
Mississauga Library	298	Burnhamthorpe Branch Library - Dixie Bloor Neighbourhood Drop-In Centre - Lease	(104)	(103)	0	0	(207)
Land Development Services	258	Fees and Charges Review	0	0	0	(250)	(250)
		Total Operating Budget Impact	**(1,148)**	**(2,302)**	**(1,420)**	**(1,985)**	**(6,855)**
		Tax Rate Impact	**-0.4%**	**-0.8%**	**-0.5%**	**-0.7%**	**-2.3%**

Note: numbers may not balance due to rounding.

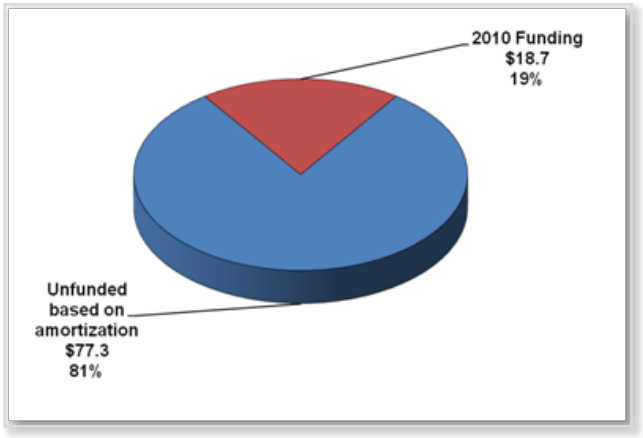
Why an Infrastructure Levy Is Necessary

The City of Mississauga owns infrastructure assets with an estimated replacement cost of $6.7 billion excluding land. The historical value as recorded on the City's Financial Statements is $8 billion ($3.5 billion, excluding land). Daily, the City's infrastructure is used by our residents and this causes assets to deteriorate, similar to the wear and tear on resident's automobiles, roofs and furniture. Up until 2009 the cost of infrastructure use was not reflected in municipalities' financial statements. The cost was only recognized when the asset was built or rehabilitated. Beginning in 2009, municipalities are required to report this cost as part of their financial statements. The accounting term for annual consumption of assets is referred to as amortization expense. Amortization expense recognizes the cost of infrastructure used up in a year and represents the amount that should be put aside each year to replace the infrastructure in the future, similar to putting money into a RESP to fund a child's university education. Amortization can be compared to the transfer to capital. Amortization expense is the cost of the asset consumed each year while the transfer to capital refers to the amount of funding being provided each year out of the tax base to fund the capital infrastructure. The gap between these two factors can be roughly used to estimate the minimum infrastructure gap.

The following chart shows the amount of annual amortization expense for the City is $96 million as of the end of 2009. The transfer to capital is only $18.7 million. Therefore the City is only providing for 19 percent of the cost of infrastructure consumed, resulting in an annual infrastructure gap of $77.3 million. To fully fund the City's amortization expense, a tax increase of 26 percent would be required. It is very important to understand that amortization is based on historical values, not replacement values. The actual cost based on replacement values would be significantly higher. Additionally, as new infrastructure is added, amortization expense increases. The infrastructure gap must be closed by reducing or delaying capital expenditures, drawing down reserves, issuing debt and increasing tax based funding raised through an infrastructure levy.

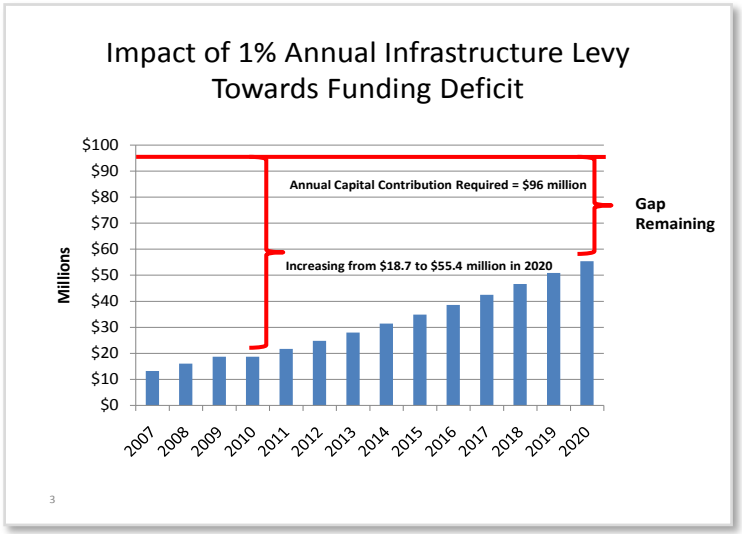
The Infrastructure Gap

Based on $96 million in Annual Capital Depreciation



During the City's period of growth, much of Mississauga's infrastructure was paid for by development based funding such as lot levies, development charges and cash-in-lieu. As Mississauga matures as a city, it will be required to balance the need to maintain existing infrastructure with the need to address large city issues such as congestion and urbanized facilities. Projects required to address these issues are expensive and will require additional funding over and above the basic capital requirements.

In order to begin to address this infrastructure gap it is recommended that an annual Infrastructure Levy equal to a 1 percent tax increase be included in the City's Budget. The following chart shows how the infrastructure levy gradually reduces the infrastructure gap.



When the City issues debt, it will be required to increase taxes to repay this debt. The estimated impact of the future debt servicing costs indicates that an annual infrastructure levy of 2 percent is actually required.

If an infrastructure levy is not included in the 2011 Budget, it will reduce capital financing by $30 million by the end of 2020. This will require the elimination of projects or additional debt. A 1 percent increase in the City's taxes for infrastructure will impact the total residential tax bill by 0.28 percent or approximately $2.77 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.

Summary of 2011 Operating Budget and 2011-2014 Business Plan

The 2011 -2014 Business Plan and Budget provides the necessary resources to deliver our existing services which are valued by residents. It balances modest expenditure increases against significant revenue pressures. It also moves forward with delivering on our plans, providing the resources to implement the Strategic Plan and various Master Plans. This requires an investment of taxpayer dollars somewhat higher than the rate of inflation. The plan addresses the City's new financial reality. It sets out proposed changes by driver which allow Budget Committee to make decisions to approve or not approve various initiatives as well as speed up or delay their timing.

The following table presents the 2011 Budget, by service and by budget driver:

Service ($000's)	2010 Budget	*/***Costs to Del Existing Serv	***% Change	New Service	Growth	New Revenue	Total	**Total % Change
Roads, Storm Drainage & Watercourses ●	63,768	64,158	0.6%	1,249.0	192	0	65,599	2.9%
Fire & Emergency Services	81,582	84,714	3.8%	12.0	137	0	84,863	4.0%
Mississauga Transit ●	41,338	47,769	15.6%	1,828.0	1,787	(970)	50,414	22.0%
Recreation & Parks	44,029	46,308	5.2%	842.8	64	(74)	47,141	7.1%
Mississauga Library	24,134	24,991	3.6%	0.0	0	(104)	24,887	3.1%
Land Development & Services	4,841	5,425	12.1%	246.2	0	0	5,671	17.2%
Legislative Services	(1,587)	(2,900)	82.7%	73.0	0	0	(2,827)	78.1%
Arts & Culture	4,038	4,087	1.2%	251.0	305	0	4,643	15.0%
Regulatory Services	806	1,666	106.7%	70.0	66	0	1,802	123.6%
Facilities & Property Management	18,182	18,675	2.7%	87.8	105	0	18,867	3.8%
Strategic Policy ●	9,641	9,759	1.2%	192.0	38	0	9,989	3.6%
Information Technology	16,034	15,993	-0.3%	108.0	0	0	16,101	0.4%
Business Services	19,593	19,774	0.9%	160.0	558	0	20,492	4.6%
Council	4,068	4,165	2.4%	0.0	0	0	4,165	2.4%
Financial Transactions***	(33,236)	(30,180)	-9.2%	250.0	0	0	(29,930)	-9.9%
Total Operating Budget Impact**	**297,231**	**314,403**	**5.8%**	**5,370**	**3,252**	**(1,148)**	**321,877**	**8.3%**
After 1.3% Assessment			**4.5%**					**7.0%**
Total Operating Budget, including Infrastructure Levy		**317,373**	**5.5%**				**324,847**	**8.0%**
Total Impact on Tax Bill, after assessment growth			**1.5%**					**2.2%**

● Totals include Budget Requests from Departmental Business Services or Financial Transactions.

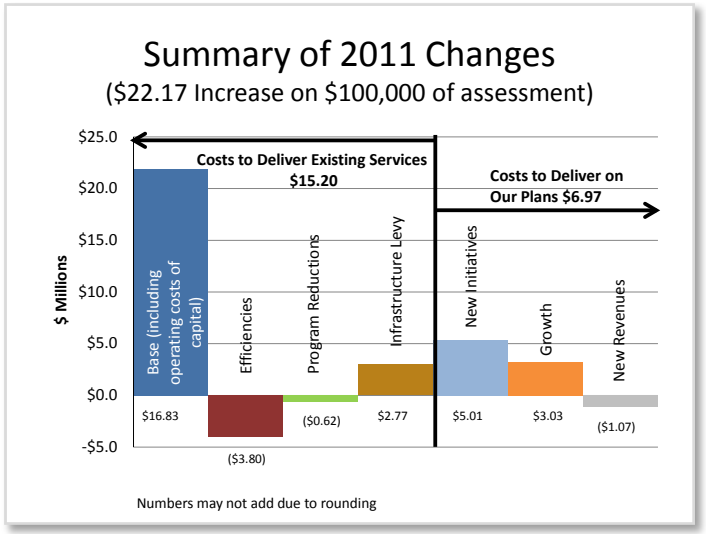
Note: Numbers may not balance due to rounding.

* Includes operating impacts from capital projects

** Before assessment growth

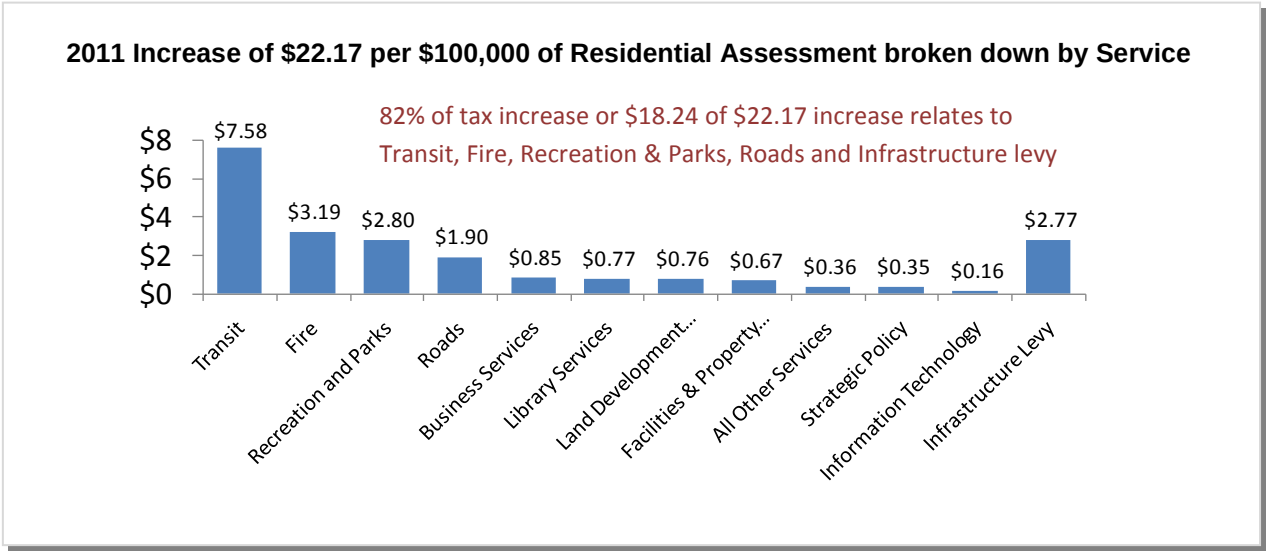
*** Excludes infrastructure levy of 1 percent

The total 2011 Operating Budget has an impact on the total tax bill of 2.2 percent. Four services comprise 70 percent of the total change in the 2011 Budget.



This chart provides a summary of each budget driver as well as the impact on $100,000 of assessment.

In terms of dollars, the increase in the City's 2011 tax levy costs only $22.17 per $100,000 of assessment. For a home assessed at $350,000 this translates to a total increase of $77.57, for a home assessed at $450,000 this represents an increase of $99.73. The increase of $22.17 per $100,000 of assessment is allocated by service in the chart below.



In 2011, the total taxes paid to the City per $100,000 of residential assessment will be $299.55. These tax dollars provide for fire, roads, transit, recreation and parks, library, facilities, infrastructure maintenance and support services. Compared to other household costs this represents excellent value for money.



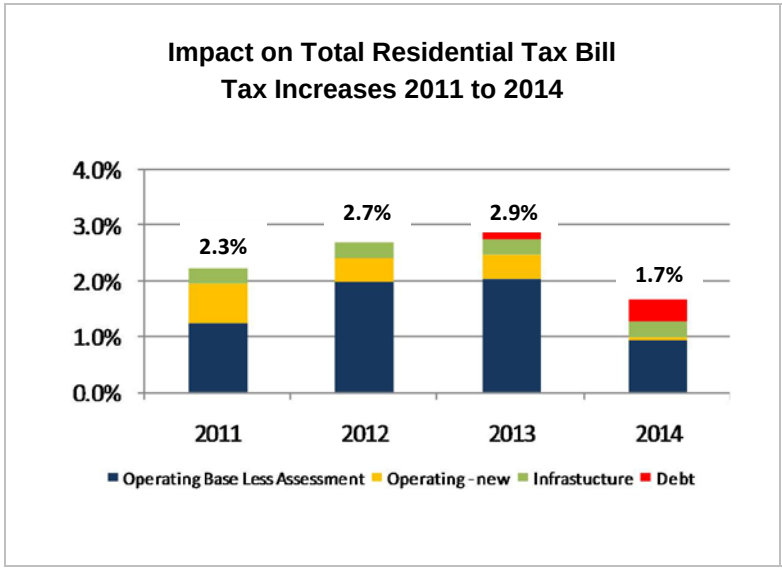
The following chart shows the total impact of the City's budget under an assumed increase of 2.5 percent for the Region; per $100,000 of residential assessment and various values of residential properties.

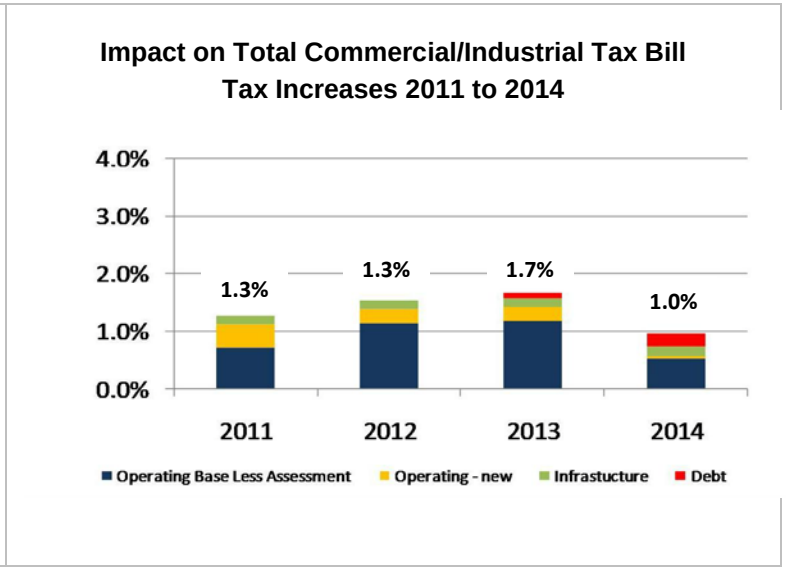
Assessment **2011 Impact on Tax Bill**	**$100,000**	**$350,000**	**$450,000**	**$550,000**	**$650,000**
City - Operating	19.40	67.86	87.25	106.64	126.03
City – Infrastructure	2.77	9.71	12.48	15.26	18.03
Total City Increase	**$22.17**	**$77.57**	**$99.73**	**$121.90**	**$144.06**
Region	11.59	40.58	52.17	63.76	75.36
Total Base Impact on Tax Bill	**$33.76**	**$118.15**	**$151.90**	**$185.66**	**$219.42**

Note: Numbers may not balance due to rounding.

Forecast Tax Rate Increase – 2011-2014

The 2011-2014 Business and Budget provides the cost to deliver existing services and deliver on our plans over the next four years. The City's Budget impact on the total property tax bill is illustrated below, by base, new initiatives, 1 percent infrastructure levy and annual debt requirements, for both residential and commercial/industrial properties.





2011 Capital Budget and 2012 to 2020 Capital Forecast

The 2011-2014 Business Plan and Budget identifies significant investments in the City's infrastructure, both to maintain our existing infrastructure in a state of good repair, and to invest resources to develop the infrastructure required to implement the Strategic Plan and related Master plans. The Capital Forecast identifies significant investments in Transit, Fire, Roads and Bridges and Watercourses, Cycling and Recreation and Parks. Through the Business Planning process new initiatives, not previously included in the City's Capital forecast were identified, increasing the City's capital forecast by $197 million over the next ten years.

Similar funding pressures are facing the City with its capital program as with its operating budget. The economic downturn has reduced development charge revenues, requiring the delay of projects that are driven by growth. The Province has eliminated the Ontario Bus Replacement funding program, which reduces the funding for bus replacements by almost $50 million over the ten year capital forecast. To keep the Transit fleet in a good state of repair the City must make up this lost funding from other City sources. Major investments in Transit cannot take place without significant funding from the Federal and Provincial governments, so investment in Light Rail Transit on the Hurontario corridor is not included in the capital forecast.

Despite these pressures, the Capital Budget and forecast includes over $197 million in new initiatives to maintain our infrastructure and to implement the strategic plan. The funding plan for the forecast assumes a minimum 1 percent infrastructure levy annually for the next ten years. The City will begin incurring debt by 2013, based on a cash flow forecast of capital spending. The use of debt is not a negative – it merely reflects the changing nature of the City.

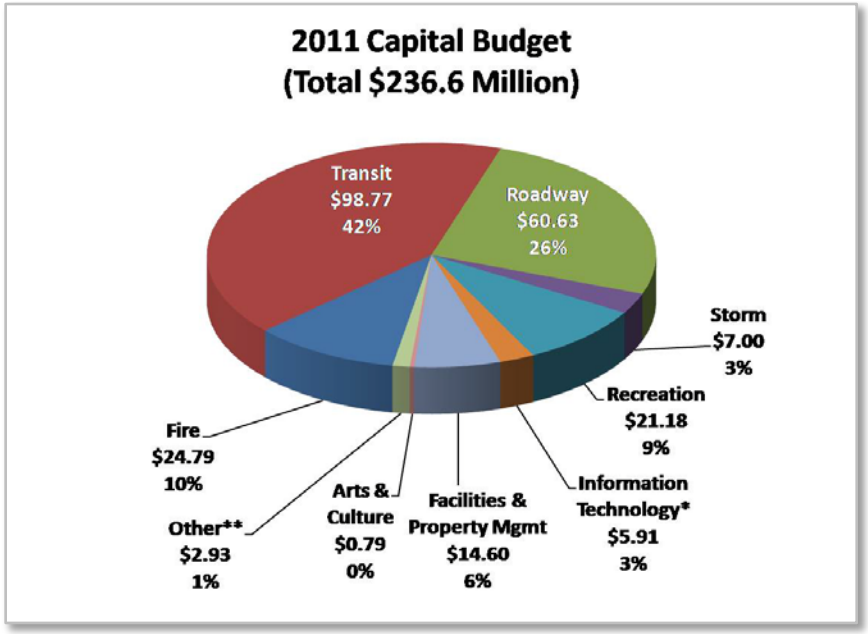
Becoming a mature City means there is less growth, and less growth related infrastructure which is funded from development charges. The focus is changing to maintaining infrastructure and emplacing infrastructure required in a major world class City. Debt is a form of financing, and with sound policies and strategies it is a logical and reasonable financial tool. These policies and strategies are being developed by staff.

Funded Capital Budget and Future Requirements

As shown in the following charts, the City's 2011 budget recommends projects with a gross cost of $236.6 million.

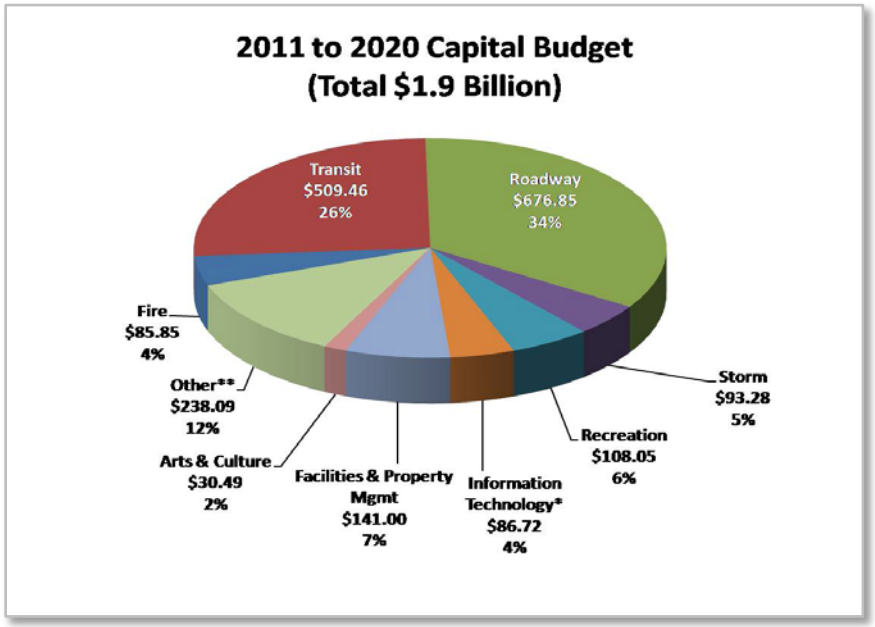
Highlights of the 2011 projects are as follows:

- $37.7 million for major roads and bridges and structure related works such as Burnhamthorpe Road resurfacing;
- $62.5 million for the next phase of the construction of the Bus Rapid Transit line;
- $23.2 million for replacement of 35 transit buses and ongoing maintenance;
- $22.9 million for road rehabilitation;
- $7.0 million for storm drainage including $4.7 million for Cooksville Creek;
- $6.9 million in building lifecycle maintenance on various City facilities; and
- $2.9 million for the construction of the Hershey Air Supported Structure.



Highlights of the 2011 to 2020 projects are as follows:

- $96.2 million for the construction of the Bus Rapid Transit line totalling $264 million;
- $50.3 million for the construction of new facilities including Meadowvale Library and Community Centre, Northwest Community Centre, two outdoor artificial soccer fields and Hershey Air Supported Structure;
- $37.7 million for the Cycling Program;
- $32.6 million for Waterfront development which coincides with the Strategic Pillars;
- $27.9 million for design and construction of a new administrative facility;
- $27 million for various grade separations throughout the City to relieve traffic congestion issues such as Goreway Drive and Drew Road;
- $15.5 million for four new fire stations;
- $15 million for a Parking Garage Structure in the City Centre;
- $12.7 million for the renovation of facilities including Rivergrove and Mississauga Valley Community Centres;
- $10.1 million for the Garry W. Morden Centre-totalling $44 million;
- $6.8 million for an Artefact Preservation and Storage Facility;
- $5.4 million for the Meadowvale Theatre renovation; and
- $3.3 million for Art Gallery Mississauga.



The 2011-2020 Capital forecast includes budget requests identified in the Business Planning process totalling $269.9 million. These requests have been offset by adjustments to the previous Capital forecast resulting in an overall increase of $197 million in the ten year capital forecast. These budget requests are detailed in the individual Service Area Plans, and in Appendix 2 of Volume 2.

2011 - 2020 Business Planning Capital Project Highlights ($000's)

Service	BR #	Description	2011	2012	2013	2014	Post 2014	Total Net Costs
Mississauga Transit	505	Transit Bus Fleet Replacement	4340	2,230	3,590	2,720	27,946	40,826
Roads, Storm Drainage & Watercourses	94	Bridge/Culvert Rehabilitation Program	2175	4,175	2,375	2,375	18,745	29,845
Roads, Storm Drainage & Watercourses	80	Burnhamthorpe Road through City Centre (Arista Way to Mavis Road)	1250	(2,500)	0	0	30,000	28,750
Roads, Storm Drainage & Watercourses	267	Permanent Snow Storage Sites	150	2,500	0	7,100	5,400	15,150
Recreation & Parks	414	North West Community Centre as Partnership	0	0	0	1,400	12,240	13,640
Mississauga Transit	242	Hurontario Corridor Implementation	6000	6,000	0	0	0	12,000
Roads, Storm Drainage & Watercourses	280	On-Street Paid Parking and BIA Parking Facilities	300	298	460	160	10,000	11,218
Information Technology	526	VCOM Mobile Radio Replacement	750	1,010	5,023	1,060	0	7,843
Roads, Storm Drainage & Watercourses	62	Noise Attenuation Barriers	350	0	2,622	1,178	3,563	7,713
Arts & Culture	101	Artifact Preservation and Storage Facility	0	0	200	2,650	4,000	6,850
Facilities & Property Management	622	Office Accommodation	3000	3,000	0	0	0	6,000
Recreation & Parks	221	Street Tree Replacement	600	600	600	600	3,600	6,000
Roads, Storm Drainage & Watercourses	63	Roadway Rehabilitation Program	5800	0	0	0	0	5,800
Arts & Culture	87	Life-Cycle Renovation of Meadowvale Theatre	0	0	200	3,160	2,000	5,360
Mississauga Transit	478	Post-BRT Transit Service Plan	0	0	0	(192)	(13,800)	(13,992)
		Total Capital Budget Impact	**24,715**	**17,313**	**15,070**	**22,211**	**103,694**	**183,003**

Note: Numbers may not balance due to rounding.

The details of all the recommended capital projects can be found in Appendix 4 and 5 of Volume 2.

Unfunded Future Requirements

Due to the funding challenges noted earlier a number of projects remain unfunded and therefore are not included in the Capital forecast. Projects totalling $432 million can be roughly split into three categories:

- $114 million related to growth projects which are shown as unfunded due to insufficient funds in the Development Charge accounts;
- $66 million in transit related projects; and
- $252 million related to estimated life cycle replacement.

Ongoing maintenance requirements will need to be funded. Not doing so has several consequences including unanticipated closures, unpredictable maintenance costs and higher maintenance costs in the future as the optimal capital maintenance schedule could not be maintained.

Mississauga is struggling to ensure that existing infrastructure, built mainly in the late 1970's and early 1980's, is properly maintained. Mississauga's capital assets have an estimated replacement cost of $6.7 billion excluding land. The historical value as recorded on the City's Financial Statements is $3.5 billion, excluding land. 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 percent 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 percent 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 needed 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 $432 million in unfunded capital projects have been identified.

The Need for an Infrastructure Levy

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. In the last budget, the Province discontinued the Ontario Bus Replacement Program funding. 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 at a minimum of 1 percent so the City can move towards self-sustainability. The 1 percent Infrastructure levy does not include the debt servicing costs the City will be facing in coming years as it begins to issue debt. In order to provided adequate funding including the cost of debt, an infrastructure levy of a minimum 2 percent would be required. This is discussed in more detail later in this overview.

If an infrastructure levy is not included in the 2011 Budget, it will reduce capital financing by $30 million by the end of 2020. This will require the elimination of projects, further increasing the City's unfunded list of projects. A 1 percent increase in the City's taxes for infrastructure will impact the total residential tax bill by 0.28 percent or approximately $2.77 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 Duke of York Road resurfacing improvements

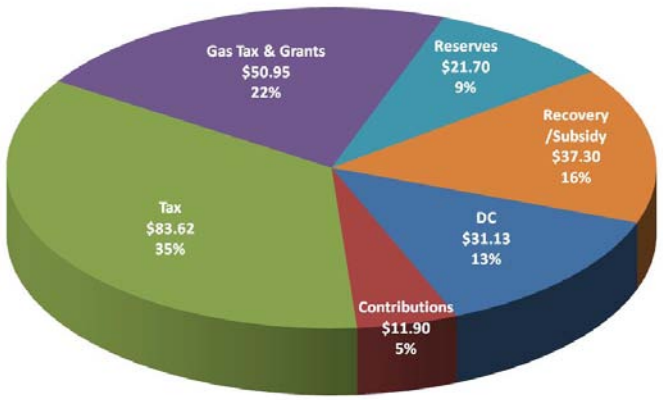


Roads like Confederation Parkway are being redesigned to include cycling and transit facilities.

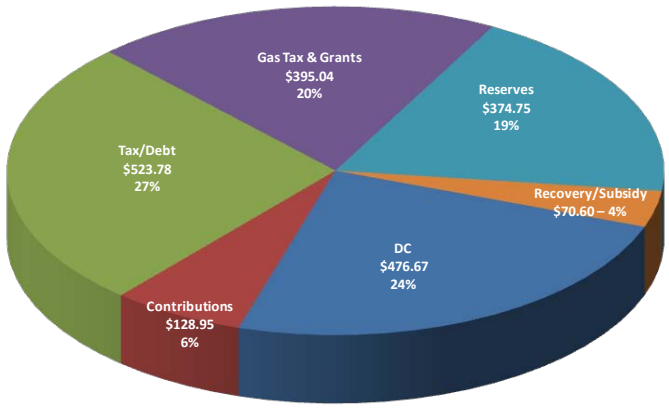
Financing the 2011 Capital Budget and 2012-2014 Capital Forecast

The major sources of funding for the City's Capital Budget and Forecast are subsidies and recoveries, Development Charges, developer contribution (e.g. cash-in-lieu of parkland), Federal and Provincial Gas Tax, Reserves, property taxes (contribution to capital) and debt. The following charts set out the funding for the 2011 Capital Budget and the 2011-2020 Capital Forecast.

Total 2011 - $236.6 Million
($ Millions)



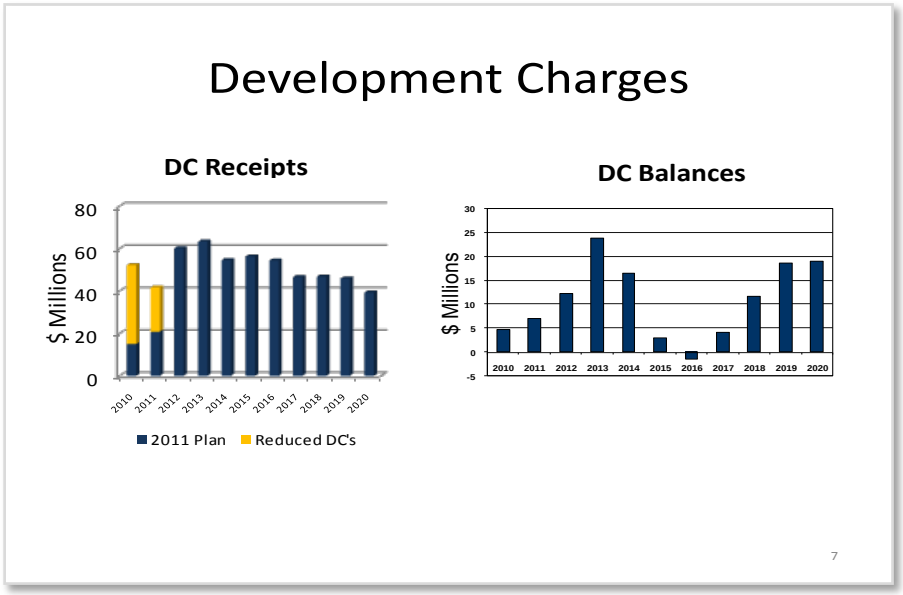
Total 2011-2020 - $1,969.8 Million
($ Millions)



Subsidies and Recoveries provide for project specific recoveries such as cost sharing with another municipality for jointly owned assets, contributions from community groups or recoveries from senior levels of government, excluding gas tax. They provide 16 percent of the funding of the 2011 Capital Budget and 4 percent of the 2011-2020 Capital Forecast.

Development Charges

Development Charges include funds collected under the City Development Charges By-law. Revenues are based on development requirements and are sensitive to economic conditions. The City's development charge revenue has declined significantly in 2009 and 2010, and is anticipated to remain low in 2011. The following chart shows the revenues included in the 2010 Capital Forecast as compared to those in the 2011 Capital Forecast. Estimates have been reduced to correspond to the reduced economic activity. Each year Development Charge funded projects are reviewed compared to available receipts. If revenues decline further, projects will have to be delayed.



In addition to the economic impacts, the existing DC Bylaw is under appeal. The main issues relate to the use of a revised approach known as the Gross Growth Methodology and the Transit congestion factor. Loss of the Gross Growth Methodology would result in losses of almost $23 million over a 10 year period split among the Recreation ($16.1 million), Transit ($2.6 million), Library ($2.0 million) and other services ($2.0 million). The loss of the Transit congestion factor would result in an additional $11.8 million in the transit service revenue over a 10 year period.

Development Charges provide 13 percent or $31.3 million of the funding for the 2011 Capital budget and 24 percent or $476.7 million of the ten year forecast. The small level of funding in 2011 reflects the reduced development charge revenue, due to economic conditions and the resulting deferral of growth related projects.

Gas Tax and Grants

Gas tax funding includes provisions for provincial and federal gas tax funding as well as various transit specific grants. The use of Provincial gas tax funding to support Transit growth has allowed the expansion of Transit service with no tax impact. In 2010 the Province announced the elimination of the Ontario Bus Replacement Program, which subsidized the cost of replacement buses. The lost funding to the City totals approximately $50 million. This means the City has to find alternative funding sources to maintain its transit fleet in a good state of repair. 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 2010 were $20.5 million with a total of $102.5 million being received over the next five year period. Also, the Region of Peel, since 2006 has flowed through any Federal gas tax receipts to the lower tier municipalities after accounting for TransHelp requirements. The City's capital forecast assumes this will continue and includes annual receipts of $17 million over the period 2011 to 2014 for a total of $68 million. To 2020 the receipts are estimated at $170 million. 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.

Reserve Fund Balances

Details related to closing balances of the Development Charges, Cash In Lieu (CIL) of Parkland, Transit related Reserve Funds can be found in the Reserve and Reserve Funds section of the Business Plan and Budget Book. Individual balances may vary on an annual basis, even running a small overall deficit at times, when combined together. However, balances are positive by the end of the 10 year forecast.

Reserve Fund Balances – Tax Based Funding Sources

After considering other funding sources, the balance of the City's capital program is funded from tax based funding sources. This includes tax based reserves and reserve funds, the infrastructure levy and finally, debt financing.

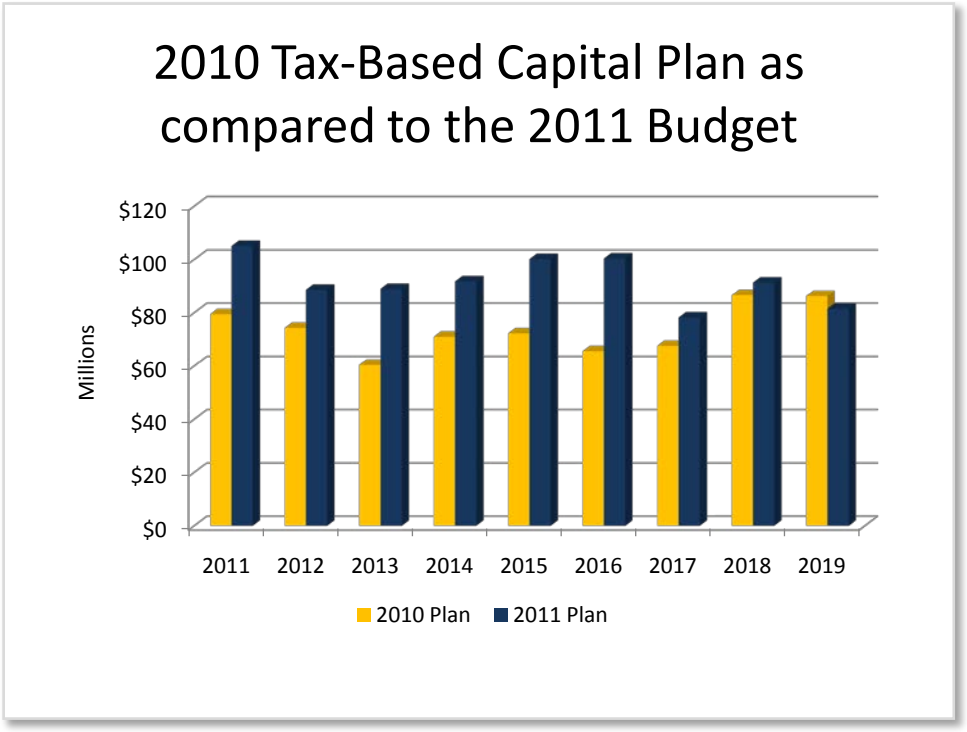
Tax based Reserve Funds are comprised of the following Reserve Funds:

- 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 previous years the tax based funding plan was based on maintaining a minimum balance in the Capital reserves of $30 million, to provide for emergencies. Staff now recommend that this balance be a minimum of $60 million. The value of the City's infrastructure is increasing as well as its capital needs. It is important that the City maintains a balanced debt to reserves ratio in order to maintain its credit rating. The City has a Triple A credit rating which is the highest rating available and shows the City is fiscally very healthy. It also results in a lower cost of borrowing. Therefore it is important to maintain this rating.

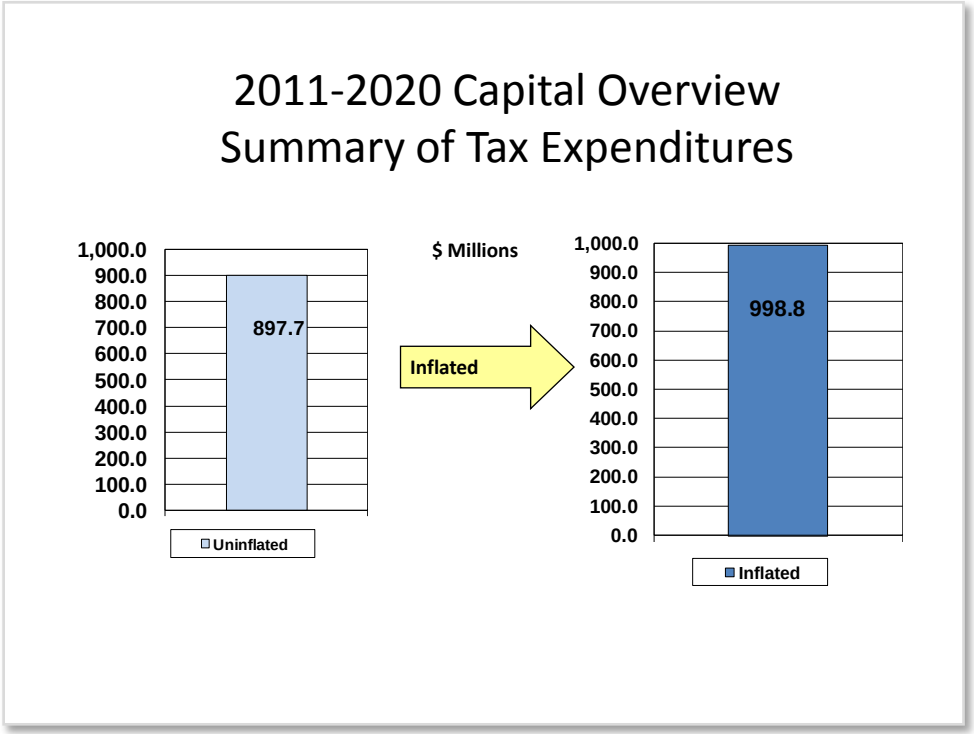
Tax based Capital Funding:

The following chart provides a summary of tax based requirements over the next 10 years as compared to the 2010 Budget. Excluding 2020, tax funding of capital expenditures have increased by $163 million over the 2010 capital budget. The total tax based funding requirements for 2011 to 2020 are $898 million.



Debt Issuance

As the City depletes its Tax Funded Reserve Funds, it will be necessary to issue debt to bridge the gap between its annual contribution and its capital requirements. In order to estimate the amount of debt required the City must add an inflationary factor to these expenditures. The following chart shows the annual tax based funding requirements over the next 10 years including the inflationary factor. Including inflation, the City funding requirements increase from $898 million to $999 million.

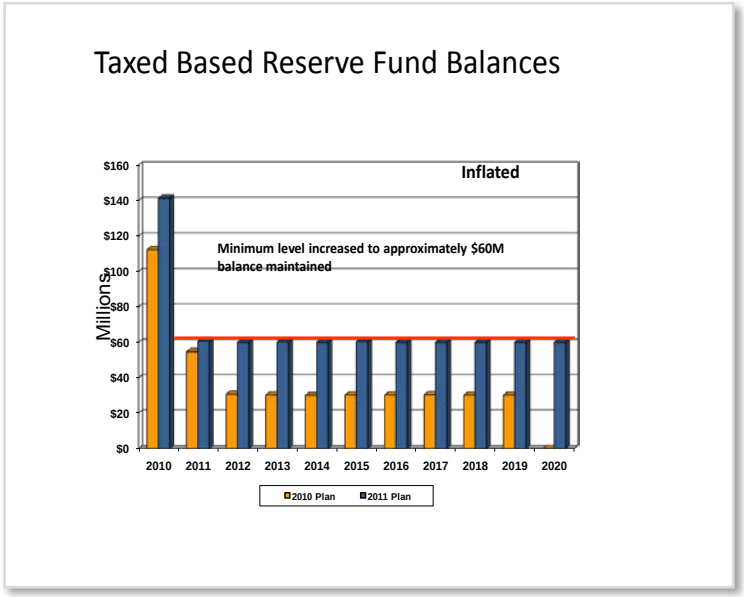


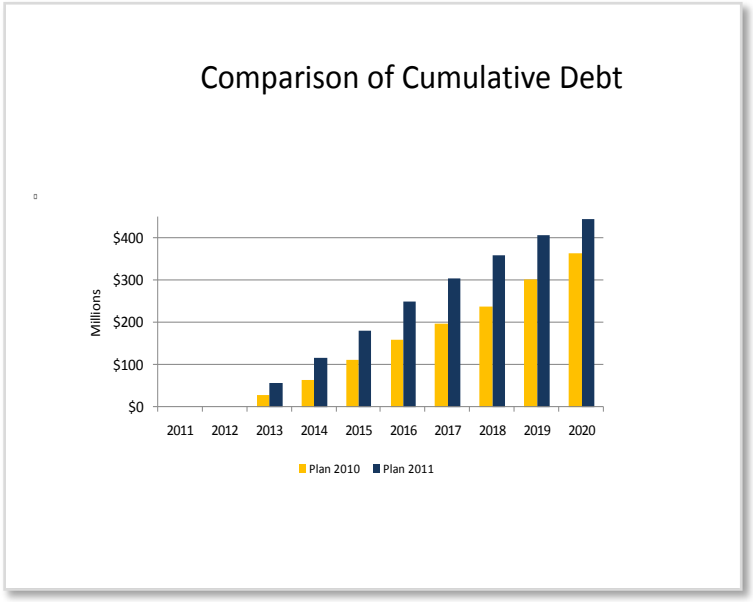
Transfer from Operating to Capital

Assuming that contribution from the operating budget continues to increase by a minimum of 1 percent per year, the transfer to capital will increased from $18.7 million in the 2010 Budget to $55.4 million by 2020, as detailed in the following table.

Budget Year	2010	2011	2012	2013	2014	2015	2016	2017	2018	2012	2020
$ Millions	$18.7	$21.7	$24.8	$28.0	$31.4	$34.8	$38.6	$42.5	$46.6	$50.9	$55.4

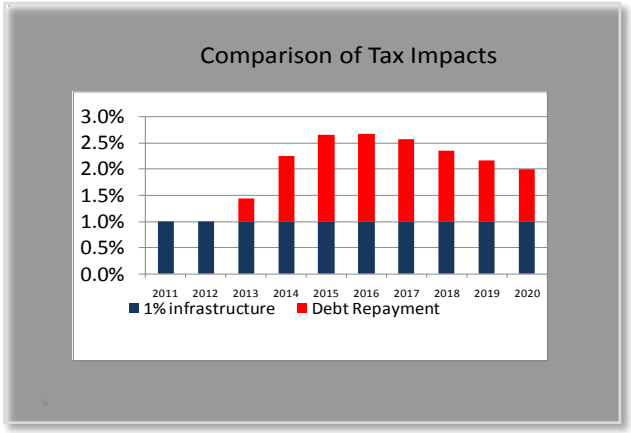
Based on a $999 million in inflated capital expenditures and a 1 percent infrastructure levy increase over the 2011 to 2020 period, the City's tax based reserve funds will be reduced to their minimum level of $60 million by 2013. Thereafter, debt will need to be issued to fill any gaps between the tax funded capital projects and the transfer to capital.





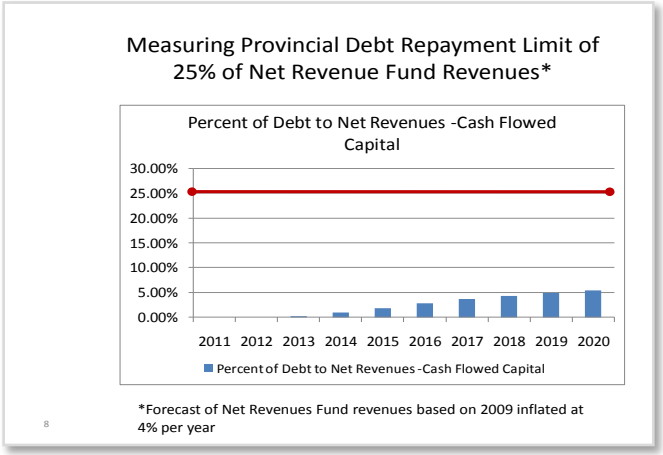
The City's debt requirements are based on the estimated cash flow of capital spending, rather than the year of project commitment. The chart above shows $446 million of debt to be issued over the next 10 years.

The issuance of debt will generate debt repayment costs resulting in tax rate increases over and above the 1 percent infrastructure levy. The following graph shows the tax rate increase required for the infrastructure levy and debt servicing costs over the next 10 years. Tax rate increases ranging between 1 percent and 2.65 percent are required to support the capital program. This illustrates that a 2 percent infrastructure levy is required to fund debt servicing costs as well as direct contributions to capital.



Debt Servicing Costs as a Percentage of Revenue

Provincial legislation requires that debt charges can only make up 25 percent of municipalities total net revenue adjusted for various items such as provincial and federal grants. The following chart shows the City's estimated debt levels from 2011 to 2020. Debt levels remain well below the provincial maximum, approaching 5 percent of net revenue in 2020.



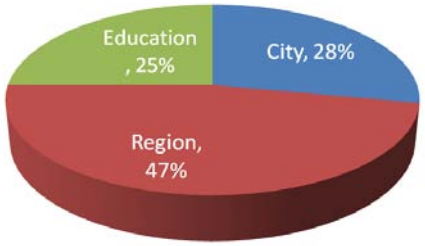
Impact on the Total Tax Bill

Property Tax bills are made up of three different components – City, Regional and Education. The following chart provides an estimate of the impacts on the total tax bill, assuming a 2.5 percent increase in the Region of Peel component and no increase for the Education portion. As the proportion varies for residential, commercial and industrial components, the impact on all three have been shown.

A residential tax bill will increase by approximately 3.4 percent or $33.76 per each $100,000 of assessment. A commercial and industrial bill will increase by approximately 2.0 percent or $47.59 per $100,000 of assessment for a commercial property and $53.02 per $100,000 of assessment for an industrial property.

Residential Property Tax Bill

Split of Residential Tax Bill



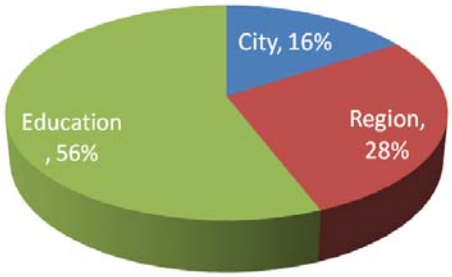
Impact on Total Tax Bill (assuming a 2.5 Regional Tax Increase)

		Impact on Total Tax Bill
City - Operating	6.99%	1.96%
City Infrastructure	1.00%	0.28%
City Total		**2.24%**
Regional Increase	2.50%	1.18%
Education Increase	0.00%	0.00%
Total		**3.42%**

The following table provides a summary of the impact of the City and Regional tax increases on various residential assessment values.

2011 Impact on Tax Bill by Assessment	$100,000	$350,000	$450,000	$550,000	$650,000
City - Operating	19.40	67.86	87.25	106.64	126.03
City - Infrastructure	2.77	9.71	12.48	15.26	18.03
Total City Increase	**$ 22.17**	**$77.57**	**$99.73**	**$121.90**	**$144.06**
Region	11.59	40.58	52.17	63.76	75.36
Total Impact on Tax Bill	**$33.76**	**$ 118.15**	**$151.90**	**$185.66**	**$219.42**

Commercial and Industrial Property Tax Bill



		Impact on Total Tax Bill
City - Operating	6.99%	1.12%
City Infrastructure	1.00%	0.16%
Subtotal	**7.99%**	**1.28%**
Regional Increase	2.50%	0.70%
Education Increase	0.00%	0.00%
Total		**1.98%**

The following table provides a summary of the impact of the City and Regional tax increases on various commercial assessment values.

2011 Impact on Tax Bill by Assessment	$100,000	$500,000	$1,500,000	$10,000,000
City - Operating	27.34	136.68	410.03	2,733.54
City - Infrastructure	3.91	19.55	58.66	391.07
City Total	**31.25**	**156.23**	**468.69**	**3,124.61**
Region	16.34	81.72	245.16	1,634.43
Total Impact on Tax Bill	**47.59**	**237.95**	**713.86**	**4,759.04**

The following table provides a summary of the impact of the City and Regional tax increases on various industrial assessment values.

2011 Impact on Tax Bill by Assessment	$100,000	$500,000	$1,500,000	$10,000,000
City - Operating	30.46	152.28	456.84	3,045.61
City - Infrastructure	4.36	21.79	65.36	435.71
City Total	**34.81**	**174.07**	**522.20**	**3,481.31**
Region	18.21	91.05	273.15	1,821.02
Total Impact on Tax Bill	**53.02**	**265.12**	**795.35**	**5,302.33**

Roads, Storm Drainage & Watercourses Business Plan

City of Mississauga

2011-2014









DRAFT

MISSISSAUGA
Leading today for tomorrow

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Existing Core Services

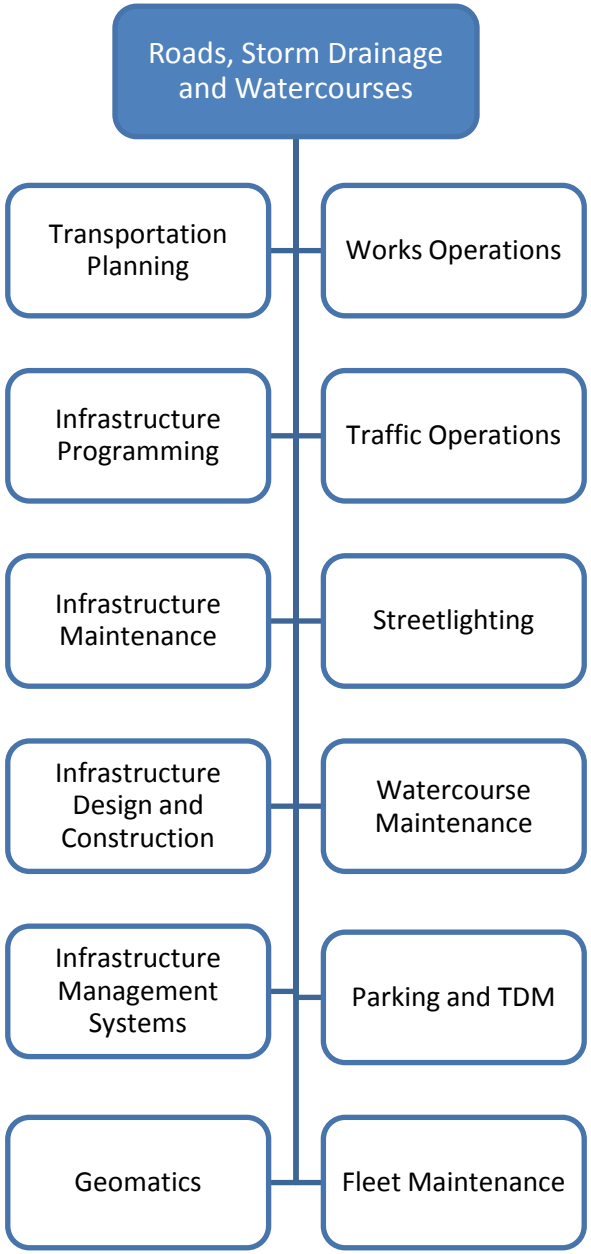
1.0 Vision and Mission

The vision for the Roads, Storm Drainage and Watercourses (RSDW) service area is to be a leader in delivering and managing safe and functional municipal transportation and storm water infrastructure.

The mission is two-fold:

To plan, develop, construct and maintain a multi-modal transportation system which efficiently and safely moves people and goods, respects the environment and supports the development of Mississauga as a 21st Century city, while serving the Municipality's social, economic and physical needs.

To plan, develop, construct and maintain a storm water management system which safeguards public and private infrastructure and property from erosion and flooding and enhances water quality.



2.0 Service Delivery Model

The RSDW service area operates out of the Transportation and Works Department and is responsible for the planning, construction, maintenance and overall management of Mississauga's roadways, bridges, sidewalks, storm water management systems and related assets. Infrastructure that is managed as part of this service also includes streetlighting, municipal parking, noise barriers, watercourses, the cycling network, and the City's fleet of vehicles.

The management of infrastructure assets is accomplished through a number of operational activities including: infrastructure planning and programming, transportation planning, infrastructure design and construction, infrastructure maintenance and repair, geomatics and public works operations such as winter maintenance, street sweeping, graffiti cleaning and litter pick up, traffic management and crossing guards.

This service area has a number of linkages and dependencies with other City service areas including Land Development Services, Legal Services, Business Services, Strategic Policy, Transit, and Recreation Services.

Key Documents that shape our Business Plan

- Strategic Plan
- Official Plan
- 'The Big Move' – Metrolinx Regional Transportation Plan
- GO Transit Capital Plan
- Hurontario/Main Street Corridor Master Plan
- Downtown 21 Master Plan
- Ministry of Transportation Capital Plan
- City of Mississauga 10 year Capital Plan
- Infrastructure Asset Management Implementation Plan
- Cycling Master Plan and Implementation Strategy
- Parking Strategy
- Credit Valley Conservation and Toronto Regional Conservation Authority Plans
- Mississauga Storm Water Quality Control Strategy Update
- Action Plan: Southwest GTA, Oakville-Clarkson Airshed Taskforce
- Transportation Association of Canada – Design Standards and Guidelines
- Ontario Traffic Manual
- Ontario Regulation 23/10 Amendment to Municipal Maintenance Standards
- Mississauga Salt Management Plan
- Traffic Management Centre

3.0 Past Achievements

Some of this service area's recent accomplishments are listed below.

Awards

- 2010 Ontario Public Works Association – Project of the Year Over $10 Million – Burnhamthorpe Road West Bridges over the Mullet Creek & Credit River;
- 2010 North American Salt Institute Award (New Facility);
- 2010 Smart Commute Regional Employer of the year;
- 2009 Canadian Public Works Association - National Public Works Week (Metro Centre Award); and
- 2009 North American Salt Institute Award (Continuity of Good Practice for Salt Storage).

Accomplishments

- 2010 – Cycling Master Plan and Implementation Strategy completion;
- 2009 Implementation of on-street paid parking in the City Centre;
- Completion of the Environmental Assessment for the Square One Drive extension which includes an innovative flush street design giving priority to the needs of pedestrians and cyclists, including an urban roundabout;
- Completion of the Burnhamthorpe Road Environmental Assessment east of Arista Way which is an example of context sensitive design where transit priority and other related amenities will be implemented instead of additional, general purpose traffic lanes;
- Completion of the design of the Elm Drive low impact development project which includes installing cycling lanes and parking lay-bys with permeable pavers and rain gardens;
- Between 2009 and 2010 used a combination of City funds and infrastructure stimulus funds to resurface 103 km of roads, replaced seven km of noise barriers, and install of 30 km of new sidewalks and trails; and
- Installation of the Living Wall pilot project, a green alternative to traditional concrete noise barrier located on Rathburn Road East.



Living Wall located on Rathburn Road East

4.0 Opportunities and Challenges

Within the four year time frame of the 2011-2014 Business Plan, many factors will influence planning and service delivery for this service area. Addressing these factors is the focus of this business plan.

Mississauga is maturing. The city is becoming increasingly urbanized, its infrastructure is getting older, and the demand for a more sophisticated, multi-modal transportation system and supporting traffic and maintenance operations is growing. Suburban, greenfield design standards for road rights-of-way are changing to those more suited for an urban environment and culture. Climate change and environmental accountability are key public policy concerns. Higher order transit along Hurontario and Dundas corridors is being pursued.

These are occurring in the context of financial challenges for the City, including reduced economic and development growth, and the continuing growth of neighbouring municipalities which adds pressure to Mississauga's transportation and storm water infrastructure.

Important opportunities have been created through the approval of public policy plans at various levels of government. The Province's *Places to Grow* plan has identified Mississauga's downtown as an Urban Growth Centre, Metrolinx's *Regional Transportation Plan* shows several higher order transit corridors in Mississauga, and Mississauga's *Strategic Plan* highlights the need to develop a transit-oriented city, a connected city and a green city.

Although this plan contains provisions for developing new infrastructure where needed, there is a shift to enhancing or retooling existing infrastructure to maximize the effectiveness of what we already have in place. Over-arching themes for this service area continue to be public safety and the responsible maintenance of infrastructure to maintain a state of good repair.



Confederation Bridge in the heart of Mississauga provides residents with greater access to the Downtown.

5.0 Current Service Levels

This service area provides services to the residents and businesses within Mississauga and to all users of the City's transportation infrastructure. Key service levels include the following:

Average Road Network Condition - Maintain the road network at an average Overall Condition Index of 70, or "Good" rating.

Capital Construction - Adhere to all provincial standards and codes for construction and safety.

Customer Service - Respond to all emergency related service requests as soon as practical; investigate all non-emergency service requests within three days and respond to them within ten days; process permit applications within three days and deliver other counter services and products.

Development Applications - Review and process all development applications in a timely manner with appropriate recommendations with respect to engineering matters.

Fleet Services - Ensure that vehicles and equipment are ready when required.

Geomatics - Collect and maintain geographic information and core data on City assets to support service expectations and critical business decision systems.

Infrastructure Programming - Develop appropriate ten year Capital Budget in accordance with lifecycle asset management practices and meet budget preparation and construction timelines.

Long-range Planning and Policy Development - Develop and implement appropriate plans and strategies to guide decision making related to the city's transportation and storm water management infrastructure.

Minimum Maintenance Standards - Meet or exceed Provincial Minimum Maintenance Standards for the city's roadways and related assets.

Parking Infrastructure and Transportation Demand Management (TDM) - Implement the City Centre Parking Strategy.

Storm Sewer Network - Inspect and capture video of all storm sewers a minimum of every ten years.

Street Lighting - Maintain and ensure the operation of the street light network in accordance with established service response times.

Permits – Review and process permit applications in accordance with city standards.

Traffic Management - Manage traffic operations in accordance with provincial regulations and design standards.

Watercourses - Carry out full inspection a minimum of every five years and review identified "hot spots" annually.

Winter - For an average winter storm, clear major arterial and collector roads within twelve hours after the end of the storm; clear residential roads, priority sidewalks and bus stops within twenty-four hours after the storm ends.

5.1 Maintaining Our Infrastructure

The estimated replacement value of the City's road, storm drainage and related infrastructure is $10.7 billion. The infrastructure managed by this service area includes:

- 5,480 lane km of road network;
- 2,272 km of sidewalks and trails;
- 1,991 km of storm sewer network including 200 km of watercourses and 55 storm water management facilities;
- 49,000 street lights;
- 750 signalized intersections (523 under the City's jurisdiction);
- 217 bridges and culverts;
- 148 km of bicycle lanes and boulevard multi-use trails;
- 50 km of noise barriers; and
- 17 at-grade parking facilities, four below-grade parking facilities, 113 on-street pay and display machines within two on-street parking districts.

Maintaining infrastructure in a state of good repair is one of the priorities of this service area. Staff provide recommendations to Council as to where and when to spend money on infrastructure maintenance, in order to maximize asset life cycle and minimize the funding required to do so. This is accomplished by applying sound asset management practices: inventorying what the city owns, conducting regular inspections, prioritizing work needs, preparing appropriate ten year capital budgets and programs to address needs, and monitoring and reporting on projected asset condition. However, with the aging of the city's infrastructure, the capital maintenance requirements to maintain assets are increasingly difficult to fund. This infrastructure funding deficit remains one of the most important budget issues for the city.

Additional information about the city's plan to maintain infrastructure can be found within section 10.0 under the heading Capital Changes, Asset Management section.



2010 Duke of York Road resurfacing improvements

6.0 Looking Ahead: Goals over the next 4 years

Deploying sound asset management and maintenance practices, developing and managing a multi-modal transportation network and responding to environmental issues and opportunities are the main goals of this plan. In respect of tight budgets and in accordance with best business practices, staff will continue to identify and implement ways to deliver the same service levels at reduced cost or increase service levels without increased budgets. This is an important ongoing element of business planning particularly for the big budget, on-street operational activities of this service area such as winter maintenance, road maintenance and city cleanliness.

The operational objectives of this service area over the next four years are highlighted below.

Asset Management

- Maintain a state of good repair for roads, bridges/culverts, noise barriers, sidewalks, signs, street lighting, traffic signals and watercourses;
- Lever technology to further integrate asset management strategies;
- Respond to legislative changes with respect to Ontario's Accessibility Standards and Minimum Maintenance Standards for municipal assets; and
- Develop a model for the storm drainage network to improve forecasting capability.

Multi-Modal Transportation Network

- Develop and implement a Transportation Master Plan;
- Implement the Cycling Master Plan;
- Develop and implement transportation demand management plans and policies which includes expanding the paid parking program;
- Undertake various transportation studies and capital improvements to support city building, with an emphasis on the downtown network;
- Work with the provincial Ministry of Transportation to encourage the widening of Highway 401 to improve the movement of goods through the city; and
- Eliminate gaps in the sidewalk network to improve access to transit stop and to connect our neighbourhoods.



Roads like Confederation Parkway are being redesigned to include cycling and transit facilities.

Higher Order Transit

- Continue with the planning and design of higher-order transit infrastructure along the Hurontario and Dundas corridors in support of the Mississauga Transit service area;
- Plan road infrastructure to support transit priority initiatives along the Mississauga Transit express bus network; and
- Work with Metrolinx to encourage the advancement of Mississauga GO Rail and GO Bus Service.

Traffic Management Centre

- Upgrade the capabilities of the central traffic control system;
- Install Intelligent Transportation Systems, including video monitoring and changeable message signs;
- Lever technology to maximize existing road infrastructure, for example by integrating evolving services such as transit with transit signal priority measures; and
- Migrate from predictive traffic management to pro-active traffic control management, with dedicated staff monitoring the operation.

Continuous Improvement

- Pursue cost savings for leaf collection, street cleaning, street lighting and winter maintenance activities;
- Implement new operations facilities for Works; and
- Continue with the implementation of an Integrated Road Safety Program.

Greening – Environmental Stewardship

- Increase watercourse management activities and advance plans for capital improvements to address flooding;
- Utilize alternative winter de-icing materials;
- Update and enhance the city's rain gauge network;
- Implement energy efficient street lighting;
- Recycle and use recycled materials whenever possible;
- Upgrade, right size and "green" the city's fleet; and
- "Green" the design of capital projects where appropriate and encourage lot level controls in developed areas to improve storm water quality.

2007 Cooksville Creek step pools installed to reduce erosion



7.0 Engaging our Customers

Citizens and stakeholders are engaged during decision making processes in a number of ways:

- Public meetings are held to inform and engage stakeholders with respect to projects affecting their community;
- The City's website offers significant information regarding public works operations, such as the status of snow clearing operations and capital projects;
- Door flyers are used to inform residents of maintenance and construction works in their immediate area;
- National Public Works Week is celebrated every year by inviting residents and school children to participate in a number of events, including facility tours, equipment displays and a family fun day in the downtown; and
- Taxpayers are encouraged to contact the City about any concerns they have with respect to the city's services or the condition of infrastructure by calling 311.

The most recent public engagement survey shows that the residents of Mississauga are generally satisfied with the level of service of the road system, environmental planning and traffic flow services.



National Public Works Week Equipment Display



An employee from the City's Traffic Section explains how traffic signals work during Mississauga's Public Works Week festivities.

Proposed Changes

This part of the Business Plan deals with proposed changes to the 2011-2014 Business Plan & Budget. To assist the reader, the table below summarizes the drivers of these changes including both operating and capital. Individual tables with a brief description of the change follow.

Drivers of Operating Costs

Description ($ 000's)	2011	2012	2013	2014
Prior Year Budget	**63,768**	**65,599**	**69,140**	**72,655**
Base Changes & Impact of Capital Projects				
Base Changes	2,262	2,692	2,430	2,011
Impact of New Capital Projects	10	10	0	0
Continuous Improvements				
Efficiencies	(1,882)	0	50	(50)
Budget Reductions	0	0	0	0
Total Changes to Base and Continuous Improvement	**390**	**2,702**	**2,480**	**1,961**
Total Cost to Deliver Our Existing Services	**64,158**	**68,301**	**71,620**	**74,616**
Proposed Changes				
Growth Driven Initiatives	192	47	22	22
New Service Level/New Initiatives - Funded from Tax or Reserves	1,249	792	1,013	704
New Revenues	0	0	0	0
Total - Proposed Changes	**1,441**	**839**	**1,035**	**726**
Total Budget	**65,599**	**69,140**	**72,655**	**75,342**

Note: Numbers may not balance due to rounding

8.0 Base Changes

This section highlights changes that are required to maintain current service levels, it is not a reconciliation of all budget changes. They reflect increases for items such as economic adjustments awarded in collective agreements and to non-union staff, third party contracts, electricity, fuel and inflationary pressures on goods and materials. Increases or decreases in revenue that are a result of changes in usage are also included in this table.

Highlights of Base Budget Changes

Description ($ 000's)	FTE	2011	2012	2013	2014	Total Net Costs
Labour cost increases (reflects performance pay, economic adjustments, and fringe benefit changes).	0.0	951	1,264	1,157	740	4,112
Labour Gapping	0.0	(263)	0	0	0	(263)
Winter - Contractor & Professional Services	0.0	550	572	570	593	2,285
Winter - Materials, Supplies & Other Services	0.0	199	206	215	223	843
City Centre On-Street Paid Parking- Revenue Adjustment	0.0	500	0	0	0	500
Hydro Street lighting, Traffic Signals & Bollards	0.0	100	100	100	100	400
Reduction in Development Revenue - Engineering Fees	0.0	100	25	25	25	175
Corporate Asset - Civic Addresses and Street Names	0.0	0	50	(50)	0	0
Utilities - Hydro	0.0	(7)	11	8	8	20
On-Street Paid Parking & BIA Parking Facilities	1.0	(18)	13	(14)	(14)	(33)
City Centre Parking (Transfer to reserve CC24012)	0.0	(350)	0	0	0	(350)
Total Base Budget Highlights	**1.0**	**1,762**	**2,241**	**2,011**	**1,675**	**7,689**

Note: Numbers may not balance due to rounding

The proposed update and expansion of the City's rain gauge network, which measures and analyzes rainfall data from various monitoring stations throughout the City, will require a small increase in annual operating costs as indicated below.

Operating Impacts from Capital Projects

Description ($ 000's)	BR #	FTE	2011	2012	2013	2014	Total Net Costs	Area of Focus	Strategic Pillar
Update and Enhancement of the Rain Gauge Network	272	0.0	10	10	0	0	20	Maintaining a state of good repair for our infrastructure	
Total Operating Budget Impact		**0.0**	**10**	**10**	**0**	**0**	**20**		

Note: Numbers may not balance due to rounding

9.0 Continuous Improvement

These initiatives represent opportunities to continually improve by reducing operating costs from existing budgets by exploring reduction, efficiency and best practice opportunities. Where a Budget Request (BR) number is noted, more information regarding this can be found in Volume 2 of the documentation.

Program Reduction Highlights

The reduction achieved in the Business Services division translates into a reduction in service contracts, office equipment and funds used for staff recognition.

Recommended Program Reductions

Description ($ 000's)	BR #	FTE	2011	2012	2013	2014	Total Net Costs	Area of Focus	Strategic Pillar
Reductions in Business Services Division - Transportation and Works Department *	533	0.0	(53)	0	0	0	(53)	Continuous improvement	
Total Operating Budget Impact		**0.0**	**0**	**0**	**0**	**0**	**0**		

* Cost for this Roads initiative have been identified, but is part of Departmental Business Services budget operationally.

Efficiency and Best Practices Highlights

The proposed changes for the 2011 Leaf Vacuum Program are a result of reducing the number of collections from three to two more intense collections per area. The overall program objective is still maintained as leaves will be vacuumed during the peak fall periods and completion will coincide with the ending of the Region of Peel's Yard Waste Program. The City's program compliments the Region of Peel's yard waste program which picks up bagged leaves and other yard waste in lighter treed areas on regular waste collection days. The City's program will continue to expand each year in areas that meet the minimum criteria.

The spring and regular street sweeping programs are performed by contracted street sweeping resources. Recently, the tenders and contracts have been redesigned to pay contractors on an area completion basis in accordance with established levels of service rather than paying on an hourly basis. This change has resulted in substantial annual savings and has not compromised service levels.

The winter maintenance program review conducted prior to the award of the current five year contract, adjusted the levels of city vehicles used for winter maintenance to ensure full usage of in-house resources. This change resulted in a reduction in city vehicles and a corresponding reduction in the capital amount budgeted to replace vehicles no longer required in house. During the 2009/2010 winter season, changes were also made to the contracted equipment requirements to increase the level of service for winter maintenance for priority sidewalks, bus stops, intersections and crossings. Minor resource realignment is proposed for the upcoming winter season which will provide cost savings without compromising the increased levels of service for winter maintenance. The adjustments affect the annual quantities for labour, equipment, materials and contract hours budgeted. An analysis of the past five years shows that these resources have decreased and therefore the budget request has been adjusted to reflect the five year trend.

Preliminary results from a recent two year study conducted jointly by the City and Credit Valley Conservation indicate that magnesium chloride treated salt may have less of an environmental impact when compared to using a sand/salt mixture on secondary roads and priority sidewalks. The elimination of using a sand/salt mixture during the winter not only is anticipated to reduce the impact of winter materials on the environment, but will produce a savings in the handling and processing of waste material collected during spring clean-up activities.

The recommended reduction in the Professional Services and various administrative budgets in the Transportation and Infrastructure Planning Division reflect recent actual costs and efficiencies obtained by keeping certain work in-house.

The implementation of ProjectWise will enable the City to dramatically improve project production, collaboration, retention of data and control of information. This project targets the Public Utilities Coordination Committee (PUCC) approval process as the first effort in re-engineering, simplifying and standardizing a new process.

Efficiencies

Description ($ 000's)	BR #	FTE	2011	2012	2013	2014	Total Net Costs	Area of Focus	Strategic Pillar
Leaf Collection - improving the efficiency of the operation	263	-2.2	(100)	0	0	0	(100)	Continuous improvement	
Street Cleaning - Improving efficiency	264	-1.1	(350)	0	0	0	(350)	Continuous improvement	
Winter Maintenance Review	265	-3.0	(1,282)	0	0	0	(1,282)	Continuous improvement	
Salt Management - Alternative de-icing materials	266	0.0	(50)	0	0	0	(50)	Continuous improvement	
Budget Reduction - Professional Services and Administration (RSDW Service Area)	512	0.0	(100)	0	0	0	(100)	Continuous improvement	
Sharing spatial information in project areas using ProjectWise application	274	0.0	0	0	50	(50)	0	Continuous improvement	
Total Operating Budget Impact		**(6.2)**	**(1,882)**	**0**	**50**	**(50)**	**(1,882)**		

Note: Numbers may not balance due to rounding

10.0 Proposed Changes

These changes are recommended and impact the ability to either maintain or enhance service levels within the service area. Full explanations of each initiative can be found within Volume 2 of the 2011-2014 Business Plan and Budget.

Growth Driven Highlights

The City's Infrastructure Asset Management (IAM) Strategy and Tangible Capital Asset Reporting policy requires the creation and maintenance of accurate inventories of the City's physical assets. The new Minimum Maintenance Standards regulation requires accurate inventories and processes to manage risks along the city's right's of way. Continuing to implement the IAM strategy will promote the better management of our assets over their entire lifecycle. The creation of asset inventories will enable staff to create lifecycle strategies for maintenance and rehabilitation of all the city's major physical assets, similar to the way pavement, bridges and noise barriers are managed today. The replacement value of the four new inventories that will be added through this initiative is estimated at two billion dollars.

This service area includes plans for improved management of on-street parking and municipal parking facilities in Business Improvement Areas (BIA's) over the next four years. While revenue from on-street paid parking in the City Centre was lower than projected for 2009 and 2010 because of lower than expected demand attributed to the continued availability of off-street free parking, the demand for on-street parking is expected to increase as a result of current and future high-density developments, particularly in the City Centre. The on-street paid parking program reflects the city's efforts to improve management of on-street parking and encourage on-street turnover and availability of convenient on-street parking in areas where such demand exists. In alignment with efforts to deliver on initiatives within the Strategic Action Plan, the on street paid parking program will be expanded in City Centre as well as Port Credit, Clarkson and Cooksville throughout 2011-2014. Further expansion of the on-street paid parking program into additional BIA's and municipal parking lots is anticipated to begin in 2013 pending the completion of a parking strategy and Council approval of paid parking expansion into these areas. Post 2014, it is projected that new municipal paid parking structures will be required in the City Centre and Port Credit areas.

New Provincial Government legislation requires all boundary surveys to be tied into the City's existing horizontal and vertical control networks and that surveys must be fully coordinated with true ground values. The survey control network has not been maintained since 2005. Degradation of the network is normal as points are destroyed during capital improvement projects and other activities. Regular maintenance work is required to meet minimum maintenance standards. The requested funding will be used to verify monument locations, replace damaged monuments or install new monuments as required.

Growth Driven Service Costs

Description ($ 000's)	BR #	FTE	2011	2012	2013	2014	Total Net Costs	Area of Focus	Strategic Pillar
Infrastructure Asset Management Program Implementation - New Asset Inventories & Reporting	64	1.0	43	53	20	20	136	Maintaining a state of good repair for our infrastructure	
City Centre Off-Street Parking	146	2.0	100	(55)	2	2	49	Delivering on initiatives within the Strategic Action Plan	Move
Integrated Surveys and Control Network	31	1.0	49	49	0	0	98	Maintaining a state of good repair for our infrastructure	
Total Operating Budget Impact		**4.0**	**192**	**47**	**22**	**22**	**283**		

Note: Numbers may not balance due to rounding

Increased Service Levels and New Initiatives

This section summarizes all of the new initiatives and/or service level increases recommended over the next four years of the Roads Storm Drainage and Watercourses Service Area Business Plan.

Traffic Management

The City's road network is nearing maturity and there will be limited new roads and road widening. The Traffic Management Centre (TMC) will help to maximize roadway efficiencies to help deal with continued increased demand from motor vehicles and pedestrian mobility, transit, accessibility, and cycling. Implementation of the TMC involves migrating from predictive traffic management to a pro-active traffic control management with dedicated staff monitoring operations. Implementation will include upgrading the central traffic control system, installing video monitoring and changeable message signs and leveraging technology to maximize existing road infrastructure and to integrate evolving transit services and transit signal priority.

The ultimate goals of the Integrated Road Safety Program (IRSP) are to improve safety, maximize the capacity of city roadways and mitigate congestion. It has two major components: a data collection, analysis and reporting component, and an outreach component intended to leverage and provide synergy amongst the multi-jurisdictional and road safety stakeholder entities already involved in road safety. The IRSP will formalize a process to identify, plan, design, prioritize and implement safety-related projects that involves all stakeholders and are evidence-based decision-making. Through the implementation of IRSP measures, the City wishes to enhance the safety and efficiency of the city's roads for all road users, while ensuring the City is making the most of available resources.

The Traffic Signal Capital Enhancement initiative includes additional maintenance funding to support the installation of various component enhancements at ten intersections per year. These systems include accessible pedestrian signals, pedestrian count down timers, transit signal priority, fire pre-emption, and uninterrupted power supply.

.

Discount Transit Program - a rider comments:

"Having one has made my transportation easier and more comfortable because I don't have to worry about expired transfers. I can have more time to be out and complete errands. …just wanted to let you know that I am very happy with this program. Now I don't have to stand in line for my passes and truly love it."

Multi-Modal Transportation Network

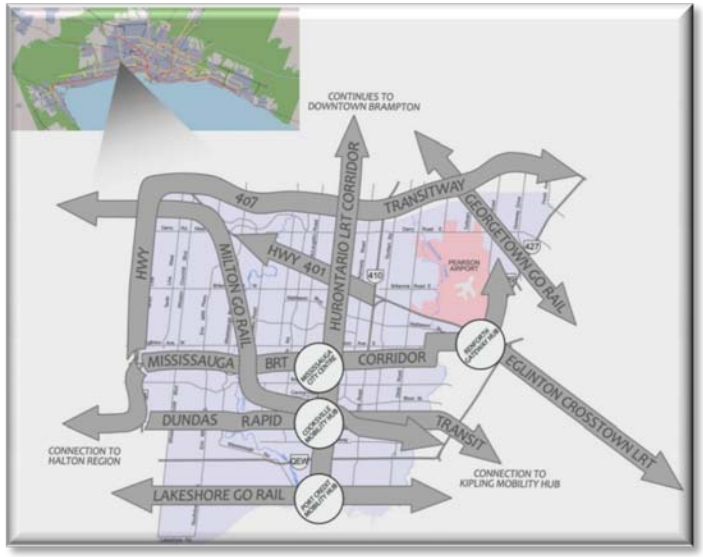
Now that key foundational pieces are complete, such as the city's *Strategic Plan*, new *Official Plan*, *Master Plan for Rapid Transit along the Hurontario Corridor and Cycling Master Plan,* much of the service area's focus over the next four years will turn to implementation. However, there is a need to bring the various elements of transportation policy together in one document, and the upcoming *Transportation Master Plan* (included in the capital program as a work plan item) will provide the broad policy framework to move forward.

Work has begun on the retrofit of the City's road network to make streets safer and more pleasant for walking and cycling and to give transit priority movement along key corridors, as well as to facilitate freight movements to and from key hubs such as Pearson Airport.

The *Cycling Implementation Strategy* calls for the establishment of a Cycling Office to oversee 79 actions in support of the development of an integrated cycling network over 20 years. The Strategy includes the addition of an average of 30 kilometres per year of new network in the capital plan and a number of tax funded operational items such as pavement markings, signage and education. Appropriate annual funding is incorporated into this business plan.

The business plan also emphasizes transportation planning in Mississauga's downtown, including a number of technical studies, various steps towards the development of a compact road network in the downtown that promotes walking and cycling, and planning for the retrofit of Burnhamthorpe Road through the City Centre to accommodate light rapid transit, conventional bus transit, cycling, pedestrians, vehicles and urban design considerations. All of these items are shown in the capital program table. Because the pavement condition for Burnhamthorpe Road through the City Centre is poor, in 2011, the City will rehabilitate the pavement surface, provide a temporary cycling connection, improve the intersection at Kariya Gate and complete the sidewalk connections.

The capital plan also provides for the accelerated expansion of the sidewalk network to improve pedestrian connectivity to transit. This directly supports the *Mississauga Transit Accessibility Plan.*



Important connections showing how Mississauga is linked to other cities and the Region.

Greening – Environmental Stewardship

This plan contains a number of projects and funding proposals related to the management of the city's storm water. An updated Storm Water Quality Study is nearing completion, and the capital program from 2012 onward includes low impact development measures within the road right-of-way where appropriate; post-2012 it includes increased operating funding to promote lot level water quality improvements in existing developments.

In recognition of flooding issues, the business plan includes permanent operating funding for increased creek inspection and maintenance along Cooksville Creek and anticipates the expansion of this program to all creeks within the City in 2012. In addition, the timing of several capital projects along Cooksville Creek has been moved forward to 2011 through 2014, including funding for pre-engineering, design and easement works. To enable the City to predict the effects of intensification, climate change, aging infrastructure and other factors influencing the storm drainage system, the development of a hydrologic/hydraulic network model is proposed in 2011 and 2012.

A small increase in operating funding is needed in 2011 to increase the efficiency and frequency of street sweeping in the Clarkson area industrial district, in recognition of the recommendations of Dr. Basillie's Task Force on the Clarkson-Oakville air shed.

Works Service Level Increases

The *Ontario Minimum Maintenance Standards* (OMMS) regulation was created in 2002 by the *Provincial Government of Ontario* in order to provide municipalities with a set of minimum standards towards maintaining public safety as it relates to infrastructure. Since its introduction the City has adopted and complied with this regulation. In 2010, the OMMS underwent a review and has been amended to include three new areas previously not covered by the regulation. The revised standards include provisions for inspecting and maintaining sidewalks, street signs and street lighting. Labour, equipment and material resources are required to comply with the new regulation.



Storm water quality control pond at Mattamy Lorne Park helping to improve water quality along Credit River.

Increased Service Levels/New Initiatives - Funded from Tax

Description ($ 000's)	BR #	FTE	2011	2012	2013	2014	Total Net Costs	Area of Focus	Strategic Pillar
Cycling Master Plan Implementation	211	4.0	502	386	329	284	1,501	Delivering on initiatives within the Strategic Action Plan	Connect
Traffic Signal Enhancement Installation	354	0.0	50	50	50	50	200	Maintaining a state of good repair for our infrastructure	
Watercourse Management Implementation	382	3.0	126	288	29	0	443	Maintaining a state of good repair for our infrastructure	
Transportation Demand Management & Smart Commute Support **	213	0.0	80	0	(40)	0	40	Delivering on initiatives within the Strategic Action Plan	Move
Amended Minimum Maintenance Standards - Sign Inventory, Sidewalk Patrol, Street Lighting	270	3.3	546	0	0	0	546	Maintaining a state of good repair for our infrastructure	
Clarkson Air Quality Improvements	442	0.0	25	0	0	0	25	Maintaining a state of good repair for our infrastructure	
Integrated Road Safety Program (IRSP)	335	1.0	0	68	43	0	111	Delivering on initiatives within the Strategic Action Plan	Connect
Expanded use of Hansen IMS to enhance T&W permit and dispatch services *	359	0.0	0	0	12	(1)	11	Continuous improvement	
Traffic Management Centre	222	8.0	0	0	362	370	732	Maintaining a state of good repair for our infrastructure	
Mississauga Storm Water Quality Control Strategy Implementation	401	0.0	0	0	200	0	200	Delivering on initiatives within the Strategic Action Plan	Green
Total Operating Budget Impact		**19.3**	**1,249**	**792**	**1,013**	**704**	**3,809**		

* Cost for this Roads initiative have been identified, but is part of Departmental Business Services operationally.

** Cost for this Roads initiative have been identified, but is reflected in the Transit service.

Capital Changes

Asset Management

The City's bridge inventory is the most critical of our assets to maintain from a safety perspective, and this business plan recommends the allocation of additional funding to bring average annual expenditures to the levels recently recommended by the City's structural engineering consultants ($4.5 million annually).



The Credit River bridge on Lakeshore Road
Originally built in 1960 and rehabilitated in 2007

The target annual funding allocation for road rehabilitation (resurfacing and reconstruction) is $30 million. Funding has been provided at an average of $23.5 million annually, leaving a funding gap of about $6.5 million per year to maintain the road network at its planned service level. This is managed at present by placing priority on the major and industrial road network first (the roadways most heavily travelled and most critical to the City's economic health). Late in 2010, the results from an update to the City's Pavement Management System will be available, and this data will be used to determine if forecasts are still valid and to refresh annual funding targets. This information will be factored into corporate financial planning with respect to the infrastructure funding gap.

In the interim, this business plan reflects the above approach, with the exception of 2011. The *Region of Peel* obtained funding from the Infrastructure Stimulus Fund (ISF) for a watermain replacement program, and the City's road resurfacing program has been increased in 2011 to resurface the Mississauga roads affected by the Region's watermain works. The 2011 plan is to resurface all ISF related residential streets as well as the majority of adjacent streets requiring work. Resurfacing of industrial streets will be delayed to 2012.

The business plan also allocates sufficient funding to complete the replacement of high priority deteriorated noise attenuation barriers over three years.

As a companion program to the Traffic Management Centre an important and cost-effective approach to maximizing existing road infrastructure is the implementation of Transportation Demand Management (TDM) initiatives that are intended to support multi-modal transportation choices and discourage single occupant vehicle use. Over the time period 2011 to 2014, this service area plans to advance TDM initiatives through the extension of the Discount Transit Program pilot (2011-2012) and support for the establishment of a car share service in the City Centre. In addition, the service area plans to continue to support *Smart Commute Mississauga* and an internal Employee Smart Commute

program aimed at encouraging transit, active transportation and carpooling among city staff. The *Discount Transit Program* was established as a pilot with *Smart Commute Mississauga* to develop and assess an employer-based initiative aimed at promoting public transit use. An extension to the pilot is being proposed with the intention of attracting increased participation from city staff and additional employers. The availability of a car share service in the City Centre (consisting of short-term rental vehicles provided by a third-party vendor) has been identified as an important element to support the planned introduction of employee paid parking, given that such a service would reduce the need for employees to use a personal vehicle for work. The car share service would also be available for residents who only need to use a vehicle on an occasional basis, thereby reducing the need for vehicle ownership or a second household vehicle.

In alignment with efforts to deliver on initiatives within the Strategic Action Plan, an off-street paid parking program is being introduced for municipal parking facilities in the City Centre in 2011. The introduction of parking pricing for these facilities is a reflection of the City's Parking Strategy goals of improved parking supply management and efforts to influence commuter mode choice by encouraging the use of transit, active transportation and carpooling. Paid parking in the municipally-owned parking garages in the City Centre has been approved by City Council and is planned to be introduced in April 2011. In addition, municipally owned and operated paid parking will be provided in the form of two off-street surface lots. These two surface lots will be associated with the Sheridan College Mississauga Campus and are scheduled to begin operations in September 2011.

The Public Works and operations activity currently serves the City through four area Works Yards. A review of this function identified that the north-central section of the City is under-serviced. With increasing demands for services and maintenance as a result of infill development and aging infrastructure, space constraints on current facilities, and increased traffic volumes, a new north-central Works yard is required to ensure that current levels of service will be maintained.



7 km of noise barrier have been replaced since 2009

The tables that follow summarize the changes to the capital plan relative to the plan approved in 2010. For the full details of the proposed 2011-2020 capital plan see Volume II Appendix 5.

2011 - 2014 Net Capital Detail Changes

Program Expenditures ($ 000's)	BR #	2011 Budget	2012 Budget	2013 Forecast	2014 Forecast	Post 2014 Forecast	Total ($)	Area of Focus	Strategic Pillar
Permanent Snow Storage Sites	267	150	2,500	0	7,100	5,400	15,150	Continuous improvement	
Winter Maintenance Review	265	(50)	(50)	(50)	(50)	(300)	(500)	Continuous improvement	
DT21 Transportation Functional Design Studies	350	200	200	0	0	0	400	Delivering on initiatives within the Strategic Action Plan	Connect
Transit Accessibility Plan - Sidewalk Program	355	1,250	1,250	1,250	1,250	(2,894)	2,106	Delivering on initiatives within the Strategic Action Plan	Move
On-Street Paid Parking and BIA Parking Facilities	280	300	298	460	160	10,000	11,218	Delivering on initiatives within the Strategic Action Plan	Move
Transportation Master Plan	121	50	0	0	0	0	50	Delivering on initiatives within the Strategic Action Plan	Move
Roadway Rehabilitation Program	63	5,800	0	0	0	0	5,800	Maintaining a state of good repair for our infrastructure	
Cooksville Creek Capital Projects	404	4,480	1,180	5,130	3,360	(11,150)	3,000	Maintaining a state of good repair for our infrastructure	
Bridge/Culvert Rehabilitation Program	94	2,175	4,175	2,375	2,375	18,745	29,845	Maintaining a state of good repair for our infrastructure	
Noise Attenuation Barriers	62	350	0	2,622	1,178	3,563	7,713	Maintaining a state of good repair for our infrastructure	

2011 - 2014 Net Capital Detail Changes

Program Expenditures ($ 000's)	BR #	2011 Budget	2012 Budget	2013 Forecast	2014 Forecast	Post 2014 Forecast	Total ($)	Area of Focus	Strategic Pillar
Amended Minimum Maintenance Standards - Sign Inventory, Sidewalk Patrol, Street Lighting	270	200	0	0	0	0	200	Maintaining a state of good repair for our infrastructure	
Update and Enhancement of the Rain Gauge Network	272	67	21	0	0	0	88	Maintaining a state of good repair for our infrastructure	
Integrated Surveys and Control Network	31	35	35	35	35	210	350	Maintaining a state of good repair for our infrastructure	
Storm Drainage Network Modelling	403	(150)	(500)	250	250	0	(150)	Maintaining a state of good repair for our infrastructure	
Mississauga Storm Water Quality Control Strategy Implementation	401	0	250	250	250	1,500	2,250	Delivering on initiatives within the Strategic Action Plan	Green
Burnhamthorpe Road through City Centre (Arista Way to Mavis Road)	80	1,250	(2,500)	0	0	30,000	28,750	Delivering on initiatives within the Strategic Action Plan	Move
Expanded use of Hansen IMS to enhance T&W permit and dispatch services	359	0	0	116	0	0	116	Continuous improvement	
New North Central Works Yard	398	0	0	50	50	100	200	Maintaining a state of good repair for our infrastructure	
Traffic Signal Capital Installation	354	0	0	0	0	1,500	1,500	Maintaining a state of good repair for our infrastructure	

2011 - 2014 Net Capital Detail Changes

Program Expenditures ($ 000's)	BR #	2011 Budget	2012 Budget	2013 Forecast	2014 Forecast	Post 2014 Forecast	Total ($)	Area of Focus	Strategic Pillar
Goreway Drive Grade Separation	N/A	(2,000)	(4,000)	0	0	8,000	2,000	Grade Separation	
Drew Road Grade Separation - Construction	N/A	0	0	0	(14,000)	14,000	0	Grade Separation	
Creekbank Road Extension Structure over Hwy 401	N/A	0	0	(11,302)	0	11,302	0	Road Improvements	
Dundas Street West - Winston Churchill Boulevard to Glen Erin Drive	N/A	0	0	0	0	(4,390)	(4,390)	Road Improvements	
Ninth Line Widening - Eglinton Avenue West to Britannia Road West	N/A	0	0	0	0	(9,010)	(9,010)	Road Improvements	
Tenth Line - Derry Road to Argentia Road	N/A	0	0	0	0	(4,850)	(4,850)	Road Improvements	
Creekbank Road Extension - Enterprise Drive, Shawson Drive and Britannia Road East	N/A	(6,000)	6,000	0	0	0	0	Property Acquisition	
Sheridan Creek Erosion Control - Clarkson Road to Meadow Wood Road	N/A	(1,340)	1,340	0	0	0	0	Erosion Control	
Retrofit - Mullet Creek SWM Pond #5401 - West of Argentia Road and North of Derry Road West	N/A	(3,592)	3,590	0	0	0	(2)	Storm Water Management	

2011 - 2014 Net Capital Detail Changes

Program Expenditures ($ 000's)	BR #	2011 Budget	2012 Budget	2013 Forecast	2014 Forecast	Post 2014 Forecast	Total ($)	Area of Focus	Strategic Pillar
Mullet Creek Erosion Control - Burnhamthorpe Road West to behind Woodchuck Lane	N/A	(1,500)	1,490	0	0	0	(10)	Erosion Control	
Retrofit - Mullet Creek SWM Pond #5402 - North of Derry Road West and West of Syntex Drive	N/A	0	(7,610)	7,610	0	0	0	Storm Water Management	
Total Net Expenditures		**1,675**	**7,669**	**8,796**	**1,958**	**71,726**	**91,824**		

Note: Numbers may not balance due to rounding.

Required Resources

11.0 Human Resources

This service area will face a number of human resource challenges over the next four years. In order to address those challenges the following strategies will be implemented:

- Lever corporate and service area programs on talent management, succession planning and staff development to address changing priorities and upcoming vacancies;
- Utilize organizational development resources to align resources, skills, processes and structures with service delivery priorities;
- Re-negotiation of CUPE collective agreement;
- Promote cross-departmental staff teams for project delivery;
- Attract talented multi-disciplinary people; and
- Provide opportunities to encourage innovative and creative thinking.

Human Resources Requirement

Description	Total FTE
2010 Restated Complement	417.5
2011 Budget Requirement	420.9
2012 Budget Requirement	425.6
2013 Forecast	430.6
2014 Forecast	434.6



The motto in the Transportation and Works Department is: We are Powered by our Employees, Focused on Safety, Innovation and Excellence, We Deliver".

This table represents changes to staff complement by program area over the course of the business plan.

Human Resources Requirement Distribution

Program	2010	2011	2012	2013	2014
Maintenance Control	124.5	118.3	118.3	118.3	118.3
Engineering & Capital Works	59.4	59.4	59.4	59.4	59.4
Development Construction	12.0	12.0	12.0	12.0	12.0
Corporate Fleet Maintenance	27.7	27.7	27.7	27.7	27.7
Crossing Guards	68.9	68.9	68.9	68.9	68.9
Traffic Management	49.5	52.8	53.8	57.8	61.8
Transportation & Infrastructure Planning	44.5	46.8	49.5	50.5	50.5
Parking Facilities	1.0	3.0	4.0	4.0	4.0
Geomatics	30.0	32.0	32.0	32.0	32.0
Total Service Distribution	**417.5**	**420.9**	**425.6**	**430.6**	**434.6**

12.0 Technology

The successful implementation of technology is critical to the operational effectiveness of the Roads, Storm Drainage and Watercourses service area. This service area relies on a number of acquired enterprise systems to perform work and manage day to day transactions and processes.

The Hansen Enterprise system is used to track and process customer service requests, inventory infrastructure, manage work orders and issue permits. Bentley Micro-station is used to undertake computer aided design for transportation and storm drainage projects.

Specialized systems and software are also acquired and utilized for traffic, pavement and bridge management including capital and maintenance planning and network optimization. This service area is presently using Pave-Pro for pavement management, Bridge TMS for Bridge and Culvert Management and Fastracs T2000 for Traffic Management.

The four year business plan includes a number of initiatives to further improve decision making and effectiveness in day to day and strategic operations of this service area:

- Migrate from Hansen 7 to Hansen 8 and expand infrastructure system functionality to advance the infrastructure asset management objectives and manage new legislated standards for minimum maintenance;
- Lever and expand Automated Vehicle Locator (AVL) and GPS technologies to mitigate risks and improve efficiencies;
- Upgrade and replace supporting equipment and networks;
- Implement project management software to identify resource requirements;
- Develop and implement customer self-serve options for on-line business transactions and to streamline various business processes by managing these processes in an enterprise system;
- Implement a new Traffic Management Centre and other Intelligent Transportation Systems in order to leverage technology to maximize existing roadway capacity and to ensure maximum efficiency of integration with future LRT/BRT initiatives; and
- Implement a new communication system to accommodate traffic signal and integrated transportation system applications, as well as future wireless applications within City limits.

The Roads, Storm Drainage and Watercourses service area receives and responds to over 5,000 service requests annually using the Hansen Customer Service System.

13.0 Facilities

This service area operates out of six facilities:

- The Commissioner's Office, Transportation and Infrastructure Planning Division, Business Services Division, and the Parking/TDM Division work out of the seventh and eighth floors of 201 City Centre Drive;
- The Customer Service Counter, Engineering and Works, Dispatch and the IMS Section work out of 3185 Mavis Road; and
- Four Public Works Yards are located at 3185 Mavis Rd., Malton, Meadowvale, Clarkson.

A reconfiguration of office space at 201 City Centre Drive will be required to support the growth of the new Cycling Office and additional staff required for watercourse management.

A reconfiguration of the administrative building at 3185 Mavis Road will be required to support the growth required for the New Traffic Management Centre.

During the term of this business plan, planning and design will begin for the building of the new North-Central Works facility.



In the summer of 2008, the administration and planning staff serving Roads, Storm Drainage and Watercourses moved into the 7th and 8th floors of 201 City Centre Drive.

14.0 Budget

The following table provides a concise overall summary of the 2011-2014 operating budget and forecast relative to the 2010 Budget.

4 Year Budget and Forecast

($ 000's)	2010 Budget	2011 Budget	2012 Budget	2013 Forecast	2014 Forecast
Labour Costs	25,602	26,395	28,090	29,760	30,904
Other Operating Expenses	43,784	44,350	46,328	48,128	49,629
Total Costs	69,386	70,745	74,418	77,888	80,533
Total Revenues	(7,824)	(7,307)	(7,604)	(7,657)	(7,680)
Net Cost	**61,563**	**63,438**	**66,814**	**70,232**	**72,853**
Allocations	2,206	2,161	2,325	2,423	2,488
Net of Allocations	**63,768**	**65,599**	**69,140**	**72,655**	**75,342**

Note: Numbers may not balance due to rounding.

Additional details regarding program changes relative to the 2010 Budget and 2009 expenditure levels are provided in the table below.

2011 Net Budget by Program

Program Expenditures ($ 000's)	2009 Actual	2010 Budget	2011 Base Budget	Base Change %	2011 Program Changes	2011 Request	2011 Change	2011 Change (%)
Maintenance Control	9,542	7,998	7,843	-1.9	(59)	7,784	(213)	-2.7
Sewer Bridges & Watercourses	1,638	1,206	1,303	8.1	60	1,363	158	13.1
Winter Maintenance	14,605	19,213	19,838	3.2	(1,169)	18,669	(545)	-2.8
Roads and Sidewalk Maintenance	4,065	4,483	4,703	4.9	0	4,703	220	4.9
Cleaning and Litter Pickup	2,993	3,908	4,097	4.9	(450)	3,647	(260)	-6.7
Development Construction	1,027	1,050	1,088	3.6	0	1,088	38	3.6
Engineering & Capital Works	(677)	140	349	149.4	0	349	209	149.4
Corporate Fleet Maintenance	1,087	1,169	1,341	14.7	0	1,341	171	14.7
Transportation & Infrastructure Planning	2,913	4,018	4,210	4.8	478	4,688	670	16.7
Streetlighting	7,050	7,049	7,149	1.4	0	7,149	100	1.4
Crossing Guards	2,379	2,432	2,473	1.7	0	2,473	41	1.7
Traffic Management	7,646	8,537	8,775	2.8	517	9,292	755	8.8
Parking Facilities	90	(432)	(208)	51.8	100	(108)	323	74.9
Geomatics	2,811	2,999	3,071	2.4	92	3,163	165	5.5
Net Program Impact	**57,170**	**63,768**	**66,030**	**3.5%**	**(431)**	**65,599**	**1,831**	**2.9%**

Note: Numbers may not balance due to rounding.

The following table summarizes the requested and forecasted operating budget by program for the 2011 to 2014 Business Plan.

2011 - 2014 Net Operating Budget by Program

Program Expenditures ($ 000's)	2011 Budget	2012 Budget	2013 Forecast	2014 Forecast
Maintenance Control	7,784	8,218	8,581	8,796
Sewer Bridges & Watercourses	1,363	1,582	1,586	1,590
Winter Maintenance	18,669	19,463	20,265	21,098
Roads and Sidewalk Maintenance	4,703	4,832	4,887	4,942
Cleaning and Litter Pickup	3,647	3,720	3,792	3,864
Development Construction	1,088	1,148	1,207	1,249
Engineering & Capital Works	349	486	623	695
Corporate Fleet Maintenance	1,341	1,490	1,639	1,748
Transportation & Infrastructure Planning	4,688	5,450	6,262	6,730
Streetlighting	7,149	7,249	7,349	7,449
Crossing Guards	2,473	2,487	2,501	2,513
Traffic Management	9,292	9,684	10,413	11,045
Parking Facilities	(108)	(145)	(152)	(160)
Geomatics	3,163	3,477	3,704	3,784
Net Program Impact	**65,599**	**69,140**	**72,655**	**75,342**

Note: Numbers may not balance due to rounding.

The following table is a summary of the requested and forecasted capital budget, by program and year, for 2011 to 2014, as well as the balance for the ten year plan (2015-2020), which is summarized in the Post 2014 Forecast column.

2011 - 2020 Total Net Capital Program

Program Expenditures ($ 000's)	2011 Budget	2012 Budget	2013 Forecast	2014 Forecast	Post 2014 Forecast	Total ($)
Bridge & Structure Rehabilitation	4,500	4,500	4,500	4,500	27,000	45,000
Major Roads	11,231	12,148	13,620	20,958	116,990	174,947
Other Engineering	22,012	27,562	21,362	24,917	123,196	219,050
Roadway Rehabilitation	22,908	15,374	16,224	23,900	144,450	222,855
Storm Drainage	6,977	17,311	19,710	12,230	37,050	93,078
Total Net Expenditures	**67,628**	**76,895**	**75,416**	**86,505**	**448,686**	**755,130**

Note: Numbers may not balance due to rounding.

Performance Measures

15.0 Balanced Scorecard

A Balanced Scorecard identifies measures for four key areas for an organization's performance: Financial; Customers; Employees; and Business Processes.

By paying attention to all four areas an organization can retain balance to its performance and know that it is moving towards the attainment of its goals.

About the Measures for Roads, Storm Drainage and Watercourses

Financial Measures

The average road and storm water maintenance operating costs is a measure that indicates the city's ability to manage cost pressures associated with aging infrastructure and climate change respectively. Without compromising public safety, this service area will continue to apply best practices and find efficiencies in day to day operations while providing consistent service levels.

The average winter maintenance operating cost is a measure of the city's ability to balance winter maintenance operating costs with defined service levels. Without compromising public safety, this service area will continue to apply best practices and find operating efficiencies throughout all winter maintenance activities.

The annual gross revenue for parking is a measure of the city's ability to introduce new parking management initiatives and adjust parking rates. The city's objective is to implement improvements to parking management in strategic areas which is expected to increase parking revenues over the term of this business plan.

Customer Measures

The percentage of customer requests meeting target response dates is a measure that indicates the service area's ability to respond to resident and Council service requests according with established response times and service levels.

Citizen satisfaction is a measure that indicates how satisfied residents are with services on roads, traffic flow and environmental planning. The scale for this measure is from one to ten with ten being the highest level of satisfaction.

Employee Measures

Overall employee engagement is a measure which indicates the extent to which employees value, enjoy and believe in what they do. The employee engagement survey is conducted every two years and it enables employees to rate how they feel about the City of Mississauga as an Employer of Choice

Employee engagement survey participation is a measure indicating the percentage of employees participating in the Employee Engagement Survey. This statistic is measured every two years. It is important to the City that employees continue to participate in this survey and express how they feel about working at the city.

Employee engagement with professional and personal development is a measure which indicates employee's opportunities for personal and professional growth. This statistic is measured every two years as part of the Employee engagement survey.

Business Process Measures

The percentage of roads in "good" condition or better is a measure that indicates the city's ability to manage lifecycle asset management programs for roads. A pavement condition survey is conducted every three years whereby a condition rating is applied to every city owned road in Mississauga.

The percentage of bridges and culverts in "good" condition or better is a measure that indicates the City's ability to manage lifecycle asset management programs for bridges and culverts. A mandatory bridge and culvert condition survey is performed every two years whereby a condition rating is applied to every city owned bridge and culvert in Mississauga.

The percentage of City owned intersections that function at or above capacity is a measure that indicates the efficiency with which traffic moves through intersections within the City. While the percentage of intersections operating at or above capacity has not changed in recent years, the delay experienced by vehicles has increased.

The number of collisions per thousand population is a measure that indicates the city's ability to provide safe traffic management programs. This measure is very sensitive and will fluctuate from year to year.

The percentage of time that established winter maintenance response times are met is a measure that indicates the frequency with which the city meets its service level objectives for winter operations. The extent and severity of winter events will have an impact on this measure.

The percentage of scheduled fleet converted to Green Fleet Standards is a measure that indicates the city's responsiveness to environmental initiatives contained within the Green Fleet Plan. By 2011, it is expected that the city will reach its Green Fleet objective. The conversion of 113 of the 211 (54%) vehicles that were identified for down-sizing, improved fuel efficiency and hybrid electric vehicles will have been completed. The Green Fleet Standards will need to be updated in 2011.

Measures for Roads, Storm Drainage and Watercourses

	Objective	Measure	2008 Actual	2009 Actual	2010 Planned	2011 Planned	2012 Planned	2013 Planned	2014 Planned
Financial	Without compromising public safety continue to find efficiencies in day to day operations while providing consistent service levels.	Average Road Maintenance Operating Cost Per Lane Km	$1,552	$1,989	$2,000	$2,000	$2,000	$2,000	$2,500
		Average Storm Water Management Operating Cost per Km of Storm Sewer	$1,067	$1,235	$1,300	$1,300	$1,350	$1,400	$1,400
		Average Winter Maintenance Operating Cost Per Lane Km	$4,356	$2,877	$3,500	$3,500	$3,500	$3,500	$3,500
	Planned increase in parking revenues over time with the introduction of new parking facilities	Annual Gross Parking Revenues	$182,357	$209,204	$255,000	$709,000	$1,031,000	$1,109,000	$1,157,000
Customers	Adhere to service request response Level	Percentage of customer requests meeting target response date	54%	68%	75%	80%	90%	90%	90%
	Citizen Satisfaction	Average citizen satisfaction rating for roads, traffic and environmental planning	7.1	7.1	7.5	7.5	8	8	8
Employees	Employee Satisfaction	Overall employee engagement for Transportation and Works	65%	65%	66%	67%	68%	69%	70%
		Employee engagement survey participation for Transportation and Works	45%	45%	48%	48%	51%	51%	55%
		Employee satisfaction professional and personal development for Transportation and Works	62%	62%	63%	64%	65%	66%	67%

Measures for Roads, Storm Drainage and Watercourses

	Objective	Measure	2008 Actual	2009 Actual	2010 Planned	2011 Planned	2012 Planned	2013 Planned	2014 Planned
Internal Business Processes	Adhere to planned asset condition levels while maintaining public safety	Percentage of Roads in Good Condition Or Better	81%	77%	76%	75%	74%	73%	72%
		Percentage of Bridges in Good Condition Or Better	87%	90%	90%	90%	90%	90%	90%
	Move traffic efficiently, volume to capacity ratio	Percentage of City owned intersections that function at or above capacity	14%	14%	14%	15%	15%	15%	15%
	Traffic Safety	Number of Collisions per 1000 population	8	8	8	8	8	8	8
	Adhere to operational service levels	Percentage of Time that Winter Response Times Were Met	100%	100%	100%	100%	100%	100%	100%
	Adhere to Green Fleet Plan	Percentage of scheduled fleet converted to Green Fleet Standards	70%	80%	90%	100%	100%	100%	100%

Fire and Emergency Services Business Plan

City of Mississauga

2011-2014









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Leading today for tomorrow

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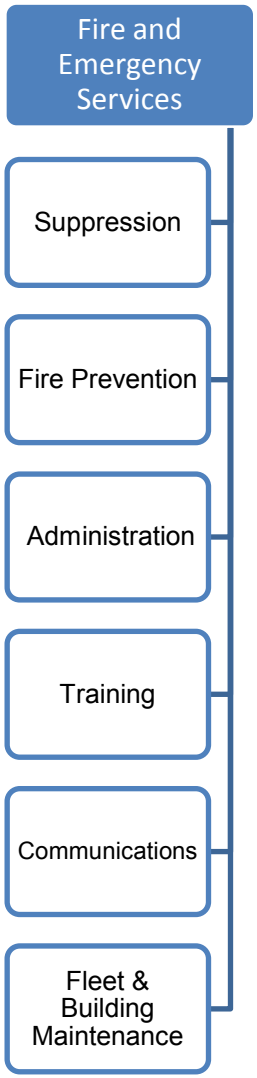
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Existing Core Services



1.0 Vision and Mission

The continued success of the City relies on its ability to identify current and future needs of each of its communities and determine ways in which to effectively and efficiently address those needs. The primary component to achieving this success is the development of the City's long term strategic plan which outlines the vision for the City over the next 40 years.

In order to enhance the City wide vision, each service area in the city has developed a plan to ensure that both immediate and future needs are met. Fire and Emergency Services have developed a four year business plan that will be fundamental to managing the community's fire protection services. A key part of this plan was assessing the existing Service Delivery Model and identifying any areas where changes may be necessary in order to meet our strategic goals and continue to deliver a excellent service to the Community.

Vision and Mission

The Mission of Mississauga Fire and Emergency Services (MFES) is to protect life, property and the environment in Mississauga from all perils through education, prevention, investigation, training, rescue, fire suppression, dangerous goods containment and life support services.

2.0 Service Delivery Model

Traditional firefighting has evolved into a multi-faceted all risks emergency response service, providing the residents of Mississauga the appropriate level of service for fire, medical and rescue services. MFES is made up of six divisions that all work together. The successes are a result of the cooperation between all of the functional areas.

Suppression

The Deputy Chief of Operations, Training and Fire Prevention is responsible for the Suppression Section. The suppression section operates 24 hours a day, 365 days a year. There are currently 616 full time staff operating on four shifts. Each shift is comprised of 154 persons, with one Platoon Chief, three District Chiefs, thirty Captains and one hundred and twenty firefighters.

Prevention and Public Education

The Fire Prevention Section of Mississauga Fire and Emergency Services perform four very important functions for the City of Mississauga. These include; code compliance inspections, public education, plans examination and fire investigations. These functions are supported by a foundation predicated on ensuring initial building construction meets applicable code and proper fire safety design engineering.

Administration

The administration section is responsible for the overall management of the department.

Fleet and Building Maintenance

MFES currently maintains 30 front-line fire suppression vehicles, nine reserve vehicles, seven speciality vehicles, and some 34 cars and vans making up the balance of the MFES fleet. The building maintenance (facilities) section provides regular repairs and maintenance to all fire department facilities, their associated equipment and systems. Like vehicles, these facilities must be maintained 24 hours per day, 365 days per year.

Training

MFES Training Section is responsible for the continual development, organizing, delivery and recording of training programs specifically for the members of the operations section, as well as other members of the organization. On going training is a daily reality in this industry and one of the key factors to ensure service excellence and the ability to mitigate the impact of extreme hazards/risks to residents and staff.

Communications (Dispatch)

Communications provides emergency call taking and resource dispatch for all emergencies and operates 24 hours per day, 365 days per year.

Key Documents that shape our Business Plan

- Strategic Plan
- City Business Plan
- Fire and Emergency Services Draft Master Plan
- Fire and Emergency Services Standard of Cover Report

3.0 Past Achievements

MFES is proud of its achievements both in the community and abroad. The following are just a few of the highlights from 2009.

- A volunteer group of firefighters went to Honduras to train both the firefighters and the community in various life saving disciplines, and emergency preparedness principles;
- The auto extrication team took 5th place out of 30 teams in the World Auto Extrication Championships held in Germany;
- Responded to 527 cardiac events where 316 met the criteria for defibrillation protocol resulting in 23 people being successfully discharged from hospital; and
- A co-operative labour management Health and Wellness program was launched to promote a comprehensive and holistic approach to lifestyle.

MFES takes the City of Mississauga's motto of "Leading Today for Tomorrow" very seriously and strives to be a leader in fire services. Over the years MFES has reviewed operations in many municipalities across the country to better understand best practices and develop new and innovative programs. Some of these are:

- The Home Safe Home inspection program. This program has on duty suppression crews visit homes within the community to provide fire safety information and ensure smoke alarms are functional;
- Provision and installation of smoke alarms for residents;
- Hosting an Incident Command training symposium that welcomed participants from all across Canada; and
- Training program for MFES officers on latest Incident Command processes in order to be able to provide training to other municipalities.



MFES staff in High Angle Rescue Exercise

4.0 Opportunities and Challenges

In early 2010 a detailed analysis was conducted to assist in identifying the opportunities and challenges that Mississauga Fire and Emergency Services will face over the next few years. MFES has also completed a draft Master Plan to lay the planning framework for the next 20 years. The following opportunities and challenges are derived from both these exercises.

Opportunities:

- New emergency response performance model that reports total response time (dispatch, turnout and travel time) allowing for measurable improvements in all portions of the response process;
- Automatic Vehicle Location (AVL) will identify the closest available vehicle to respond to an emergency leading to reduced response times;
- Mobile Data Units (laptops) in front line vehicles to improve both routing and overall response capabilities while allowing for more accurate “in-field” reporting;
- Garry W. Morden Centre will provide better cross training possibilities with other emergency service providers and reduce the City’s exposure to driving related incidents with the addition of a 1.2 km driver training circuit;
- Establishing working relationships with the Department of National Defence, Peel Police and EMS which lead to improved emergency management programs through inter-agency co-operation of local responders and better training opportunities;
- New Building Code legislation which makes sprinklers mandatory in high rise residential occupancies over three stories enhancing life safety of residents and fire fighters and reducing fire loss;
- Health and Wellness program will reduce lost time from illness, injury and job related disease; and
- If the Region of Peel adopts a response time standard that includes the ability of the Fire Department to “Stop the Clock” for specific medical emergencies. This will help to limit the duplication of services and reduce the cost of medical service across the Region.



MFES Staff on-site emergency response service

Challenges

- Limited capacity to collect and use existing data to its potential;
- Difficulty being able to reflect the cultural diversity and demographic profile of the community through the recruitment process;
- Demographics and language barriers lead to difficulty in communicating fire safety messages;
- Difficulty developing performance measures in some non-emergency areas;
- Limited capacity to respond beyond basic core services outside of MFES mandate;
- Population has increased by 100,000 people since 2001 and is expected to increase further and as a result the number of emergency incidents has increased and traffic congestion is negatively impacting response times;
- Number of high rise developments negatively impacts response times;
- Revenues are decreasing, equipment costs are rising and development charges are in a deficit;
- Labour costs continue to escalate at a higher rate than inflation; and
- Proximity and response requirements to the airport with regard to terrorism has been identified in the Hazardous Identification Risk Assessment.



Air France Crash – August 2, 2005

"When a man becomes a fireman his greatest act of bravery has been accomplished. What he does after that is all in the line of work."

Edward F. Crocker

5.0 Current Service Levels

The establishment of standards and guidelines that affect the staffing response to structural fire calls has been a topic of much debate in the fire protection industry for some time. Since there are no legislative requirements pertaining to performance measures or any specific standards that fire departments are obligated to meet, municipalities are tasked with setting the service level that meets the needs of their municipality. This has resulted in a wide range of service levels across Canada and North America.

In Ontario the provision of fire protection services is modelled on the three lines of defence which are:

- Public Education and Prevention;
- Fire Safety Standards and Code Enforcement; and
- Emergency Response.

No one measure on its own provides the level of fire protection necessary to reduce the loss of life from fire. The fire service had historically put more emphasis on suppression, but the emphasis today is on the need to prevent fires and educate the public on fire safety. Fire prevention and public education use a proactive approach in reducing the probability of fires occurring and helping to limit the loss of life and property in the fires that do occur. Fire suppression is the fail safe.

Available fire department data was used to establish a council endorsed standard in 1999. The expected performance identified in 1999 was reflective of the expectations of the day for the fire service to respond the necessary resources to address a single family dwelling fire. This standard established travel time targets as follows:

First responding vehicle arriving on scene within four minutes of travel time, 75 percent of the time; MFES Actual : 62 percent;

- Second responding vehicle arriving on scene within six minutes of travel time, 90 percent of the time**;** MFES Actual: 79 percent; and
- Third responding vehicle arriving on scene within eight minutes of travel time, 90 percent of the time. MFES Actual: 90 percent.

Fire and Emergency Services responded to a total of 26,966 incidents in 2009. While fire suppression is generally considered to be the primary function of the fire service, only about 1 percent of responses in Mississauga are structure fires. Approximately 45 percent of the responses are medical. Services provided to the community include:

Fire Suppression

MFES responds to a broad range of structure fires including single family detached and semi- detached homes, multi-unit residential, institutional occupancies as well as commercial and industrial buildings and complexes. MFES provides shore based firefighting for boat fires at marinas and assists the GTAA (Greater Toronto Airports Authority) with aircraft incidents on their property and are responsible for any offsite aircraft incidents.

Rescue

MFES provides rescue response for automobile extrication, industrial accidents, and home accidents.

Medical

Calls to 911 are evaluated by dispatchers at the ambulance service and, if warranted MFES responds in support of Peel Regional Paramedic Services.

Hazardous Materials

Specialized MFES staff are trained to analyse and mitigate responses to chemical, biological, radiological, nuclear and explosive (CBRNE) incidents.

Technical Rescue Programs

Specialized MFES staff are trained to provide rescue for ice and fast water incidents high and low angle rope rescue, trench and confined space rescue.

Utility Emergencies

MFES provides response to natural gas incidents including gas leaks and gas line breaks, electrical incidents including wires down, electrocutions and transformer fires.

Public Assist

MFES responds to a variety of public assistance calls from flooding, to elevator emergencies.

Disaster Response

MFES provides response to natural disasters as well as other large scale community disasters such as pandemics, blackouts etc.

Fire Alarms

Response personnel investigate the cause of alarm activations to ensure that the occupants and properties do not have an emergency, and are being effectively protected by the existing alarm system.

Other Community Programs

MFES uses their 616 suppression personnel proactively in providing fire safety and security to the residents of Mississauga. These programs are delivered by on duty fire fighters and are an effective and cost effective way to deliver fire safety programs while still meeting our suppression requirements. The table below highlights some of the activities.

In Company Inspections - on duty suppression crews conduct fire safety inspections of mercantile, commercial and industrial occupancies within their respective response areas.

Tactical Surveys - on Duty Suppression crews conduct tactical surveys in order to familiarize themselves with higher risk occupancies.

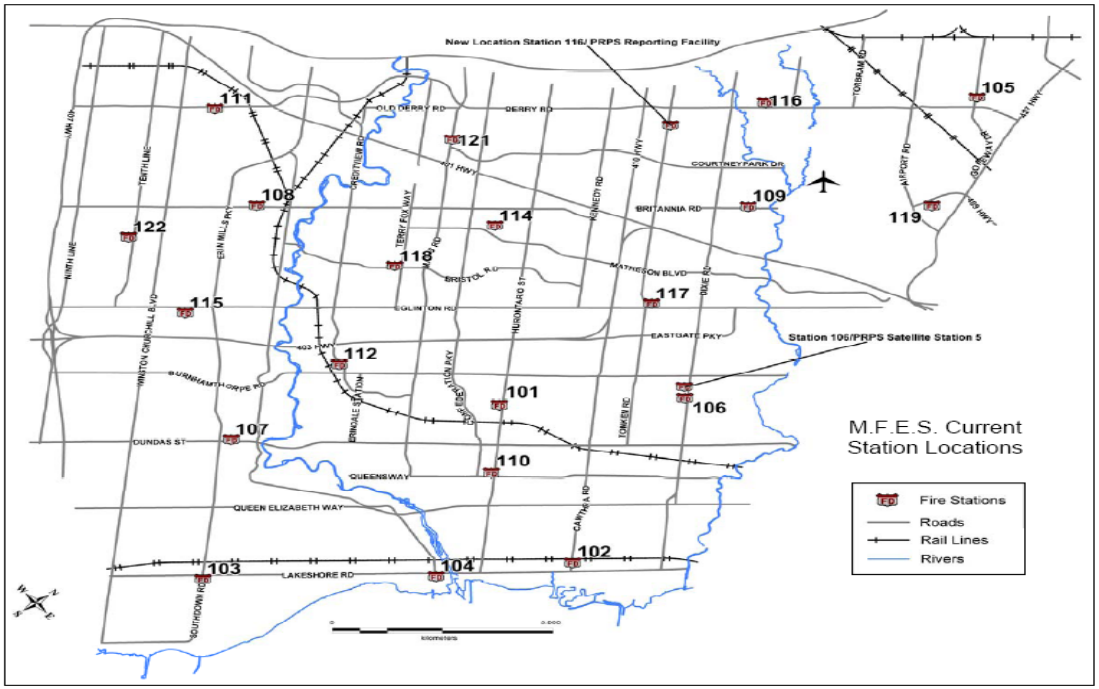
Programs - 2009	
In Company Inspections	11,876
In Company Re-inspections	741
Tactical Surveys	3907
Home Safe Home Visits	16,126
Truck Visits	351
Station Visits	122

5.1 Maintaining Infrastructure

In order to deliver the needed service, MFES has strategically placed 20 fire stations throughout the City of Mississauga. These facilities are staffed 24 hours per day, 7 days a week with thirty staffed front line vehicles consisting of 16 pumpers, 8 aerials and 6 squads. To support these and other types of emergency responses, MFES also has 7 unstaffed specialty vehicles used for technical rescue, hazardous material and trench rescue response. The replacement value of these vehicles is estimated at $35,000,000.



Fire Station 116/Paramedic Reporting Station



6.0 Looking Ahead: Goals for the next 4 years

MFES is committed to the following goals:

- That MFES meet service level objectives using a new performance model that measures total response time based on industry best practices;
- That MFES completes the categorization of all properties within the City of Mississauga according to the associated risk;
- That the MFES response plan matches resources with risk category (ie high risk properties require more resources than lower risk); and
- That enhanced public education program delivery is targeted to match identified risks in the community such as older adults, children, and residents requiring special needs.

Operational Objectives of Service (Based on Industry Best Practice)

Suppression:

- **Dispatch Time** (from time call received to when the station is alerted). MFES will consistently meet the alarm processing target time of 60 seconds, 95 percent of the time;
- **Turnout Time** (from time alerted until truck leaves the station). Firefighters will receive and acknowledge the alarm, dress in full personal protective equipment and be ready to respond in 80 seconds, 90 percent of the time;
- **First Response** (Distribution). An initial team of four firefighters will arrive within six minutes 20 seconds total response time, 90 percent of the time; and
- **Depth of Response** (Concentration). A minimum total complement of 20 firefighters will arrive to a fire involving a typical single family dwelling in 10 minutes 20 seconds total response time, 90 percent of the time.

Emergency Medical Response: An initial crew will arrive within 6 minutes total response time, 90 percent of the time.

Prevention and Public Education:

- That MFES, through Fire Prevention and Suppression crew activities use available data to, identify and classify building stock of special, high, moderate, and low risk occupancies, based on industry best standards;
- To meet both new and existing legislative requirements related to Building Code, Fire Code, by-laws, and zoning regulations while continuing to reduce the backlog of outstanding, issued building permit and violation notices that require follow up inspections;
- To expand the existing fire safety webpage to better address our multicultural make-up, where fire safety and emergency planning information will be posted, translated into the 11 predominant languages as identified by the last census;
- To identify and capture all residential accessory dwelling unit occupancies to be targeted for fire safety audits and regulatory compliance inspections;
- Complete the certification and provincial qualification process of all Prevention staff as Certified, Fire Prevention Officers, Fire & Life Safety Educators, and Qualified Building Officials; and
- Expand the Risk Watch Program for children in all elementary and middle schools across the city.

Training:

- Continue to develop officer training programs and identify new opportunities for officer development and succession planning;
- Innovative use of research and development based on industry best practices to drive front line operational efficiencies;
- Review, test and evaluate all practices and policies for compliance against industry best practices and legislative requirements;
- Leverage the use of the Garry W. Morden Centre to deliver high level training programs to MFES staff, industry stakeholders and optimize the return on investment;
- Develop, deliver and assess training programs that meet the needs identified in the Hazard Identification Risk Assessment (HIRA) study; and
- Effectively maintain all specialized rescue and medical response programs to industry standards.



Hazardous Materials Training Exercise

> *"Courage is not the absence of fear, but rather the judgement that something else is more important than fear."* *Ambrose Redmoon*

7.0 Engaging Customers

Based on the Pollara Citizen Value measurement survey completed in 2009, MFES was rated as the highest in overall satisfaction of any service in the City of Mississauga at 8.5. The City Average was 7.5. Residents have also indicated that the Fire Service is the most valued service offered by the City.

Station Visits

This public education program is provided to various groups in Mississauga, ranging from elementary classes, boy scouts and pre-school groups. It allows the group to tour the fire station and learn about fire safety and the various public safety programs available to residents.

Vehicle Visits

Many community events such as school fairs and parades request a fire department vehicle to provide public education as part of the event. Elementary schools request truck visits in order to assist with the risk watch program and the firefighter in the community program.

Post Fire Community Blitz

This is a public education program that is directed to neighbourhoods that have had a fire in their immediate vicinity. Fire crews will distribute public education materials and answer questions from neighbouring residents.



United Way Truck Pull

Proposed Changes

This part of the Business Plan deals with proposed changes to the 2011-2014 Business Plan & Budget. To assist the reader, the table below summarizes the drivers of these changes including, both operating and capital. Individual tables with a brief description of the change follow.

Drivers of Operating Costs

Description ($ 000's)	2011	2012	2013	2014
Prior Year Budget	**81,582**	**84,863**	**89,064**	**94,387**
Base Changes & Impact of Capital Projects				
Base Changes	3,132	3,320	3,325	1,905
Impact of New Capital Projects	0	260	97	0
Continuous Improvements				
Efficiencies	0	0	0	0
Budget Reductions	0	0	0	0
Total Changes to Base and Continuous Improvement	**3,132**	**3,580**	**3,422**	**1,905**
Total Cost to Deliver Our Existing Services	**84,714**	**88,443**	**92,485**	**96,292**
Proposed Changes				
Growth Driven Initiatives	137	525	1,902	115
New Service Level/New Initiatives - Funded from Tax or Reserves	12	96	0	0
New Revenues	0	0	0	0
Total - Proposed Changes	**149**	**621**	**1,902**	**115**
Total Budget	**84,863**	**89,064**	**94,387**	**96,407**

Note: Numbers may not balance due to rounding

8.0 Base Changes

In order to develop a city wide vision, each department has identified key priorities to ensure that both immediate and future service needs are met. MFES is developing a fire master plan which will be instrumental in identifying, prioritizing and managing organizational needs and the community's fire protection services outlook for the next twenty years.

Growth forecasts suggest that 41,500 people of the projected 83,400 additional Mississauga residents over the next 20 years will reside in the downtown core and in the Hurontario and Dundas corridors.

In an effort to mitigate some of the impacts of intensification on the fire service, recommendations for this business planning cycle promote: construction of a new fire station in the Hurontario and Eglinton area as well as targeted public outreach and the enhancement of training programs for suppression staff to address changes in building stock and associated intensification challenges.

One of the challenges for MFES in the future will be the growth and intensification in specific areas of the City. To meet these challenges, a proposal has been made for the construction of a new fire station to help address this issue and maintain the level of service provided as the population continues to increase.



Highrise Development along City Roadway

The following table illustrates highlights of this service area's base budget. This includes costs to maintain existing service levels including the annualized impact of previous Council decisions. Costs identified here are related to labour and benefit increases for existing staff, increases of an inflationary nature as well as service demand changes (e.g. declining program enrolments). This table does not represent a reconciliation of all budget changes, just highlights.

Highlights of Base Budget Changes

Description ($ 000's)	FTE	2011	2012	2013	2014	Total Net Costs
Labour	0.0	3,411	3,262	3,277	1,946	11,897
Labour gapping	0.0	(750)	0	0	0	(750)
False Alarm Revenue Decline	0.0	185	0	0	0	185
Fire Mechanical - Fleet Vehicle Maintenance Increase	0.0	100	0	0	0	100
Lease increase for Fire Station 119	0.0	79	0	0	(79)	0
Fire Building & Lease Maintenance Cost Increases	0.0	60	0	0	0	60
IT Allocations	0.0	45	4	0	0	49
Departmental Support Services Allocation	0.0	20	37	35	25	117
Utility initiative from Corporate Services	0.0	(18)	17	12	13	24
Total Base Budget Highlights	**0.0**	**3,132**	**3,320**	**3,325**	**1,905**	**11,681**

Note: Numbers may not balance due to rounding

The following table illustrates new operating expenditures which will be incurred annually going forward as the result of a completed capital project. Where a Budget Request (BR) number is noted, more information regarding this can be found in Volume 2 of the documentation.

Operating Impacts from Capital Projects

Description ($ 000's)	BR #	FTE	2011	2012	2013	2014	Total Net Costs	Area of Focus	Strategic Pillar
Garry W. Morden Centre	61a	1.0	0	260	97	0	357	Other	
Total Operating Budget Impact		**1.0**	**0**	**260**	**97**	**0**	**357**		

Note: Numbers may not balance due to rounding

9.0 Continuous Improvement

MFES has recommended changing the reporting of response data from travel time to *total response time*. Total response time is call processing time plus preparation (turnout) time plus travel time, which is sometimes referred to as “ring to arrive”. As highlighted above, the objective will be to maintain a response time of six minutes and 20 seconds 90 percent of the time for the first arriving truck.

While many of the improvements continually made by MFES are suppression or “firefighting” based, the non- suppression solutions are equally as important in mitigating community risk. MFES will look at options to expand and improve the public education programs, continually review new Building Code legislation and review alternatives to the current inspection cycles particularly for higher risk occupancies.

Partnerships play a vital role in how emergency service is delivered. MFES continues to work with Peel Paramedic Services and have worked to establish Fire and Ambulance co- located facilities at three locations in the City. Feasibility studies are ongoing to determine the viability of other locations.



Garry W. Morden Centre Construction

As highlighted in Section 4 of this document, the Garry W. Morden Centre will be a training facility that will provide the capacity for enhanced training for 616 suppression staff in order to meet future challenges. It will also provide a better opportunity for cross training with other emergency service providers.

10.0 Proposed Changes

As highlighted in Section 6 one of the long term operational objectives for MFES is to achieve a total response time of six minutes, 20 seconds 90 percent of the time for the first responding fire truck.

Recognizing that effective fire fighting is not just about the first responding vehicle, it is important to identify objectives for concentration (depth of response). MFES is recommending that twenty firefighters arrive on scene within 10 minutes 20 seconds to all house fires to support simultaneous rescue and suppression capabilities.

There are critical tasks that must be conducted by firefighters at structure fires. Critical tasking for fire suppression outlines the requirements by task as well as the number of personnel and response vehicles require to complete those tasks. For example, to accomplish the critical tasks required in a fire involving a typical single family dwelling, 20 firefighters are needed for such things as: search and rescue; ventilation; and fire control.

To achieve these objectives, a number of measures are being taken and will need to continue to be introduced over this business cycle.

Population growth, intensification, increasing call volumes, increasing construction of high rise buildings and changes in building stock contribute to the ongoing need for additional resources. These include additional fire stations to help to achieve operational objectives.

A responsible growth strategy will permit impact assessments of any additional station as they are implemented to understand the influence of these stations on total response time and depth of response impact on adjacent response areas. After the impact of these new stations has been fully assessed, MFES will consider additional facilities where a need is demonstrated.

Also impacted by population growth is the ability of prevention staff to maintain current service levels while at the same time responding to new regulatory mandated services. There are several new legislative changes that have recently come into affect, and others that are expected to occur over the next four years, that will further challenge the capabilities of the division.

MFES Training Division has one Chief Training Officer and a staff of six full time training officers to meet the training needs of a total department compliment of 704. Ministry of Labour and other regulatory agencies expect safety standards to be met and the current training division has limited capacity to meet the increasing research, program design, delivery and evaluation components for more than 50 core programs.

The primary function of the administration section of the fire department is to ensure, through careful planning and analysis, that the services delivered meet the needs of a growing community. As highlighted in this business plan, there are many opportunities that will be explored over the next four years. MFES has committed to the consistent collection, evaluation and analysis of data in order to be able to report on key performance measures on a regular basis. (see performance measure in Section 15).

The following table includes operating costs which are required to ensure that service levels are maintained to service a larger community.

Growth Driven Service Costs

Description ($ 000's)	BR #	FTE	2011	2012	2013	2014	Total Net Costs	Area of Focus	Strategic Pillar
Garry W. Morden Centre	61	2.0	83	0	0	0	83	Other	
Data Analyst	144	1.0	54	54	0	0	108	Continuous improvement	
New Fire Training Officers (3 FTE)	96	3.0	0	115	115	115	345	Continuous improvement	
Fire Prevention Legislation Resourcing	73	2.0	0	99	99	0	198	Continuous improvement	
Building Maintenance Mechanic	65	1.0	0	97	0	0	97	Maintaining a state of good repair for our infrastructure	
Deputy Chief Position	163	1.0	0	92	91	0	183	Continuing to be an Employer of Choice	
Stores/Equipment Clerk	116	1.0	0	37	37	0	74	Continuing to be an Employer of Choice	
Emergency Management	164	1.0	0	31	120	0	151	Continuous improvement	

Growth Driven Service Costs

Description ($ 000's)	BR #	FTE	2011	2012	2013	2014	Total Net Costs	Area of Focus	Strategic Pillar
Station 120- Hurontario and Eglinton area	74	20.0	0	0	1,440	0	1,440	Identifying any new initiatives that align with the Strategic Plan	Connect
Station 123 - Burnhamthorpe and Winston Churchill area -Post 2014	109	0.0	0	0	0	0	0	Identifying any new initiatives that align with the Strategic Plan	Connect
Station 124- Dundas and Cawthra area Post 2014	110	0.0	0	0	0	0	0	Identifying any new initiatives that align with the Strategic Plan	Connect
District Chief Positions Post 2014	158	0.0	0	0	0	0	0	Continuous improvement	
Total Operating Budget Impact		**32.0**	**137**	**525**	**1,902**	**115**	**2,679**		

Note: Numbers may not balance due to rounding

This table captures all costs for new or enhanced levels of service.

Increased Service Levels/New Initiatives - Funded from Tax

Description ($ 000's)	BR #	FTE	2011	2012	2013	2014	Total Net Costs	Area of Focus	Strategic Pillar
Electronic Vehicle Inspection Reporting System	286	0.0	12	0	0	0	12	Continuous improvement	
Disability Management Coordinator	191	1.0	0	96	0	0	96	Continuous improvement	
Total Operating Budget Impact		**1.0**	**12**	**96**	**0**	**0**	**108**		

Note: Numbers may not balance due to rounding

The table below lists newly identified capital projects in 2011-2014.

2011 - 2014 Net Capital Detail Changes

Program Expenditures ($ 000's)	BR #	2011 Budget	2012 Budget	2013 Forecast	2014 Forecast	Post 2014 Forecast	Total ($)	Area of Focus	Strategic Pillar
Station 120- Hurontario and Eglinton Area	74	1,500	700	2,700			4,900	Identifying any new initiatives that align with the Strategic Plan	Connect
Relocation of Station 119	100	1,200	700	2,000			3,900	Identifying any new initiatives that align with the Strategic Plan	Connect
Laptops in Fire Trucks	169	400				440	840	Continuous improvement	
VCOM Radio System - Upgrade	190	200	275	1,000	725	800	3,000	Maintaining a state of good repair for our infrastructure	
VCOM Radio System - funding forecasted previous budget submission				(2,978)			(2,978)		
Electronic Vehicle Inspection Reporting System	286	50					50	Continuous improvement	
Reachlift-front end loader - Garry Morden Centre	202		100				100	Maintaining a state of good repair for our infrastructure	
Vehicle for New Deputy Chief Position	163		68				68	Continuing to be an Employer of Choice	

2011 - 2014 Net Capital Detail Changes

Program Expenditures ($ 000's)	BR #	2011 Budget	2012 Budget	2013 Forecast	2014 Forecast	Post 2014 Forecast	Total ($)	Area of Focus	Strategic Pillar
Emergency Management	164		45				45	Continuous improvement	
Hazmat Mass Decon Shelter	201		40				40	Other	
Additional Prevention Vehicle	48		40				40	Continuing to be an Employer of Choice	
Fire 911 Voice Logger Replacement	180		34				34	Maintaining a state of good repair for our infrastructure	
Fire Rehabilitation Container	204		25				25	Continuing to be an Employer of Choice	
Station 123 - Burnhamthorpe and Winston Churchill Area	109			1,000	1,700	1,700	4,400	Identifying any new initiatives that align with the Strategic Plan	Connect
Station 124 - Dundas and Cawthra Area	110			1,000	1,700	1,700	4,400	Identifying any new initiatives that align with the Strategic Plan	Connect
Station 101 Rehabilitation	598			500	700		1,200	Maintaining a state of good repair for our infrastructure	
Station 107 Rehabilitation	86				500	2,500	3,000	Identifying any new initiatives that align with the Strategic Plan	Connect

2011 - 2014 Net Capital Detail Changes

Program Expenditures ($ 000's)	BR #	2011 Budget	2012 Budget	2013 Forecast	2014 Forecast	Post 2014 Forecast	Total ($)	Area of Focus	Strategic Pillar
Upgrade to Back up Fire Communications Centre	206				171		171	Maintaining a state of good repair for our infrastructure	
Station 104 Relocation	32a					4,200	4,200	Maintaining a state of good repair for our infrastructure	
Station 115 Rehabilitation	59					910	910	Maintaining a state of good repair for our infrastructure	
Station 109 Rehabilitation	56					860	860	Maintaining a state of good repair for our infrastructure	
Station 102 Rehabilitation	46					800	800	Maintaining a state of good repair for our infrastructure	
Station 114 Rehabilitation	58					680	680	Maintaining a state of good repair for our infrastructure	
Station 112 Rehabilitation	57					640	640	Maintaining a state of good repair for our infrastructure	
Station 108 Rehabilitation	55					430	430	Maintaining a state of good repair for our infrastructure	
Vehicle for New District Chief Position	158					70	70	Continuous improvement	
New projects 2019-2020						5,198	5,198		

2011 - 2014 Net Capital Detail Changes

Program Expenditures ($ 000's)	BR #	2011 Budget	2012 Budget	2013 Forecast	2014 Forecast	Post 2014 Forecast	Total ($)	Area of Focus	Strategic Pillar
Fire Vehicle changes		172	(1,015)	343	(1,500)	991	(1,009)		
Equipment Replacement		0	(800)	800	0		0		
Safety clothing Replacement		(151)	(157)	(163)	(169)	(96)	(736)		
Other Equipment Replacement		(38)	38				0		
Total Net Expenditures		**3,333**	**94**	**6,202**	**3,827**	**21,823**	**35,278**		

Note: Numbers may not balance due to rounding.

Required Resources

11.0 Human Resources

Suppression (Operations)

As part of the Master Fire Plan, MFES has identified the tasks which are critical to meet the needs of every emergency situation. To accommodate these tasks as well as future requirements it is recommended that MFES hire 20 additional suppression staff in this four year plan. This translates into one fire crew per shift.

Fire Prevention and Public Education

Today's fire service views fire prevention, public education and fire suppression as equally important facets of the fire service. Fire prevention and public education use a proactive approach to reducing the probability of fires occurring, and endeavour to limit loss of life and property damage in the event that fires do occur.

Public education activities include the development and implementation of educational programs directed at a wide variety of groups within the community. These groups which include older adults, school aged children, special interest and social groups, as well as industry within the city receive education programs geared to life safety, injury prevention, and fire safe learning behaviours.

2009 Fire Prevention Inspection Activities	
Building Code Inspections	4,651
Fire Code Inspections	1,584
Complaint Inspections	869
Request Inspections	501
Follow Up Inspections	1,887
Paid Inspections	200
Mandatory Inspections	118

Mechanical

MFES has a significant fleet of apparatus to delivery fire protection services, and these apparatus are required to be maintained at the highest levels so as to be available for immediate use at all times. A fleet replacement schedule is currently in place that provides for the timely replacement of apparatus, ensuring a high level of operational functionality. As part of the fleet replacement program, a co-ordinated approach to setting vehicle specifications ensures vehicles purchased will have consistent specifications which reduces maintenance costs as well as provides front-line users with the knowledge to more effectively operate the vehicle. Maintenance requirements for fire apparatus is complex, highly technical and can affect the ability of the fire department to perform their duties.

Building Maintenance

Staff review building plans and assist with project management during construction of new facilities as well as renovations and alterations to existing facilities.

MFES has significant infrastructure in place to support fire department operations which includes: twenty fire stations, the training facility and other administrative buildings. Currently, under construction are the new Garry W. Morden training facility, the relocation of stations 106 and 116 and renovations/additions to station 105.

Stores

This group ensures that all fire department personnel have the appropriate personal protective clothing and equipment required by the Occupational Health and Safety Act. This includes turn-out gear, station wear, respiratory protection equipment, tools, supplies and specialized equipment necessary for technical rescue and Hazardous Material response.

Training

The current training facility is located adjacent to Fire Station 109. The facility comprises a two storey office and classroom building, a five storey high rise and smoke tower, a single storey fire house complete with basement and an outdoor fire ground area utilized for vehicle extrication training and simulated hazardous materials evolutions. The complex is utilized to simulate smoke, fire and heat conditions to train firefighters. It periodically hosts training and seminars for other fire/rescue related agencies. The requirement for a new training facility was substantiated as staffing increased and program requirements expanded. The new Garry W. Morden Centre dedicated to Fire and Life Safety to be located on 9th line North of Derry Rd, is scheduled for completion in early 2012. This facility is a joint venture between the City of Mississauga, the Region of Peel and the Federal Government.

Administration

The section includes the Fire Chief, two deputies, three division chiefs as well as other support staff who ensure that all functions of Fire and Emergency Services are delivered in a superior and cost effective manner and attempt to anticipate, initiate and manage change effectively. In order to ensure that these objectives are continuously being met, trend analysis, strategic planning and data analysis play a significant role.

Human Resources Requirement

Description	Total FTE
2010 Restated Complement	704.0
2011 Budget Requirement	707.0
2012 Budget Requirement	714.0
2013 Forecast	737.0
2014 Forecast	738.0

Human Resources Requirement Distribution

Program	2010	2011	2012	2013	2014
Suppression	616.0	618.0	619.0	641.0	642.0
Building Maintenance	2.0	2.0	3.0	3.0	3.0
Vehicle Maintenance	10.0	10.0	11.0	11.0	11.0
Prevention	38.0	38.0	40.0	40.0	40.0
Divisional Support Services	38.0	39.0	41.0	42.0	42.0
Total Service Distribution	**704.0**	**707.0**	**714.0**	**737.0**	**738.0**

"As Mayor, I have always been proud of our dedicated firefighters. You are all a great source of pride to the Corporation and when I hear stories about the projects like the one you are undertaking in Honduras it really warms my heart."

An extract from a letter of the Mayor – April 26, 2010

12.0 Technology

MFES has worked with Transportation and Works to install traffic signal pre-emption devices in over 600 intersections across the City and when combined with Automated Vehicle Locators which are in the testing phase and Mobile Data Units, will assist with improving response times.

Most of the technology initiatives are being implemented to improve our response to the community however in order to ensure these initiatives continue to be effective, new technologies will be reviewed to monitor performance measures. MFES will be assessing the value of specialized software that will be able to assist in the measuring and monitoring processes.

The following is the Technology Implementation plan for the 2011-2014 business planning cycle:

- MFES will be introducing Automated Vehicle Locators (AVL) that will automatically dispatch the closest available truck to an emergency whether it is in or out of station. This is anticipated to be completed by mid 2010;
- Update the current VCOM trunked radio system to a fully supported, modern radio platform suitable for emergency radio services. Cost will be proportionate to the number of radios each user has on the system. Expected completion – 2013;
- Implementation of new Station alerting system by the end of 2011 to meet NFPA Standards and enhance turnout time; and
- Implementation of Mobile Data Units (laptops) in all front line vehicles to assist with routing and provide site specific hazard and tactical information by end of 2011.

13.0 Facilities

There are currently 20 Fire stations positioned strategically throughout the City.

Fire Prevention operates out of the 2nd Floor of City Hall and the Joint Communications Centre (Dispatch) operates at the Police Headquarters Building at 7750 Hurontario St in Brampton as it is a shared facility with Caledon and Brampton Fire and Emergency Services.

As part of a staged approach to supplement the existing services over the next 4 years, additional fire stations are being considered to address service gaps beginning in 2011. As well, the following projects are currently underway and are expected to be completed within this business cycle:

- The Garry W. Morden Centre began construction in Spring of 2010 with occupancy expected in the spring of 2011;
- Station 106 will be relocating and will co-locate with the Region of Peel Paramedic Services (Satellite Station) in late 2011;
- Station 116 will be relocating to 6825 Tomken Rd and will also co-locate with the Region of Peel Paramedic Services (Reporting Station) in mid 2011; and
- Station 119, which is currently a leased facility, will begin the relocation process in 2011.



Station 121 – Meadowvale Village

14.0 Budget

Labour is 96 percent of the operating budget. Almost 94 percent of the MFES staff compliment are directly in contact with, and provide a direct service to the public on a daily basis.



Comparator Municipality Statistics

	Mississauga	A	B	C	D
Population/ Station	36,161	28, 900	30,442	20,887	31,298
Population/ Front Line Vehicle	24,104	16,055	14,398	10,091	20,062
Population/ Fire Staff	1027	705	785	895	766
Population/ Suppression Staff	1186	782	862	1030	866
Suppression Cost/Capita	$91.04	$123.88	$119.91	$120.48	$147.86

Source: Annual Comparator Survey, Calgary, 2009

Cities A,B, C and D in the above chart represent four of the top urban centres in Canada that are most comparable to the City of Mississauga with regards to fire services.

4 Year Budget and Forecast

($ 000's)	2010 Budget	2011 Budget	2012 Budget	2013 Forecast	2014 Forecast
Labour Costs	79,343	82,092	86,058	91,275	93,336
Other Operating Expenses	3,203	3,484	3,779	3,851	3,784
Total Costs	82,546	85,577	89,837	95,125	97,120
Total Revenues	(1,749)	(1,564)	(1,664)	(1,664)	(1,664)
Net Cost	**80,797**	**84,013**	**88,173**	**93,462**	**95,456**
Allocations	785	850	890	926	951
Net of Allocations	**81,582**	**84,863**	**89,064**	**94,387**	**96,407**

Note: Numbers may not balance due to rounding.

2011 - 2014 Net Operating Budget by Program

Program Expenditures ($ 000's)	2011 Budget	2012 Budget	2013 Forecast	2014 Forecast
Suppression	71,985	75,083	79,472	81,159
Building Maintenance	1,038	1,145	1,156	1,083
Vehicle Maintenance	2,967	3,052	3,137	3,165
Prevention	4,296	4,562	4,828	4,928
Divisional Support Services	4,577	5,222	5,795	6,072
Net Budget Impact	**84,863**	**89,064**	**94,387**	**96,407**

Note: Numbers may not balance due to rounding.

2011 Net Budget by Program

Program Expenditures ($ 000's)	2009 Actual	2010 Budget	2011 Base Budget	Base Change %	2011 Program Changes	2011 Request	2011 Change	2011 Change (%)
Suppression	64,970	68,907	71,902	4.3	83	71,985	3,078	4.5
Building Maintenance	873	907	1,038	14.4	0	1,038	131	14.4
Vehicle Maintenance	2,815	2,797	2,955	5.6	12	2,967	170	6.1
Prevention	3,723	4,145	4,296	3.6	0	4,296	151	3.6
Divisional Support Services	5,485	4,825	4,523	(6.3)	54	4,577	(249)	(5.2)
Net Budget Impact	**77,866**	**81,582**	**84,714**	**3.8%**	**149**	**84,863**	**3,281**	**4.0%**

Note: Numbers may not balance due to rounding.

2011 - 2020 Total Net Capital Program

Program Expenditures ($ 000's)	2011 Budget	2012 Budget	2013 Forecast	2014 Forecast	Post 2014 Forecast	Total ($)
Stations & Auxiliary Buildings	12,774	1,438	6,500	4,642	13,112	38,466
Vehicle & Equipment	2,878	2,879	4,273	2,988	25,073	38,091
Total Net Expenditures	**15,652**	**4,317**	**10,773**	**7,630**	**38,185**	**76,557**

Note: Numbers may not balance due to rounding.

Performance Measures

15.0 Balanced Scorecard

A Balanced Scorecard identifies and measures four key areas of an organization's performances; Financial; Customers; Employees; and Business Processes.

By focusing attention on all four areas an organziation can retain a balanced approach as it moves towards its goals.

About the Measures for Fire and Emergency Services

Financial Measures

Total Operating Cost Per Capita is a measure that indicates how efficiently we are using our resources and is a particularly useful measure when comparing with other similar municipalities to gauge effectiveness. At the beginning of section 14 of this document, a comparison of the total cost for suppression services between four comparable cities was illustrated. The numbers in the chart on page 36 of this document are based on total operating cost which includes labour as well as all other operating expenditures. Currently MFES cost per capita is well below most other comparable municipalities.

Customer Measures

The number one priority of MFES is to ensure the safety of our residents. A key part of achieving this is to provide fire safety education and information to the public and excellent skills development to staff.

Number of Home Safe Home Inspections Annually carried out by MFES was the first in the GTAA to develop this program where on duty fire crews have the opportunity to visit homes in their response area and provide valuable fire safety information. MFES benchmark is to complete 10 percent of all residential occupancies annually. As of year-end 2009, MFES was completing approximately 8.7 percent.

Number of Defibrillator Saves Annually is a result of quick response and well trained suppression staff, MFES has continued to have great success in saving lives through the application of defibrillation. The goal is to continue to improve on that success through continued training and reach the benchmark of 10 percent of all applications. As of year end 2009, MFES reached 7 percent.

Employees/Innovation and Learning Measures

MFES supports the City of Mississauga's goal to continue to be an Employer of Choice and to that end have developed performance measures that will be monitored on a continual basis in order to ensure our staff have both the training they need to advance their careers as well as to ensure the ongoing safety of our residents.

Average number of training hours/firefighter annually MFES is extremely proud of our safety record. The safety of our firefighters and our residents is a priority. In order to continue to be able to provide excellent service to the community and be an employer of choice MFES continually strives to increase the number of training hours available to each member of the suppression staff. As of year-end 2009, MFES was approximately 50 hours per firefighter below this benchmark.

Percentage of Prevention Staff having Fire Prevention Officer Certification is a Provincial accreditation through the Ontario Fire Marshal's Office that demonstrates expected core competencies of Fire Prevention Officers relative to the Fire Protection and Prevention Act and Ontario Fire Code. The MFES benchmark for this is 100 percent. As of year-end 2009, MFES has 53 percent of all prevention staff with this certification.

Percentage of Prevention Staff having Fire & Life Safety Educator Certification is a Provincial accreditation through the Ontario Fire Marshal's Office that demonstrates expected core competencies related to Public Fire and Life Safety education. The MFES benchmark is 100 percent. As of year-end 2009, MFES has 35 percent of all prevention staff with this certification.

Internal Business Measures

Current industry best practices, standards and related expectations commonly identify a minimum response time reporting level at the 90th percentile. Essentially the 90th percentile response time is the time where 90 percent of all incident responses are at or below this time. MFES has reviewed data for the past two years, looked at current abilities and industry best practices and attempted to predict the trends over this business cycle. In doing this, service benchmarks have been established with consideration being given to operational, resourcing and external changes and conditions that may have an affect on trends over the four year period.

First Unit Travel Time for Moderate Risk Occupancies (90th Percentile) captures how long it takes from the time the truck leaves the station until it arrives on the scene of a moderate risk occupancy. An example of moderate risk occupancy would be a single family residential dwelling or other occupancy where life risk in the event of a serious fire is considerable. The benchmark for this measure is four minutes based on industry guidelines and best practices. As of year-end 2009, MFES was just over two minutes short of reaching the benchmark.

First Unit Travel Time for High Risk Occupancies (90th Percentile) captures how long it takes from the time the truck leaves the station until it arrives on the scene of a high risk occupancy. An example of a high risk occupancy would be a hospital or nursing home or other occupancy where life risk in the event of a serious fire is extremely high. The benchmark for this measure is four minutes based on industry guidelines and best practices. As of year-end 2009, MFES was just over thirteen seconds short of reaching the benchmark.

First Unit Total Response Time for Moderate Risk Occupancies (90th Percentile) captures total response time which is call processing time (dispatch) + crew preparation time + plus vehicle travel time. These numbers are based on what the total response time is to a moderate risk occupancy. The benchmark for this measure is six minutes and twenty seconds based on industry guidelines and best practices. As of year-end 2009 MFES was slightly under two minutes short of reaching the benchmark.

First Unit Total Response Time for High Risk Occupancies (90th Percentile) captures total response time which is call processing time (dispatch) + crew preparation time + plus vehicle travel time. These numbers are based on what the total response time is to a high risk occupancy. The benchmark for this measure is six minutes and twenty seconds based on Industry Guidelines and best practices. As of year-end 2009, MFES was achieving this benchmark.

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Measures for Fire & Emergency Services	2008 (Actual)	2009 (Actual)	2010 (Planned)	2011 (Planned)	2012 (Planned)	2013 (Planned)	2014 (Planned)
Financial Measures							
Total Operating Cost per Capita	$102	$107	$113	$117	$123	$128	$123
Customer Measures							
Number of Home Safe Home Inspections Annually	14,551	16,126	16,500	16,500	17,160	17,820	18,480
Number of Defibrillator Saves Annually	19	23	25	25	28	30	32
Employees/Innovation & Learning Measures							
Average number of training hours/firefighter annually	130	150	150	150	160	165	170
% of Staff having Fire Prevention Officer Certification	53%	53%	60%	63%	66%	69%	73%
% of Staff having Fire & Life Safety Certification	35%	35%	40%	43	46%	49%	53%
Internal Business Measures							
First Unit Travel Time for Moderate Risk Occupancies (90th Percentile) (Minutes)	5:45	6:02	6:05	6:08	6:08	6:02	5:55
First Unit Travel Time for High Risk Occupancies (90th Percentile) (Minutes)	4:21	4:13	4:20	4:27	4:27	4:20	4:13
First Unit Total Response Time for Moderate Risk Occupancies (90th Percentile) (Minutes)	7:54	8:05	8:15	8:25	8:25	8:05	7:54
First Unit Total Response Time for High Risk Occupancies (90th Percentile) (Minutes)	6:19	6:12	6:15	6:18	6:18	6:18	6:18

Mississauga Transit Business Plan

City of Mississauga

2011-2014



DRAFT

MISSISSAUGA
Leading today for tomorrow

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Existing Core Services

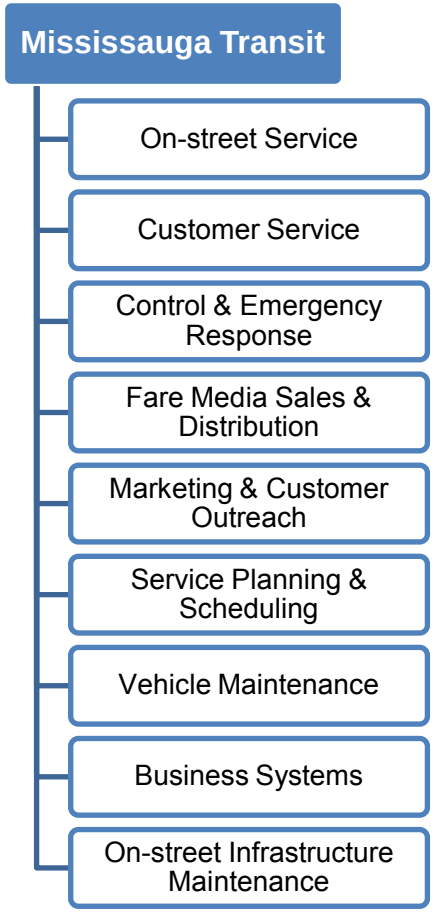
1.0 Vision and Mission

Vision

- *Build a Reliable and Convenient System*. To make transit a faster and more affordable alternative to the automobile, one that is frequent, clean, safe, reliable and convenient, with a transit stop within a walking distance of every home, and an intricate web of higher order transit;
- *Advance Environmental Responsibility*. To contribute to environmental responsibility by reducing private automobile use and promoting compact mixed-use land development;
- *Connect our City*. To contribute to a vibrant, successful city by connecting communities within Mississauga and within the Greater Golden Horseshoe to support a 24-hour city;
- *Increase Transportation Capacity*. To add capacity to the transportation system through strategic investments in transit, additional links in the street network and active mobility choices; and
- *Direct Growth*. To direct growth by supporting transit-oriented development policies and deliberate civic actions.

Mission

To provide commuters a conventional fixed route transportation service that is a viable alternative to private vehicles. A viable transportation service should eliminate the distance barrier for citizens with no other means of transportation and deliver a value proposition that encourages citizens with choices to opt for public transit.



2.0 Service Delivery Model

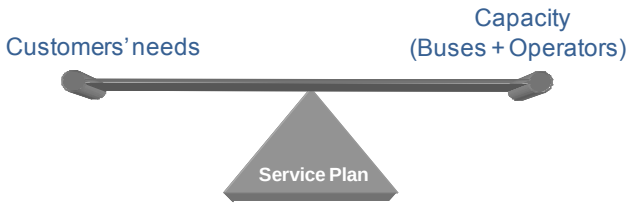
The Mississauga Transit (MT) service delivery model has evolved to create the conditions in which good customer service, safety, clean buses, good employee relationships, and sound financial management guide decisions and daily activities.

The traditional focus on daily operations has been expanded to include safety, customer engagement, information and performance management functions, and infrastructure maintenance.

These measures, befitting of a transit agency the size of MT, will provide the managerial know-how and skills required to ensure delivery of an efficient, customer oriented, and safe service

MT strives to consistently accomplish two outcomes that satisfy customers' needs:

- Develop a service plan that will assign the right capacity at the right time based on customer travel patterns, dependent on time of day and day of the week; and
- Meet the service plan by actually having the right bus at the right time at each bus stop and terminal consistently throughout the day, every day of the week.



The Business Development section constantly vets ridership data, origin and destination surveys, customer feedback, and operator and customer input to model and determine the best possible allocation of buses to meet the needs of customers.

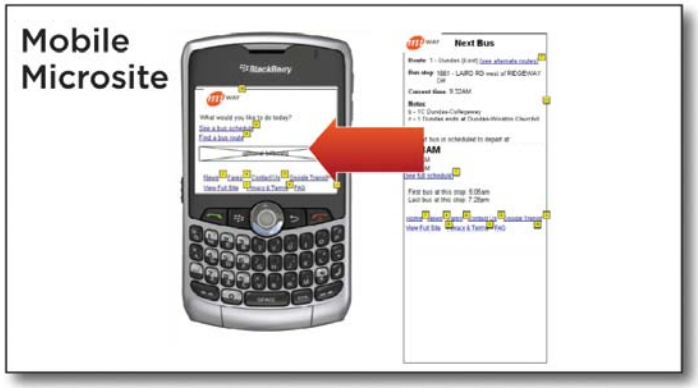
The Operations and Maintenance sections work on having the required amount of operators and buses fit for service every hour of every day.



3.0 Past Achievements

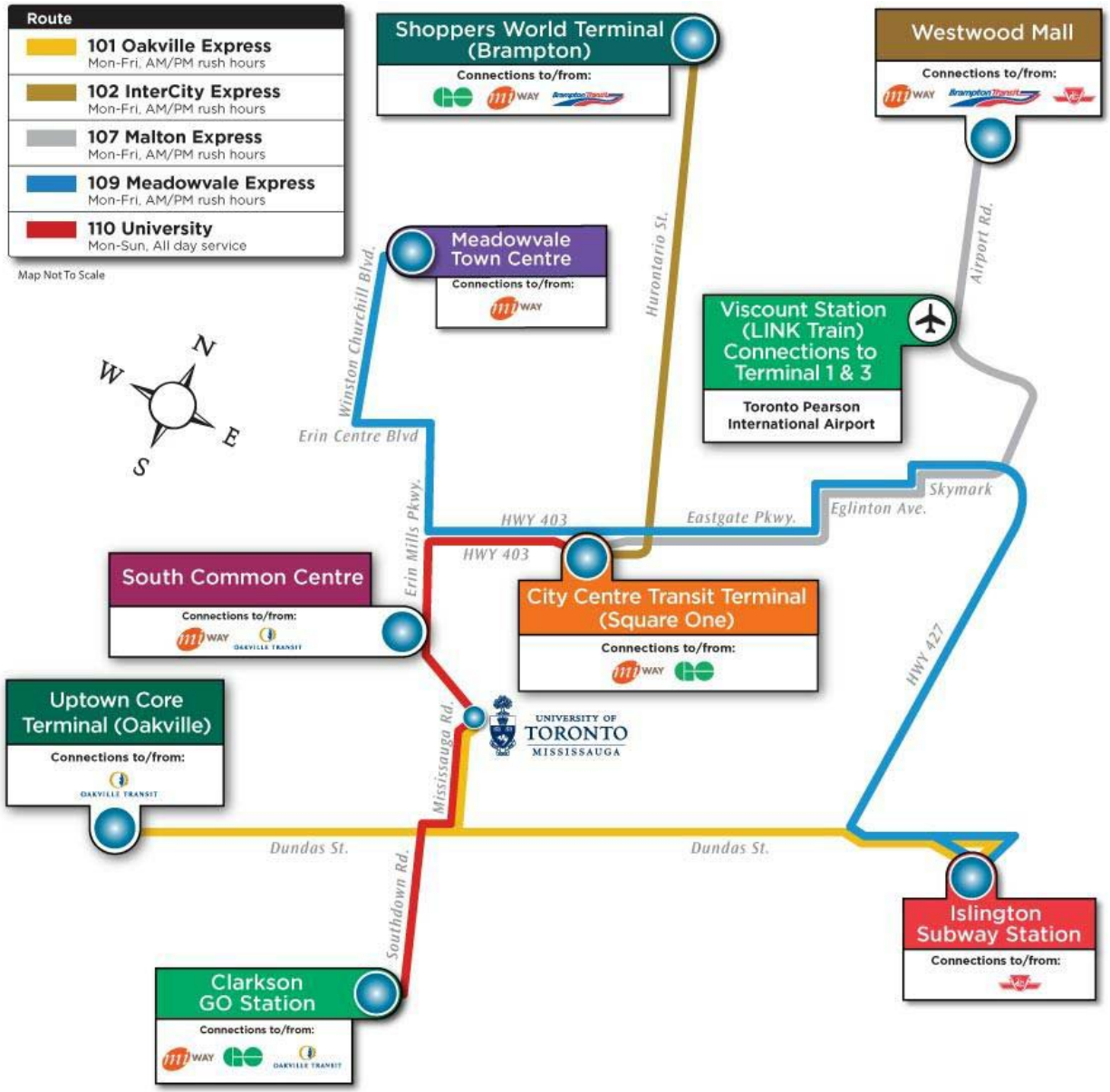
As MT continues to grow and transition into an urban service provider, a number of significant milestones have come to fruition:

- Added 8,826 m^2 of bus storage and maintenance facilities to Central Parkway Campus. These new and improved facilities provide the space to continue to grow the fleet, including the new Mississauga Bus Rapid Transit (BRT) buses and service hybrid technology;
- Implemented five new limited-stop pre-BRT routes:
  - Route 110 – University, in September 2007;
  - Route 109 – Meadowvale, in October 2008;
  - Route 102 – InterCity Express, in May 2009;
  - Route 101 – Oakville Express, in October 2009;
  - Route 107 – Malton Express, in March 2010;
- Awarded contract to introduce ITS (Intelligent Transportation Systems) technologies for transit; which among other benefits will deliver automated next stop announcements and bus security cameras on MT buses;
- Increased number of accessible routes and added 350 accessible stops;
- Added 40,000 new service hours in 2009 and plan to add 30,000 service hours in 2010;
- Renovated and increased capacity at Malton satellite facility to improve service to the north-east section of the city;
- Initiated the construction of the BRT;
- Launched new brand ***MiWay*** The New Mississauga Transit, in August 2010;
- Re-designed and enhanced the Mississauga Transit website;
- Launched an internet microsite for mobile devices; and
- Completed the business case and feasibility study for the Light Rail Transit (LRT) on Hurontario/Main Street in partnership with the City of Brampton.



Example of website for Smart Phone devices.

New Faster Service – Five new limited stops pre-BRT routes



4.0 Opportunities and Challenges

As the rate of the growth in the city's population has slowed down to less than 1 percent per year, continued reliance on the captive rider market (those without access to a car) will be insufficient to achieve the doubling of the transit/active transportation modal split set out in the City's Strategic Plan.

Since captive riders already use transit as their main means of transportation and many are already users of pass products an increase on the number of trips taken by captive riders, (as the network is improved with better destinations and connections, increased frequencies, and faster travel times), generates limited additional revenue opportunities. It is for this reason off-peak service improvements require high levels of subsidy, which have a negative impact on the revenue to cost (R/C) ratio.

Future growth, with a balance between costs and fare revenues, relies upon the choice rider (those with ready access to a car); fortunately, the high levels of car ownership, due to land use patterns (1.7 cars per family and 1.1 passengers per car), provide a large market from which to capture ridership. However, Mississauga's choice riders will not give up their cars for public transit quickly; particularly for off-peak travel, when the roads are free-flowing, free parking is available, and MT's service levels do not provide fast and frequent connections available during peak hours.

To capture the choice rider market service improvements (more capacity and higher frequency) there is a need to focus on peak travel times, when the road network is at capacity. This provides the greatest environmental and economic benefits by reducing congestion and freeing up road capacity. A focus on improving peak travel time service will target the largest market segment with the best revenue opportunities. Additionally, such an approach would maintain a positive R/C ratio and improve off-peak service with a reduced impact on tax dollars as increased revenues and resources are redirected to improvements on off-peak service.

Captive riders are very sensitive to price but choice riders are much less so as demonstrated by the $3.7 billion Mississauga residents spend annually on privately owned motor vehicles. MT's intention is to displace the second or third family vehicle, which is in use during peak travel times when family members travel to different work and school destinations. This provides the highest economic benefit to individuals, as the upkeep of a private vehicle costs $8,000 to $10,000 a year. It will take time for MT to reach out to non-riders and expose them to the benefits of public transit and encourage them to replace their second or third vehicle with a transit pass. Choice riders will be a challenging customer; they will insist on safe, clean, and comfortable buses and will want competitive travel times from transit priority measures both on and off the BRT. The network will need good frequencies and connections in order to be considered a viable transportation option.

Framed as opportunities and challenges, the following external and organizational factors have been taken into account in the formulation of operational plans and for the information technology and organizational development programs.

Opportunities

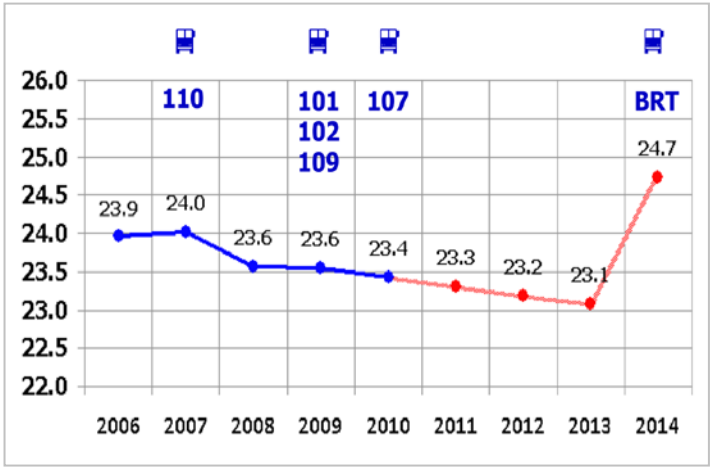
- Environmental benefits of an increased use of transit;
- Proven health benefits of using public transit as a personal mode of transportation;

- Higher density in city's downtown core and along limited stops routes;
- Increased traffic congestion overall in the city entices people to consider options such as transit;
- Faster service thanks to the BRT;
- Improved on-street management through adoption of global positioning system (GPS) technology;
- New and better storage and maintenance facilities;
- City's strategic focus on transit; and
- Paid parking on the City's core levels the playing field between cars and transit.

Challenges

- Funding from higher levels of government is not increasing and in some instances is being clawed back like funding for the bus replacement program;
- Funding from higher levels of government often focuses on regional integration even though the majority of trips happen within Mississauga's borders;
- Economic downturn and slow recovery;
- Cost impact of complying with new legislation on work place responsibilities for employers and the Accessibility for Ontarians with Disabilities Act (AODA);
- Keeping a balance between transit as a social service and a financially sustainable transportation service;
- Organizational transition into the largest City service;
- Loss of know-how due to retirements;
- Attraction and retention of the right talent;
- Price of diesel;
- Labour costs; and
- Ability to sustain a long term financial plan to develop and operate a world class transit system, as envisioned by the City's strategic plan

Mississauga Transit Average Network Speed (km/hr)



5.0 Current Service Levels

MT's fleet drives almost 30 million kilometres (equal to circling the earth 749 times) a year in which it delivers almost 1.3 million service hours on 88 routes, of which five are express routes.

- 88 routes
- 5 express routes
- 337 peak buses every weekday
- 3,700 bus stops
- 21 transit terminals

MT strives to locate bus stops within a reasonable walking distance from customers' residences and places of work and entertainment; however, this is not always possible due to the street network layout of the city.

Bus stops are serviced at various frequencies throughout the day; frequencies are also adjusted to reflect route utilization by customers and by day of the week.



Next stop announcement digital display and speaker.

Annual Service Hours

	2009		2010	
	Hours	**%**	**Hours**	**%**
Weekdays	1,088,530	86.5	1,093,390	86.2
Saturdays	103,110	8.19	105,210	8.29
Sundays & Holidays	66,840	5.31	69,880	5.51
Total	**1,258,480**	**100%**	**1,268,480**	**100%**

Note: Numbers may not balance due to rounding

5.1 Maintaining Our Infrastructure

MT has a comprehensive on-going bus and service vehicle maintenance program that complies with Ministry of Transportation (MTO) standards and reflects the city's commitment to the safety of customers and transit operators. Engines, transmissions, brakes, and all other vehicle components are monitored on a daily basis and attended to through a regular preventative maintenance program.

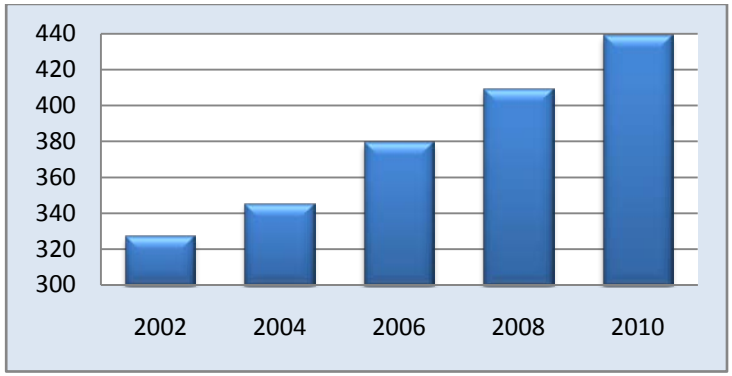
An important element of maintaining MT's infrastructure is its bus replacement program, which ensures the overall maintenance costs are efficient in relation to the value of vehicles and their expected service-life.

At 4.2 average bus age, MT has a young bus fleet. Currently, the MT bus fleet is composed of 439 buses, valued at $215 million, with a planned expansion of 8 buses per year until 2014.

Additionally, MT looks after 21 terminals and 3,700 bus stops, of which 2,900 are accessible, across the city and continues with its program to convert them into accessible stops, at a rate of 300 stops per year.

The planned BRT terminals and the deployment of next bus signage will add to MT's infrastructure maintenance schedule in 2013.

Mississauga Transit Bus Fleet Growth



6.0 Looking Ahead: Goals over the next 4 years

MT's long term goal is to grow ridership from a long-term trend of 40 trips per capita to 50 trips per capita a year; from an established base of 29 million to 37 million rides a year. The goal for 2014 is to reach 46 rides per capita, which is equivalent to 3 percent base growth.

This plan and service goals rely on continued investment from the City and higher levels of government:

- High order transit initiatives:
  - Build the Bus Rapid Transitway;
  - Conduct preliminary design and environmental assessment for Light Rail Transit on the Hurontario corridor;
- Targeted customer outreach program to promote the economic and environmental benefits of transit;
- Leverage the GTA Farecard (Presto) and co-fare agreement with GO Transit to increase, by 10 percent in three years, the number of riders that are brought to and from GO rail stations by MT's service;
- Enjoy improved opportunity for through travel at the City Centre Transit Terminal (CCTT) once improvements along Rathburn are operational in 2011;
- Plan for the implementation of transit priority on transit corridors connecting with the BRT to improve trip times and service reliability;
- Acquire operational and maintenance expertise on hybrid technology to make a recommendation by 2014 on MT's hybrid strategy for the bus fleet replacement program;
- Improve customer and operator on-street safety with the installation of bus-cameras on the entire fleet in 2011;
- Make all transit routes accessible, with the exception of the TTC's Islington Subway Station, by 2012;
- Coordinate with adjacent transit systems (Brampton and Oakville) on implementation of a Sheridan College universal pass (u-pass) for the 2012/2013 school year;
- Identify and implement the necessary network changes in preparation for the opening of the BRT in 2013; and
- Identify transit facitility requirements in the City Centre as well as priority routes in and out of the City Centre.

A plan for the following improvements is in place or being developed should additional funding be made available:

- Improve frequencies on the express network (from the current 20 minutes during rush hours) to reduce travel times and improve connections; an important action to attract choice riders;
- Complete the express network by adding new routes and integrating express service on the Hurontario Corridor with Brampton between both city centres;
- Extend express network service hours from peak travel time to include mid-day, early evenings, and eventually weekends;
- Improve off-peak and weekend service to recapture ridership lost during the 2008-09 recession and economic restructuring; and
- Re-allocate early morning service hours with low ridership to periods of higher demand to match the changing employment patterns in the city.

7.0 Engaging our Customers

A continuing communication and education campaign has been implemented to speak to two equally important audiences: existing riders and choice riders. Transit staff continues to visit high schools and large employers (at their request) to offer customized answers and route information.

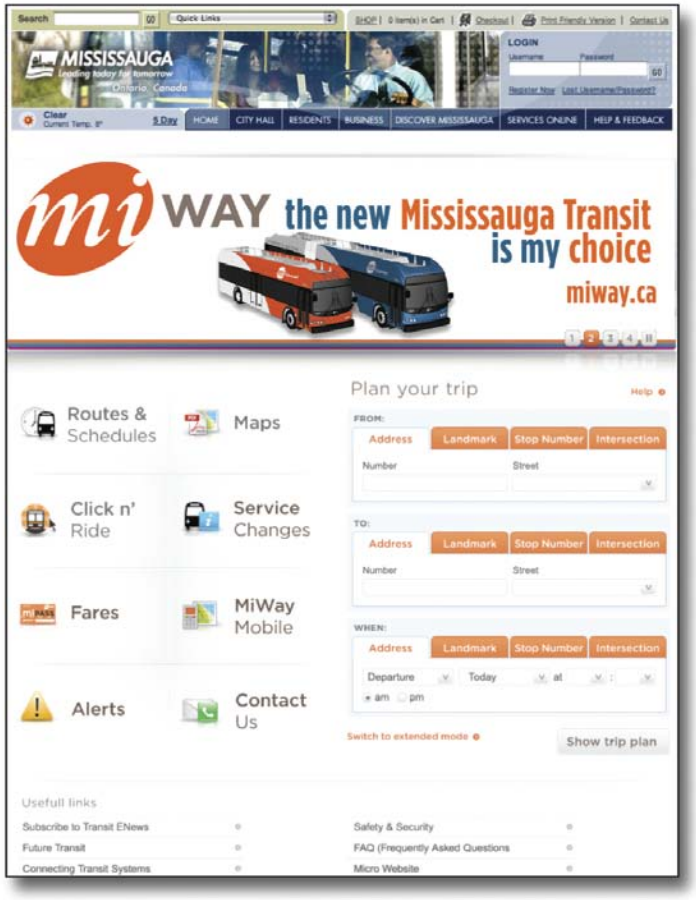
The ongoing communication and education campaign will help position MiWay as a smart, reliable and convenient transportation option in Mississauga. The campaign is to continue over the next three years, as service improvements are introduced, and prior to the opening of the BRT system in 2013.

Launched on Sept. 1, 2010, the new MiWay website (miway.ca) delivers an easy and stress-free, “self-serve” online customer service experience to encourage non-riders to try Mississauga’s transit system, and to encourage current riders to use the system more often.

The MiWay site is available 24 hours a day, seven days a week. It allows a web user to plan a trip, view current bus schedules or route maps, and learn about service alerts that may affect their travel plans (e.g. detour bus routing due to road maintenance).

Mississauga Transit is reducing the quantities of route maps printed as customers migrate to new available technologies for their route planning requirements.

More and more customers are turning to the MiWay website for their transit information needs. The MiWay website is a critical brand touchpoint, as demonstrated by the increase on website visits from an average 180,000 per month to 250,000 visits in the month of September 2010. The launch of the mobile site *MiWay mobile* is expected to increase the migration trend towards electronic media.



The new miWay Mississauga Transit internet site.

Marketing Plan

The new MiWay brand represents a customer-focused approach to grow ridership. Its introduction in the market represents the beginning of an ongoing journey to enhance the value of service being delivered to existing customers and to earn the business of new riders.

MiWay represents a promise of ongoing and reliable operational and customer service performance. Marketing the MiWay brand is about sharing that story with Mississauga residents and businesses, and engaging with prospective customers in new ways to encourage them to try MT.

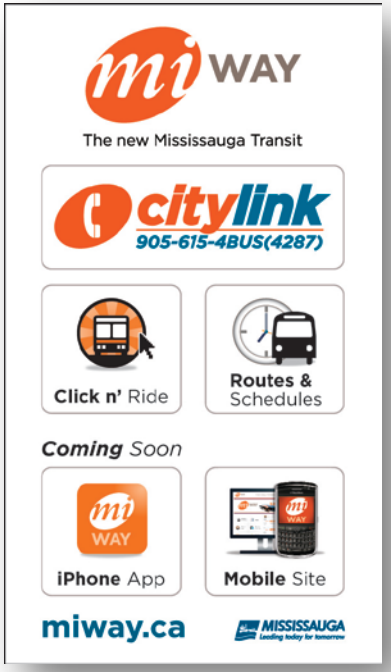
Customers can now choose between two types of MiWay service: 'MiExpress' (blue) buses operating on five limited-stop express routes and 'MiLocal' (orange) buses operating on local and school routes.

Existing riders consist mainly of business commuters and students that travel to/from their respective destinations during rush hours. The focus on MT's existing customers will help to maintain ridership loyalty, as well as define new opportunities to increase ridership.

Choice riders offer the greatest potential for ridership growth. This customer segment consists mainly of non-riders who are commuting to/from work in their vehicle, and who are also driving family members to work and/or school during rush-hour.

Choice riders are a diverse group. To increase ridership of choice riders, market segmentation will become an important tool for the development of strategies tailored to each customer segment; together with customer outreach programs for businesses, condominiums, and post-secondary institutions. The introduction of the Presto GTA fare card will allow MT to target inter-regional commuters as well as residents who currently drive to GO rail stations.

The limited stops express network specifically targets choice riders; it offers improved travel times, clean, comfortable buses, and travel on key corridors to significant destinations.



Promotional card setting out available information sources for schedule.

Proposed Changes

This part of the Business Plan deals with proposed changes to the 2011-2014 Business Plan & Budget. To assist the reader, the table below summarizes the drivers of these changes including, both operating and capital. Individual tables with a brief description of the change follow.

Drivers of Operating Costs

Description ($ 000's)	2011	2012	2013	2014
Prior Year Budget	**41,338**	**50,414**	**57,743**	**70,231**
Base Changes & Impact of Capital Projects				
Base Changes	6,525	6,756	6,223	4,538
Impact of New Capital Projects	0	0	5,504	(706)
Continuous Improvements				
Efficiencies	(94)	0	0	14
Budget Reductions	0	0	0	0
Total Changes to Base and Continuous Improvement	**6,431**	**6,756**	**11,727**	**3,846**
Total Cost to Deliver Our Existing Services	**47,769**	**57,169**	**69,470**	**74,077**
Proposed Changes				
Growth Driven Initiatives	1,787	2,267	2,153	1,845
New Service Level/New Initiatives - Funded from Tax or Reserves	1,828	347	(72)	(131)
New Revenues	(970)	(2,040)	(1,320)	(1,650)
Total - Proposed Changes	**2,645**	**574**	**761**	**64**
Total Budget	**50,414**	**57,743**	**70,231**	**74,141**

Note: Numbers may not balance due to rounding

8.0 Base Changes

The following table illustrates highlights of this service area's base budget. This would include costs to maintain existing service levels including the annualized impact of previous Council decisions. Costs identified here are related to labour and benefit increases for existing staff, increases of an inflationary nature as well as the operating costs of delivering planned service including fleet, maintenance, and fuel. It also accounts for an expected increase in fare and advertising revenues. This table does not represent a reconciliation of all budget changes, just highlights.

Highlights of Base Budget Changes

Description ($ 000's)	FTE	2011	2012	2013	2014	Total Net Costs
Labour cost increases (reflects performance pay, economic adjustments, and fringe benefit changes).	0.0	4,248	4,392	4,412	2,967	16,019
Labour Gapping	0.0	(1,116)	0	0	0	(1,116)
Transit Revenue Shortfall Phase-In	0.0	2,050	2,050	1,499	1,258	6,857
Yearly $0.10/litre increase to diesel fuel	0.0	1,520	1,520	1,520	1,520	6,080
Transit Operator Overtime Reduction Plan	18.0	1,515	87	0	0	1,602
Transitional Provincial Gas Tax funding for Operator Overtime Reduction	0.0	(1,515)	758	757	0	0
Utilities - Hydro	0.0	122	38	27	27	214
Transit destination signs - maintenance	0.0	179	10	10	10	209
Salary & Wages - Temp - City Centre Transit Terminal Kiosk	2.6	95	0	0	0	95
New Transit Hoist Mtce Person	0.0	42	0	0	0	42
Transit Shelter Advertising Revenues-Budget Request-391	0.0	0	0	(1,000)	(867)	(1,867)
2% ridership growth per - Transit Farebox Revenue	0.0	(1,200)	(1,200)	(1,200)	(1,200)	(4,800)
Total Base Budget Highlights	**20.6**	**5,940**	**7,655**	**6,025**	**3,715**	**23,334**

Note: Numbers may not balance due to rounding

Transit Revenue Shortfall Phase-in

The severe economic downturn in 2009, coupled with a fare increase that year, had a significant impact on transit ridership, which dropped by 6 percent last year, compared to 2008. This decrease, combined with riders switching to lower cost fares, such as from cash to tickets and from tickets to passes resulted in a combined revenue shortfall of approximately $8.4 million in the 2010 financial plan. Reserve funding was utilized to fully offset this shortfall in 2010. The 2011-14 business plan addresses this structural gap in the revenue budget in phases over the next four years, utilizing the unspent portion of the Provincial Gas Tax reserve fund to make-up the annual difference. If transit revenues rebound more than forecasted, the plan will be adjusted accordingly.

Diesel Fuel Price Increases

For 2011, the diesel fuel budget is being increased to bring it in line with domestic prices paid during the second half of 2010. Diesel fuel prices in 2010 started off the year at $0.75-$0.77/l, and climbed to $0.84-$0.86/l in the fall. For 2011 budget planning purposes, a price of $0.84/litre is being assumed, an increase of $0.10/l over the 2010 budget of $0.74/litre, or approximately $1.5 million. Similar increases have been forecasted for each year from 2012 to 2014.

Transit Ridership Growth

Future transit ridership and revenue growth will largely depend on the ability to attract and retain new choice riders. Continued investment will be required to make the transit system a viable alternative to the car by: further improving and/or expanding service levels and frequencies, introducing transit priority initiatives, and implementing a fully integrated limited stop express network.

The annual provincial gas tax funding has been fully absorbed into the baseline budget in 2010. All further service improvements including the incremental operating costs for the eight growth buses will require additional tax funding. The slower transit service growth rates in the 2011 – 2014 Business Plan are not expected to be significant enough to motivate choice riders to make a switch to transit. As a result, overall ridership growth is forecasted to be in the 2-3 range for the next several years, which translates in additional revenue of approximately $1.2 million per year.

Operator Overtime Reduction Plan

Increases in operator absenteeism are creating an excessive amount of open work which must be covered using operators at overtime rates, as operator relief pools are insufficient. Leaving the work uncovered affects system reliability and leads to declining ridership and revenue. The number of transit operators absent from work (for all reasons) has increased on average from 92.51 to 116.68 per day from 2007 to 2009 or by 18.5%.

In order to meet committed service levels the overtime budget is running over budget. Covering open work using operators on overtime is labour intensive to manage and unreliable, given that overtime work is voluntary. If no operator is willing to work overtime service has to be cancelled.

To address these issues, it is recommended that eighteen transit operator positions be added in 2011 to address increasing levels of operator absenteeism, reduce excessive reliance on overtime, and maintain service reliability. An additional Health and Safety Specialist is added to the complement to enhance the monitoring of absence and to hasten the return to work process. These positions are fully funded in 2011 from the provincial gas tax reserve fund; however, the use of gas tax as funding source is not sustainable, therefore, the specialist position is phased out over the next two years.

The following table illustrates new operating expenditures which will be incurred annually going forward as the result of a completed capital project. Costs included here are related to the BRT launch in 2013, which includes eleven new terminals, 100 kilometres of dedicated busway, a dedicated fleet of buses with BRT level amenities, operators, an on-street supervision. Where a Budget Request (BR) number is noted more information regarding this can be found in Volume 2 of the documentation.

Operating Impacts from Capital Projects

Description ($ 000's)	BR #	FTE	2011	2012	2013	2014	Total Net Costs	Area of Focus	Strategic Pillar
BRT Operation and Maintenance	104	42.0	0	0	5,504	(706)	4,798	Delivering on initiatives within the Strategic Action Plan	Move
Total Operating Budget Impact		**42.0**	**0**	**0**	**5,504**	**(706)**	**4,798**		

Note: Numbers may not balance due to rounding

9.0 Continuous Improvement

During the next four years MT will continue to move forward with the various initiatives that were implemented in the last planning cycle.

Efforts will be divided between adoption of recently finished improvements like the new facilities in the Transit campus and continue to work on the MT information technology (I.T.) program.

In the short to medium-term the focus is to continue to manage the cost/revenue ratio through improvements to the service plan and a reduction in un-planned overtime.

In the long-term the ability to measure schedule adherence will be the main source of organizational improvement.

As explained in the *operation goals* section in chapter 6, MT strives to achieve two outcomes:

- Develop a service plan that assigns the right capacity and bus frequency based on customers needs; and
- Comply with the commitments made in the service plan by actually having the right bus show up at the right time.

Today MT relies on dedicated people with vast experience to deliver its service; however, the size and complexity of current operations and the retirement of talent makes it imperative that a system be put in place to electronically monitor on-street performance and to accumulate and model large amounts of data to develop better plans.

Such a system is the goal of the iBus project through installation of ITS technology and development of processes necessary to:

- Accumulate, classify and model on-street performance data and combine it with ridership statistics, customer transportation needs, demographic and economic trends, and traffic patterns; and
- Monitor on-street performance and act on the information to eliminate systemic variances and *bottle necks* that impede availability of reliable buses and operators.

The combination of ITS with the new Transit Operations Information System, which is MT's workforce management application for bus-operators, will bring:

- **Consistent operator administration:** the rules built into the application will guide operational support supervisors, route supervisors, report clerks, allocators, control room supervisors, and operators to perform procedures in a consistent manner;
- **Timely access to information:** the new Transit Operations Information System has build-in report capabilities (421 pre-programmed options) and its well-structured data tables makes it easy to export data to a viewing application and/or a data warehouse;
- **Convenient operator interface:** the new Transit Operations Information System will allow operators to sign up for their work and make vacation selections from their home; and
- **Improved decision-making,** the combination of easy and timely access to relevant information for supervisors and managers will add speed and accuracy to the ability to monitor performance and implement corrective measures.

The following table illustrates reductions that are a result of conducting work quicker or in an improved manner which does not result in a change in service level. In some cases it represents an investment which will result in future savings or cost containment.

Efficiencies

Description ($ 000's)	BR #	FTE	2011	2012	2013	2014	Total Net Costs	Area of Focus	Strategic Pillar
Reduce Transit Route Map Annual Print Production *	509	1.0	(31)	22	0	0	(9)	Continuous improvement	
Reduction in Business Services Division - Transportation and Works Department	607	0.0	(94)	0	0	0	(94)	Continuous improvement	
Reduction in Business Services Division - Transportation and Works Department *	607	0.0	(42)	0	0	0	(42)	Continuous improvement	
GTA Farecard - Presto	422	0.0	0	0	0	14	14	Delivering on initiatives within the Strategic Action Plan	Move
Total Operating Budget Impact		**0.0**	**(94)**	**0**	**0**	**14**	**(80)**		

* Cost for this Transit initiative have been identified, but is part of Departmental Business Services operationally.

10.0 Proposed Changes

MT's 2011 – 2014 plan will concentrate on completion and implementation of various strategic initiatives that because of their size and complexity have required over four years of dedicated efforts; which will be ready for full deployment over the period of this business plan cycle.

New initiatives

Hurontario/Main Street Study

In partnership with the City of Brampton, this project will initiate the transformation of Hurontario Street into a 21st Century Main Street with an integrated higher-order transit system supported by an appropriate land use and built form framework.

Building upon the completion of the Hurontario-Main Street Study in 2010 as well as the Metrolinx Benefits Case Assessment (BCA) review, the next phases will require undertaking the preliminary design for LRT and completing the Environmental Assessment (EA) or new Transit Project Assessment Process (TPAP); although the TPAP process is short (6 months), significant preliminary design work must be completed prior to commencing the assessment. Additional studies will be required on specific issues such as noise, vibration, assessing the various road/transit related alternatives surrounding the Highway 403 interchange crossing, etc.

Transit Security Program

This program is a continuation of a multi-year strategy to implement technology, procedures, and deploy enforcement officers to make MT a safe transportation alternative.

Fare Strategy

The MT fare strategy tries to assess price points for the various fare media products that balance good value for users while at the same time are consistent with the principle of financial sustainability expected of MT.

City Centre Transit needs

Within a ten year horizon the requirements for additional transit terminals as well as priority access in and out of the City Centre core will have to be identified. Preliminary work on these requirements in conjunction with the Downtown 21 initiative are planned for 2011.

Ridership Growth Strategy Scope Reduction

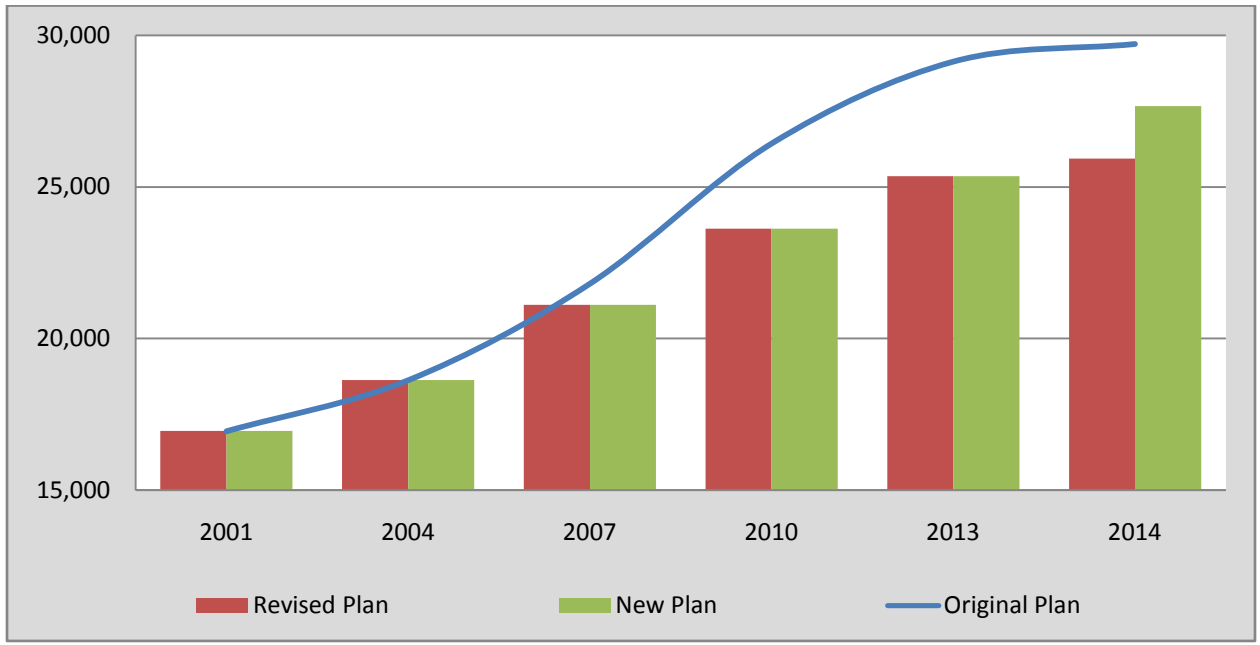
Due to the exhaustion of provincial gas tax funding, Phase II of the Ridership Growth Strategy has been scaled down in total scope and the implementation period extended for two years, ending on December 2013.

The original annual growth rate of 7 percent (80,000 hours) planned from 2007 to 2012 has been brought down to only 2.3 percent (30,000 additional service hours) per year, delivered over a longer time frame. The net result is that, by the end of 2013 we will have achieved a delivery rate of 120,000 annual service hours short of the original plans.

One third of the annual additional output will be applied to maintain existing frequencies accounting for increased trip run times resulting from growing traffic congestion. Another third will be allocated to relieve route overcrowding issues, responding to existing customer expectations.

The capital requirement for new buses has been reduced from the original 15/year to a new basic support of eight new buses per year, anchored on DC charges. Due to the arrival of the BRT buses in 2012 no DC funded buses are required.

Net Weekly Service Hours



Post-BRT Service Plan

On its own, the city should support the arrival of the BRT in 2014 by adding 29,500 annual service hours designed to attain a 2.0-2.5 percent increase in ridership, handle additional congestion and overcrowding, including a minimal improvement to peak hours frequencies in major corridors, but with minimal expansion to off-peak or weekend resources. This approach would require eight new (DC funded) buses, and 22 more employees (18 Transit Operators plus 4 support staff);

Such a step will be barely sufficient to show a degree of commitment towards the City strategic goals. As other major initiatives, such as Downtown 21 as well as the Hurontario HOT, promote a new approach to land-use and population densities, Mississauga will be faced with new public transportation demand levels which can only be answered by suitable and financially viable supply solutions;

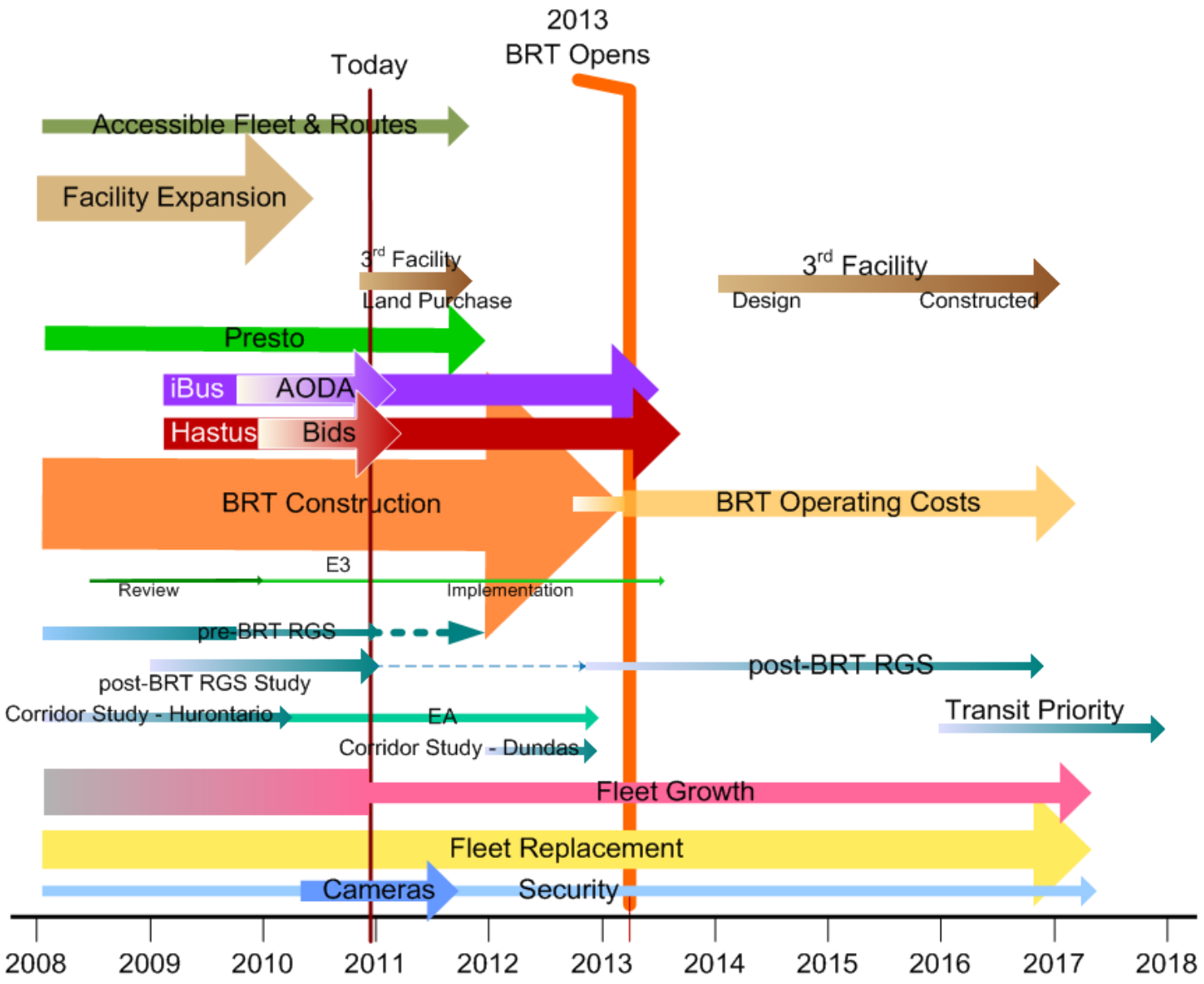
Only if additional operational funding is obtained from the Provincial level, other steps could and should be taken to support the BRT, each of them addressing a specific gap in service levels;

To ensure the long term success of the BRT and provide credibility to the overall network, there is a need to improve market share of the transportation demand, tapping into the choice rider segment while relieving pressures on major local corridors. Matching the BRT midday and off-peak frequencies at the limited-stops route level (where service is currently limited to weekday peak-hours only) would be achieved by adding 27,400 new annual service hours and 20 Transit Operators, without requiring additional buses;

To enhance the transportation options, support network credibility, relieve growing pressures on existing local services by offering faster travel times, Mississauga will need to match the BRT's weekend service levels at the limited-stops routes layer, presently limited to weekday peak hours only. This will require 20,000 new annual service hours and 12 Transit Operators, but will no additional buses will be needed; and

If connecting and completing communities is to become one of the city's pillars, the transit network will need to be consolidated with an underlying layer of local circulators (feeders). Downtown, Cooksville, Meadowvale, Malton and Clarkson have already been identified as the most pressing areas, capable of supporting local circulators. This would free up resources for reassignment to major corridors which would then be brought up to acceptable service standards and, ultimately complete the last layer in our transit network. 16,700 new annual service hours, 10 Transit Operators and 7 additional buses will be required.

Diagram of all on-going Transit Projects



The following table includes operating costs which are required to ensure that service levels are maintained to service a larger community.

Growth Driven Service Costs

Description ($ 000's)	BR #	FTE	2011	2012	2013	2014	Total Net Costs	Area of Focus	Strategic Pillar
Ridership Growth Strategy II - Scope Reduction	477	75.0	1,718	2,244	2,102	0	6,064	Delivering on initiatives within the Strategic Action Plan	Move
Transit Operations Information System - [TOS Replacement]	453	0.3	69	23	0	(75)	17	Continuous improvement	
Transit Organizational Development *	294	1.0	123	25	0	0	148	Continuous improvement	
Health & Safety Specialist *	627	1.0	73	25	0	0	98	Continuous improvement	
Transit Use of Radio Data Channel	423	1.0	0	0	51	17	68	Maintaining a state of good repair for our infrastructure	
Post-BRT Transit Service Plan	478	64.0	0	0	0	1,903	1,903	Delivering on initiatives within the Strategic Action Plan	Move
Total Operating Budget Impact		**140.3**	**1,787**	**2,267**	**2,153**	**1,845**	**8,052**		

* Cost for this Transit initiative have been identified, but is part of Departmental Business Services operationally.

This table captures all costs for new or enhanced levels of service including costs incurred to operate Presto and the iBus projects. It also includes resources to accommodate expansion of the transit Security Program and human resources support.

Increased Service Levels/New Initiatives - Funded from Tax

Description ($ 000's)	BR #	FTE	2011	2012	2013	2014	Total Net Costs	Area of Focus	Strategic Pillar
GTA Farecard - Presto	422	0.0	1,165	(6)	(200)	(50)	909	Delivering on initiatives within the Strategic Action Plan	Move
Transit Re-organization	507	3.0	0	105	104	0	209	Continuous improvement	
Transit Re-organization *	507	1.0	43	141	0	0	184	Continuous improvement	
iBus project - ITS (intelligent transportation systems) for Transit	418	2.0	583	74	17	0	674	Delivering on initiatives within the Strategic Action Plan	Move
Mississauga Transit Operator Recruitment *	568	0.0	30	(30)	0	0	0	Continuing to be an Employer of Choice	
Transit Security Program	465	2.3	0	174	47	(81)	140	Delivering on initiatives within the Strategic Action Plan	Move
Transportation Demand Management & Smart Commute Support **	213	0.0	80	0	(40)	0	40	Delivering on initiatives within the Strategic Action Plan	Move
Convert Contract Human Resources Consultant to Permanent FTE *	588	0.0	0	6	0	0	6	Continuing to be an Employer of Choice	
Total Operating Budget Impact		**7.3**	**1,828**	**347**	**(72)**	**(131)**	**1,978**		

* Cost for this Transit initiative have been identified, but is part of Departmental Business Services operationally.

** Cost for this Transit initiative have been identified, but is reflected in the Roads service.

The table below includes new fare revenues or revenue increases. They may represent a significant change in policy or be of a political nature.

New Revenues

Description ($ 000's)	BR #	FTE	2011	2012	2013	2014	Total Net Costs	Area of Focus	Strategic Pillar
Transit Fare Strategy	390	0.0	(970)	(2,040)	(1,320)	(1,650)	(5,980)	Continuous improvement	
Total Operating Budget Impact		**0.0**	**(970)**	**(2,040)**	**(1,320)**	**(1,650)**	**(5,980)**		

Note: Numbers may not balance due to rounding

The tables that follow summarize the changes to the capital plan relative to the plan approved in 2010. For the full details of the proposed 2011-2020 capital plan see Volume 2.

2011 - 2014 Net Capital Detail Changes

Program Expenditures ($ 000's)	BR #	2011 Budget	2012 Budget	2013 Forecast	2014 Forecast	Post 2014 Forecast	Total ($)	Area of Focus	Strategic Pillar
Hurontario Corridor Implementation	242	6,000	6,000	0	0	0	12,000	Delivering on initiatives within the Strategic Action Plan	Move
GTA Farecard - Presto	422	1,700	0	0	1,000	0	2,700	Delivering on initiatives within the Strategic Action Plan	Move
Dundas Corridor Study	259	1,000	2,000	0	0	0	3,000	Delivering on initiatives within the Strategic Action Plan	Move
Ridership Growth Strategy II - Scope Reduction	477	48	(4,072)	(192)	0	0	(4,216)	Delivering on initiatives within the Strategic Action Plan	Move
Transit Security Program	465	(90)	50	(100)	(100)	(50)	(290)	Delivering on initiatives within the Strategic Action Plan	Move
Mississauga Transit Third Bus Storage and Maintenance Facility	591	(2,000)	(10,000)	(30,000)	(18,000)	60,000	0	Delivering on initiatives within the Strategic Action Plan	Move
Transit Bus Fleet Replacement	505	4,340	2,230	3,590	2,720	27,946	40,826	Maintaining a state of good repair for our infrastructure	
Transit Use of Radio Data Channel	423	(2,500)	2,500	0	0	0	0	Maintaining a state of good repair for our infrastructure	

2011 - 2014 Net Capital Detail Changes

Program Expenditures ($ 000's)	BR #	2011 Budget	2012 Budget	2013 Forecast	2014 Forecast	Post 2014 Forecast	Total ($)	Area of Focus	Strategic Pillar
Transit Operations Information System - [TOS Replacement]	453	0	400	0	0	0	400	Continuous improvement	
BRT Operation and Maintenance	104	0	268	0	8	0	276	Delivering on initiatives within the Strategic Action Plan	Move
iBus project - ITS (intelligent transportation systems) for Transit	418	0	0	1,500	0	0	1,500	Delivering on initiatives within the Strategic Action Plan	Move
Post-BRT Transit Service Plan	478	0	0	0	(192)	(13,800)	(13,992)	Delivering on initiatives within the Strategic Action Plan	Move
BRT Provincial Land Access	N/A	7,800	0	0	0	0	7,800	Delivering on initiatives within the Strategic Action Plan	Move
Transit Priority Infrastructure	N/A	0	14,765	0	0	0	14,765	Delivering on initiatives within the Strategic Action Plan	Move
Transit Performance Metrics Monitor	N/A	0	0	0	0	1,000	1,000	Continuous improvement	
Transit/BRT Priority Measures	N/A	0	0	0	0	(5,000)	(5,000)	Delivering on initiatives within the Strategic Action Plan	Move

2011 - 2014 Net Capital Detail Changes

Program Expenditures ($ 000's)	BR #	2011 Budget	2012 Budget	2013 Forecast	2014 Forecast	Post 2014 Forecast	Total ($)	Area of Focus	Strategic Pillar
Transit Terminals Next Bus Announcement Equipment	N/A	0	0	0	0	1,500	1,500	Delivering on initiatives within the Strategic Action Plan	Move
Transit Fareboxes Replacement	N/A	0	0	0	0	5,000	5,000	Maintaining a state of good repair for our infrastructure	
Transit Maintenance Information System	N/A	0	0	0	0	2,000	2,000	Maintaining a state of good repair for our infrastructure	
Total Net Expenditures		**16,298**	**14,141**	**(25,202)**	**(14,564)**	**78,596**	**69,269**		

Note: Numbers may not balance due to rounding.

Required Resources

11.0 Human Resources

MT faces similar challenges to those experienced by large operational environments.

MT also faces the traditional issues of attracting and retaining talent to address growth needs and managing the impending wave of retirements.

MT's organizational structure is evolving to address gaps created by the explosive expansion of service, equipment, and facilities. While on-street service, number of operators bidding for work and the number of buses has increased significantly the administrative and support structure has remain almost the same.

Additionally many initiatives are either being completed or in the process of being developed, which adds to the already full workload of MT staff.

To this effect a re-organization will take place in the next few of years, additional resources are being added, and MT's Business Systems section coordinates efforts to implement and adopt technology and develop processes to facilitate the acquisition and use of skills, tools and information required by the city's largest division.

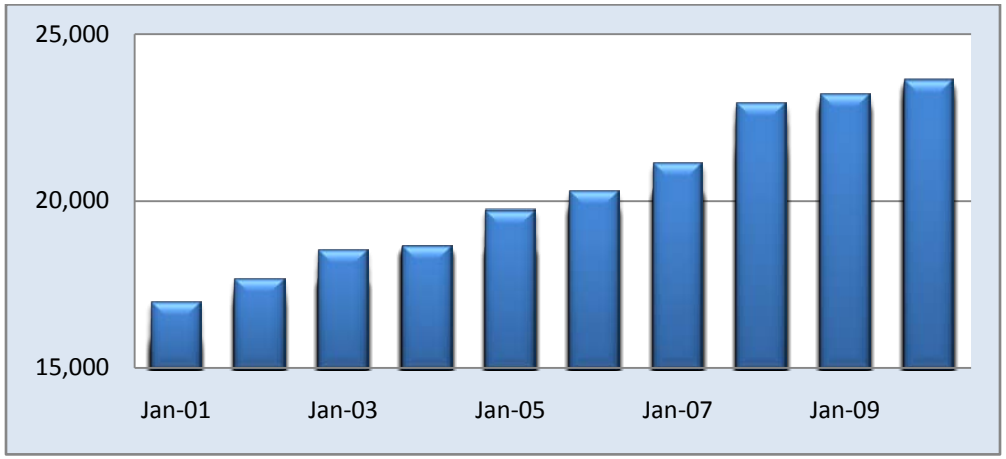
MT has a strong training program to ensure the driving credentials of over 900 operators' remain up-to-date and customer service training is provided. Ten courses are the core of the training program and are continuously delivered throughout the year plus the orientation and preparation for new recruits. As a result over 10,000 hours of formal training are delivered on a consistent basis by a dedicated team of trainers.

Human Resources Requirement

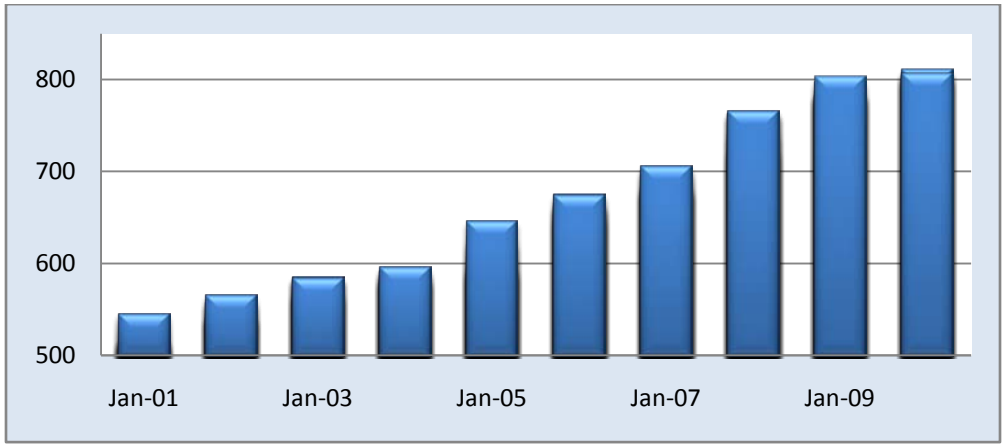
Description	Total FTE
2010 Restated Complement	1,168.0
2011 Budget Requirement	1,220.9
2012 Budget Requirement	1,254.6
2013 Forecast	1,316.4
2014 Forecast	1,378.3

From January 2001 to the summer of 2010:

Net weekly service hours have increased by 50%



Operators bidding for work has increased by 60%

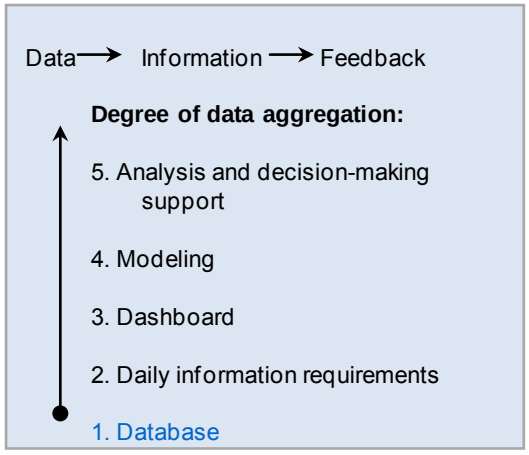


12.0 Technology

Technology continues to play an important role in transit evolution.

The replacement of MT's workforce management legacy system, addition of new ITS, vehicle diagnostics, automated fuel management, and fare card technology are the main major initiatives simultaneously under way and will update MT's I.T. platform. The intent is to facilitate performance measurement and provide operational feedback. A successful organization the size of Mississauga requires sophisticated automated information gathering sensors and applications.

MT's Business Systems section developed a comprehensive I.T framework in which technology and its right deployment sequence are described; furthermore the I.T. Framework states parametres for data integration and systems architecture.



MT's plan consists of five phases:

- Data Bases - In this phase every major process is matched with a database that is meant to capture every relevant data point required to measure and model performance for process and costing purposes;
- Daily Information Requirements - This phase will, in a timely basis, give access to necessary information to assist front line staff in the performance of their daily duties. Additionally, and since the supporting application mirrors the steps of every activity, this will help enforce consistency through operational scripts and aid front line decision-making, the standards of data input and processing, which must be followed to maintain data quality and integrity;
- Dashboard - This phase will facilitate the combination of information from the various databases and present data in meaningful and timely performance metrics that can be acted upon;
- Modeling - This phase is concerned with data analysis, risk management, and forecasts; from proforma financial statements, to standard costs measures, to comprehensive transit models for scheduling purposes; and
- Analysis and decision-making support - The fifth and last phase provides ad-hoc information support, constant monitoring of processes and their alignment with information systems, market segmentation and research, and continuous improvement metrics, i.e. identification of variances and *bottle necks*.

iBus Project Logo with all ITS Components



13.0 Facilities

MT has two main storage and maintenance facilities:

Transit Campus

- The original 975 Central Parkway campus, which has been thoroughly renovated and expanded with three new buildings: a new body shop, new maintenance facilities – which include equipment to look after hybrid buses – and a garage for 120 buses; and
- The previous Transportation and Works administrative and planning offices, located at 3484 Semenyk Court (across the street of 975 Central Parkway) is now the Mississauga Transit administrative office and houses Customer Service, Business Development, Business Systems. Transit Enforcement, and Transportation and Works I.T. Services.

Malton Satellite

This facility services the north-east end of the city and was fully renovated to increase its storage and maintenance capacity.



Mississauga Transit Campus Expansion Project

Additionally, there are over 3,700 stops and 21 Transit terminals across the city.

1. City Centre Transit Terminal
2. Clarkson Go Station
3. Cooksville Go Station
4. Dixie Mall
5. Erin Mills Town Centre
6. Islington Subway
7. Lisgar Go Station
8. Long Branch Go Station
9. Meadowvale Go Station
10. Meadowvale Town Centre
11. Oakville Uptown Core Terminal
12. Port Credit Go Station
13. Sheridan College
14. Sherway Gardens
15. Shoppers World
16. South Common Mall
17. Streetsville Go Station
18. Toronto Airport
19. University Of Toronto
20. Westwood Mall
21. Woodbine Centre

14.0 Budget

4 Year Budget and Forecast

($ 000's)	2010 Budget	2011 Budget	2012 Budget	2013 Forecast	2014 Forecast
Labour Costs	97,159	103,793	110,727	121,108	128,606
Other Operating Expenses	24,469	28,246	30,288	34,343	37,579
Total Costs	121,628	132,039	141,015	155,451	166,186
Total Revenues	(83,567)	(85,293)	(87,224)	(89,322)	(96,247)
Net Cost	**38,060**	**46,746**	**53,791**	**66,129**	**69,938**
Allocations	3,277	3,668	3,952	4,102	4,203
Net of Allocations	**41,338**	**50,414**	**57,743**	**70,231**	**74,141**

Note: Numbers may not balance due to rounding.

2011 - 2014 Net Operating Budget by Program

Program Expenditures ($ 000's)	2011 Budget	2012 Budget	2013 Forecast	2014 Forecast
Transit	50,414	57,743	70,231	74,141
Net Program Impact	**50,414**	**57,743**	**70,231**	**74,141**

Note: Numbers may not balance due to rounding.

2011 Net Budget by Program

Program Expenditures ($ 000's)	2009 Actual	2010 Budget	2011 Base Budget	Base Change %	2011 Program Changes	2011 Request	2011 Change	2011 Change (%)
Transit	38,606	41,338	47,863	15.8	2,551	50,414	9,076	22.0
Net Program Impact	**38,606**	**41,338**	**47,863**	**15.8%**	**2,551**	**50,414**	**9,076**	**22.0%**

Note: Numbers may not balance due to rounding.

2011 - 2020 Total Net Capital Program

Program Expenditures ($ 000's)	2011 Budget	2012 Budget	2013 Forecast	2014 Forecast	Post 2014 Forecast	Total ($)
Buildings	1,500	640	40	2,040	60,240	64,460
Buses	23,215	13,272	18,321	17,018	152,510	224,336
Higher Order Transit	41,822	41,468	1,800	8	0	85,098
On-street Facilities	525	325	375	190	81,360	82,775
Other Transit	3,680	1,900	1,500	100	4,700	11,880
Vehicles and Equipment	330	855	500	310	3,520	5,515
Total Net Expenditures	**71,072**	**58,460**	**22,536**	**19,666**	**302,330**	**474,064**

Note: Numbers may not balance due to rounding.

Performance Measures

15.0 Balanced Scorecard

A Balanced Scorecard identifies measures for four key areas for an organization's performance: Financial; Customers; Employees; and Business Processes.

By paying attention to all four areas an organization can retain balance to its performance and know that it is moving towards the attainment of its goals.

About the measures for Mississauga Transit

Financial Measures

Revenue to cost (R/C) ratio is MT's key financial metric. At 49 percent we are very close to the preferred industry ratio of 50 percent. To achieve a consistent R/C ratio, fare revenues and the City's contribution to MT should increase in proportion to the difference between operational costs and fare revenues.

Gross cost per vehicle per hour is what it costs per hour for each bus while it is in service.

Gross cost per revenue passenger measures the cost of servicing a one-passenger trip. In 2009 a passenger would pay $1.91; however the city's actual cost was $4.29.

Municipal operating contribution per capita is the amount that the City contributes to MT per resident.

Customer Measures

MT's customer service team responsibilities are to:

- Respond to customers' information inquiries; and
- Register and address customers' compliments and complaints.

Information requests are trip planning requests taken through the MT call centre.

Feedback these are customer concerns and complaints received through the MT call centre. The lower the call volume the higher the customer satisfaction.

Self-service Options include CityLink which is an interactive phone service that provides next bus information, and Click n'Ride which is an on-line trip planning service. Higher numbers indicate customer migration to self-service options.

Resolution Rate is the percentage of time that customer inquiries received are handled within the standard response time.

Employee Measures

The bi-annual employee engagement survey provides the information to track employees' engagement and level of job satisfaction. These measures are relevant as MT operates in a 24/7 environment in all climate conditions.

The measures reflect outcomes; a satisfactory result implies that the combination of training programs, labour relations, field and on the job support are perceived by MT staff as conducive to a productive and safe work environment.

Business Process Measures

Until the full deployment of ITS, MT will continue to have a limited ability to monitor on-street system performance, which is fundamental to quality service.

The metrics on the business process table monitor the outcomes of a vast number of activities that Transit operations execute on a daily basis to prevent and react to the daily events of a 24/7 service.

Measures for Transit	2008 (Actual)	2009 (Actual)	2010 (Planned)	2011 (Planned)	2012 (Planned)	2013 (Planned)	2014 (Planned)
Financial ($)							
Gross cost per vehicle per hour	$100	$100	$105	$108	$111	$114	$117
Gross cost per revenue passenger	$3.92	$4.29	$4.39	$4.49	$4.59	$4.69	$4.79
Municipal operating contribution per capita	$75	$69	$76	$80	$84	$88	$92
Revenue to cost ratio	49%	47%	47%	47%	47%	47%	47%
Customer							
Information requests	829,740	683,092	522,898	805,003	788,563	772,092	747,308
Feedback	20,690	19,524	15,168	20,069	19,656	19,242	18,621
Self-service options (Click nRide & CityLink)	11,105,861	9,921,084	8,435,016	12,127,978	11,661,154	11,883,271	11,938,800
Resolution Rate	94%	96%	96%	95%	95%	95%	95%
Employee							
Overall employee engagement for MT Mississauga Transit	64.1%	64.1%	67%	67%	70%	70%	70%
Workplace safety	67.9%	67.9%	70%	70%	75%	75%	75%
Employee satisfaction professional and personal development for MT	70.9%	70.9%	71%	71%	73%	73%	75%
Business Process							
Preventable accidents / million km driven	3.23	1.96	2.38	2.82	2.88	2.94	3.03
Onboard incidents / million revenue passengers	6.85	7.64	7.00	7.00	6.90	6.80	6.70
Complaints / operator	0.22	0.21	0.21	0.20	0.20	0.19	0.19
Actual vs. planned training days	197	111	138	166	170	173	179

Recreation and Parks Business Plan

City of Mississauga

2011-2014









DRAFT

MISSISSAUGA
Leading today for tomorrow

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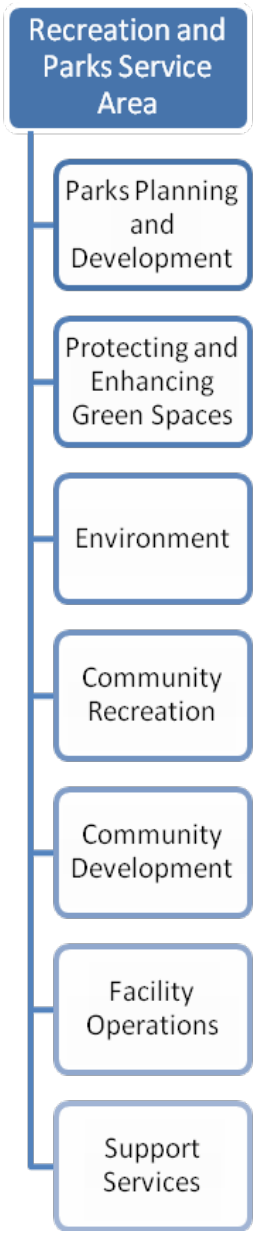
Existing Core Services

1.0 Vision

Recreation and Parks will anticipate and respond to the needs of our communities as a committed partner in fostering a healthy city in which to live, work and play.

Mission

A dynamic team of staff, volunteers and partners working together to strengthen individuals, families, communities and the environment through stewardship and encouraging lifelong learning, leisure and sustainable recreation experiences.



2.0 Service Delivery Model

The chart above outlines the service delivery model within Recreation and Parks and the major services provided through the Division.

Recreation and Parks and Planning Development and Business Services operate within the Community Services Department. The service areas are responsible for the planning, design, programs, day to maintenance and overall management of Mississauga's parks, recreation facilities, sport fields, trails, marina's, golf and cemetery operations.

Program delivery is accomplished through a wide variety of operational activities including: parks design; facility planning; living green efforts; aquatic programs; general programs and camps; facilitation of community events; forestry services; fitness activities; ice, meeting rooms and sport field bookings; marina operations; golf operations; cemetery services; customer service and day to day maintenance of all the associated infrastructure.

The service has a number of key links and dependencies with other City service areas including the Mississauga Public Libraries, Facility and Property Management, Legal Services, Roads, Storm Drainage and Watercourses and Strategic Policy.

Key Documents that inform our Business Plan

- Strategic Plan
- Future Directions
- Older Adult Study
- Youth Plan
- Mississauga Arts and Culture
- Downtown 21 Master Plan
- Cycling Master Plan and Implementation Strategy
- Waterfront Parks Strategy
- Credit Valley Conservation and Toronto Regional Conservation Authority Plans

3.0 Past Achievements

Recent achievements within the division reflect the commitment to the strategic plan and are aligned to the strategic pillars of Move, Belong, Connect, Prosper and Living Green.

- Completed *Future Directions for Recreation and Parks Master Plan*; the *Waterfront Parks Strategy*; *Parks and Natural Areas study*; *Older Adult Plan*; the *Youth Plan* and the *Cycling Master Plan*. The *Older Adult Plan* was recognized for excellence and given an award by the Canadian Institute of Planners;
- Grant applications for the Infrastructure Stimulus Fund (ISF) and the Recreation Investment in Community (RInC) funding led to the approval of $98.4 million investment in new and renovated recreation and park facilities;
- Over the past two years Parks Planning has acquired approximately 150 acres of park land and green belt to enhance the waterfront and protect the natural environment;
- Partnerships enhance the effectiveness and efficiency of programs. Examples include;
    - Recreation and Parks worked with the school boards and the Lifesaving Saving Society to deliver the *Swim to Survive* program to 3,700 grade three students. *Swim to Survive* introduces basic swimming survival skills too many students who might not otherwise participate;
    - In 2010 Corporate sponsors increased their contributions allowing the City to expand after school drop-in programs and increased contributions from corporate donors allowed an additional 800 children the opportunity to participate in recreation programs through the Jerry Love fund;
- Recreation and Parks, in conjunction with the Mississauga Public Libraries, are establishing Youth Advisory groups in Community Centres across the City. The Youth Advisory groups are providing leadership and input into new youth programs and events related to Youth Plan outputs;
- *ActiveAssist* fee assistance program in 2010 provided 4,000 residents with the opportunity to participate in healthy active living activities. In addition, *GotSkates* was introduced providing 2,000 youth with the opportunity to skate for the first time. These new efforts complement the *Jerry Love Fund* and *Walmart at Play* programs that provide opportunities for children, youth and adults from across the city support to enjoy recreation programs and activities that would not otherwise be available to them;
- My Mississauga attracted 220,000 participants, celebrating the diversity in the City of Mississauga, celebrating Canada, and celebrating the unique identity of communities within the city;
- The division connected with 2,500 volunteers planting 20,800 native trees and shrubs on City property. In addition, with support of the Region of Peel, recycling programs were extended to parks and recreation facilities; and
- Introduced one to one dynamic email of program opportunities to program participants. In addition, 25,000 customers responded to on-line surveys providing valuable feedback and an overall satisfaction rating in 2010 of 85 percent.

4.0 Opportunities and Challenges

A Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis was conducted for this service to help identify the opportunities and challenges that Recreation and Parks faces over the next few years. In addition, a risk assessment was conducted to ensure mitigation measures were in place where relevant. Both of these exercises informed the content of this plan.

Opportunities

The opportunities for Recreation and Parks services are significant.

The ability to maintain, renew and provide infrastructure aligned to recreation trends, adapt services to demographic change and meet customer expectations for program delivery will determine participation in, support for, and the general health and well being of the community. Recreation and Parks connects individuals, families and the community.

The desire to continue to acquire, develop and design waterfront and parkland across the city is an opportunity to support living green, enhance resident sense of belonging and ensure that Mississauga is an attractive community for residents and business ensuring the city prospers.

Executing the *Cycling Master Plan* is a long term plan that involves expanding the cycling network from 350km to 890km of bike pathways to help residents “move”. This supports Mississauga’s living green principles.

Ongoing customer input is an opportunity to ensure services meet customer expectations, appeal to different cultures and age groups, thereby enhancing a sense of belonging within the community.

Leveraging a greater variety of communication processes and portals will create awareness of the benefits that recreation and parks delivers and allows connectivity with the community.

The ability to transition into new service models based on strategic links and partnerships is an opportunity to diversify services, work with other third party experts and maximize efficiency. Partnership experiences with school boards, the Mississauga Public Library Board, and other third party organizations enhance the ability to connect our neighbourhoods.

The opportunities for Recreation and Parks are accompanied by challenges that will influence outcomes.

Challenges

Challenges represent both an opportunity and a threat depending on the organizational response and events that occur in the external environment. In general, the challenges are driven by demographics, technology, financial and human resource demands that combine to influence effective and efficient service delivery.

Demographics

Anticipating external environmental change is largely based on demographics. For example, Mississauga will not have the population growth in the next 20 years that it experienced in the last 20 years. It is also understood that the population of Mississauga will continue to be increasingly multi-cultural and that the real numbers of adults over the age of 50 will be the fastest growing demographic component within the City (increasing from approximately 50,000 people today to over 150,000 individuals in the next decade). This challenges staff to change and adapt programming to different age groups, different program interests, and ensure a wide variety of price points to encourage participation.

Technology and Customer Expectations

The rate of technological change has increased the channels and speed of communication. Global information exchange happens at the push of a “button”. This increases consumer knowledge and expectation for service. In addition, the growth of web based communications integrated with television, smart phones and other social media is changing traditional communication methods. These changes present challenges for new modes of communication and a higher expectation for personalized one on one communication with customers.

Financial and Human Capital

Recreation and Parks competes for financial and human resource capital and is in a state of continuous change. Recreation and Parks works with the community and Council to allocate scarce resources against high priority outcomes (risk mitigation).

Within this context, Recreation and Parks is challenged to execute the opportunities that will keep its services relevant and meaningful to the residents and visitors of Mississauga.



Recreation and Parks
– meeting customer expectations –
everybody gets to play.

5.0 Current Service Levels

The Parks and Forestry service levels that are delivered to residents across the City are outlined in this table. This includes gross operating cost per person, the average amount of open space, standards for grass cutting, garbage and recycling, winter snow clearing, street tree pruning and maintenance levels.

These measures and services are valuable as they provide historical context for service delivery, allow staff to reference delivery against similar service providers, and provide an opportunity to explore best practices. This data analysis creates the opportunity for innovation and change to increase effectiveness and/ or efficiencies.

The *Business Plan and Budget* allows Parks and Forestry to maintain these service levels while accommodating new capital development into the operating budget and dealing with the consequences of intensification, changing community needs and shifting demographics. Parks and Forestry will continue to monitor service standards and delivery across the city and will shift resources as required to achieve service and budget objectives.

Parks and Forestry Service Levels	
Operating costs for parks per person	$38.29
Hectares of open space per 1,000 persons	3.81
General Parkland Maintenance	grass cutting every 10 working days
Urban Park Maintenance	grass cutting every 7 days; daily litter pickup; daily horticultural
Garbage & Recycling Disposal	every 7 days
Winter Maintenance – Clearing Parking & Paths	within 48 hours
Street Tree Pruning and maintenance	within 12 months



Residents enjoying the city cycling paths.

The *Recreation and Parks Future Directions Master Plan* was approved in principle by Council in early 2010. This table identifies the current provision levels for recreation facilities on a per capita basis.

The master plan identifies the number of new facilities that will be provided by the city in relation to population growth. It also outlines adjustments to provision levels based on user demand for facility space. For example, no new indoor arenas are planned for the next five years due to slower population growth and forecast demand. In contrast, due to the popularity of cricket, the forecast provides for three new fields, with upgrades to improve the quality of two existing fields.

Facility Provision levels are integral to creating a healthy active community. However the key benefit of the infrastructure lies in community use. The Customer Service Centre processes over 150,000 program registrations and issues over 600,000 hours of rental permits for arenas and sport fields. The indoor facilities (including the Hershey Sport Zone) attract over 12.9 million visitors on an annual basis. This use does not account for the passive, drop-in visits and family use of the waterfront area and parks across the City.

Recreation Facility Provision Levels	
Indoor Ice	1 per 29,100 residents
Indoor pools	1 per 66,100 residents
Gymnasium	1 per 46,900 residents
Fitness Centre	1 per 104,000 residents
Soccer Fields	1 per 3,200 residents
Baseball	1 per 4,900 residents
Cricket	1 per 100,000 residents



Erin Meadows Community Centre

5.1 Maintaining Our Infrastructure

Recreation and Parks manages a large and varied infrastructure inventory. With support from Facility and Property Management, Recreation and Parks maintains 12 major community centres, the Hershey SportZone, two golf courses and two marinas. The facility infrastructure includes over 2 million square feet of facility space with an estimated current replacement value of $598 million. The indoor amenities contain 25 artificial ice pads, 11 indoor pools, six fitness centres and gymnasium/ meeting room space in locations across the city.

In addition, Parks staff maintain 6,600 acres of open space, parkland and woodlots. Parks contain 225 soccer pitches, 150 baseball diamonds, 138 tennis courts, 255 play sites and seven outdoor pools.

There are four major categories of infrastructure maintenance:

- Building Assets;
- Vehicles and Equipment;
- Open Space Assets; and
- Urban Forestry Assets.

The capital investment and re-investment in community centres, parks, open space and forestry involves staff coordination across the organization.



Hershey Sportzone includes a major spectator arena, three community ice rinks, a full size indoor soccer field, gymnastics centre, a triple gymnasium and meeting rooms.

6.0 Looking Ahead: Goals for the next 4 years

The key goal for Recreation and Parks is to provide opportunities for healthy active living that are valued by residents and visitors while delivered at a reasonable cost.

The operational objectives for the service area over the next years include:

Customer Satisfaction and Service Development

- Utilize e-survey technology to invite customer feedback ensuring that services are meeting customer expectations. Make adjustments for service improvements/ new activities based on customer feedback;
- Implement e-communication technology through Facebook, Twitter and electronic mail to inform customers of new programs and opportunities;
- Use the trend analysis from completed plans to modify and adjust service delivery. Examples include developing new buildings, parks and sport fields as identified in *Future Directions for Recreation and Park.* Continue to work with the 35 Older Adult groups across the City to implement the *Older Adult Plan.* Implement *Youth Plan* objectives including Youth Advisory Committees at Community Centers, increased training/ development for staff and an increasing number of events and drop-in programs across the City; and
- Implement the recommendations in the *Cycling Master Plan* to increase the cycling trails and roadways across the City.

Asset Management

- Maintain a state of good repair for parks, facilities, sport fields, play grounds, trails and street trees;
- Respond to legislative changes with respect to Ontario's Accessibility Standards and Minimum Maintenance Standards for municipal assets; and
- Lever technology to plan and track repair and replacement of asset management. Including facility life-cycle repairs, equipment replacement and park renovations.

Utilize Partnerships to Maximize Effectiveness and Efficiency

Partnerships for the service are created in different formats, from formal legal contracts to much more informal "letters of understanding". The primary outcome of any partnership is realization that by working together the organizations are able to achieve a greater impact than if they pursued the objective on their own. Recreation and Parks will:

- Strengthen formal partnerships with private organizations that understand the benefits of social responsibility to continue to enhance programs for youth, the environment and other priority markets;
- Continue to work with public sector organizations in education and the health sector to provide facilities and programs that are effective and increase the efficiency of public sector investment;
- Enhance our relationship with over 190 affiliate groups to support festivals, events and sport across the City; and
- Work with the 35 Older Adult organizations in the City to increase programs for this demographic and implement the recommendations in the *Older Adult plan.*

- Actively pursue public sector, private sector contributions and community involvement to deliver *Living Green* outcomes such as Plant a Million Trees.

Recreation and Parks is in a unique position to leverage partnerships that continue to build healthy, active living opportunities for residents across the city.

Living Green – Recreation and Parks Efforts

- Continue to expand the recycling program in facilities and parks;
- Continue to monitor and adapt green practices related to park land and facility maintenance as new approaches emerge;
- Work with Energy Management to continue to implement energy efficient practices in facilities;
- "Green" the design of capital projects where appropriate; and
- Work with the *Living Green staff* to establish community connections and involvement in green initiatives such as tree plantings, water course clean up and other environmentally friendly projects that connect our communities and foster a sense of belonging.

Key Projects

- Complete ISF and RInC capital projects including Celebration Square, two indoor pools, six outdoor pools and park pathways;
- Host the Memorial Cup Junior hockey championship;
- Introduce year round programming to Celebration Square;
- Establish Youth Advisory Groups across the City, expand youth programs and events, enhance internal training to create a "youth friendly" culture;
- Continue to work with the 35 Older Adult groups across the City to increase program opportunities;
- Complete the *Living Green Master Plan;* and
- In 2012 launch the *Plant a Million Trees* program.

7.0 Engaging our Customers

Recreation and Park facilities attract over 12.9 million visitors on an annual basis (excluding park uses). The service is respected by residents and has a high customer satisfaction ranking [top 3 in City with 80 percent satisfaction level based on 2009 Pollara ratings].

Recreation and Parks staff search for and implement activities that are focused on maintaining a high degree of community satisfaction and interaction. Tangible examples of efforts are outlined below.

Ongoing Customer Input

In 2009 Recreation and Parks introduced e-valuations [an on-line survey process]. The Customer Insights Program received feedback from 25,000 customers in 2009 – 85 percent rated their experience very good or excellent.

Core lines of business [programs, aquatics, fitness, and memberships] assess customer input and use it to launch new products and services with differing price points. The customer input also allows us to recognize teams and individuals.

Community Engagement

Recreation and Parks staff engages the community on a regular basis and understand the value of public input to shape design and operating outputs. Engaging other organizations, partners and volunteers to help deliver services enhances the breadth of opportunities to the community.

Recreation and Parks staff work closely with community groups to deliver sports, events [Carrassauga, My Mississauga, Waterfront Festival, Bread and Honey] and park environmental programs that include naturalization, community cleanups, tree plantings, community gardens, and community beautification projects. These efforts are generally guided by community volunteerism with staff support.

The importance of these efforts will grow over the next four years as the events on Celebration Square and efforts like Planting a Million Trees and the hosting of major sporting events like the Memorial Cup and the Pan Am Games move from concept to reality.



Community volunteers planted 25,000 trees in 2009

Marketing and Communications Plan

The marketing efforts within the division are based on allocating resources to priority lines of business focusing on customer retention and growing participation in activities.

The *2011-2014 Business Plan* brings a shift to a greater amount of electronic based communication and marketing tools. The shift is in progress as business development has segmented the customer base launching dynamic email communications to keep various segments aware of services and programs aligned to their interests.

In addition, e-valuation surveys are completed on line allowing customer feedback to be tabulated in real time. This allows programmers and programs to cycle through continuous improvement at a faster rate. The continuous improvement cycle will create a culture of customer service excellence allowing the City to keep pace with market expectations.

The marketing effort is also focused on communicating the message of healthy active living across the community. Visual identity standards are in place providing a consistent look and feel for print and digital material. There will be ongoing improvements to the Recreation and Parks website and an increasing expansion of messaging through other electronic based social networking mediums such as Facebook, Twitter, and smart phone applications.

Improvements will also occur to our existing electronic applications including the Connect2Rec registration, an improved digital version of the ACTIVE MISSISSAUGA publication and a migration to on-line forms for volunteer group application.

2009 Recreation Facility Visits	
Burnhamthorpe CC	292,900
Cawthra CC/ Mississauga Senior Centre	644,300
Clarkson CC	425,600
Erin Meadows CC	386,800
Erin Mills Twin Arena	535,400
Frank McKechnie CC	820,600
Hershey Centre/ Hershey Sport Complex	2,500,000
Huron Park CC	888,400
Iceland	832,200
Malton CC	1,059,700
Malton Arena	60,000*
Meadowvale CC	573,700
Meadowvale Four Rinks	626,200
Mississauga Valley CC	1,165,900
Port Credit Arena	68,900
Rivergrove CC	753,400
South Common CC	831,100
Tomken Twin Arena	495,700
Total	**12,900,800**

*Estimated

Proposed Changes

This part of the Business Plan deals with proposed changes to the 2011-2014 Business Plan & Budget. To assist the reader, the table below summarizes the drivers of these changes including, both operating and capital. Individual tables with a brief description of the change follow.

Drivers of Operating Costs

Description ($ 000's)	2011	2012	2013	2014
Prior Year Budget	**44,029**	**47,141**	**50,129**	**52,617**
Base Changes & Continuous Improvements				
Base Changes	2,711	2,542	2,359	1,830
Impact of New Capital Projects	615	374	168	386
Continuous Improvements				
Efficiencies	(744)	(66)	(10)	0
Budget Reductions	(303)	(233)	(23)	(23)
Total Changes to Base and Continuous Improvement	**2,279**	**2,617**	**2,494**	**2,193**
Total Cost to Deliver Our Existing Services	**46,308**	**49,758**	**52,623**	**54,810**
Proposed Changes				
Growth Driven Initiatives	64	141	85	0
New Service Level/New Initiatives - Funded from Tax or Reserves	843	389	9	(61)
New Revenues	(74)	(159)	(100)	(85)
Total - Proposed Changes	**833**	**371**	**(6)**	**(146)**
Total Budget	**47,141**	**50,129**	**52,617**	**54,664**

Note: Numbers may not balance due to rounding

8.0 Base Changes

The following table illustrates highlights of this service area's base budget. This would include costs to maintain existing service levels including the annualized impact of previous Council decisions. Costs identified here are related to labour and benefit increases for existing staff, increases of an inflationary nature as well as service demand changes (e.g. declining program enrolments). This table does not represent a reconciliation of all budget changes, just highlights.

Highlights of Base Budget Changes

Description ($ 000's)	FTE	2011	2012	2013	2014	Total Net Costs
Labour Allocation	0.0	1,993	2,361	2,359	1,678	8,391
Utility Increase	0.0	451	337	235	242	1,265
Program & Rental Fee Increase - 2.5%	0.0	(315)	(320)	(325)	(329)	(1,289)
Labour Gapping	0.0	(315)	0	0	0	(315)
Lakeview Golf Course - Revenue Pressure	0.0	170	0	0	0	170
Allocations (Building, IT and Departmental Services)	0.0	133	152	140	98	523
Increased Contractor Costs at Hershey	0.0	146	0	0	0	146
Room Rental - Revenue Pressure	0.0	140	0	0	0	140
Contract Staff for Special Capital projects - Labour Recovery from Reserve	0.0	126	126	0	0	252
Contract Staff for Special Capital projects - Part Time reduction	(3.0)	(126)	(126)	0	0	(252)
Leased Vehicles - Parks Operations	0.0	80	12	0	0	92
Iceland Concession - Revenue Pressure	0.0	80	0	0	0	80
Equipment Reduction for Urban Forestry Crew	0.0	(70)	0	0	0	(70)
Cemetery Operations - Revenue Pressure	0.0	65	30	0	0	95
Community Commons-Annualization	0.5	60	0	0	0	60
Arborist - Annualization	0.0	42	0	0	0	42
BraeBen Capital Replacement Program - Transfer Profits to Capital Reserve	0.0	34	0	0	0	34

Note: Numbers may not balance due to rounding

Highlights of Base Budget Changes

Description ($ 000's)	FTE	2011	2012	2013	2014	Total Net Costs
Other Base Changes	0.0	14	0	0	0	14
201 City Centre Lease Increase	0.0	5	4	0	0	9
Meadowvale Community Centre Redevelopment Closure	0.0	0	(34)	(50)	141	57
Fitness Centre - Full Recovery	5.0	0	0	0	0	0
Port Credit Arena - Re-Opening - Reinstate Expenses & Revenues (Net Zero Impact)	4.5	0	0	0	0	0
Total Base Budget Highlights	**7.0**	**2,711**	**2,542**	**2,359**	**1,830**	**9,442**

Note: Numbers may not balance due to rounding

Operating Impacts from Capital Projects

The following table illustrates new operating expenditures which will be incurred annually going forward as the result of a completed capital project.

The table below outlines the operating cost impacts of significant capital projects. This includes the capital investment on the Mississauga's Celebration Square, the swimming pool capital programs at Malton Community Centre, the Mississauga Valley Community Centre therapy pool, the Clarkson Community Centre pool and the impact of parkland growth over the business plan cycle.

Operating Impacts from Capital Projects

Description ($ 000's)	BR #	FTE	2011	2012	2013	2014	Total Net Costs	Area of Focus	Strategic Pillar
Mississauga Celebration Square Base Operating Impacts	271	8.2	512	354	0	0	866	Other	
Parkland Growth	415	12.5	116	81	198	406	801	Maintaining a state of good repair for our infrastructure	
Malton Community Centre Pool	312	1.8	(5)	(14)	(10)	(10)	(39)	Maintaining a state of good repair for our infrastructure	Belong
Clarkson Community Centre Pool	319	5.0	(8)	(29)	(20)	(10)	(67)	Maintaining a state of good repair for our infrastructure	
Mississauga Valley Community Centre Therapy Pool	316	3.3	0	(18)	0	0	(18)	Maintaining a state of good repair for our infrastructure	
Total Operating Budget Impact		**30.8**	**615**	**374**	**168**	**386**	**1,543**		

Note: Numbers may not balance due to rounding

9.0 Continuous Improvement

Over the next four years Recreation and Parks will continue with various initiatives that are based on continuous improvement and have been highlighted in the 2011-2014 Business Plan and Budget. The division will focus on:

- Working with 35 older adult organizations across the city to engage them in executing the key outcomes of the Older Adult plan;
- Working with youth and youth based organizations across the city to implement the Youth Plan recommendations;
- Rationalize routes for winter maintenance and waste disposal to deliver Park services more efficiently;
- Utilize technology to speed the customer interaction process, improve communications and monitor customer satisfaction with services; and
- Continuously scan for opportunities to develop new programs supported by user fees and search for opportunities to introduce new processes that can provide efficiency (while delivering a similar service outcome).

Efficiencies

The following table illustrates reductions that are a result of conducting work quicker or in an improved manner which does not result in a change in service level. In some cases it represents an investment which will result in future savings or cost containment. It highlights cost efficiencies that are based on technological improvements and the opportunity for a continuous service review as the city workforce migrates to new opportunities and/ or retires. In addition, after review of the actual utility costs within the division over the last two years, a one- time cost reduction was warranted.

Efficiencies

Description ($ 000's)	BR #	FTE	2011	2012	2013	2014	Total Net Costs	Area of Focus	Strategic Pillar
Reduce Utility Budget for Recreation and Parks	288	0.0	(600)	0	0	0	(600)	Continuous improvement	
Reduce Office Supplies and Mileage Budget	285	0.0	(87)	0	0	0	(87)	Continuous improvement	
Reduce Cost of Active Mississauga Guide	216	0.0	(40)	0	0	0	(40)	Continuous improvement	
Outdoor Pool Operating Budget Reduction	315	0.0	(17)	0	0	0	(17)	Maintaining a state of good repair for our infrastructure	
Community Groups On-line Services	200	(1.0)	0	(66)	0	0	(66)	Continuous improvement	
Rental Contract Processing Automation	215	(0.5)	0	0	(10)	0	(10)	Continuous improvement	
Total Operating Budget Impact		**(1.5)**	**(744)**	**(66)**	**(10)**	**0**	**(820)**		

Note: Numbers may not balance due to rounding

Recommended Program Reductions

Items captured in the tables below represent budget reductions or reductions to service levels recommended by staff. The tables highlight a number of areas that can offset the need for tax based funding.

An organization review will re-balance supply and demand of resources by allowing existing resource levels to shift to higher demand areas minimizing impacts to service levels. At the same time this will ensure effective and efficient work design.

Recommended Program Reductions

Description ($ 000's)	BR #	FTE	2011	2012	2013	2014	Total Net Costs	Area of Focus	Strategic Pillar
Organization Review	227	(7.0)	(303)	(233)	(23)	(23)	(582)	Continuous improvement	
Total Operating Budget Impact		**(7.0)**	**(303)**	**(233)**	**(23)**	**(23)**	**(582)**		

Note: Numbers may not balance due to rounding

10.0 Proposed Changes

Growth Driven Service Costs

Description ($ 000's)	BR #	FTE	2011	2012	2013	2014	Total Net Costs	Area of Focus	Strategic Pillar
Asset Management Program	476	3.0	64	141	85	0	290	Maintaining a state of good repair for our infrastructure	
Total Operating Budget Impact		**3.0**	**64**	**141**	**85**	**0**	**290**		

Note: Numbers may not balance due to rounding

Increased Service Levels/New Initiatives – Funded from Tax

These changes are recommended and impact the ability to maintain our infrastructure, support a strategic pillar, or take advantage of an opportunity that will help moderate tax funding pressures. Full explanations of each initiative can be found within Volume 2 of the 2011-2014 Business Plan and Budget.

Increased Service Levels/New Initiatives - Funded from Tax

Description ($ 000's)	BR #	FTE	2011	2012	2013	2014	Total Net Costs	Area of Focus	Strategic Pillar
Mississauga Celebration Square Events and Programs	640	4.0	617	(50)	(75)	(100)	392	Other	
Debris Management - Cooksville Creek	421	1.0	214	21	0	0	235	Maintaining a state of good repair for our infrastructure	
Youth Plan	322	7.5	80	100	100	80	360	Delivering on initiatives within the Strategic Action Plan	Belong
Woodland Hazardous Tree Maintenance	229	0.0	50	50	0	0	100	Maintaining a state of good repair for our infrastructure	
Digital Advertising in Community Centres and Libraries	567	1.0	(5)	(10)	(10)	(25)	(50)	Continuous improvement	
Dome Field at Hershey SportZone (Hershey #1)	629	2.9	(114)	(268)	0	0	(382)	Continuous improvement	
Million Trees over Ten Years	225	1.0	0	87	28	0	115	Delivering on initiatives within the Strategic Action Plan	Green

Increased Service Levels/New Initiatives - Funded from Tax

Description ($ 000's)	BR #	FTE	2011	2012	2013	2014	Total Net Costs	Area of Focus	Strategic Pillar
Bell Gairdner Estate	369	1.0	0	22	(40)	9	(9)	Continuous improvement	
Street Tree Block Pruning	506	1.0	0	464	21	0	485	Maintaining a state of good repair for our infrastructure	
Backlit Advertising in Community Centres and Libraries	586	1.0	0	(27)	(15)	(25)	(67)	Continuous improvement	
Total Operating Budget Impact		**20.4**	**843**	**389**	**9**	**(61)**	**1,180**		

Note: Numbers may not balance due to rounding

New Revenues

The table below includes new revenues or revenue increases. They may represent a significant change in policy or be of a political nature. User fee rationalize will streamline pricing and create fewer price points allowing residents and customers to take greater advantage of on-line booking of facility space. In addition, there is a need to enhance our partnerships with sport organizations to identify facilities with a higher service level supported by agreed to price adjustments. Implementation of the latter will require a full dialogue with sport groups and an agreement to the service level/ fee relationship. The other new revenue item is generated through locating a number of cellular phone towers in discreet locations on City property.

New Revenues

Description ($ 000's)	BR #	FTE	2011	2012	2013	2014	Total Net Costs	Area of Focus	Strategic Pillar
Mississauga Celebration Square Gateway Sign	491	0.0	(74)	(74)	0	0	(148)	Other	
User Fee Rationalization	230	0.0	0	(70)	(70)	(70)	(210)	Other	
Cellular Towers on Community Services Lands	276	0.0	0	(15)	(30)	(15)	(60)	Continuous improvement	
Total Operating Budget Impact		**0.0**	**(74)**	**(159)**	**(100)**	**(85)**	**(418)**		

Note: Numbers may not balance due to rounding

2011-2014 Net Capital Detail Changes

The table below/above lists newly identified capital projects in 2011-2014.

2011 - 2014 Net Capital Detail Changes

Program Expenditures ($ 000's)	BR #	2011 Budget	2012 Budget	2013 Forecast	2014 Forecast	Post 2014 Forecast	Total ($)	Area of Focus	Strategic Pillar
P-389 Not Yet Named (Bell-Gairdner) Main & Carriage House	369	950					950	Continuous Improvement	Belong
Community Groups On-line Services	200	75	25				100	Continuous Improvement	Connect
CLASS On-line Service Modules	210	59					59	Continuous Improvement	Connect
Equipment for Urban Forestry Crew	219	320					320	Continuous Improvement	Green
Mississauga Valley Community Centre Therapy Pool	316	1,150					1,150	Delivering on Initiatives within the Strategic Action Plan	Belong
Meadowvale Community Centre & Library Renovation	412	(6,471)	(3,029)	6,488	3,012		0	Delivering on Initiatives within the Strategic Action Plan	Belong
Street Tree Replacement	221	600	600	600	600	3,600	6,000	Maintaining a state of good repair for our infrastructure	

2011 - 2014 Net Capital Detail Changes

Program Expenditures ($ 000's)	BR #	2011 Budget	2012 Budget	2013 Forecast	2014 Forecast	Post 2014 Forecast	Total ($)	Area of Focus	Strategic Pillar
BraeBen Golf Course Capital Replacement Program	417	166	248	21	20		455	Maintaining a state of good repair for our infrastructure	
Hershey Air Supported Structure	629	2,885					2,885	Other	Belong
Park Facility Installation	N/A	1,129	(1,215)		(1,055)	1,130	(11)		
Park Redevelopment	N/A	749	1,080			1,454	3,283		
Waterfront Development	N/A	610	3,958			2,176	6,744		
Bicycle Pedestrian Program	N/A	(1,410)		3,131	2,090		3,811		
Parkway Belt Development	N/A	(2,163)	2,162			(5,563)	(5,564)		
Parkland Acquisitions	N/A	(7,060)	1,750	(1,000)	(9,969)	18,507	2,228		
Smart Phone Applications	226		50				50	Continuous Improvement	Belong
Million Trees over 10 Years	225		350	350	350	2,100	3,150	Delivering on Initiatives within the Strategic Action Plan	Green
Natural Heritage System Strategy	5		300				300	Delivering on Initiatives within the Strategic Action Plan	Green

2011 - 2014 Net Capital Detail Changes

Program Expenditures ($ 000's)	BR #	2011 Budget	2012 Budget	2013 Forecast	2014 Forecast	Post 2014 Forecast	Total ($)	Area of Focus	Strategic Pillar
Asset Management Program	476		100	100			200	Maintaining a state of good repair for our infrastructure	
Cooksville Creek South Trail Reconstruction	N/A		550				550		
Self Service Kiosks	187			100	100		200	Continuous Improvement	Belong
Hershey Centre POS Replacement	223			150	150		300	Maintaining a state of good repair for our infrastructure	
Wall of Fame on Celebration Square	520			100			100	Maintaining a state of good repair for our infrastructure	
River Grove Community Centre Renovation	N/A			(6,500)	5,900	600	0		
North West Community Centre as Partnership	414				1,400	12,240	13,640	Delivering on Initiatives within the Strategic Action Plan	Belong
Riverwood Park Development	N/A				(489)	(3,224)	(3,713)		
Parkland Development	N/A				(2,381)	4,125	1,744		
City Centre Development	N/A				(3,352)	7,038	3,686		
Total Net Expenditures		**(8,411)**	**6,929**	**3,540**	**(3,624)**	**44,183**	**42,617**		

Note: Numbers may not balance due to rounding.

Required Resources

11.0 Human Resources

Recreation and Parks human resource requirements adjust to the ebb and flow of market demand, the need for infrastructure maintenance and the impact of growth.

Recreation and Parks strives to address its need for human resources through participation in a variety of programs that provide resources with a minimal net cost. The ability to achieve a zero based net cost impact is determined by the service.

Quality Assurance and Staff Training

During 2009 and into 2010 the Division completed a system-wide program standards and procedures review. This effort was aimed at providing quality assurance to individuals and organizations utilizing our facilities and services.

It also provided the opportunity for internal assessment of staff training needs and allows staff to plan and execute training modules. For example, in 2009 Training and Development working with Administrative / Customer Service staff at recreation facilities identified, planned and delivered new customer service training modules for this work group. Recreation and Parks internal training processes have been recognized by *Parks and Recreation Ontario* (PRO) and staff have done a number of presentations at Provincial conferences.

Volunteer Contributions

In addition, Recreation and Parks encourages volunteer contributions to activities and community events. These contributions help connect our communities and build community pride – supporting the “belong” strategic pillar. In 2009 just under 800 volunteers contributed 36,000 hours to Recreation and Park programs with an estimated value of $337,000.

Changes forecast during 2011 – 2014 business plan are being driven by:

Parkland Growth

Park staff maintains over 6,600 acres of parks and open space. Parkland growth is forecast in each year of the business plan. New parkland requires maintenance and upkeep. Staff review service levels on a regular basis and seek efficiencies and implement alternatives where possible. Sport fields, waterfront parks, green space and wood lots have a cost impact. These amenities also provide a host of benefits to residents involving both active and passive recreation opportunities that have strong links to strategic outcomes that the City is striving to achieve.

Mississauga’s Celebration Square

The development of Celebration Square is a $40 million capital project that is the catalyst for future Downtown 21 development. The range of activity and events at Celebration Square requires an investment of resources to support the infrastructure renewal and the activities.

Infrastructure Re-development

A number of recreation facilities are going through renovations based on the need to re-invest in aging infrastructure (outdoor pools) and to provide program delivery aligned to demographic changes (therapy pools). This investment increases the need for resources, which for the most part, is offset by user fees.

Human Resources Requirement

Description	Total FTE
2010 Restated Complement	1,092.0
2011 Budget Requirement	1,117.4
2012 Budget Requirement	1,120.5
2013 Forecast	1,122.5
2014 Forecast	1,144.7

Human Resources Requirement Distribution

Program	2010	2011	2012	2013	2014
Recreation Facilities and Programs	617.5	622.8	619.1	617.1	632.6
Divisional Support Services	72.0	79.0	79.3	78.8	79.5
Boulevards and Forestry	42.0	43.0	45.0	45.0	45.0
Golf/Marinas and Hershey Centre	71.0	77.1	78.9	78.9	78.9
Parks Maintenance	255.5	262.0	265.2	268.7	274.7
Parks Planning and Development	34.0	33.5	33.0	34.0	34.0
Total Service Distribution	**1,092.0**	**1,117.4**	**1,120.5**	**1,122.5**	**1,144.7**

12.0 Technology

The current technologies, tools, and skills are focused on customer service for registration and facility booking through the CLASS software application. New CLASS modules will provide new and enhanced internet capabilities including; online rental bookings, improved membership services and better platform to build a management decision support system (DSS).

In addition, online service and applications will support volunteer group applications, special event permits and the grant application process.

As previously mentioned the division has migrated to dynamic one to one email marketing which will become increasingly sophisticated, is aware of the potential of smart phone applications and will migrate to digital media and internet based social networking communication channels to connect with residents.

Parks is in the process of implementing a work order system using Hansen 8.0. This application will simplify current paper work and provide increased process automation for work orders. Parks Development and Business Services are working with other Divisions across the organization to implement an asset management program that will improve cost forecasts, prioritize investments and streamline reporting.



Malton Community Centre lobby

13.0 Facilities

Recreation and Parks offers 12 major community centres and smaller satellite buildings strategically distributed across the city. In addition there is 6,600 acres of parkland that provides 225 soccer pitches, 150 baseball diamonds, 138 tennis courts and 255 play sites.

In the past year Recreation and Parks has:

- Supported the $40M renovation to Mississauga's Celebration Square;
- Worked with Facility and Property Management to execute the addition of indoor pools at the Malton and Clarkson Community Centres;
- Assisted with the renovation of six outdoor pools;
- Carried out twenty four minor facility repair and renewal projects with a value of $476,000;
- Worked on the redevelopment plan for the Meadowvale Community Centre;
- Assumed maintenance for 45 acres of new parkland; and
- Allocated tax funding to cover replacement costs for street tree mortality.

The ten year capital program includes a number of large scale projects:

- Re-development of Meadowvale Community Centre;
- Development of a North West Community Centre;
- Planting One Million Trees;
- Implementation of the *Cycling Master Plan*;
- Wildwood Park re-development;
- Sport field development as per Future Directions;
- Cemetery site assessments; and
- Dredging analysis for Port Credit Harbour.



South Common Pool

14.0 Budget

4 Year Budget and Forecast

($ 000's)	2010 Budget	2011 Budget	2012 Budget	2013 Forecast	2014 Forecast
Labour Costs	58,764	61,618	63,625	65,967	69,239
Other Operating Expenses	29,706	30,707	32,176	32,567	33,303
Total Costs	88,469	92,325	95,801	98,534	102,542
Total Revenues	(47,719)	(48,597)	(49,236)	(49,621)	(51,679)
Net Cost	**40,750**	**43,729**	**46,565**	**48,913**	**50,863**
Allocations	3,279	3,412	3,564	3,704	3,802
Net of Allocations	**44,029**	**47,141**	**50,129**	**52,617**	**54,664**

Note: Numbers may not balance due to rounding.

Financial Plan

2011 - 2014 Net Operating Budget by Program

Program Expenditures ($ 000's)	2011 Budget	2012 Budget	2013 Forecast	2014 Forecast
Recreation Facilities and Programs	11,120	12,067	12,895	13,639
Divisional Support Services	10,457	10,442	10,676	10,764
Boulevards and Forestry	5,841	6,651	6,858	6,968
Golf/Marinas and Hershey Centre	(1,036)	(1,098)	(916)	(767)
Parks Maintenance	17,786	18,748	19,497	20,309
Parks Planning and Development	2,972	3,319	3,608	3,752
Net Budget Impact	**47,141**	**50,129**	**52,617**	**54,664**

Note: Numbers may not balance due to rounding.

2011 Net Budget by Program

Program Expenditures ($ 000's)	2009 Actual	2010 Budget	2011 Base Budget	Base Change %	2011 Program Changes	2011 Request	2011 Change	2011 Change (%)
Recreation Facilities and Programs	9,830	10,324	11,800	14.3	(680)	11,120	796	7.7
Divisional Support Services	9,792	9,570	9,683	1.2	773	10,457	886	9.3
Boulevards and Forestry	5,059	5,210	5,587	7.2	254	5,841	631	12.1
Golf/Marinas and Hershey Centre	(967)	(986)	(771)	21.8	(264)	(1,036)	(49)	(5.0)
Parks Maintenance	15,714	17,050	17,532	2.8	254	17,786	736	4.3
Parks Planning and Development	2,201	2,861	2,908	1.6	64	2,972	111	3.9
Net Budget Impact	**41,628**	**44,029**	**46,740**	**6.2%**	**401**	**47,141**	**3,112**	**7.1%**

Note: Numbers may not balance due to rounding.

2011 - 2020 Total Net Capital Program

Program Expenditures ($ 000's)	2011 Budget	2012 Budget	2013 Forecast	2014 Forecast	Post 2014 Forecast	Total ($)
City Wide Facilities	1,888	10,173	4,796	9,411	43,421	69,689
City Wide Recreation	8,233	6,671	15,436	16,848	12,875	60,062
Facility Renovations and Rehabilitations	456	456	456	456	2,736	4,560
Park Facility Installation	2,544	1,238	580	52	3,481	7,895
Park Redevelopment	2,115	2,195	2,196	2,138	10,579	19,223
Parkland Acquisition	421	19,260	2,000	4,000	49,851	75,532
Parkland Development	955	231	985	1,706	38,724	42,600
Parks Maintenance	704	1,196	918	527	2,646	5,991
Sports Field Maintenance	575	402	907	1,730	3,798	7,412
Urban Forestry	1,658	1,986	1,928	1,928	11,568	19,068
Vehicles, Equipment	1,477	1,170	1,343	1,117	5,103	10,210
Total Net Expenditures	**21,025**	**44,977**	**31,546**	**39,912**	**184,782**	**322,242**

Note: Numbers may not balance due to rounding.

Performance Measures

15.0 Balanced Scorecard

A Balanced Scorecard identifies measures for four key areas for an organization's performance: Financial; Customers; Employees and Business Processes.

By paying attention to all four areas an organization can retain balance to its performance and know that it is moving towards the attainment of its goals.

About the Measures for Recreation and Parks

Financial Measures

Gross Cost per Capita is the total cost of Recreation and Parks [including Park Planning and Development] divided by the total population. It indicates the cost of service before user fees and other revenue streams generated by the service. The park maintenance cost per capita was 13 percent lower than next best benchmarked city.

Net Cost per Capita is the net cost of Recreation and Parks [including Park Planning and Development]. Net cost is calculated by deducting gross revenues from gross expenditures and dividing the remainder by the total population. Net cost is an important measure as Recreation and Parks services are supported by a combination of user fees and tax based funding. The net cost represents the tax based funding supporting the services on an annual basis. This service was delivered with lowest net cost per capita – 31 percent lower than next best benchmarked city.

Cost Recovery is the percentage of gross costs recovered through user fees and other revenue sources other than the tax base. It is a financial efficiency measure that indicates the balance between user pay and tax supported funding for the service. At 53.2 percent cost recovery**,** Mississauga is 25 percent higher than the average. Cost recovery includes utility charges.

Customer Measures

Customer Satisfaction is measured through e-valuation survey of program participants. Participants in Recreation and Parks programs are asked to complete an on line survey. The survey information is automatically tabulated and the results are used to identify participant satisfaction, look for areas of improvement and keep in touch with customer ideas for new program opportunities.

Employee Measures

Employee Satisfaction is the key to achieving success in a service based organization is grounded in the approach, attitude and outputs of employees. The City understands the benefit being recognized as an "employer of choice". Employee satisfaction measurement is part of the city culture and provides employees with the opportunity to provide insight and direction for future opportunities. The results are based on the bi-annual Employee Engagement Survey conducted by *Metrics@Work*.

Business Process Measures

Process Improvements in general can increase effectiveness by reducing the number of steps in a process translating to better service for the customer. Process improvements can also reduce costs, creating an efficiency. On-line registration is highlighted within the Recreation and Parks balanced scorecard as it allows customer to register from any "connected" location saving a trip to the local community centre and reducing the cost of mailing and paper to for a registration confirmation.

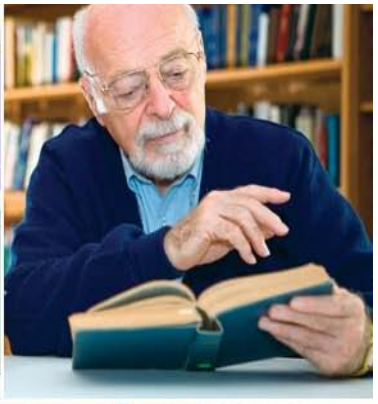
Measures for Recreation and Parks	2008 (Actual)	2009 (Actual)	2010 (Planned)	2011 (Planned)	2012 (Planned)	2013 (Planned)	2014 (Planned)
Financial							
Gross Cost per Capita	$116.15	$114.44	$120.74	$125.29	$129.10	$131.61	$136.72
Net Cost per Capita	$54.41	$53.56	$55.62	$59.41	$62.72	$65.07	$67.78
Cost Recovery: Recreation and Parks	53.2%	53.2%	53.9%	52.6%	51.4%	50.6%	50.4%
Customer							
Customer Satisfaction (e-valuation)	85%	85%	88%	89%	89%	89%	90%
Employee							
Overall Employee Satisfaction (Employee Survey every 2 yrs)	79.4%	79.4%	80%	80%	80%	80%	80%
Business Process							
On-line Registration	50%	53%	57%	60%	64%	68%	70%

Mississauga Library System Business Plan

City of Mississauga

2011-2014









DRAFT

MISSISSAUGA
Leading today for tomorrow

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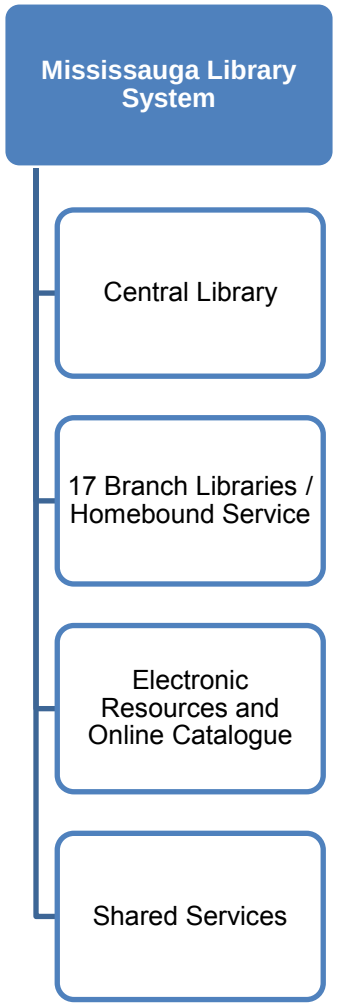
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Existing Core Services



1.0 Vision and Mission

The Mississauga Public Library Board, community and staff work together to determine what services are required and how they can best be delivered. A shared vision and mission provides a focused, coordinated approach to ensuring library goals are met.

Vision

Libraries Change Lives

Mission

The purpose of the Mississauga Library System is to provide library services to meet life-long informational, educational, cultural and recreational needs of all Mississauga citizens. We believe in:

- The value of an informed, literate community;
- Empowering citizens through knowledge;
- Accessible services for all citizens of Mississauga;
- Forging strong ties with the community;
- Providing superior service at a reasonable cost; and
- A safe, team-oriented workplace, focusing on customer service.

2.0 Service Delivery Model

The Mississauga Public Library Board oversees the strategic direction of the Library, setting priorities as directed by the Public Libraries Act. Volunteer citizen and Council members meet ten times a year to plan and continually evaluate the Library's progress. The Board operates in an integrated way with the City of Mississauga through the Community Services Department.

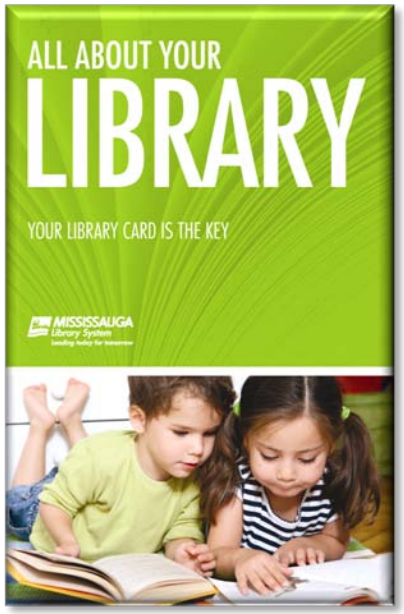
Service to library users is provided through a number of channels. A large Central Library and 17 branch locations of varying sizes, provide physical spaces where the library's services, programs and collections can be used and accessed. For customers unable to come to the library, arrangements can be made for delivery, through Homebound Services.

Increasingly, users are accessing resources electronically – the online catalogue, electronic databases, downloadable audio and e-books and the library website to name a few.

Supporting the many services provided to residents is the Library's Shared Services Team. This team handles marketing, promotion, community development and web services as well as the acquisition, processing, cataloguing and distribution of materials. Technical and financial expertise also resides in this area.

The Library works closely with a number of City departments (Human Resources, Information Technology, Facilities and Property Management, Legal Services, Finance, Communications) to guarantee a thorough response to staff and public needs.

To ensure the library is positioned to meet future needs, a service delivery model review is underway. Population growth, branch adjacencies to one another and current usage of services and collections will be considered. Consolidation, coordination, reassignment of resources and the optimal use of technology will characterize the new model.



All About Your Library highlights the many services available to customers at the Library's 18 locations.

3.0 Past Achievements

The Library continually receives strong community support for its programs, services and collections. Recent highlights include:

- 4.4 million visits annually;
- 8.25 million items loaned in 2009;
- 1.3 million items, available through 18 locations;
- Over 100,000 people attending over 5,000 programs per year;
- Over 600,000 annual visits to the library website, featuring online resources available 24/7, including journal articles, career learning, local history, the library catalogue, and targeted newsletters;
- Cost per capita is among the lowest of national comparator libraries;
- 770 volunteers donated 28,250 hours to help make a great library even better;
- Internet access through a network of over 200 public workstations and free wireless access in all locations, used over 1 million times per year; and
- Mississauga Literary Festival, supporting over 50 local and Canadian authors, and attracting 2,500 visitors in 2009.

"Mississauga Library is a wonderful, well-organized gem of a library. The staff are courteous, well-informed and completely helpful. Congratulations!"

Library user

"We really like the buddy program. It helps my daughter's reading and comprehension skills. She enjoys coming here and she improved so much since the program started."

Library user

Thank you so much for this wonderful and welcoming experience. I have learned a lot and will always remember the experience . . . because of you all the library was a very welcoming, pleasant and friendly place to volunteer at."

Library volunteer

4.0 Opportunities and Challenges

A Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis was conducted to help identify the opportunities and challenges the library faces over the next few years. In addition, a risk assessment was conducted to ensure mitigation measures were in place where relevant.

Opportunities to Seize

The *2009 Future Directions Master Plan for Library Services* and the Library Board's strategic priorities set the framework for library service delivery and ensure that the library is well positioned to take advantage of a number of opportunities over the next four years.

The library has a highly skilled professional staff providing quality services and will rely on this creativity and expertise to develop and adapt to new ways of delivering service. A new alternative community branch is just one example of a model which could allow the library to provide targeted services and collections based on local demographics and needs. Other service models will also be explored to ensure sustainability.

Increased technology investment also provides an opportunity to improve service to customers and enhance sustainability. A new Integrated Library System (ILS) and the introduction of self service initiatives will allow for more efficient service delivery. The provision of computers, internet and wireless attracts a large audience to libraries for whom additional services can be built. A coordinated electronic strategy will result in the development of an e-Branch that will attract a new largely untapped online market.

The expansion of library collections provides another opportunity to seize upon. Collections can be built to address the lifelong learning needs of residents and the books, magazines, DVDs and variety of other materials offered, along with a wide range of free programs, position the library well to address the needs of the key audiences of youth, older adults and newcomers.

The library is proud of the services it offers and the spaces it provides for residents. The revitalization of Central Library and the redevelopment of the Woodlands and Meadowvale Branches will increase foot traffic and customer satisfaction.

Other opportunities are provided through partnerships. Over time the library has developed excellent relationships with other organizations. The Friends of the Library and other community groups provide donations of time, materials and program support which can be leveraged for valued added services.

Challenges to Meet

Change is occurring rapidly in library service delivery and the library needs to overcome some challenges in order to continue to be responsive to community needs. The traditional library service model is changing in a significant way. Libraries are becoming more about a place to gather, as well as a remotely accessible service.

Pivotal to meeting future challenges and remaining relevant to its users, is the ability of the library to adopt and incorporate more technology into all aspects of its service. Technology is a primary enabler for optimal content development, access, and service delivery.

Although the City is built out, the upcoming period of intensification means that the library needs to adjust, and to offer services in new ways to better meet the needs of users. For example, additional resources would enable greater coordination and delivery of consistent programs for older adults, youth, and newcomers.

The library's collections are one of the most important resources and investments in the library system. Collection funding has not kept pace with population increases, and as a result, the Mississauga Library collection is currently at 1.8 items per capita (268,000 units below the 2.2 standard).

With a growing older adult population and the introduction of the Accessibility for Ontarians with Disabilities Act, the library needs to investigate how the latest assistive technologies, equipment and furniture might better meet demands

Finally, the costs of maintaining a large system are evident in a number of areas: hours of operation, maintaining and building resources, staff costs, declining fines revenues, and the cost of repair and maintenance of the existing library facilities. As these pressures continue, the library will increasingly need to leverage current library successes and enhance future programs by exploring additional partnership opportunities, expanding its virtual services and adjusting its service delivery model.



Mississauga libraries…
friendly place to relax and learn.

5.0 Current Service Levels

Services are provided directly to the public (Public Service) and also internally in supporting roles (Shared Services).

Public Service

Collections, programming and the provision of a variety of services form the core of library activity.

Collections: The Library has a collection of 1.3 million items including books, magazines, multimedia and electronic resources. Access to these collections is possible through the online catalogue, whether in-person or remotely.

With an average of 1.83 items per capita, the Mississauga Library System is the lowest of 11 national comparator libraries.

Programming: The Library offers 4,205 programs annually. An additional 1,062 outreach activities were also provided. With 118,000 residents attending programs in 2009, programming is a major focus for library staff.

Services: Over eight million items were circulated to customers in 2009 and staff answered over 15,600 reference questions. The 18 locations of the library system were open for 52,100 hours, as places to gather, research and borrow materials. The Library has 286 public computer stations, 134 online catalogues and wireless access at all locations.

Shared Services

Shared Services is responsible for providing a range of internal services that support the Public Service in the delivery of library services. Other responsibilities include system-wide financial, web, and information technology support.

Acquisitions / Cataloguing / Processing: The Library purchased 116,600 items for its collection in 2009. There were 159,500 items processed to 'shelf ready' state (the difference in numbers being the large number of donations the Library receives).

Materials Handling: Approximately nine million items (258,300 transhipboxes) were transported between library locations to meet the needs of library customers.

Marketing and Community Development: In 2009, an impressive 770 volunteers donated 28,250 volunteer hours and 56 outreach programs, including the annual Mississauga Literary Festival, resulting in 8,000 people participating. 2009 also included 65 media releases, 104 library stories in the media and 96 advertisers.

E-services and Financial Support: The Library currently has 26,750 e-mail library news subscribers and 616,300 annual hits on the Library website. There were 3,640 hours of financial services provided.

6.0 Looking Ahead: Goals over the next 4 years

The Mississauga Library System exists so that every resident can develop skills, acquire knowledge and information, improve the quality of his/her life and the life of the community, and enjoy a welcoming, customer friendly environment in a 21st Century high-tech city, while receiving value for the cost. This Ends statement along with the *2009 Future Directions Master Plan for Library Services* and the Library Board's strategic priorities, guide the setting of the library's operational objectives outlined below.

Operational Objectives

- Ensure active promotion of transit in support of the development of a transit-oriented city;
- Pilot partnerships with agencies/groups to better serve and support the needs of newcomers;
- Lead development of Newcomer Strategy for the City;
- Support the *Youth Plan* with programs and services that provide for meaningful youth engagement;
- Support the *Older Adult Plan* with programs and services that provide older adults with opportunities to pursue personal interests and lead active lives;
- Complete a service plan for the Sheridan community to address specific needs;
- Develop guidelines for collecting and accessing multilingual collections in the 10 key languages;
- Promote the library to non-users to expand customer base;
- Redevelop Meadowvale Branch at the Meadowvale Community Centre to create synergies in a community hub;
- Redevelop Woodlands Branch to address lifecycle needs and introduce operational improvements;
- Revitalize Central Library to enhance the customer experience;
- Begin implementation of self service to provide operational efficiencies;
- Initiate a coordinated electronic strategy to provide for optimal use of technology in delivering on demand, accessible services;
- Review library service delivery model to ensure ability to address changing needs;
- Promote library services to businesses;
- Develop collections to support lifelong learning generally and needs of youth, older adults and newcomers specifically;
- Facilitate creative expression including delivering annual Mississauga Literary Festival and supporting local authors and artists;
- Increase eco-friendly actions at the library to reduce energy and resource consumption; and
- Review the sale of unwanted materials to ensure the most effective disposal.



7.0 Engaging our Customers

The over 300,000 customers who use the library expect superior reference and research services, a strong collection of materials, a wide range of programs for all ages and interests, Internet access, convenient hours and a welcoming environment.

Engagement

By engaging in ongoing discussions with the community, the library effectively and responsively continues to align its strategic directions and actions to those of the city and its citizens.

Engagement and market research tools include:

- Library Board's Community Forum;
- Library Board Open Houses;
- Customer comment cards;
- Online email account for customer feedback;
- Face-to-face discussions;
- Targeted Community Surveys – Older Adult, Teen/Youth, Newcomer and Business Community; and
- Facility Exit Survey.

Attractive facilities, well merchandized materials, a variety of programs and informed staff are just a few reasons for the praise by users in surveys and feedback forums.

Even with such positive support, there are still some gaps in library service that customers regularly comment on. Areas of needed improvement repeatedly noted by customers include:

- Internet Computers – too few in number and too slow in their response time – the software provided is dated;
- Collections – too few new books, DVDs and CDs – the depth and breadth of the collection is lacking;
- Online Services (electronic resources) – too slow in adapting to new technologies – e-books and downloadable books, for example; and
- Hours – too limited in hours and days open to the public.

Marketing and Communication

Key library information is available in French and 10 additional languages in print and online, and the library utilizes a variety of methods to inform the community of its services.

The Library distributes information through its 18 locations using posters, printed materials, screensavers on computers, slideshows on television monitors and messaging on check-out receipts.

The Library promotes its services online through the library website and social media sites. Targeted messages are delivered by email to all Mississauga schools, small business subscribers and interested library customers.

The Library also leverages partnerships with Recreation and Parks and other organizations to promote its services and sets up displays at community events.

Expansion of these efforts is a focus for the next period.

Proposed Changes

This part of the Business Plan deals with proposed changes to the 2011-2014 Business Plan & Budget. To assist the reader, the table below summarizes the drivers of these changes including, both operating and capital. Individual tables with a brief description of the change follow.

Drivers of Operating Costs

Description ($ 000's)	2011	2012	2013	2014
Prior Year Budget	**24,134**	**24,887**	**25,608**	**26,311**
Base Changes & Impact of Capital Projects				
Base Changes	1,017	684	631	350
Impact of New Capital Projects	0	0	0	0
Continuous Improvements				
Efficiencies	(160)	(55)	3	0
Budget Reductions	0	58	(178)	(316)
Total Changes to Base and Continuous Improvement	**857**	**687**	**456**	**34**
Total Cost to Deliver Our Existing Services	**24,991**	**25,574**	**26,064**	**26,345**
Proposed Changes				
Growth Driven Initiatives	0	42	57	309
New Service Level/New Initiatives - Funded from Tax or Reserves	0	95	190	(334)
New Revenues	(104)	(103)	0	0
Total - Proposed Changes	**(104)**	**34**	**247**	**(25)**
Total Budget	**24,887**	**25,608**	**26,311**	**26,320**

Note: Numbers may not balance due to rounding

8.0 Base Changes

This section quantifies changes to the cost base that are being made to maintain current service levels. The Library base budget has been adjusted as follows:

- Labour adjustments and annualization as per collective agreement;
- Building cost and lease adjustments;
- Allocated corporate and departmental costs for utilities, building maintenance, information technology, financial services and human resources support; and
- Reduction in fines revenue.

Highlights of Base Budget Changes

Description ($ 000's)	FTE	2011	2012	2013	2014	Total Net Costs
Labour	0.0	633	577	579	308	2,097
Labour gapping	0.0	(100)	0	0	0	(100)
Annualization of Sunday Opening	0.0	154	20	0	0	174
Fines Revenue Decline	0.0	150	25	0	0	175
Increased Library Leased Facilities Adjusted	0.0	112	0	0	0	112
Utility Increases	0.0	30	32	23	23	109
Departmental Support Services Allocation	0.0	18	30	29	19	96
Custodial Cost Allocation	0.0	20	0	0	0	20
Total Base Budget Highlights	**0.0**	**1,017**	**684**	**631**	**350**	**2,682**

Note: Numbers may not balance due to rounding

9.0 Continuous Improvement

This section outlines a number of recommended opportunities to improve library service delivery by reducing costs from existing budgets. They do not impact service levels. These initiatives include:

- Consolidated Service Delivery;
- Rationalize Sunday Staffing Levels;
- Lease Cost Savings at Sheridan Branch; and
- Self Serve Check Out of Materials.

Where a Budget Request (BR) number is noted, more information regarding this can be found in Volume 2 of the documentation.

Efficiencies

Description ($ 000's)	BR #	FTE	2011	2012	2013	2014	Total Net Costs	Area of Focus	Strategic Pillar
Lower Lease Cost - Sheridan Branch Library	145	0.0	(11)	0	3	0	(8)	Continuous improvement	
Rationalize Sunday Staffing Levels (Sunday staffing adjustment)	129	(0.5)	(14)	(10)	0	0	(24)	Continuous improvement	
Consolidated Service Delivery (Adjustment of labour mixed)	125	(2.0)	(135)	(45)	0	0	(180)	Continuous improvement	
Total Operating Budget Impact		**(2.5)**	**(160)**	**(55)**	**3**	**0**	**(212)**		

Note: Numbers may not balance due to rounding

Recommended Program Reductions

Description ($ 000's)	BR #	FTE	2011	2012	2013	2014	Total Net Costs	Area of Focus	Strategic Pillar
Self Serve Check-Out	147	(14.0)	0	58	(178)	(316)	(436)	Continuous improvement	
Total Operating Budget Impact		**(14.0)**	**0**	**58**	**(178)**	**(316)**	**(436)**		

Note: Numbers may not balance due to rounding

10.0 Proposed Changes

This section outlines recommended changes in library services that affect the ability to either maintain or enhance service levels over the 2010-2014 period. A more detailed description of these initiatives can be found in Volume 2 of the 2011-2014 Business Plan and Budget Book.

In order to continue to provide the most effective service to library customers and as recommended in the *2009 Future Directions Master Plan for Library Services*, provision has been included for the delivery of services directed towards youth, newcomers, and older adults.

In addition the redevelopment of the Burnhamthorpe Library will generate additional revenues through a lease agreement with Dixie Bloor Neighbourhood Centre, while the redevelopment of the Meadowvale Library will result in the elimination of the existing lease cost by relocating the library to the Meadowvale Community Centre.

Growth Driven Service Costs

Description ($ 000's)	BR #	FTE	2011	2012	2013	2014	Total Net Costs	Area of Focus	Strategic Pillar
Library Collection Growth Funding	174	0.0	0	42	57	59	158	Other	
Electronic Strategy	328	0.0	0	0	0	250	250	Continuous improvement	
Total Operating Budget Impact		**0.0**	**0**	**42**	**57**	**309**	**408**		

Note: Numbers may not balance due to rounding

Increased Service Levels/New Initiatives - Funded from Tax

Description ($ 000's)	BR #	FTE	2011	2012	2013	2014	Total Net Costs	Area of Focus	Strategic Pillar
Coordinated Library Services for Youth	114	1.0	0	95	0	0	95	Delivering on initiatives within the Strategic Action Plan	Belong
Coordinated Library Services for Older Adults	454	1.0	0	0	95	0	95	Delivering on initiatives within the Strategic Action Plan	Belong
Coordinated Library Services for Newcomers	464	1.0	0	0	95	0	95	Delivering on initiatives within the Strategic Action Plan	Belong
Meadowvale Library Relocation/Redevelopment	159	0.0	0	0	0	(334)	(334)	Continuous improvement	
Total Operating Budget Impact		**3.0**	**0**	**95**	**190**	**(334)**	**(49)**		

Note: Numbers may not balance due to rounding

New Revenues

Description ($ 000's)	BR #	FTE	2011	2012	2013	2014	Total Net Costs	Area of Focus	Strategic Pillar
Burnhamthorpe Library - Dixie Bloor Neighbourhood Drop-In Centre - Lease Revenue	298	0.0	(104)	(103)	0	0	(207)	Maintaining a state of good repair for our infrastructure	
Total Operating Budget Impact		**0.0**	**(104)**	**(103)**	**0**	**0**	**(207)**		

Note: Numbers may not balance due to rounding

2011 - 2014 Net Capital Detail Changes

Program Expenditures ($ 000's)	BR #	2011 Budget	2012 Budget	2013 Forecast	2014 Forecast	Post 2014 Forecast	Total ($)	Area of Focus	Strategic Pillar
Library Collection Growth Funding	174	442	395	430	455	600	2,322	Other	
Self Serve Check-Out	147	141	155				296	Continuous improvement	
Add Twenty Public Computer Internet Workstations	239	27					27	Other	
Central Library Revitalization	131		180	130	260	130	700	Maintaining a state of good repair for our infrastructure	
Electronic Strategy	328		100	250	250		600	Continuous improvement	
Lower Lease Cost - Sheridan Branch Library	145					3,652	3,652	Continuous improvement	
Self Serve Check-In/Material Sortation phase of Self Serve Technology project moved to unfunded			(3,110)				(3,110)		
Automated Materials Return and Sortation project moved to unfunded		(457)	(493)	460	490		0		
2020 equipment replacement and minor renovation projects						210	210		
Cooksville Library Branch project moved to unfunded						(11,940)	(11,940)		
Total Net Expenditures		**153**	**(2,773)**	**1,270**	**1,455**	**(7,348)**	**(7,243)**		

Note: Numbers may not balance due to rounding.

Required Resources

11.0 Human Resources

The Library employs 464 staff (210 Full Time, 254 Part Time). Library management is committed to regular meetings with the Union, so that an amicable working relationship is maintained.

The Library works with Human Resources to recruit staff in a timely manner. Once hired, comprehensive orientation and training programs are in place to ensure staff have the skills required to be successful in their positions. Union staff have annual performance appraisals, which capture their team and system contributions, as well as determine future goals and training requirements. Management staff complete performance agreements and are evaluated through the Performance Management Process.

The Library is committed to providing ongoing training and support to all its employees. One-on-one sessions, team and system workshops, City training opportunities (mandatory and optional), Conference attendance and various online offerings are available. The Library Staff Conference provides all staff the chance to find out about new library trends, and information that will enhance their work knowledge.

A mentoring program for newly hired professional staff and librarians who move into new positions has been in place for a number of years. It helps guarantee that staff have the information and skills they need, especially if interested in advancing within the organization.

The Library has identified staff at the Area Manager and Manager level for the City's Talent Management Program. Due to significant retirements (real and anticipated) at the Manager level, attention needs to be paid to development of possible successors.

The *2009 Future Directions Master Plan for Library Services* recommends a new organizational structure to enhance service to customers. An in-depth review is underway and will include an examination of administrative activities and library services. Three co-ordinator positions are suggested in the *Master Plan* to address the City's target audiences of youth, older adults, and newcomers, and additional resources may also be required further the electronic strategy.

Human Resources Requirement

Description	Total FTE
2010 Restated Complement	333.0
2011 Budget Requirement	330.7
2012 Budget Requirement	331.5
2013 Forecast	325.5
2014 Forecast	319.5

Human Resources Requirement Distribution

Program	2010	2011	2012	2013	2014
Central Library Services	78.0	76.9	77.7	73.7	71.7
Public Services	219.0	217.8	217.8	213.8	209.8
Divisional Support Services	36.0	36.0	36.0	38.0	38.0
Total Service Distribution	**333.0**	**330.7**	**331.5**	**325.5**	**319.5**

12.0 Technology

One of the key areas of focus for the library during the 2010-2014 period is the continued development of technology-based services for library customers.

As identified in the *2009 Future Directions Master Plan for Library Services*, the demand for electronic services continues to increase. The Library's interactive website provides many e-services such as an e-library of downloadable materials, location maps for all libraries, online catalogue, programming information, to name a few.

The following initiatives are the recommended focus for the library technology plan during this period.

ILS Replacement

- Replace Library computer system - underway with go-live in 2011.

Electronic Strategy

- Explore the service delivery, resource and infrastructure needs to provide relevant Library 'e-branch' services for the public and staff;
- Key elements includes updated online catalogue, infrastructure that meets accessibility standards, downloadable digital, interactive services, online book clubs, social networking tools; and
- Implementation beginning in 2012.

Self Serve Check Out

- Significant business process change through implementation of self-serve check-out at all 18 Library locations will enable library users to check-out their own materials; and
- Implementation beginning in 2012.

Additional Public Computer/Internet Workstations

- Addition of 20 Internet enabled workstations for public use throughout the library.



13.0 Facilities

The Mississauga Library System consists of a Central Library and 17 branch libraries providing a total space of 406,468 square feet.

In the past year work has begun on the redevelopment of the Burnhamthorpe, Lakeview, Lorne Park and Port Credit Branches with Infrastructure Stimulus Fund (ISF) support. The renovations includes lifecycle maintenance, the introduction of energy efficiencies, the modernization of library space, and accessibility improvements. At the Burnhamthorpe Branch a two storey addition will house the Dixie Bloor Neighbourhood Centre.

Other facility plans include exploring the possibility of a new branch for the Sheridan community in conjunction with other partners, and a review of the Cooksville and East Credit areas to consider service area needs.

Over the coming period the Meadowvale Branch will be relocated to the Meadowvale Community Centre, creating synergies in a community hub and eliminating lease costs. The Woodlands Branch will be redeveloped to address lifecycle needs and introduce operational improvements. A revitalized Central Library will enhance the customer experience.

Library Facilities

Location	**Number of Visits (2009)**
Central Library	832,200
Burnhamthorpe	223,900
Churchill Meadows	303,450
Clarkson	89,900
Cooksville	75,450
Courtneypark	454,400
Erin Meadows	583,400
Frank McKechnie	253,300
Lakeview	50,600
Lorne Park	126,750
Malton	387,200
Meadowvale	348,950
Mississauga Valley	147,450
Port Credit	85,200
Sheridan	37,600
South Common	216,000
Streetsville	97,250
Woodlands	136,650
TOTAL VISITS	**4,449,550**

14.0 Budget

4 Year Budget and Forecast

($ 000's)	2010 Budget	2011 Budget	2012 Budget	2013 Forecast	2014 Forecast
Labour Costs	20,362	20,897	21,531	22,038	22,030
Other Operating Expenses	5,131	5,266	5,401	5,568	5,504
Total Costs	25,493	26,162	26,932	27,606	27,534
Total Revenues	(2,360)	(2,314)	(2,392)	(2,392)	(2,330)
Net Cost	**23,134**	**23,849**	**24,540**	**25,214**	**25,204**
Allocations	1,001	1,039	1,069	1,098	1,116
Net of Allocations	**24,134**	**24,887**	**25,608**	**26,311**	**26,320**

Note: Numbers may not balance due to rounding.

2011 Net Budget by Program

Program Expenditures ($ 000's)	2009 Actual	2010 Budget	2011 Base Budget	Base Change %	2011 Program Changes	2011 Request	2011 Change	2011 Change (%)
Central Library Services	4,379	4,674	4,814	3.0	(100)	4,715	41	0.9
Public Services	11,515	11,938	12,602	5.6	(49)	12,553	614	5.1
Administration & Support Services	7,862	7,522	7,735	2.8	(115)	7,620	98	1.3
Net Budget Impact	**23,756**	**24,134**	**25,151**	**4.2%**	**(264)**	**24,887**	**753**	**3.1%**

Note: Numbers may not balance due to rounding.

2011 - 2014 Net Operating Budget by Program

Program Expenditures ($ 000's)	2011 Budget	2012 Budget	2013 Forecast	2014 Forecast
Central Library Services	4,715	4,813	4,947	5,020
Public Services	12,553	12,926	13,275	13,454
Divisional Support Services	7,620	7,870	8,090	7,846
Net Budget Impact	**24,887**	**25,608**	**26,311**	**26,320**

Note: Numbers may not balance due to rounding.

2011 - 2014 Net Capital Detail Changes

Program Expenditures ($ 000's)	BR #	2011 Budget	2012 Budget	2013 Forecast	2014 Forecast	Post 2014 Forecast	Total ($)	Area of Focus	Strategic Pillar
Library Collection Growth Funding	174	442	395	430	455	600	2,322	Other	
Self Serve Check-Out	147	141	155				296	Continuous improvement	
Add Twenty Public Computer Internet Workstations	239	27					27	Other	
Central Library Revitalization	131		180	130	260	130	700	Maintaining a state of good repair for our infrastructure	
Electronic Strategy	328		100	250	250		600	Continuous improvement	
Lower Lease Cost - Sheridan Branch Library	145					3,652	3,652	Continuous improvement	
Self Serve Check-In/Material Sortation phase of Self Serve Technology project moved to unfunded			(3,110)				(3,110)		
Automated Materials Return and Sortation project moved to unfunded		(457)	(493)	460	490		0		
2020 equipment replacement and minor renovation projects						210	210		
Cooksville Library Branch project moved to unfunded						(11,940)	(11,940)		
Total Net Expenditures		**153**	**(2,773)**	**1,270**	**1,455**	**(7,348)**	**(7,243)**		

Note: Numbers may not balance due to rounding.

2011 - 2020 Total Net Capital Program

Program Expenditures ($ 000's)	2011 Budget	2012 Budget	2013 Forecast	2014 Forecast	Post 2014 Forecast	Total ($)
Buildings	49	3,105	3,097	330	4,158	10,740
Materials and Equipment	736	1,032	1,266	1,321	3,273	7,626
Total Net Expenditures	**785**	**4,137**	**4,363**	**1,651**	**7,430**	**18,366**

Note: Numbers may not balance due to rounding.

Performance Measures

15.0 Balanced Scorecard

A balanced scorecard identifies measures in four key areas of an organization's performance: Financial, Customers, Employees; and Business Processes.

By paying attention to all four areas, an organization can retain a balanced approach as it moves towards its goals.

About the measures for Library Services

Financial

Expenditures per capita are anticipated to remain fairly constant and are lower on average than similar benchmarked library systems. With a lower than average expenditure per capita as compared to its national comparator libraries, Mississauga Library provides good value to its taxpayers.

Expenditures per capita on library materials is a key measure of a library's provision of materials to serve the local population. The library's per capita expenditure on collection materials has been declining in recent years and at $3.32 is the lowest amongst national comparator libraries, with an average is $5.67 per capita. This business plan includes an initiative to increase collection funding levels which will result in a modest yet desirable increase in the provision rate.

Customers

At the core of library services are the customers and there are numerous measurements of performance in this area. These measures are collected and submitted annually to the Province of Ontario and the Canadian Urban Libraries Council.

Visits, circulation, computer use, electronic database use and program attendance are all expected to increase as the library pursues its operational goals over the next four years.

The in-library use of materials will continue to decline as collections shift focus with more available in electronic formats. **Reference inquiries** are also declining as electronic use increases.

Employees

Innovation and learning will continue to be promoted within the Library Service through ongoing training and professional development, including the **library staff conference** held every eighteen months. Employee satisfaction is measured through the bi-annual participation and follow up on results of the Employee Engagement Survey. Library Services overall **employee satisfaction** results from the 2008 survey were at 73.8% as compared to the City grand average of 69.2%.

Business Processes

Collection size is anticipated to grow by 12 percent over the next four years through implementation of a collection growth initiative to bring the collection size to standard for Mississauga's still growing population.

Space per capital remains at 0.56 sq ft over the course of this plan.

Measures for Library Services	2008 (Actual)	2009 (Actual)	2010 (Planned)	2011 (Planned)	2012 (Planned)	2013 (Planned)	2014 (Planned)
Financial							
Expenditure per capita	$32.36	$32.65	$31.54	$33.71	$34.36	$34.92	$34.90
Expenditure per capita - library materials	$3.31	$3.29	$3.26	$3.24	$3.29	$3.34	$3.40
Customer (000s)*							
Visits	4,372	4,440	4,173	4,502	4,520	4,547	4,574
Circulation	7,940	8,236	7,742	8,351	8,385	8,435	8,486
In-library use of materials	1,876	1,806	1,734	1,665	1,598	1,534	1,473
Reference inquiries	356	322	293	267	243	221	201
Computer use	502	757	763	768	771	775	780
Electronic uses (includes database use, visits to website)	799	818	825	830	850	872	895
Program attendance	120	118	111	120	120	121	122
Employee / Innovation & Learning (%)							
Employee satisfaction - grand average	73.8%	73.8%	74.0%	74.0%	74.5%	74.5%	75.0%
Library Staff Conference attendance**	-	74.4%	64.7%	-	75.4%	80.8%	-
Business Process							
Collection size (000s)	1,371	1,333	1,333	1,365	1,407	1,452	1,499
Space per capita (sq ft)	0.56	0.56	0.56	0.56	0.56	0.56	0.56

* In 2010 four branch libraries closed for renovation.

**Staff conference not held during these years.

Land Development Services Business Plan

City of Mississauga

2011-2014



DRAFT

MISSISSAUGA
Leading today for tomorrow

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Existing Core Services

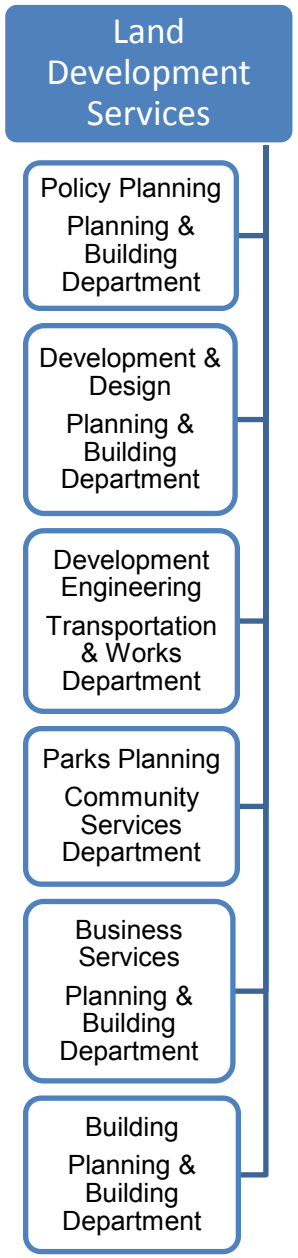
1.0 Vision and Mission

Vision

The Land Development Services Area will be the leader in providing sustainable municipal community planning and building services by creating innovative, fully integrated, efficient and cost-effective processes dedicated to exceeding customer expectations.

Mission

The Land Development Services Area will provide exceptional client service by facilitating coordinated legislated approval processes from the designation of lands through the processing of development applications and building permits to final building inspections to ensure the health, safety and well-being of our citizens.



2.0 Service Delivery Model

Land Development Services Area is comprised of six multi-disciplinary sections/divisions (see organizational chart) from three departments of the Corporation that are involved in all aspects of the land development approval process ranging from formulating policy and design frameworks to approving development applications and building permits including support services. These functions are carried out in accordance with the following relevant legislation: *Planning Act*, *Heritage Act*, *Condominium Act*, *Development Charges Act*, *Building Code Act*, Ontario Building Code and other applicable law.

Land Development Services has a number of linkages and dependencies with other City service areas including Roads, Storm Drainage and Watercourses, Recreation and Parks, Strategic Policy and Arts and Culture.

The key responsibilities and deliverables of the five functions are listed below:

Policy Framework

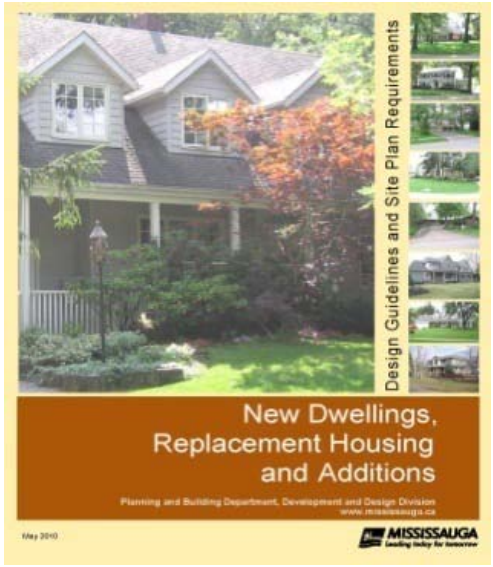
- Preparing and maintaining the *Official Plan*, city-wide policy studies, environmental policy planning and monitoring and implementing components of the Strategic Plan;
- Advising on planning initiatives in adjacent municipalities, as well as Federal, Provincial and Regional governments;
- Conducting community planning studies, area specific land use studies and parking policy initiatives; and
- Providing departmental and corporate data support including growth forecasts, census data analysis, employment surveys, brochures and newsletters.



New Official Plan embodies the goals and objectives of the Strategic Plan as it applies to land use.

Design Framework

- Performing proactive design work, special studies and consultation including landscape, streetscape and urban design policy and master planning; and
- Providing design advice and information regarding design related matters to City Council, the public, developers, consultants and others.

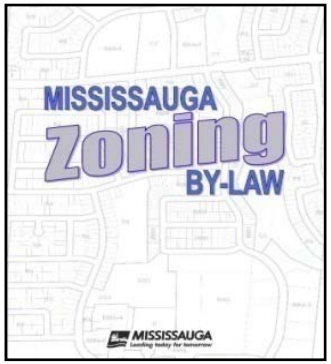


Guidelines and site plan requirements to assist homeowners, designers, architects, and landscape architects.

Development Approvals

- Reviewing, processing and approving applications for development;
- Undertaking special studies that guide development;
- Providing application advice, facilitation of preliminary and pre-application meetings;
- Reviewing development engineering plans to ensure compliance with Ontario Provincial Standards, City of Mississauga Design Standards, and other applicable engineering requirements;
- Reviewing and finalizing Development and Servicing Agreements;
- Conducting landscape inspections; and
- Coordinating planning comments and providing clearances to Committee of Adjustment for land severances and variances.

First municipality in the GTA to have an Official Plan and a Zoning By-law that work together with provincial legislation to guide development.



Building Approvals

- Ensuring compliance with the *Building Code Act*, the Ontario Building Code, the City's Zoning By-law, Sign By-law, and other applicable law;
- Reviewing zoning, architectural, structural and mechanical components of building permit applications;
- Processing applications for Zoning Certificates and sign permits; and
- Performing building permit and sign permit inspections.



Existing apartment buildings and construction of apartment units in the downtown

Business Services

- Operating Planning and Building Customer Services Centre and online services;
- Calculating and collecting development charges;
- Responding to compliance letters; and
- Supporting and developing the Mississauga Approval Xpress (MAX) system.



Planning and Building Customer Services Centre serves on average 75 customers per day.

3.0 Past Achievements

Land Development Services has had many successes in the recent past and the key successes are listed under the headings of Awards and Accomplishments, City-wide Significance and Building a Sustainable Business Plan.

Awards and Accomplishments

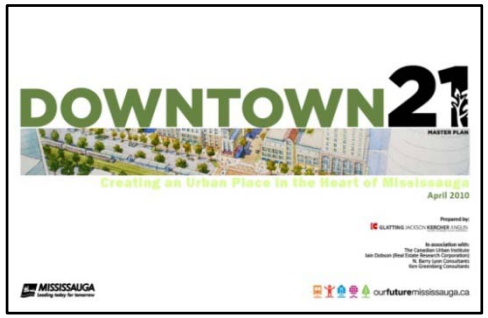
- Canadian Institute of Planners awarded the City of Mississauga - Older Adult Plan the 2009 Canadian Award of Excellence in the Social Planning Category;
- Ontario Provincial Planners Institute awarded the City of Mississauga and the Office for Urbanism, a joint award for Our Future Mississauga in the Communication/Public Education Category;
- The Mississauga Building Division played a key role in the administration of the Ontario Building Officials Association (OBOA) GTA Chapter, hosting Chapter events and fulfilling all executive positions. Staff involvement was recognized by the OBOA in awarding the Chapter the 2009 “Tom Powdrill” award;
- City of Mississauga held its 28th annual Mississauga Urban Design Awards Program. There were 13 nominations of which two Awards of Excellence were awarded to projects which included the City’s Vic Johnston Community Centre and the Streetsville Arena;
- Two staff have been certified under the Leadership in Energy and Environmental Design Accredited Professional (LEED AP) program; and
- All Building Officials have been qualified under legislated requirements.



Urban Design Awards is the longest running program of its kind in Ontario, and is recognized throughout Canada as an exemplary event.

City-wide Significance

- First municipality in the Greater Toronto Area to have an *Official Plan* and a *Zoning By-law* that work together with provincial legislation to more effectively guide Mississauga's development in the 21st Century;
- Official Plan Amendment 95 brought the City's Official Plan into conformity with the Provincial Growth Plan for the Greater Golden Horseshoe. Mississauga was one of the few municipalities in the Greater Toronto Area to meet the Province's deadline;
- On September 29, 2010, City Council adopted a new *Official Plan* that directs growth to identified intensification areas promotes a multi-modal transportation system and promotes the creation of complete communities. The new official plan implements key components of the Strategic Plan and will guide Mississauga through its next generation of growth; and
- *Downtown21 - Conceptual Master Plan and Directions Report*, which outlines a multi-year plan to bring vitality to Mississauga's downtown core and make it an economic and cultural hub was endorsed by City Council.



Creating an Urban Place – the heart of Mississauga.

Continuous Improvement

- Consolidation of Inspection Services with Fire Prevention on the second floor was the first phase of moves in conjunction with the Space Accommodation and Customer Service Strategy;
- Business Services Division was restructured to include the Permit Administration section (10 FTE) of the Building Division and was renamed as Customer Services;
- Information Planning Section was created in the Policy Division which will enable the City to provide better access to planning information to internal and external clients; and
- Amendments to the Fees and Charges By-law were approved by Council which included a revised fee structure and rate of fees charged for development approvals process to more closely reflect full cost recovery through increased revenues.

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4.0 Opportunities and Challenges

Over the next four years, the Land Development Services Area will need to continue to adjust its focus in response to where the City is now in its evolution. While the City was experiencing rapid growth, the focus of the service area was on greenfield development. Development related revenues then substantially covered operating costs and contributed to reserves.

As the City becomes built-out in terms of residential land, the service area focus continues to shift to infill and intensification. The economic slowdown coupled with this shift has led to significantly lower development related revenues. As the economy rebounds, revenues will transition to a new normal reflecting the stage the City is at in its development. The challenge faced by Land Development Services is that although revenues will be lower than in the past, workloads will continue to be demanding.

The service area will need to adjust its fees, funding model and labour and operating costs, to respond to the new normal in development related revenues. This will be achieved through implementation of a three year plan beginning in 2011.

Other challenges the Land Development Services Area is facing includes: uncertainty in higher level government funding combined with the impact of municipal, provincial and federal elections; aging workforce with potential increases in retirements; and changing skill requirements. In addition, the service area will be challenged to fully utilize emerging technologies, social media and expanded online services to continue to provide exceptional customer service.

The Land Development Services Area's skilled and experienced staff are committed to meeting these challenges through skilful management and maximizing opportunities. There are new technological opportunities to improve service and efficiency and the service area will continue to implement several changes to existing processes and provide new services. For example, field automation, expanded use of online services and the successful use of social media will change the way in which the service area will work and communicate.

The Land Development Services Area is recognized in the planning and development industry for its proactive and collaborative approach due to motivated, skilled and experienced staff. The service area takes pride in its work and is committed to act on opportunities to implement the City's Strategic Plan.

These opportunities include leading *Strategic Plan* initiatives such as *Downtown21, Green Development Strategy*, Affordable Housing as well as contributing to other projects led by the Strategic Policy and other service areas by setting priorities and deploying staff and resources as required. The service area will also be implementing the new *Official Plan* through *Zoning By-law* Conformity exercise, Area Plan Reviews, Community Improvement Plans, *Parking Standards Review*, Growth Forecasts and *Employment Land Review*. In addition, the Service Area will move forward on the next steps in securing funding with Metrolinx and aligning land use to the plans for higher order transit facilities and mobility hubs. This will be accomplished while continuing to process development and building permit applications, enhancing customer service by improving and expanding online web services, modernizing planning information databases and developing new measurement tools.

5.0 Current Service Levels

Various sections/divisions of Land Development Services are responsible for the receipt, circulation and approval of various types of applications submitted by homeowners, developers, builders, and others. The development and building approval processes are an interactive and interdependent relationship between various sections/divisions of the service area, other service areas, and with the applicant. During this process staff perform key roles in co-ordinating comments, facilitating discussions and assisting in the process.

In addition, the Building Division is involved and responsible for inspections of various classes of buildings and following up on various orders to comply.

"The city is a center where, any day in any year, there may be a fresh encounter with a new talent, a keen mind or a gifted specialist-this is essential to the life of a country. To play this role in our lives a city must have a soul-a university, a great art or music school, a cathedral or a great mosque or temple, a great laboratory or scientific center, as well as the libraries and museums and galleries that bring past and present together. A city must be a place where groups of women and men are seeking and developing the highest things they know."

Margaret Mead

Parks Planning, Community Services

Development Applications - Review and process all development applications in a timely manner with appropriate recommendations with respect to open space matters.

Development Engineering, Transportation and Works

Development Applications - Review and process all development applications in a timely manner with appropriate recommendations with respect to engineering matters.

Long-range planning and policy development - Develop and implement appropriate plans and strategies to guide decision making related to the City's transportation and storm water management infrastructure.

Listed in the chart below are working day turnaround times or existing service levels which are targeted at ensuring the efficient operation of the development and building approvals processes and inspection process.

Existing Service Levels

Service	Working Day Turnaround Period
• Circulation of Rezoning/OPA/Subdivision applications from receipt of complete application to circulation	2 days
• Site Plan Comments to applicant from date of receipt	2 days
• Finalize Site Plan Approval from receipt of final comments to approval letter	2 days
• Circulation of Condominium Application from receipt of complete application to circulation	5 days
• Condominium Draft Plan Approval from receipt of final comments	3 days
• Releases of Condominium/Subdivision from receipt of final clearance	1 day
• Exemption from Part Lot Control from receipt of application to circulation	2 days
• Review Complete Building Permit Application for various class of buildings such as residential, office, industrial, commercial and issue the permit or refuse to issue the permit	10-30 days
• Building Permit Inspection	1 day
• Sign Permit Inspection	2 days
• Investigation of Complaint in respect to *Building Code Act* infractions	3 days
• Stop Work Order Follow-up	3 days
• Unsafe Order Follow-up	3 days
• Prohibit Occupancy Order Follow-up	3 days
• Order to Comply Follow-up	5 days

Note: Generally most service levels are met or exceeded based on audits undertaken periodically.

6.0 Looking Ahead: Goals over the next 4 years

To ensure the City's vision is achieved by:

- Providing a collaborative and integrated land development service;
- Working with development proponents to achieve a better built and natural environment;
- Ensuring decisions are made in the Public Interest consistent with the *Planning Act*, the *Building Code Act*, and other applicable legislation;
- Ensuring the health, safety and well-being of our citizens;
- Delivering on *Strategic Plan* initiatives;
- Implementing the new *Official Plan* and maintaining *Zoning By-law* conformity with the Official Plan;
- Keeping pace with current communication and technology trends to enhance internal and external customer service; and
- Transitioning to new normal revenue levels.

Key Initiatives

- Strategic Plan
- Downtown21 Master Plan
- Green Development Strategy
- Affordable Housing Strategy
- New Official Plan and Zoning By-law Conformity
- Higher Order Transit Corridors
- Mobility Hubs
- Redevelopment and intensification opportunities



Mississauga is committed to engaging the community in the planning process.

7.0 Engaging our Customers

This section highlights legislative and other mechanisms/services in place to engage our customers:

- Actively encourage public input through legislative and informal public meetings, written and electronic correspondence, education and reports to Planning and Development Committee and Council;
- Offer services through a one stop Planning and Building Customer Services Centre serving on average 75 applicants and residents per day;
- Provide online services through the ePlan and Build Services Centre for applicants; and
- Provide professional advice and statistical data and research to Council, other service areas and external customers.



An example of public engagement for the Hurontario Main Street Study.

"When you look at a city, it is like reading the hopes, aspirations and pride of everyone who built it."

Hugh Newell Jacobsen

Proposed Changes

This part of the Business Plan deals with proposed changes to the 2011-2014 Business Plan and Budget. To assist the reader, the table below summarizes the drivers of these changes. Individual tables with a brief description of the change follow.

Drivers of Operating Costs

Description ($ 000's)	2011	2012	2013	2014
Prior Year Budget	**4,841**	**5,671**	**6,969**	**7,834**
Base Changes & Impact of Capital Projects				
Base Changes	972	1,971	915	737
Impact of New Capital Projects	0	0	0	0
Continuous Improvements				
Efficiencies	(388)	(578)	0	0
Budget Reductions	0	0	0	0
Total Changes to Base and Continuous Improvement	**584**	**1,393**	**915**	**737**
Total Cost to Deliver Our Existing Services	**5,425**	**7,064**	**7,884**	**8,571**
Proposed Changes				
Growth Driven Initiatives	0	0	0	0
New Service Level/New Initiatives - Funded from Tax or Reserves	246	(95)	(50)	0
New Revenues	0	0	0	(250)
Total - Proposed Changes	**246**	**(95)**	**(50)**	**(250)**
Total Budget	**5,671**	**6,969**	**7,834**	**8,321**

Note: Numbers may not balance due to rounding

8.0 Base Changes

This section quantifies changes to the Planning and Building Department's cost base that are being made to maintain current service levels. They reflect costs such as labour cost inflation, increases to benefits costs, and revenue changes.

Ninety percent of the operating cost is labour. Labour costs are reflective of the service levels and goals contained in this business plan, and reflect current policies and practices on compensation. This table includes highlights of the base changes and is not an exact reconciliation to budget.

Highlights of Base Budget Changes

Description ($ 000's)	FTE	2011	2012	2013	2014	Total Net Costs
Anticipated Increase in Labour Costs	0.0	627	832	830	577	2,866
Labour Gapping	0.0	(419)	0	0	0	(419)
Pressures on Other Operating Expenses	0.0	49	50	50	50	199
Administration & Enforcement of New Building Code Edition - Building Division	0.0	0	133	(123)	0	10
Portable Sign Revenue - Three Year Plan to Address Reduced Revenues	0.0	(50)	0	0	0	(50)
Reduction on Professional Services - Expense	0.0	(505)	0	0	0	(505)
Reduction in Professional Services - Contributions from Reserves	0.0	505	0	0	0	505
Building Permit Fee Increases - Three Year Plan to Address Reduced Revenues	0.0	(300)	(300)	0	0	(600)
Amendments To Fees and Charges - Annual Review	0.0	(46)	(32)	0	0	(78)
Building Permit Revenue Shortfall Phase-In To Tax	0.0	1,128	1,129	0	0	2,257
Total Base Budget Highlights	**0.0**	**989**	**1,812**	**757**	**627**	**4,185**

Note: Numbers may not balance due to rounding

9.0 Continuous Improvement

These initiatives represent opportunities to reduce labour costs and reduction in mileage based on a three year plan to adjust labour and other operating costs in response to a new normal in development related revenues (Budget Requests 184 and 184a). They do not impact service levels. The tables are designed to provide an overview of the initiatives. Where a Budget Request (BR) number is noted, more information regarding this can be found in Volume 2 of the documentation.

There is an opportunity to increase efficiency of inspection services and improve service levels in 2013 with a move to field automation (Budget Request 342). There may also be opportunities for service area improvements as the result of e3 Reviews for Development Approvals, Permits, Appeals and Adjustments and Land Use Policy to be implemented during 2011 to 2014. It is expected that customer service improvements will be realized by the call centre consolidation which will be implemented in 2011. In addition, the success of the Planning and Building Customer Services Centre will be monitored and improvements made as required.

Efficiencies

Description ($ 000's)	BR #	FTE	2011	2012	2013	2014	Total Net Costs	Area of Focus	Strategic Pillar
Three Year Plan to Address Reduced Revenues - Labour Reductions in Planning and Building	184	(10.0)	(338)	(578)	0	0	(916)	Continuous Improvement	
Three Year Plan to Address Reduced Revenues - Reduction in Mileage Costs in Planning and Building	184a	0.0	(50)	0	0	0	(50)	Continuous Improvement	
Field Computing & Enhanced Automation - Building Inspection Services	342	0.0	0	0	0	0	0	Continuous Improvement	
Total Operating Budget Impact		**(10.0)**	**(388)**	**(578)**	**0**	**0**	**(966)**		

Note: Numbers may not balance due to rounding

10.0 Proposed Changes

The changes below are recommended and impact the ability to either maintain or enhance service levels. The impact of the proposed changes on the operating budget are minimal. Full explanations of each initiative can be found in Volume 2.

Increased Service Levels/New Initiatives - Funded from Tax

Description ($ 000's)	BR #	FTE	2011	2012	2013	2014	Total Net Costs	Area of Focus	Strategic Pillar
Re-Establishment of the Zoning By-law Review Team	197	0.0	241	20	(50)	0	211	Continuous Improvement	
Web Specialist (conversion of existing vacant position)	151	0.0	0	0	0	0	0	Continuous Improvement	
Green Development Strategy Implementation	13	0.0	5	0	0	0	5	Delivering on Initiatives within the Strategic Action Plan	Green
Downtown21 Regulatory Implementation	16	0.0	0	0	0	0	0	Delivering on Initiatives within the Strategic Action Plan	Connect
Quantitative measures of Strategic Plan Successes (2011 Capital Funded)	194	0.0	0	0	0	0	0	Delivering on Initiatives within the Strategic Action Plan	Connect
Modernization of Planning databases & Information Management Software	189	0.0	0	(115)	0	0	(115)	Continuous Improvement	
Affordable Housing Strategy and Action Plan Implementation (continuation of 2010 initiative)	347	0.0	0	0	0	0	0	Delivering on Initiatives within the Strategic Action Plan	Belong
Total Operating Budget Impact		**0.0**	**246**	**(95)**	**(50)**	**0**	**101**		

Note: Numbers may not balance due to rounding

The projects/studies listed in the following table will commence during 2011-2014 and will require funding from reserves to undertake the project/study.

One time Items - Funded from Reserves

Description ($ 000's)	BR #	FTE	2011	2012	2013	2014	Total Net Costs	Area of Focus	Strategic Pillar
Ninth Line Corridor Review	212	0.0	200	0	0	0	200	Continuous Improvement	
Community Improvement Plans	365	0.0	100	100	100	100	400	Identifying any new initiatives that align with the Strategic Plan	Connect
Growth Forecasts	192	0.0	0	125	0	0	125	Delivering on initiatives within the Strategic Action Plan	Connect
Malton Area Review	214	0.0	0	200	0	0	200	Identifying any new initiatives that align with the Strategic Plan	Connect
Implementation of Community Impact Assessment Database/Systems	193	0.0	0	0	75	0	75	Other	
Municipal Comprehensive Review of Employment Lands	364	0.0	0	100	0	0	100	Other	
Parking Standards Review Study to implement the new City Structure	426	0.0	0	0	125	0	125	Delivering on initiatives within the Strategic Action Plan	Connect
Total Gross Operating Budget Impact			**300**	**525**	**300**	**100**	**1,225**		
One-Time funding, Other transfers to or from Reserves or Reserve Funds			(300)	(525)	(300)	(100)	(1,225)		
Net Operating Budget Impact		**0.0**	**0**	**0**	**0**	**0**	**0**		

Note: Numbers may not balance due to rounding

In 2013, a study will be conducted to review the Planning Application Fees and Charges with an opportunity to increase the cost recovery ratio for planning applications resulting in potential increase in revenues in 2014 and beyond.

New Revenues

Description ($ 000's)	BR #	FTE	2011	2012	2013	2014	Total Net Costs	Area of Focus	Strategic Pillar
Fees and Charges Review - Planning Applications	258		0	0	0	(250)	(250)	Continuous Improvement	
Total Operating Budget Impact		**0.0**	**0**	**0**	**0**	**(250)**	**(250)**		

Note: Numbers may not balance due to rounding

2011 - 2014 Net Capital Detail Changes

Program Expenditures ($ 000's)	BR #	2011 Budget	2012 Budget	2013 Forecast	2014 Forecast	Post 2014 Forecast	Total ($)	Area of Focus	Strategic Pillar
Modernization of Planning Databases & Information Management Software	189	259	85	157	47	0	548	Continuous Improvement	
Quantitative Measure of Strategic Plan Successes	194	75	0	0	0	0	75	Delivering on Initiatives within the Strategic Action Plan	Connect
Ninth Line Corridor Review	212	100	0	0	0	0	100	Continuous Improvement	
Total Net Expenditures		**434**	**85**	**157**	**47**	**0**	**723**		

Note: Numbers may not balance due to rounding.

Required Resources

11.0 Human Resources

Land Development Services continually works on assessing human resource needs with respect to staffing levels and skill requirements to provide required services to its customers. This is achieved by Planning and Building in the context of a three year plan (Budget Request 184) developed to respond to the shift to a new normal in development activity and application types, and associated revenue levels given the stage the City is at in its evolution. Implementation of the plan involves ensuring resources are deployed effectively, reducing labour and other operating costs, and setting fees to reflect the services provided.

In support of ensuring that resources are deployed effectively, the Planning and Building Department regularly reviews the support needs of business units to achieve their operational objectives. Results of these reviews will be implemented as required during 2011 to 2014.

Recommendations of e3 reviews being undertaken for Development Approvals, Permits, Appeals and Adjustments and Land Use Policy are also expected to assist in enhancing the efficiency, effectiveness and economy of providing Land Development Services during 2011 to 2014.

One of the human resource pressures that has been identified for the next four years is the potential for a high number of retirements from within the Service Area. All divisions are part of the succession planning program which helps to develop suitable candidates for managerial and directorial positions.

There will be specific training needs in 2011 to 2014 related to the release of the new edition of the Ontario Building Code expected in late 2011. As a result, municipal building

officials (the Chief Building Official, managers, supervisors, plans examiners and inspectors) may be required to re-qualify and/or update their qualifications through mandatory training courses and/or examinations.

Human Resources Requirement

Description	Total FTE
2010 Restated Complement	160.3
2011 Budget Requirement	154.8
2012 Budget Requirement	148.8
2013 Forecast	148.8
2014 Forecast	148.8

Human Resources Requirement Distribution

Program	2010	2011	2012	2013	2014
Building Division	87.6	83.3	83.3	83.3	83.3
Development and Design Division	48.9	49.5	45.5	45.5	45.5
Policy Planning Division	23.8	22.0	20.0	20.0	20.0
Total Service Distribution	**160.3**	**154.8**	**148.8**	**148.8**	**148.8**

12.0 Technology

Land Development Services relies on the corporate standard software and hardware to meet its requirement. The application which is most critical to providing Land Development Services is the Mississauga Approval Xpress (MAX) system which tracks the processing of development applications, building permit applications and inspections. Ongoing enhancements to MAX will be undertaken in 2011 to 2014 to meet changing business needs.

In support of optimization use of human resources and the efficiency, effectiveness and economy of providing building inspection services, the potential for providing inspection services through field computing and automation will be assessed in 2011 (Budget Request 342).

Existing complement will be used to enhance internal and external websites, expand online services and maximize use of social media to provide service options and up-to-date, accurate information to internal and external customers in 2011 to 2014 (Budget Request 151).

Land Development and other Services Areas rely on various planning databases to deliver their services. In addition, there is a high demand from internal and external customers for planning information. Modernization of planning databases is necessary during 2011 to 2014 to expand the availability of planning information across the organization and facilitate public utilization of a self-service model to obtain information (Budget Request 189).

As part of the implementation of the Strategic Plan, the City has committed to report annually on the progress being made on the action plans and the success of the Plan. In 2011 and 2012, an automated solution will be developed to present quantitative measure of the Strategic Plan successes (Budget Request 194).

The new *Official Plan* includes provisions to require completion of Community Impact Studies for significant developments. Further consideration will be given to implementation of this requirement including the possibility of the City providing this service for a fee. Software and databases will be developed starting in 2012 to support the preparation/review of Community Impact Studies (Budget Request 193).

Growth Forecasts
734,000 persons as of 2010
812,000 persons by 2031
422,600 jobs as of 2009
504,000 jobs by 2031

13.0 Facilities

Staff who provide the Land Development service operate out of offices at City Hall and 201 City Centre Drive.

In 2011, the Development and Design Division will move from the 11th to the 6th floor of City Hall. The Policy Division, Business Services Division and the Commissioner's Office will move from the 10th to the 7th floor. This will complete the Service Area moves that were undertaken as part of the Corporate Office Accommodation and Counter Consolidation projects.



"The consolidation of the various Building Sections to the 3rd floor is a real success… The new location with direct access from the parking garage elevators makes it very convenient when making an application, especially when I have large roll drawings."

Land Development Consultant

"I am a long time regular customer of the Planning and Building Department and would like to express my congratulations on the new Planning and Building Customer Services Centre…. I am able to quickly gain access to the information and services that I need. Having a Planner and a Zoning Plans Examiner available at the counter makes it easy to consolidate answers to all my questions."

Developer

14.0 Budget

4 Year Budget and Forecast

($ 000's)	2010 Budget	2011 Budget	2012 Budget	2013 Forecast	2014 Forecast
Labour Costs	14,809	14,753	15,008	15,838	16,415
Other Operating Expenses	1,729	1,534	1,961	1,664	1,464
Total Costs	16,538	16,287	16,969	17,502	17,879
Total Revenues	(14,545)	(13,466)	(13,002)	(12,827)	(12,827)
Net Cost	**1,993**	**2,821**	**3,967**	**4,675**	**5,052**
Allocations	2,847	2,850	3,002	3,159	3,269
Net of Allocations	**4,841**	**5,671**	**6,969**	**7,834**	**8,321**

Note: Numbers may not balance due to rounding.

2011 Net Budget by Program

Program Expenditures ($ 000's)	2009 Actual	2010 Budget	2011 Base Budget	Base Change %	2011 Program Changes	2011 Request	2011 Change	2011 Change (%)
Development & Design	6,306	5,585	6,117	9.5	242	6,358	774	13.9
Policy Planning	1,951	2,537	2,605	2.7	(3)	2,601	64	2.5
Building	2,682	(3,281)	(2,909)	11.4	(380)	(3,289)	(7)	(0.2)
Net Budget Impact	**10,938**	**4,841**	**5,813**	**20.1%**	**(142)**	**5,671**	**830**	**17.2%**

Note: Numbers may not balance due to rounding.

2011 - 2014 Net Operating Budget by Program

Program Expenditures ($ 000's)	2011 Budget	2012 Budget	2013 Forecast	2014 Forecast
Development & Design	6,358	6,779	7,169	7,229
Policy Planning	2,601	2,509	2,636	2,727
Building	(3,289)	(2,320)	(1,971)	(1,635)
Net Budget Impact	**5,671**	**6,969**	**7,834**	**8,321**

Note: Numbers may not balance due to rounding.

2011 - 2020 Total Net Capital Program

Program Expenditures ($ 000's)	2011 Budget	2012 Budget	2013 Forecast	2014 Forecast	Post 2014 Forecast	Total ($)
Other	100	0	0	0	0	100
Applications	334	85	157	47		623
Total Net Expenditures	**434**	**85**	**157**	**47**	**0**	**723**

Note: Numbers may not balance due to rounding.

Performance Measures

15.0 Balanced Scorecard

A Balanced Scorecard identifies measures for four key areas for an organization's performance: Financial; Customers; Employees; and Business Processes.

By paying attention to all four areas, an organization can retain balance to its performance and know that it is moving toward the attainment of its goals.

About the Measures for Land Development Services

Financial Measures:

Budget vs. Actual measures a commitment to align other operational expenditures with annual approved budget. The measure requires a commitment to expense monitoring and should result in favorable variance reduction at year end.

Customer Measures:

Average Wait Time measures the average wait time in minutes from the time the customer checks in with the Customer Service Advisor to when the customer speaks with appropriate staff in the Planning and Building Customer Services Centre.

Employee Measures:

Continuous Quality Improvement Index results are based on the bi-annual Employee Engagement Survey conducted by Metrics@Work. The Continuous Quality Improvement Index measures the extent to which the continuous improvement of work practices is encouraged and supported and how business is conducted. When benchmarked with the City index, Planning and Building is 2.4 percent higher and 13 percent higher than other comparable organizations.

Business Processes Measures:

Building Permit Status Report measures the current volume of online transactions. The targets are established to reflect continued efforts to shift these resources from traditional channels to online self serve channels. The numbers do not relate to building permit activity levels.

Development Application Status Reports measures the current volume of online transactions. The numbers do not relate to development activity levels.

Building Inspections Booked Online measures the current volume of online transactions. The targets are established to reflect continued efforts to encourage booking inspections online. The numbers do not relate to building inspection activity levels.

Public Open Space measures the percentage of public open space versus total area of the City.

Measures for Land Development Services	2008 (Actual)	2009 (Actual)	2010 (Planned)	2011 (Planned)	2012 (Planned)	2013 (Planned)	2014 (Planned)
Financial							
Budget vs Actual	5%	1.4%	(2%)	(2%)	(2%)	(1%)	(1%)
Customer							
Average wait time (minutes)*	-	-	4.4	4.4	4.3	4.3	4.3
Employee							
Continuous Quality Improvement Index	68.8%	68.8%	70.0%	70.0%	71.0%	71.0%	72.0%
Business Process							
Building Permit Status Report on-line transactions	23,161	20,298	21,000	23,000	25,500	28,000	31,000
Development Application Status Report online transactions	10,403	8,135	8,500	9,000	9,500	10,000	10,500
Building Inspections Booked online	1,872	2,092	2,300	2,500	2,750	3,000	3,300
Public Open Space	9%	9.1%	10.14%	10.2%	10.3%	10.4%	10.4%

*Planning & Building Customer Services Centre established in 2010.

Legislative Services Business Plan

City of Mississauga

2011-2014



DRAFT

MISSISSAUGA
Leading today for tomorrow

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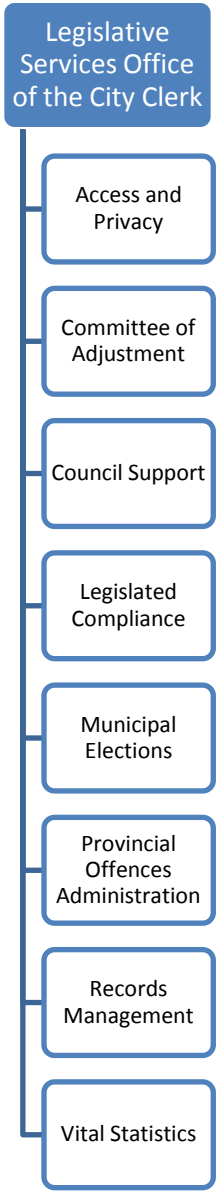
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Existing Core Services

1.0 Vision and Mission

Vision: To provide open and accessible government by ensuring that independent and impartial statutory and regulatory services are delivered in a progressive and creative manner.

Mission: To meet customers' diverse service needs by providing statutory and legislated services to the public, council and other internal and external customers through a variety of service channels.



2.0 Service Delivery Model

Legislated Services encompasses the Office of the City Clerk which has statutory responsibilities including the independent administration of a number of legislated responsibilities under the: Municipal Act, Planning Act, Municipal Elections Act, Municipal Freedom of Information and Protection of Privacy Act (MFIPPA) and other legislation such as the Vital Statistics Act and Provincial Offences Act.





Courthouse at 950 Burnhamthorpe Road West

3.0 Past Achievements

The Legislative Services Division successfully carried out a number of initiatives that were essential parts of its mandate to provide Open and Accessible Government. In 2009 Council meetings were streamed on the internet to provide access to the public and staff. In addition, General Committee meetings were streamed internally for staff. This initiative made these meetings available both as they occurred and in recorded form. During the same period new customer service counters were established on the 2nd floor of City Hall to better meet the needs of the general public.

In 2009 a total of 569 requests for information were received under The Municipal Freedom of Information and Personal Privacy Act. The City had a compliance rate in excess of 99 percent which is among the highest in the Province. 2010 had a similar success rate.

In the same period, the division initiated a pilot for a new electronic records management system that will be rolled out across departments over the next few years. In addition, the records centre operation was restructured resulting in better use of space and more efficient processes. In the area of Courts Administration, the backlog in matters reaching the Courts was eliminated and most minor traffic and by-law matters are now heard in court within seven to eight months, which is well within the provincial standard.

The 2010 Election has been successfully carried out within the established plan and resources. The newly elected Council started its term of office on December 1, 2010.



Initiatives of Interest

- Approximately 2,000 workers were recruited and trained to carry out the Municipal Election of 2010;
- The increase in the total vote was equal to the population of the Town of Orillia;
- A base has been established for a move to electronic document management within the City. At present, the equivalent of ten times the height of the CN Tower is used for paper storage;
- A tracking system is now in place for public complaints; and
- Changes in Council and committee agenda distribution have resulted in saving approximately 75,000 pages annually.

4.0 Opportunities and Challenges

Opportunities

The widespread adoption of technology provides a number of opportunities that were not readily available in the Legislative Services Business Plan of 2009-2010. The City will be able to provide members of the public with more service delivery portals and meet rising expectations in this area.

Internally electronic records including video recordings are increasingly being recognized as the primary official record. Electronic media provides increased accessibility and when securely managed can outweigh the usefulness of paper records. Increased adoption of Electronic Records management support will result in cost savings and enhanced privacy controls. Online collaboration and improved organizational effectiveness is the quickest benefit as co-workers in various offices and buildings can interact through the web in place of being physically present.

The City has this technology available and has a strong desire to roll it out to all departments during the period of this Business Plan. The opportunity is to provide records management support over electronic information to minimize costs, maintain privacy control and increase organizational efficiency through online collaboration.

Challenges

The Legislative Services Division faces a number of challenges during 2011-2014. The public is expressing a growing desire to provide input into city decisions that affect them and techniques must be developed to gather this input and ensure it is available for Council and Committees.

The introduction of new service portals that take advantage of existing technology will require system development and training of staff in the most up to date techniques and practices. This training is made even more challenging because the city and its staff have worked in a primarily paper based system since its inception. Advances in the use of technology requires the development of new policies and practices that maximize the benefits of the new technology while at the same time ensuring that adequate controls are in place to protect confidential information, including personal information.

In the area of Privacy protection it is essential to ensure that adequate resources are available and that all staff understand Privacy protection requirements and ensure that business systems are developed that ensure Privacy issues are addressed.



Project Planning for
Electronic Records Management

5.0 Current Service Levels

Access and Privacy

MFIPPA requires decisions to be communicated within 30 days. As noted earlier this requirement is being met. It is the responsibility of the division to provide guidance to city operations to ensure that personal information in the city's care and control is appropriately, effectively and securely managed. Under the Act there is an obligation to review and address privacy breaches and potential concerns. This remains a pressure for this office given existing resources.

Committee of Adjustment

Minor Variance hearings are to be dealt with within 30 days and Consent application decisions within 90 days. These standards are being met on a regular basis.

Council and Committee Support

Agendas are to be prepared for Council, committees and subcommittees in accordance with legislation and corporate standards to provide consistency, fairness, openness, and transparency. The division provides support to Council, and in excess of 20 other committees and subcommittees. In 2009, approximately 400 hours of Council and Committee meetings were supported.

Legislative Compliance

The City Clerk is a corporate signatory and undertakes the Clerk's responsibilities outlined in the Planning Act, Expropriation Act, Liquor License Act, Marriage Act, Livestock, Poultry and Honey Bee Protection Act, Ontario Heritage Act and Municipal Act. Public commissioning of documents is offered weekly.

Municipal Elections

Municipal Elections are to be conducted in accordance with the Municipal Elections Act and the plan and resources provided. These requirements are being met.

POA - Courts Administration

The Judiciary has established time to trial guidelines for minor traffic and by-law offences of nine months. The POA Court in Mississauga regularly hears these matters within seven to eight months. The City's customer service standard is that 80 percent of calls will be answered within 20 seconds. This service level is challenging and new approaches are being under-taken including the re-organization of staff responsibilities so that phone issues are addressed. Transcript requests have increased substantially and new approaches to providing these materials including the use of external service providers will be implemented in order to reach the existing service level requirement set by the Ministry of the Attorney General of 90 days. In 2010, approximately 2,025 court hours were supported.

Records Management

Records Management ensures that all City records are managed through a lifecycle. This includes long term preservation of all Council Records. With the stability in electronic document management and collaboration technology, pilot implementations, policies, procedures and training courses are currently in development.

Vital Statistics

All death registrations are sent weekly to the Ontario Registrar General. These established timelines are being met.

6.0 Looking Ahead: Goals over the next 4 years

The Goals of the Legislative Services Program for 2011-2014 are as follows:

- To adequately support the Access and Privacy Area to meet legislative requirements and ensure that the public's right to information as well as the need to protect personal privacy are addressed;
- To support Council and Committees and enhance accessibility and transparency by making information readily accessible to the public in electronic format (including audio and video);
- To ensure legislative compliance requirements continue to be met;
- To ensure that the 2010 election requirements are met; prepare for and carry out the 2014 election ensuring that means to enhance voter turnout are reviewed and implemented where feasible;
- To successfully operate the POA Courts Administration and Support function in accordance with the agreement with the Ontario Government, relevant legislation and city service standards; and
- To launch electronic document and email management services to staff.





Newly designed offices of the City Clerk were relocated in 2009 as part of the City's customer service initiatives.

6.1 Objectives

Access and Privacy: To maintain 99.5 percent compliance rate standard for access to information requests through the IPC Annual Report

To develop strategies and best practices for emerging privacy issues including assessment of the privacy impacts of technological changes

To ensure that city policies and practices reflect access and privacy requirements

Committee of Adjustment: In 2011 recruit, establish and orient members of the committee

By 2014, implement a meeting management strategy that streamlines processes and makes more use of resources available electronically on the web.

Council and Committee Support: In 2011 review committee processes, and recruit and orient new committee members for the new council term of office.

In 2012 review financial and non-financial resources of committees and develop recommendations for implementation.

In 2013 -2014 develop and implement a Mississauga Citizenship program for new residents designed to encourage civic engagement and provide new immigrants with a fundamental understanding of the inner workings and understanding of municipal government. This initiative was identified in the Belong pillar of the Strategic Plan.

By 2014 implement a meeting management strategy that streamlines processes and makes more use of resources available electronically on the web

Legislative Compliance: During 2011 – 2014, implement changes required to ensure continuing legislative compliance

Municipal Elections: In 2011, complete all legislated requirements necessary to close off the 2010 election requirements. During 2012-2013, establish and prepare the 2014 election workplan. During 2013-2014, implement the workplan and complete the election in accordance with 2012–2013 workplan.

Assess available technology options which can be implemented to provide increased options for voters in an election and increase voter turn-out.

POA-Courts Administration: In 2011, reduce to 90 days the delivery of court transcripts through the use of external service providers

During 2012-2013, increase usage of electronic transfer of information

During 2014, introduce electronic ticketing to all matters in conjunction with enforcement agencies

Records Management 2011-2014: Implement technology to manage information through its lifecycle in compliance with legislative, fiscal, operational, and historical requirements.

To develop technology usage guidelines, training and support processes for end users

Establish processes to ensure admissibility of official records in electronic format.

Develop and implement a long term preservation process for electronic records in the Records Centre.

Pilot online document sharing and collaboration business solutions for key business functions

Vital Statistics: In 2011, review commissioning services to provide more hours of availability to meet increased customer demand

Continue to provide Civil Wedding services.

7.0 Engaging our Customers

The division has a wide range of clients including the general public who require a large range of services from all sections, elected officials and candidates as well as city departments and provincial ministries. Customers are engaged on a daily basis and in 2011-2012 customer satisfaction surveys are planned for the Clerk's office. This input will be reviewed and used in the up-date of services. In addition the results of the IPC Annual report are used as a base point for the planning of resources and services in future years. All sections of the division are active in various external bodies and feedback is important in planning service delivery.

In carrying out the mandate of the division support from the Communications Division is vital to support Municipal Election activities as well as Council and Committee initiatives and events.

MISSISSAUGA TV

Watch live and archived Council meetings, weekly CityReport news, and other programs in partnership with Rogers TV



Newly designed reception area within City Clerk's offices



Inside Council Chambers at City Centre

Proposed Changes

This part of the Business Plan deals with proposed changes to the 2011-2014 Business Plan & Budget. To assist the reader, the table below summarizes the drivers of these changes including, both operating and capital. Individual tables with a brief description of the change follow.

Drivers of Operating Costs

Description ($ 000's)	2011	2012	2013	2014
Prior Year Budget	**(1,587)**	**(2,827)**	**(2,632)**	**(2,349)**
Base Changes & Impact of Capital Projects				
Base Changes	(1,228)	164	243	190
Impact of New Capital Projects	0	0	0	0
Continuous Improvements				
Efficiencies	3	0	(5)	10
Budget Reductions	(88)	(12)	0	0
Total Changes to Base and Continuous Improvement	**(1,313)**	**152**	**238**	**200**
Total Cost to Deliver Our Existing Services	**(2,900)**	**(2,675)**	**(2,394)**	**(2,149)**
Proposed Changes				
Growth Driven Initiatives	0	0	0	0
New Service Level/New Initiatives - Funded from Tax or Reserves	73	43	45	65
New Revenues	0	0	0	0
Total - Proposed Changes	**73**	**43**	**45**	**65**
Total Budget	**(2,827)**	**(2,632)**	**(2,349)**	**(2,084)**

Note: Numbers may not balance due to rounding

8.0 Base Changes

Increased Provincial Offences fines, resulting from increased red light camera charges and an increase in set fine amounts implemented by the Province on January 1, will result in significant revenue increases for the City starting in 2010.

In 2011 and 2013, the Committee of Adjustment residential application fee for a minor variance will be increased by $100 to bring the residential fee in line with the commercial / industrial application fee and to better reflect the cost of processing applications.

Highlights of Base Budget Changes

Description ($ 000's)	FTE	2011	2012	2013	2014	Total Net Costs
Provincial set fine increase-Highway Traffic Act - POA	0.0	(1,237)	(100)	0	0	(1,337)
Revenue increase due to increase application volume - Committee of Adjustment	0.0	(42)	0	0	0	(42)
Committee of Adjustment application rates increase	0.0	(26)	0	(26)	0	(52)
General cost increase for various Items	0.0	12	6	11	7	36
Labour Adjustments EA/PMP	0.0	143	249	249	177	819
Labour Gapping	0.0	(90)	0	0	0	(90)
Departmental Support Services cost allocation	0.0	7	9	9	6	31
2010 Municipal Election	(6.0)	0	0	0	0	0
Total Base Budget Highlights	**(6.0)**	**(1,233)**	**164**	**243**	**190**	**(636)**

Note: Numbers may not balance due to rounding

9.0 Continuous Improvement

The Legislative Services Division has spent considerable time and effort to identify areas where process changes as well as efficiencies can result in improvements, resulting in elimination of an ongoing contract position ($46,000) and identifying when storage boxes will be recycled and used for several years for an annual savings of ($5,000).

Agendas for Council and Committee meetings will be available and distributed electronically minimizing the cost and time associated with hard copy distribution ($8,000).

Marriage Licenses will be ordered on an as required basis more closely meeting the demand thereby reducing costs ($5,000.)

In 2012 a review of the financial support of Council Committees will take place.

During 2011, reducing projected court usage hours and resulting payments for Justice of the Peace services to 2,100 hours at $200.00 per hour ($35,000).

Where a Budget Request (BR) number is noted, more information regarding this can be found in Volume 2 of the documentation.

Efficiencies

Description ($ 000's)	BR #	FTE	2011	2012	2013	2014	Total Net Costs	Area of Focus	Strategic Pillar
Enhanced Access to Agendas/Minutes	284	0.0	3	0	(5)	10	8	Continuous improvement	
Total Operating Budget Impact		**0.0**	**3**	**0**	**(5)**	**10**	**8**		

Note: Numbers may not balance due to rounding

Recommended Program Reductions

Description ($ 000's)	BR #	FTE	2011	2012	2013	2014	Total Net Costs	Area of Focus	Strategic Pillar
2011 Cost Control Options	441	(1.0)	(88)	(12)	0	0	(100)	Other	
Total Operating Budget Impact		**(1.0)**	**(88)**	**(12)**	**0**	**0**	**(100)**		

Note: Numbers may not balance due to rounding

10.0 Proposed Changes

Because of the importance of establishing Electronic Records Management during the period of this business plan, additional support from IT and Communications is required.

Establishment of the Mississauga Citizenship program is a new initiative identified in the *Strategic Plan*. A new staff resource is required to develop and launch the program.

There is significant pressure to increase the capacity of the Access and Privacy Area to be proactive in identifying issues that are important for the protection of privacy. In order to accomplish this, an additional staff resource is required.

To plan, prepare and implement the 2014 municipal elections, additional staff and resources are required starting in 2013. In addition, funding is required to be transferred from the reserve fund to cover all costs required to undertake the election.

Increased Service Levels/New Initiatives - Funded from Tax

Description ($ 000's)	BR #	FTE	2011	2012	2013	2014	Total Net Costs	Area of Focus	Strategic Pillar
Electronic Records Management Support	320	0.0	30	0	0	0	30	Continuous improvement	
Privacy Compliance Strategy and Initiative	353	1.0	43	43	0	0	86	Other	
Establishment of a Mississauga Citizenship Program	616	1.0	0	0	45	65	110	Delivering on initiatives within the Strategic Action Plan	Belong
Total Operating Budget Impact		**2.0**	**73**	**43**	**45**	**65**	**226**		

Note: Numbers may not balance due to rounding

One time Items - Funded from Reserves

Description ($ 000's)	BR #	FTE	2011	2012	2013	2014	Total Net Costs	Area of Focus	Strategic Pillar
Municipal Elections	247	6.0	0	0	65	2,400	2,465	Other	
Total Gross Operating Budget Impact			**0**	**0**	**65**	**2,400**	**2,465**		
One-Time funding, Other transfers to or from Reserves or Reserve Funds			0	0	(65)	(2,400)	(2,465)		
Net Operating Budget Impact		**6.0**	**0**	**0**	**0**	**0**	**0**		

Note: Numbers may not balance due to rounding

2011 - 2014 Net Capital Detail Changes

Program Expenditures ($ 000's)	BR #	2011 Budget	2012 Budget	2013 Forecast	2014 Forecast	Post 2014 Forecast	Total ($)	Area of Focus	Strategic Pillar
Provincial Offences-Court Administration and Support-Initiatives and Pressures	256	30	0	0	0		30	Continuous improvement	
Electronic Records Management Support	320	14	14	14	0		42	Continuous improvement	
Enhanced Access to Agendas/Minutes	284	0	0	25	0		25	Continuous improvement	
Total Net Expenditures		**44**	**14**	**39**	**0**	**0**	**97**		

Note: Numbers may not balance due to rounding

Required Resources

11.0 Human Resources

From 2011 – 2014, there will be a significant number of positions vacated. A large number of these will be of interest to a relatively small pool of talent. The division will work closely with Human Resources in 2011-2012 to identify and utilize targeted recruitment channels. In addition, over the next few years, there will be major changes in legislative processes. This will require a skills assessment identifying gaps, and taking the necessary steps to ensure that the right skill set is on hand to carry out the necessary functions. These activities will take place in 2012-2013.

Human Resources Requirement

Description	Total FTE
2010 Restated Complement	66.2
2011 Budget Requirement	61.2
2012 Budget Requirement	60.2
2013 Forecast	62.2
2014 Forecast	67.2



Human Resources Requirement Distribution

Program	2010	2011	2012	2013	2014
Elections	7.0	1.7	1.0	2.0	7.0
Provincial Offences Act	18.2	18.2	18.2	18.2	18.2
Office of the City Clerk	38.0	38.3	38.0	39.0	39.0
Committee of Adjustments	3.0	3.0	3.0	3.0	3.0
Total Service Distribution	**66.2**	**61.2**	**60.2**	**62.2**	**67.2**

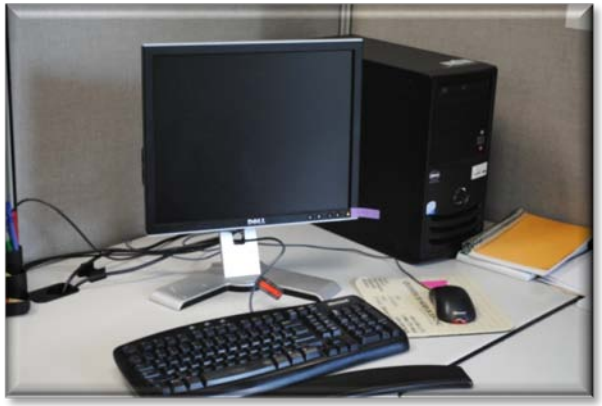
12.0 Technology

Technology is essential to innovate, govern, and provide services to the residents of Mississauga. At present all sections make full use of technology provided by the City and the Province (POA) in carrying out their mandates. Legislative Services is committed to investigating and leveraging new and existing technologies in elections, privacy protection, committee support and POA administration to develop further efficiencies that save time and reduce costs of business processes. As can be seen, the Business Plan for 2011-2014 is heavily dependent on the adoption of new technologies and practices.

The photos to the right demonstrate progression from the use of old technology, micro-fesh storage, paper filing storage methods to e-storage of files.







13.0 Facilities

The division is in a strong position in terms of facilities to meet the requirements of this business plan. By planning for future needs, counter consolidation and office renovations were completed in 2009. The construction of a courthouse using a 20-25 year time frame for demand estimates has also resulted in the division being able to address clients' needs.



Courthouse at 950 Burnhamthorpe Road West

14.0 Budget

4 Year Budget and Forecast

($ 000's)	2010 Budget	2011 Budget	2012 Budget	2013 Forecast	2014 Forecast
Labour Costs	4,930	4,544	4,825	5,179	5,946
Other Operating Expenses	3,024	1,631	1,637	1,648	3,540
Total Costs	7,953	6,176	6,462	6,827	9,486
Total Revenues	(9,704)	(9,172)	(9,272)	(9,363)	(11,763)
Net Cost	**(1,750)**	**(2,997)**	**(2,810)**	**(2,537)**	**(2,278)**
Allocations	163	170	179	188	194
Net of Allocations	**(1,587)**	**(2,827)**	**(2,632)**	**(2,349)**	**(2,084)**

Note: Numbers may not balance due to rounding.

2011 Net Budget by Program

Program Expenditures ($ 000's)	2009 Actual	2010 Budget	2011 Base Budget	Base Change %	2011 Program Changes	2011 Request	2011 Change	2011 Change (%)
Council Committees	69	107	112	4.8	0	112	5	4.8
Elections	114	120	121	0.4	0	121	1	0.4
Provincial Offences Act	(4,952)	(4,396)	(5,634)	28.2	(35)	(5,669)	(1,273)	29.0
Office of the City Clerk	2,284	2,582	2,587	0.2	23	2,610	28	1.1
Net Budget Impact	**(2,486)**	**(1,587)**	**(2,815)**	**77.3%**	**(12)**	**(2,827)**	**(1,240)**	**73.5%**

Note: Numbers may not balance due to rounding.

2011 - 2014 Net Operating Budget by Program

Program Expenditures ($ 000's)	2011 Budget	2012 Budget	2013 Forecast	2014 Forecast
Council Committees	112	112	112	112
Elections	121	133	144	154
Provincial Offences Act	(5,669)	(5,686)	(5,598)	(5,537)
Office of the City Clerk	2,610	2,810	2,993	3,188
Net Budget Impact	**(2,827)**	**(2,632)**	**(2,349)**	**(2,084)**

Note: Numbers may not balance due to rounding.

2011 - 2020 Total Net Capital Program

Program Expenditures ($ 000's)	2011 Budget	2012 Budget	2013 Forecast	2014 Forecast	Post 2014 Forecast	Total ($)
Provincial Offences Act	30	0	0			30
Office of the City Clerk	14	14	39			67
Total Net Expenditures	**44**	**14**	**39**	**0**	**0**	**97**

Note: Numbers may not balance due to rounding.

Performance Measures

15.0 Balanced Scorecard

A Balanced Scorecard identifies measures for four key areas for an organization's performance: Financial; Customers; Employees; and Business Processes.

By paying attention to all four areas, an organization can retain balance to its performance and know that it is moving toward the attainment of its goals.

About the Measures for Legislative Services

Financial Measures

Court Administration and Support Cost per $100 of revenue reflects the court administrative cost of operating court administration and support. This is a measure of the efficiency of the section.

Customer Measures

Number of FOI inquiries received and responded to measures the volume of requests from the general public for information.

Information Privacy Commission Compliance Rate provides access to information through the Municipal Freedom of Information and Protection of Privacy Act (MFIPPA), the City is required to report annually on its performance and compliance with the Information Privacy Commissioner (IPC).

Employees/Innovation and Learning Measures

Satisfaction with City and Workload to enable growth and development by City staff, an annual employee survey is conducted in which overall satisfaction and ability to manage workload are assessed. This provides valuable information for planning.

Internal Business Processes Measures

Number of eRecords Management Solutions measure usage of electronic records required that the business process reflect consistent application of policy, procedure, education and technology to enable cost and time savings in an online method of working. Support by a corporate wide governance framework, initial test implementations of 'pilot solutions' will be implemented to assess its alignment to strategic goals operating efficiencies and use adoption.

Number of Committee meetings publicly streamed to assist in providing greater access to Council and Committee proceedings the following standing committee meetings will be video streamed over the internet through 2014; Council, General Committee, Planning Development Committee, Budget, and Committee of Adjustment.

Percentage Court Matters resolved without trial pertain to tickets which are issued where the recipient has the option of paying or going to trial.

Provincial Offences Act (POA) charges received per administrative employee measures the ratio of the total number of charges received annually by the Mississauga Provincial Offences Court office divided by the total number of court administrative clerks.

Measures for Legislative Services	2008 (Actual)	2009 (Actual)	2010 (Planned)	2011 (Planned)	2012 (Planned)	2013 (Planned)	2014 (Planned)
Financial							
Court Administration and Support Cost per $100 of revenue	$36	$31	$33	$33	$33	$33	$33
Customer							
Number of FOI inquiries received	494	569	640	720	810	900	990
Information Privacy Commission Compliance Rate	99.5%	99.5%	99.5%	99.5%	99.5%	99.5%	99.5%
Employee							
Satisfaction with City	76.7%	76.7%	77.0%	77.0%	77.0%	77.0%	77.0%
Satisfaction with Workload	61.0%	64.0%	54.7%	56.0%	57.0%	58.0%	60.0%
Business Process							
Number of e-records management solutions	0	1	1	2	2	3	4
Number of Committee meetings publicly streamed	1	1	1	4	4	5	5
Percentage court matters resolved without trial	58%	65%	65%	65%	67%	67%	67%
POA Charges received per administrative employee	6,414	7,014	7,545	7,727	7,700	7,700	7,700

Arts and Culture Business Plan

City of Mississauga

2011-2014









DRAFT

MISSISSAUGA
Leading today for tomorrow

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Existing Core Services

1.0 Vision and Mission

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, historic villages, Lake Ontario and the Credit River Valley. A place where people choose to be.

The Arts and Culture Service Area, through the staff in the Culture Division, will work to support this vision articulated by the City of Mississauga's Strategic Plan.

Vision

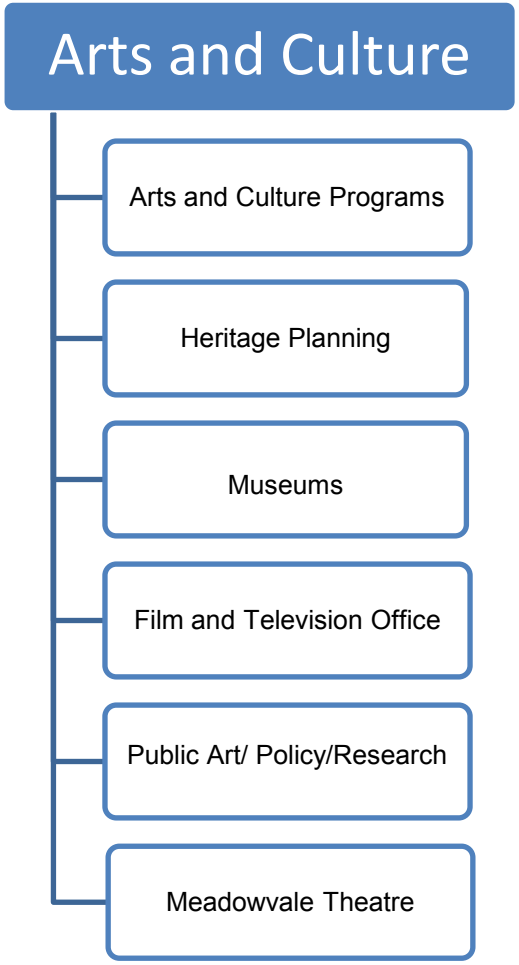
To foster the development of Mississauga as a diverse and dynamic global cultural centre, with internationally renowned festivals and events, public works that are public art, where the 10,000 years of history is celebrated and our diversity and depth of local culture is a powerful magnet for an innovative workforce.

Mission

To implement the Council approved Culture Master Plan by working collaboratively with a wide variety of internal and external partners to build strong cultural institutions, complete communities and promote new forms of wealth creation.

2.0 Service Delivery Model

The Culture Division is responsible for the delivery of the Arts and Culture Service Area. The Division currently consists of six sections with 22 full time staff and the equivalent of 18 staff who work part time to deliver many of our programs.



3.0 Past Achievements

The Office of the Arts was established in 2007 as a result of recommendations from the Arts Review Task Force.

One of the first priorities was to assume responsibility for the grant program previously administered by the Mississauga Arts Council. The following year grants for festivals and celebrations and capacity building were introduced as a way of providing increased support to the arts and culture community.

In 2008, based on one of the Arts Review Task Force recommendations, the *Culture Master Plan* Study was launched. Through a process of broad community consultation 44 recommendations were developed for implementation over the next five years. This Plan was approved by City Council in June 2009 and the division was renamed the Culture Division to reflect its broader mandate to support arts, heritage, festivals, and culture. To support this mandate, Heritage Planning, Museums, Meadowvale Theatre and the Film and Television Office were transferred to the Culture Division in October 2009.

The Culture Division had 5,855 volunteer hours in 2009 and strong support of the community as was evident from the positive response received when the *Culture Master Plan* was unveiled at City Council.



Meadowvale Theatre

> "…culture helps us define who we are, describes where we have been and signals where we are going…"
>
> Aileen Carroll, MPP, Ontario Minister of Culture

4.0 Opportunities and Challenges

An analysis of the Culture Division's Strengths, Weakness, Opportunities and Threats (SWOT) was conducted to assist in identifying the opportunities and challenges the Arts and Culture Service Area faces over the next few years. In addition, a risk assessment was conducted to ensure mitigation measures were in place where relevant. The result of this analysis is summarized below.

Opportunities

The *Culture Master Plan* provides a vision, five year implementation plan and a longer term framework to help transform Mississauga into a culturally significant Canadian city. It is aligned with all five Strategic Pillars of Change of the *Strategic Plan* and is essential to its successful implementation. Together these two documents provide a clear action plan for the next number of years.

Success will occur due to professional staff with unique skills, expertise, creativity and talents. Further support will come from volunteers and as a result of the solid working relationships already established with community partners.

Technology will allow us to expand support for cultural initiatives to ensure a connection with young people and people from various backgrounds and cultural interests.

The growing acknowledgement that governments cannot do everything themselves, but must become facilitators and enablers sets the stage for more creative partnerships and solutions to address future needs and challenges.

Challenges

Due to a number of factors such as the limited availability of local media outlets, the close proximity to Toronto and the private nature of many cultural activities in Mississauga, the cultural vibrancy of Mississauga is not widely understood. This is compounded by significant local corporate support for arts and culture being directed to Toronto.

Mississauga has a low number of key cultural facilities (e.g. museums, performing arts and production facilities, artist studios) relative to the size of our population. Finding ways to address this in a fiscally responsible manner will require new and unique solutions.

Long held notions about how culture is defined in Canada are being challenged by the growth of diverse communities and new technologies. It will be important for the Arts and Culture Service Area to convert these to opportunities in order to reach out and engage new communities in culture in Mississauga.

Since the Culture Division is new within the administrative structure there is a lack of awareness and knowledge of our role both inside and outside the corporation.

This is compounded by the limited staff and financial resources to implement the *Culture Master Plan* as identified in recommendations of the Plan. Consequently, there is a serious risk of employee burnout.

In an effort to address these opportunities and challenges, staff will continue to recommend use of the Arts Reserve where appropriate and encourage and promote the use of volunteers. Application for applicable provincial and federal cultural grants will be sought to offset costs.

5.0 Current Service Levels

Below is the list of key services provided annually by each section within the Arts and Culture Service Area. There are two areas of work performed by staff: operational programs and services; and planning and administration.

Operational programs and services are provided by the following sections:

Arts and Culture Programs

Over 100 pre-registered classes and courses in visual arts, performing arts (drama, dance and music), attracting over 3,000 participants, are offered annually. In addition, eight city-wide cultural events and activities are provided free of charge each year. These include Jane's Walk, Doors Open, Sunset Concert series and attracted 17,000 participants in 2009.

This group of staff also deliver Arts and Culture Grants and Community Cultural Celebrations and Festivals Grants to over 50 not-for-profit groups.

Film and Television Office

The Film Liaison coordinates all essential elements required for filming projects within the City of Mississauga. The pre-approval of projects ensures City property is protected and the impact on residents is minimized, while supporting the film industry.

In addition, support is provided to the growing community of artists in screen based media within the city, including support to young people wishing to tell their story or articulate their perspectives.

Meadowvale Theatre

Meadowvale Theatre supports community theatre featuring the talents of local residents. Each year it hosts more than 250 events and 150 public performances. This includes performances by professional troupes, community productions, school presentations, drama, music and dance. These performances involve over 4,700 cast and crew to produce events and they attract over 36,550 audience members.



Museums

The Museums consist of the Bradley Museum (1830s) and the Benares Historic House (early 20th century). The Leslie Log House will open May 2011 in partnership with the Streetsville Historical Society. In addition to educational programs and public tours, a number of family special events such as Maple Magic, plus summer day camp programs, adult historic cooking programs, and free lectures are offered to the public attracting over 20,000 visitors each year.

The Museums have a rich artifact collection which spans more than 200 years of Mississauga's history. This allows them to provide changing exhibits at the Civic Centre and other facilities.

They are supported by the Museums of Mississauga Advisory Committee and the Friends of the Museums of Mississauga.

Planning and Administration services are provided by the following sections:

Heritage Planning

Heritage Planning is responsible for the administration of the Ontario Heritage Act including recommendations to the Heritage Advisory Committee regarding the designation of heritage resources within Mississauga. Working in collaboration with the Planning and Building Department, they provide comments on development proposals that include heritage resources. They administer the Heritage Property Grant program.

Heritage Planning staff monitor and provide support for all requests to alter any resources on the Heritage Register which includes:

- Two Heritage Conservation Districts: Meadowvale Village & Old Port Credit Village;
- Cultural Landscape Inventory;
- 110 individually designated properties; and
- Approximately 300 individually listed properties.

Public Art, Policy Planning and Research

Staff in this section lead the development and implementation of the Public Art Program and other cultural policies required to implement the Culture Master Plan. In addition, staff collaborate with other departments within the City to bring about support for cultural initiatives and to ensure a cultural lens is applied to policies and plans.

Staff provide research on best practices and collect culture related statistics to support the sector.



Meadowvale Village

6.0 Looking Ahead: Goals over the next 4 years

Based on the 44 recommendations in the *Culture Master Plan* objectives for 2011-2014 are:

- Implement cultural mapping as a time sensitive and one stop resource for artists and residents (recommendations 30 to 34);
- Implement interactive communications between arts and culture creators and presenters, the City, residents, stakeholders and communities (recommendation 35);
- Collaborate with internal and external stakeholders to increase participation in cultural activities through new opportunities for programs and events (recommendations 33 and 36);
- Support the growth and recognition of the importance of festivals (recommendations 1 to 3);
- Increase support for all aspects of heritage including preservation, collections, and designation (recommendation 10);
- Implement the public art program (recommendations 40 and 41); and
- Strengthen cultural organizations through a variety of services, including grant support, educational workshops, and facilitating partnerships (recommendation 43).



Canada Day Festival

7.0 Engaging our Customers

During the development of the *Culture Master Plan* an extensive range of opportunities was available for the public to participate in the process. This included ongoing updates and information on a web site which was viewed by 21,843 people. Over 100 people participated in interviews and small group discussions and 130 people attended a public workshop. A General Population Survey was also used to solicit feedback and 460 people completed it. The engagement process used for the Master Plan was so successful, staff were asked to present it at the Creative Cities Network conference in 2009.

Further citizen engagement occurs on an ongoing basis through various citizen volunteer boards:

- Heritage Advisory Committee;
- Meadowvale Theatre Advisory Board;
- Museums of Mississauga Advisory Committee; and
- Friends of the Museum of Mississauga.

In order to reach and engage more artists and residents, the division will collaborate with the Communications Division to develop an identifiable, professional and uniform image that will promote culture throughout the city. Key messages will include core values, new initiatives and service threads. To do this will require positioning the website as the main source of culture information in the city. The website must be multifaceted and user-friendly with the goal of increasing awareness and participation in culture activities in Mississauga while engaging new audiences.

Enhanced, daily use of social media such as Facebook, Twitter, YouTube, Buzz, RSS feeds, IM will also be required to reach out to young people and engage all residents in a timely and relevant manner. This will require ongoing support from both the Communications Division and Information Technology staff. Most importantly it will require the Culture Division to ensure all content remains current by updating content daily.

Proposed Changes

This part of the Business Plan deals with proposed changes to the 2011-2014 Business Plan & Budget. To assist the reader, the table below summarizes the drivers of these changes including, both operating and capital. Individual tables with a brief description of the change follow.

Drivers of Operating Costs

Description ($ 000's)	2011	2012	2013	2014
Prior Year Budget	**4,038**	**4,643**	**5,371**	**5,785**
Base Changes & Impact of Capital Projects				
Base Changes	116	128	126	90
Impact of New Capital Projects	0	0	0	0
Continuous Improvements				
Efficiencies	0	0	0	0
Budget Reductions	(67)	0	0	0
Total Changes to Base and Continuous Improvement	**49**	**128**	**126**	**90**
Total Cost to Deliver Our Existing Services	**4,087**	**4,771**	**5,497**	**5,874**
Proposed Changes				
Growth Driven Initiatives	305	303	0	0
New Service Level/New Initiatives - Funded from Tax or Reserves	251	297	288	147
New Revenues	0	0	0	0
Total - Proposed Changes	**556**	**600**	**288**	**147**
Total Budget	**4,643**	**5,371**	**5,785**	**6,021**

Note: Numbers may not balance due to rounding.

8.0 Base Changes

The following table illustrates highlights of this service area's base budget. This would include costs to maintain existing service levels including the annualized impact of previous Council decisions. Costs identified here are related to labour and benefit increases for existing staff, increases of an inflationary nature as well as service demand changes (e.g. declining program enrolments). This table does not represent a reconciliation of all budget changes, just highlights.

Highlights of Base Budget Changes

Description ($ 000's)	FTE	2011	2012	2013	2014	Total Net Costs
Labour increases		104	116	116	82	418
Utility Initiative from Corporate Services		9	5	3	3	21
Departmental Support Services Allocation		3	7	6	5	21
Total Base Budget Highlights	**0.0**	**116**	**128**	**126**	**90**	**460**

Note: Numbers may not balance due to rounding.

9.0 Continuous Improvement

These initiatives represent opportunities to continually improve by reducing costs within the existing operating budget and are recommended for inclusion in future budgets. Despite the need for additional financial resources to implement the *Culture Master Plan*, staff believe the reductions below are achievable on a permanent basis. Where a Budget Request (BR) number is noted, more information regarding this can be found in Volume 2 of the documentation.

Recommended Program Reductions

Description ($ 000's)	BR #	FTE	2011	2012	2013	2014	Total Net Costs	Area of Focus	Strategic Pillar
Eliminate horse and wagon rides at museum events - $22,000 Reduce all use of both print and road signs to promote events and only use website.	245	0.0	(67)	0	0	0	(67)	Continuous improvement	
Total Operating Budget Impact		**0.0**	**(67)**	**0**	**0**	**0**	**(67)**		

Note: Numbers may not balance due to rounding.

10.0 Proposed Changes

The changes in the chart below reflect the 44 recommendations of the *Culture Master Plan*.

Costs associated with growth reflect the consolidation of Museums, Meadowvale Theatre, Heritage Planning and the Film and Television Office under the Culture Division as recommended in the *Culture Master Plan* under recommendations 7 and 8. They also support Council's previous acknowledgement of the need to increase grant funding to community cultural organizations (recommendation 1 of the *Culture Master Plan*).

Growth Driven Service Costs

Description ($ 000's)	BR #	FTE	2011	2012	2013	2014	Total Net Costs	Area of Focus	Strategic Pillar
Increase Grants to Culture Groups	243	0.0	235	235	0	0	470	Continuous improvement	Prosper
Programs and Service Manager	103	1.0	70	68	0	0	138	Continuous improvement	
Total Operating Budget Impact		**1.0**	**305**	**303**	**0**	**0**	**608**		

Note: Numbers may not balance due to rounding.

The Culture Master Plan provides 44 recommendations for implementation over the next five years. The initiatives below reflect the cost and resources associated with implementing these recommendations.

Increased Service Levels/New Initiatives - Funded from Tax

Description ($ 000's)	BR #	FTE	2011	2012	2013	2014	Total Net Costs	Area of Focus	Strategic Pillar
Mississauga Cultural Map	133	1.0	50	16	0	0	66	Identifying any new initiatives that align with the Strategic Plan	Prosper
Preventative Maintenance of Heritage Facilities	137	1.5	49	49	40	0	138	Maintaining a state of good repair for our infrastructure	
Interactive Culture Website	99	1.0	44	44	0	0	88	Continuous improvement	
Technical Support at Meadowvale Theatre	142	1.0	44	43	0	0	87	Continuous improvement	
New Cultural Programs Through Partnerships	82	0.0	25	25	25	0	75	Identifying any new initiatives that align with the Strategic Plan	Belong
Film Business Development	98	1.0	21	26	0	0	47	Continuous improvement	
City-wide Museum Programs	510	0.5	12	10	0	0	22	Identifying any new initiatives that align with the Strategic Plan	Connect
Public Art Program	118	1.0	4	11	85	0	100	Delivering on initiatives within the Strategic Action Plan	Connect
Permanent Administrative Assistant position	321	0.0	2	1	0	0	3	Continuous improvement	
Implement Cultural Facilities and Spaces Policy	106	1.0	0	72	24	0	96	Identifying any new initiatives that align with the Strategic Plan	Connect
Artifact Preservation and Storage Facility	101	2.0	0	0	58	136	194	Identifying any new initiatives that align with the Strategic Plan	Connect
Program Development at Meadowvale Theatre	143	1.0	0	0	56	11	67	Continuous improvement	
Total Operating Budget Impact		**11.0**	**251**	**297**	**288**	**147**	**983**		

Note: Numbers may not balance due to rounding.

In an effort to limit reliance on tax based funding, staff recommend the project below be supported through the Arts Reserve as this is a two year project and does not require ongoing funding.

One time Items - Funded from Reserves

Description ($ 000's)	BR #	FTE	2011	2012	2013	2014	Total Net Costs	Area of Focus	Strategic Pillar
Heritage Plans for Mississauga's Villages - Funded by Art Reserve	130	0.0	0	162	0	(162)	0	Identifying any new initiatives that align with the Strategic Plan	Connect
Total Gross Operating Budget Impact			**0**	**162**	**0**	**(162)**	**0**		
One-Time funding, Other transfers to or from Reserves or Reserve Funds			0	(162)	0	162	0	Identifying any new initiatives that align with the Strategic Plan	Connect
Net Operating Budget Impact		**0.0**	**0**	**0**	**0**	**0**	**0**		

Note: Numbers may not balance due to rounding.

Implementation of some of the *Culture Master Plan* recommendations requires capital funding. In an effort to lessen the impact on tax dollars, there is an opportunity to fund three capital projects through the Arts Reserve. These are identified by an asterisk beside each project and total $850,000.

2011 - 2014 Net Capital Detail Changes

Program Expenditures ($ 000's)	BR #	2011 Budget	2012 Budget	2013 Forecast	2014 Forecast	Post 2014 Forecast	Total ($)	Area of Focus	Strategic Pillar
Interactive Culture Website	99	300					300	Continuous improvement	
Replace Stage Lighting at Meadowvale Theatre	81	200					200	Maintaining a state of good repair for our infrastructure	
Public Art Program	118	100	200	200	200	1,200	1,900	Delivering on initiatives within the Strategic Action Plan	Connect
Preventative Maintenance of Heritage Facilities	137	50	50	50	50	300	500	Maintaining a state of good repair for our infrastructure	
Mississauga Cultural Map	133	35	20	70			125	Identifying any new initiatives that align with the Strategic Plan	Prosper
Art Gallery of Mississauga	108			500	1,755	1,000	3,255	Delivering on initiatives within the Strategic Action Plan	Connect
Artifact Preservation and Storage Facility	101			200	2,650	4,000	6,850	Identifying any new initiatives that align with the Strategic Plan	Connect
Life-Cycle Renovation of Meadowvale Theatre	87			200	3,160	2,000	5,360	Maintaining a state of good repair for our infrastructure	
Hyde Mill Ruins Accessible to the Public	123			100		900	1,000	Identifying any new initiatives that align with the Strategic Plan	Connect

2011 - 2014 Net Capital Detail Changes

Program Expenditures ($ 000's)	BR #	2011 Budget	2012 Budget	2013 Forecast	2014 Forecast	Post 2014 Forecast	Total ($)	Area of Focus	Strategic Pillar
Implement Cultural Facilities and Spaces Policy	106			50	0	0	50	Identifying any new initiatives that align with the Strategic Plan	Connect
5 Year Update of the Culture Master Plan	120				250	250	500	Other	
Transfer from R&P		51	51	51	51	306	510	Other	
Total Net Expenditures		**736**	**321**	**1,421**	**8,116**	**9,956**	**20,550**		

Note: Numbers may not balance due to rounding.

Required Resources

11.0 Human Resources

The Arts and Culture Service Area strives to address its need for human resources through participation in a variety of programs that provide resources at little or no cost while giving incumbents important work experience. Examples include programs such as Career Bridge, which is an innovative internship program designed to provide new immigrants with valuable and meaningful Canadian job experience, the University of Toronto Masters in Public Policy summer program and Sheridan College program that supports students with English as a second language. In addition the Culture division had volunteers who gave the equivalent time of three full time employees in 2009.

Despite these efforts, additional staff resources are required to implement the *Culture Master Plan*, including such recommendations as establishing a Public Art program, developing a culture map and expanding our museums and care of heritage assets.

Human Resources Requirement

Description	Total FTE
2010 Restated Complement	40.4
2011 Budget Requirement	46.9
2012 Budget Requirement	49.9
2013 Forecast	53.4
2014 Forecast	52.4

Human Resources Requirement Distribution

Program	2010	2011	2012	2013	2014
Arts Section	13.4	16.4	17.4	18.4	19.4
Heritage	2.0	2.0	2.0	2.0	2.0
Theatre	11.0	12.0	12.0	13.0	13.0
Museums	13.0	14.5	16.5	18.0	16.0
Filming	1.0	2.0	2.0	2.0	2.0
Total Service Distribution	**40.4**	**46.9**	**49.9**	**53.4**	**52.4**

12.0 Technology

The Arts and Culture Service Area will develop a cultural map (2010) and an interactive culture website (2011) that will be powered by internet and GIS technologies, including iPhone and Blackberry capabilities, to provide residents and visitors a one-stop-shop access to cultural resources, information, news, events, programs and activities. Additional servers will be acquired aimed at meeting data storage needs, in order to accommodate the increasingly large data, graphics, photos and information content base of the Arts and Culture Service Area (2011)

Together with the Information Technology area, staff will further explore the use of MS Access, Online writable forms, Prizm C2, Key Survey and statistical software to ensure sustainable information collection system and audience development strategies are established.

"Technological change and its associated market disruptions create opportunity, but also introduce significant challenges. This is particularly true for some traditional cultural industries, as they need to invest to keep up with the latest trends, business processes and efficiencies."

Ontario's Entertainment and Creative Cluster: A Framework for Growth Report, pg 10
Ontario Ministry of Tourism & Culture
June 30, 2010

13.0 Facilities

In addition to the Bradley and Benares Museums and the Leslie Log House, a feasibility study is underway to investigate the benefits and costs for a 20,000 square foot environmentally controlled Artifact Preservation Storage Facility. Development of an Artifact facility is supported by the Museums of Mississauga Advisory Board. Without additional space, with the proper environmental controls, further collection and protection of artifacts from Mississauga's past will not be possible and may be lost to private collectors.

Meadowvale Theatre will be 25 years old in 2014. It will require life-cycle renovations as various components become obsolete and upgrades to current industry standards are required to ensure the theatre's continued viability.

Currently the administrative offices of this service area are located at the Central Library, 201 City Centre Drive and the Living Arts Centre. Bringing staff together will facilitate collaboration and cooperation and reduce travel time between various locations.



Bradley Museum

14.0 Budget

Note: other operating expenses in the Arts and Culture Programs includes base funding of $1,629,300 (2010) for grants to support not-for-profit community arts, festivals and cultural organizations, with this increasing by $235,000 in 2011 and 2012, as per recommendation 1 in the Culture Master Plan.

4 Year Budget and Forecast

($ 000's)	2010 Budget	2011 Budget	2012 Budget	2013 Forecast	2014 Forecast
Labour Costs	2,561	3,001	3,615	4,001	4,009
Other Operating Expenses	2,557	2,677	2,956	2,988	3,060
Total Costs	5,117	5,678	6,571	6,989	7,069
Total Revenues	(1,211)	(1,170)	(1,342)	(1,352)	(1,200)
Net Cost	**3,907**	**4,509**	**5,230**	**5,638**	**5,870**
Allocations	131	134	141	147	152
Net of Allocations	**4,038**	**4,643**	**5,371**	**5,785**	**6,021**

Note: Numbers may not balance due to rounding.

2011 - 2014 Net Operating Budget by Program

Program Expenditures ($ 000's)	2011 Budget	2012 Budget	2013 Forecast	2014 Forecast
Arts Programs and Grants	3,290	3,869	4,109	4,096
Heritage	242	222	202	240
Theatre	319	405	448	443
Museums	712	784	951	1,144
Filming	81	91	75	99
Net Budget Impact	**4,643**	**5,371**	**5,785**	**6,021**

Note: Numbers may not balance due to rounding.

2011 - 2020 Total Net Capital Program

Program Expenditures ($ 000's)	2011 Budget	2012 Budget	2013 Forecast	2014 Forecast	Post 2014 Forecast	Total ($)
Building	383	83	1,133	7,898	8,648	18,145
Material and Equipment	353	238	288	218	1,308	2,405
Total Net Expenditures	**736**	**321**	**1,421**	**8,116**	**9,956**	**20,550**

Note: Numbers may not balance due to rounding.

2011 Net Budget by Program

Program Expenditures ($ 000's)	2009 Actual	2010 Budget	2011 Base Budget	Base Change %	2011 Program Changes	2011 Request	2011 Change	2011 Change (%)
Arts Programs & Grants	2,516	2,813	2,905	3.3	385	3,290	477	16.9
Heritage	0	257	242	(5.9)	0	242	(15)	(5.9)
Theatre	146	226	275	21.6	44	319	93	41.0
Museums	604	666	673	1.0	39	712	46	6.9
Filming	88	75	60	(20.6)	21	81	6	7.3
Net Budget Impact	**3,354**	**4,038**	**4,154**	**2.9%**	**489**	**4,643**	**605**	**15.0%**

Note: Numbers may not balance due to rounding.

Performance Measures

15.0 Balanced Scorecard

A Balanced Scorecard identifies and measures four key areas of an organization's performances; Financial; Customers; Employees; and Business Processes.

By focusing attention on all four areas an organziation can retain a balance approach as it moves towards its goals.

About the Measures for Arts and Culture

Financial

Per capita grants to arts and culture organizations is used as an industry standard measure. In 2009 Mississauga provided $1.50 per capita in direct funding of the arts versus the national average of $6.23 per capita. Improvements over the coming years is forecast based on previous direction from City Council.

Customers

Number of city wide free arts and culture events allows for the promotion of arts and culture and engages citizens in their community. This includes such new and innovative programs as Jane's Walk, Culture Days and Art's Birthday. Increased programs of this nature allow for increased involvement and understanding of the importance of cultural events in the life of a city.

Employees

Number of events with staff participation in promoting arts and culture is measured through Innovation, and learning will be promoted through ongoing training and professional develoment and an emphasis on these compentencies through the annual staff performance management process. Employees who are happy with their jobs are excellent ambassadors for the programs and services they offer. This is evidenced by the number of occasions they promote Arts and Culture through presentations to internal and external stakeholders, businesses and residents.

Businesss Process

Number of volunteer and student hours measured in an effort to increase outputs in the Arts and Culture Service Area, continued use of the volunteers and summer students will be pursued.

As a new division, with a new mandate, we are committed to ensuring success and positive growth in our sector. We will monitor our progress through these annual performance measures and through the use of a cultural report card as recommended in the Culture Master Plan.

The Service Area staff look forward to working with colleagues and the community to deliver exceptional arts and culture services to the residents of Mississauga.

Measures for Arts and Culture	2008 (Actual)	2009 (Actual)	2010 (Planned)	2011 (Planned)	2012 (Planned)	2013 (Planned)	2014 (Planned)
Financial Per capita grants to arts and culture organizations	1.50	1.50	1.75	2.25	3.00	3.00	3.00
Customer Number of city wide free arts and culture events	2	7	8	10	13	15	16
Total Number of public art installations	13	13	14	16	18	20	22
Employee Number of events with staff participation in promoting arts and culture*****	-	3	4	5	6	7	8
Business Process Number of volunteer and student hours *****	-	5,855	6,000	6,100	6,500	6,600	6,700

***** These two measures did not come into effect until 2009

Regulatory Services Business Plan

City of Mississauga

2011-2014











DRAFT

MISSISSAUGA
Leading today for tomorrow

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Existing Core Services

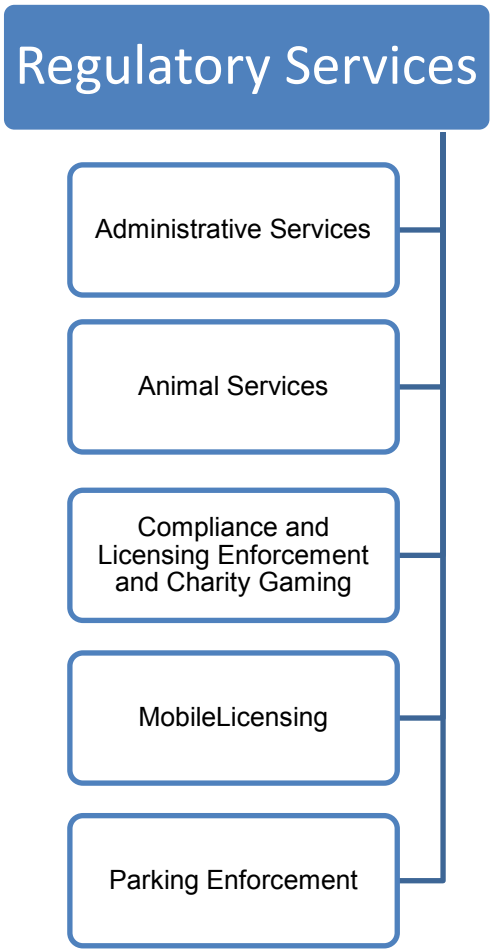
1.0 Vision and Mission

Vision Statement

Regulatory Services will be seen as leaders and the model for success in municipal law enforcement.

Mission Statement

Compliance is achieved through the adherence with municipal by-laws and provide services to maintain order, safety and community standards in the City.



2.0 Service Delivery Model

Regulatory Services are mandated by law to provide the following services:

- Enforcing various City by-laws including:
  - Animal Care and Control By-law;
  - Dog Owners Liability Act (DOLA);
  - Issuing of Dog and Cat licences;
  - Business Licensing;
  - Property Standards;
  - Zoning By-law;
  - Debris and Anti-Littering;
  - Noise and Nuisance Control;
  - Fence Enclosures;
  - Accessory Apartments;
  - Parking in fire routes and accessible parking spaces (disabled parking spaces);
  - Parking in prohibited areas;
  - Parking over the time limit of 3 hours;
  - Issue stationary business and charity gaming licences;
  - Enforce regulations for various stationary and public vehicle licences; and
  - Ensure that all vehicles used to provide service to the public are operating in compliance with the Public Vehicle Licensing by-law.

Other Services

- Operating the Animal Pound /Shelter and delivering various animal related services;
- Educate on urban wildlife issues and pet adoption;
- Provide parking enforcement training and certification for private security officers on private property;
- Operate the First Attendance Facility for early parking ticket dispute resolution;
- Approve and process parking considerations;
- Conduct fire route and site inspections for private property;
- Conduct dedicated parking enforcement in school zones;
- Support other City departments through enforcement and expertise;
- Agent for the CMHC Residential Rehabilitation Assistance Program;
- Co-ordinate Liquor Licence approvals; and
- Active participation on the Integrated Municipal Enforcement Team.

In performing due diligence Regulatory Services assists the Corporation with risk management and maintains community safety and standards.

Regulatory Services is one of six divisions of the Transportation and Works Department and consists of 139 staff members (full and part time) which is divided into five sections: Animal Services; Compliance and Licensing Enforcement and Charity Gaming; Mobile Licensing Enforcement, and Parking Enforcement.

Key Success Factors

- Internal and external customers who are educated and aware.
- An effective, integrated, co-operative and committed workforce who deliver effective and efficient customer service.
- Beneficial community partnerships.
- Dedication and commitment that has earned the confidence of Senior Leadership and Council.

Mobile Licensing launched the Robbery Prevention Program for experienced taxi drivers in late November 2008. In 2009, 587 participants successfully passed this course.

3.0 Past Achievements

It is important to reflect back on accomplishments and to also report the work being completed on a daily basis to make Mississauga a great place to live, work and play. The following captures some of the achievements and successes attained regarding ongoing commitment to service, excellence and continuous improvement:

Today's Enforcement Employee Management Software System (TEEM) Project was developed by Parking Enforcement in order to track employee performance for attendance, customer service, health and safety, equipment and resource management. TEEM was tested with Information Technology (IT) and successfully implemented across the Division in December 2009;

All Mobile Licensing, Parking Enforcement and Animal Service Officers successfully completed Drive Wise Training;

Further expansion and enhancements to the joint Animal Services/ Parking Enforcement Bike Patrol Unit are planned based on positive feedback from the public.

In support of the City's Strategic Plan, staff developed many green initiatives including IT upgrades, reduced printing, eliminated manual processes and reduced paper filing;

In recognition of the effect of idling vehicles releasing harmful gases and air contaminants including carbon dioxide and volatile organic compounds, staff researched and developed the Idling Control By-law with key staff from other Divisions.

Mobile Licensing Enforcement worked with Peel Regional Police to create the Robbery Prevention and Fare Recovery Kit for taxicab drivers. This team also produced a taxi driver robbery prevention training video which is now used in driver training programs. Mobile Licensing Enforcement also worked with Mississauga Fire and Emergency Services to successfully combat crowding at collision scenes caused by multiple tow truck operators;

The City of Brampton Council approved the Mississauga Taxi Training courses for its new applicants and existing licensees. To date, 140 drivers have attended courses;

Completed 3-1-1 Call Centre Mobile Licensing research much faster than anticipated due to the efficiency of staff. The system went live in May 2010;

In February 2009 Animal Services staff examined their communication strategies and how they could improve on branding, image and community relations and in doing so improve public education. Further, in a continuing effort to have a sustainable business plan and stable revenues, Animal Services staff recommended the elimination of the lifetime dog licence. Annual licences were re-introduced;

Numerous public events were attended / hosted by Animal Services with positive responses i.e. "Dirty Dog Wash", Coyote Public Information session, and the Shelter Open House. Air conditioning was installed in the kennel areas of the Animal Services facility along with further equipment upgrades;

West Nile Virus (WNV) inspections in 2009 – 57 direct WNV complaints from the Region of Peel and 387 resident complaints of potential sites for mosquito habitats from long grass and weeds were rectified by two summer students;

Completed updates to Compliance and Licensing Enforcement Standard Operating Procedures;

Increased participation at the Committee of Adjustment meetings, Ontario Municipal Board, Ontario Fire Marshal's Provincial Advisory Group and the Crime Prevention through Environmental Design Committee (CPTED);

The Compliance and Licensing Enforcement, Charity Gaming, Parking Enforcement and Mobile Licensing Enforcement Section offices were renovated in 2008/2009. Parking Enforcement and Mobile Licensing moved to new offices in November 2008; Compliance and Licensing Enforcement and Civic Centre Administration moved into their newly renovated offices in 2009; and

Further efficiencies have been realized at the Mobile Licensing Section as a result of staff, systems, the taxi school and the inspection facility housed at one location. More efficient processing of applicants, inspections resulting in a reduction of ten to fifteen minutes to the process.



Parking enforcement staff use Hybrid vehicles supporting the Green Pillar of the City's Strategic Plan.



Another Happy Customer who adopted a cat from Animal Services

Hello Lloyd,

Thought you would like to see the picture of our little Matty in the 2011 Page-A-Day Cat calendar. I've also attached the actual photo that was submitted to the contest back in January. And no this wasn't staged – he likes to get the toilet paper off the holder and play with it and we were just lucky enough to have a camera nearby and catch him all wrapped up in it. We were so happy to have our picture selected as "Winner of the Week" for the calendar and to have a little superstar in our midst. Matty is 3 years old now (he was only 3 months old when we got him from your shelter) and he is just the most loving and sweet cat we could ask for.

He brings us such happiness every day along with his brother, Jamie. They are so close to each other you would think they were adopted together. We couldn't have got a nicer cat from your shelter. We just love him to bits.

4.0 Opportunities and Challenges

The SWOT business analysis approach was used to assess Regulatory Service's operational environment over the next four years. A risk assessment exercise was completed from which these opportunities and challenges were identified.

Strengths

Regulatory Services is recognized as leaders in the community and share expertise with external associations, agencies and government bodies.

The enforcement team is integrated and able to address multi-jurisdictional issues. Strong ongoing partnerships are maintained with other regional, provincial and federal regulatory agencies as well as participation/representation on regional, provincial, federal and international committees.

Experienced and dedicated staff make up the team. In 1996 there was an identified need for succession planning to maintain the knowledge base. This is further supported by a commitment to ongoing staff training.

Weaknesses

The core age of staff will lead to a 10 percent vacancy due to retirements over the next five years. This is projected to grow to 17 percent resulting in an erosion of the knowledge base and the ability to maintain current levels of experience and expertise.

Regulatory Services's limited financial resources hamper the commitment to ongoing training and impact our ability to maximize our present use of IT resources.

The cultural make up of the City presents additional communication challenges. Language and culture issues are dealt with by staff on a regular basis.

There is an ongoing challenge to balance regulatory integrity in a political environment.

The Provincial court backlog causes trial delays which negatively impacts revenues and resolution of complaints.

Opportunities

There are opportunities for improving efficiencies through continuous development of new or enhanced business processes such as increased online services for licence issuance and ticket payments. Field automation has been identified as the top priority, providing the ability to have officers work in the field via wireless connection to the databases.

There is the opportunity to provide regulatory expertise to the Downtown 21 project through the use of licensed vendors for public events and the increased use of public transit (short run taxi services).

As part of succession planning, work is ongoing to influence college curriculum to enhance the calibre of potential future entry level officers.

There is the opportunity to expand the use of the Mobile Licensing Training Centre and Inspection facility to other licensed industries and generate new revenue.

Clients receive timely information with technology through website updates and email bulletins and ideas are shared with colleagues in other agencies and municipalities.

The introduction of administrative penalties will be used as a new enforcement compliance tool along with the re-establishment of a community mediation service as an alternative dispute resolution tool.

An efficiencies review is underway for Animal Services as the first phase of Regulatory Services with other sections to follow

in the future. Efficiency initiatives stemming from e3 will be forthcoming.

Threats

The projected 17 percent staff vacancy due to retirement will erode the knowledge base and expertise of the team combined with the inability to effectively communicate with a diverse population.

As the City's housing stock ages and land stock depletes, housing maintenance issues will rise leading to an increase in property standards workload.

Regulatory Services currently has limited financial resources designated to deal with the City's growing ethnic diversity. The prevailing negative public attitude towards enforcement and compliance exacerbates this situation. As a result it is taking more staff time to work through caseloads and achieve compliance which is further compounded by court backlogs.

Regulatory Services must respond to changes to legislation at the federal and provincial levels of government which adds to workload and the further stretching of resources.

Risk Mitigation

The threats identified in the SWOT analysis could potentially affect the ability of the Division to deliver efficient and effective services and to adapt to changes appropriately. To counteract the potential effects, staff developed a number of steps to mitigate those risks.

High

Risk: Currently staff vacancy is at 17 percent due to retirements leading to erosion of knowledge base over the next five to ten years.

Mitigation: Staff identified and implemented succession planning within the Division over the past several years. Career development opportunities are provided to staff and awareness of municipal law enforcement careers are promoted at the community college level by offering an 11 week orientation program for Sheridan College students. Staff teams are involved in the ongoing creation and revision of Standard Operating Procedures.

Risk: Growing ethnic diversity with flat or decreasing financial resources.

Mitigation: Ongoing diversity training provided to staff through corporate programs. Online services and web content is adjusted to meet the needs of the population. Existing staff are from a diverse range of cultural backgrounds and are able to speak a variety of languages to better support the diverse population. In the future, Regulatory Services management will need to address the growing ethnic diversity within the climate of flat or decreasing resources, by conducting a language audit and determine whether our own staff can assist with in-house staff training to help develop our team's skills set in this area.

Risk: Aging housing stock resulting in increased housing/ maintenance issues and associated workload.

Mitigation: Staff proactively educate and assist the residents where possible. Staff has suggested changes to the Canada Mortgage and Housing Corporation (CMHC) so that the federal value thresholds can be increased for the Residential Rehabilitation Assistance Program (RRAP). The current value thresholds set by CMHC are not reflective of the rising values of Mississauga homes making a majority of homeowners ineligible for the program.

Medium

Risk: Limited financial resources have hampered the provision of on-going staff training.

Mitigation: Staff identified the development of more in-house training to help alleviate this situation and ensure Mississauga continues to be the employer of choice attracting a valuable employee base.

Risk: Limited financial resources has affected the provision of adequate levels of IT support for applications used in each section and affected the ability to maximize application efficiencies/capabilities.

Mitigation: Discussions will be held with IT regarding the feasibility of a dedicated representative for Regulatory Services and any other methods to better prioritize upgrades to our automated systems.

Risk: Balancing regulatory integrity in a political environment.

Mitigation: Continued focus of effective public education to achieve voluntary compliance with applicable municipal by-laws. Open communication, transparency and education required with elected officials.

Risk: Court backlog

Mitigation: In an attempt to reduce the number of requests for trial the requirement for first attendance was implemented as a mandatory first step for parking tickets. This has resulted in increased resolution at the first attendance stage and a reduction in requests for trial. Use of administrative penalties will be explored for licensing by-laws in 2011.

Risk: Amendments to Provincial legislation affect municipal by-laws which must reflect those changes.

Mitigation: Senior staff participate in municipal and provincial associations which work closely with policy makers to influence positive change and have developed useful contacts with government officials and law enforcement agencies. Staff are educated and trained where possible. Identification of resources is necessary to meet the workload.

Risk: Less tolerance toward Enforcement and Compliance due to various factors such as economic pressures.

Mitigation: To alleviate this situation staff training and education has been promoted. For example, the entire Division will take part in high conflict mediation training.

Risk: Over the years there has been an increase in caseload and investigation times.

Mitigation: New processes are being developed (i.e. field automation) to promote efficiency and identify necessary resources.

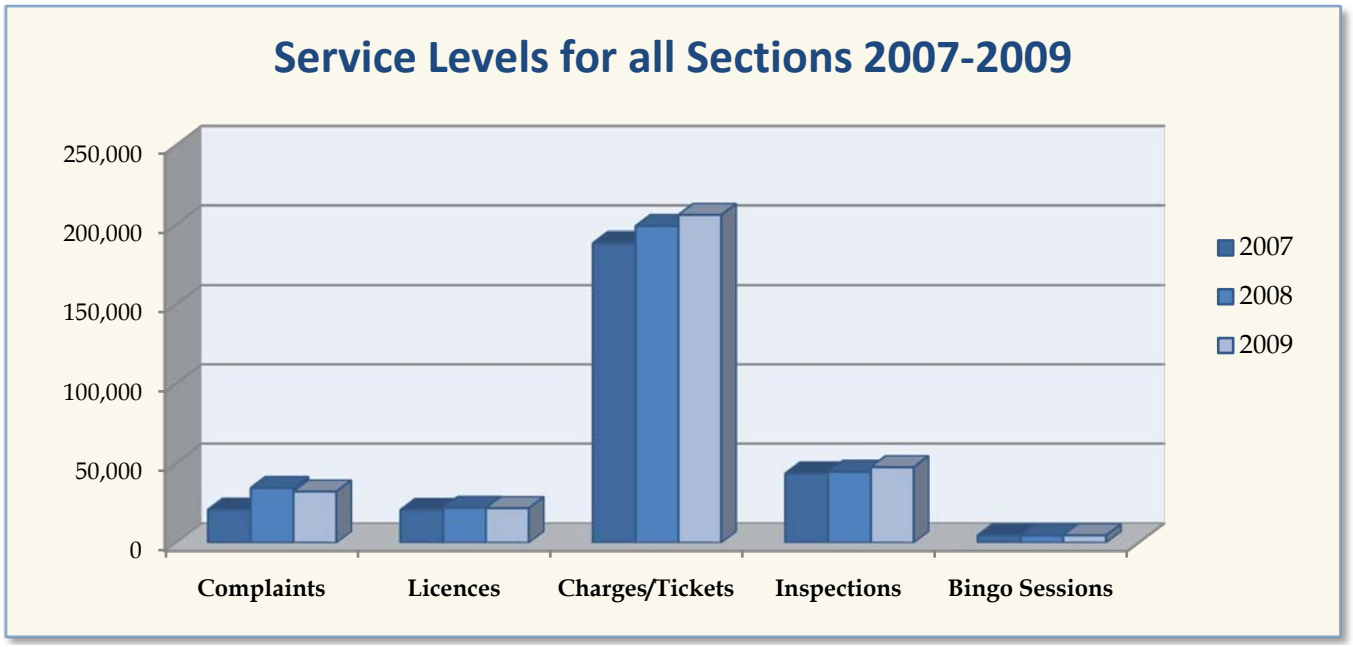


Parking Enforcement

5.0 Current Service Levels

Regulatory Services delivers services to all residents of the City of Mississauga, those businesses which require mobile and stationary operating licences; training services to the taxi industry; pet licensing, adoption, kennelling, advice for pet owners; issues pool permits, charity gaming licences, provides parking enforcement and responds to by-law related complaints.

Regulatory Service's commitment is to respond to and rectify all complaints received.



The following captures Regulatory Service's service levels in 2009:

- Animal Services conducted over 80 educational visits and community events, answered over 900 wildlife related phone calls and over 80 web inquiries and handled over 200 dog bite complaints;
- Compliance and Licensing Enforcement (C&LE) is the authorized agent for CMHC and delivered over 20 Residential Rehabilitation Assistance Grants to eligible homeowners. C&LE conducted 30 Marijuana Grow Operations remediation investigations and issued 206 Swimming Pool Enclosure Permits;
- Mobile Licensing trained over 700 new taxicab driver applicants and inspected 8,517 public vehicles;
- Parking Enforcement approved over 13,000 residential/commercial parking considerations and settled over 14,000 tickets disputed through the First Attendance Facility; and
- Across the Division, 95 – 98 percent of complaints received are rectified. The remaining percentage of complaints are carried over to the next year.



Animal Services Shelter

Residents utilize the services of the Compliance and Licensing Enforcement Section at a high rate. 5,984 new requests for service were registered for 2009 and 5,860 complaints were closed off during the same year.

6.0 Looking Ahead: Goals for the next 4 years

The Enforcement Division is mandated to achieve compliance with municipal by-laws and provide services to maintain order, safety and community standards in the City and to meet service level needs with some nominal growth.

Over the next four years, the goals and operational objectives of Regulatory Services can be summarized within the following areas:

To continue to strive to provide awareness, education and enforcement of municipal by-laws with the ultimate goal of compliance and in doing so, raise the Profile of the Regulatory Services within the community.

To continue to identify new revenue opportunities and generate revenue growth across Regulatory Services while at the same time work to develop additional performance measures that will assist in the future; and finally, to promote an inclusive divisional culture in order to maintain a strong team moving forward.



Animal Services Officer on duty

Parking Enforcement Charitable Work

Staff participated in over eight charitable community fundraisers and events throughout the year including raising funds for the Healing Cycle bike ride fund raiser for the Credit Valley Hospital.

Operational Objectives

The following represents some of Regulatory Services goals and operational objectives for the next four years:

- Strive to offer enhanced staff training and create career development opportunities and in doing so, continue to be the employer of choice;
- Promote expertise as problem solvers by educating internal and external stakeholders;
- Review by-laws for relevancy and ensure by-laws are reflective of what is happening in the City;
- Review structure of administrative services;
- Promote compliance through education and open house events;
- Improve efficiency through the use of enhanced technology;
- Increase on-line services (i.e. licence renewals to promote self service);
- Support the increased use of the 3-1-1 Call Centre; and
- Enhance industry training.



Parking Enforcement Bike Unit staff

Since July 1st, 2007 through to December 31st, 2009 the door-to-door license program has licensed 3,885 dogs and cats, with revenues totalling $101,640.

7.0 Engaging our Customers

Residents are satisfied overall with Regulatory Services based on the 2009 Citizen Value Measurement Survey showing results of 7.3 percent on a 10 point scale.

A recent customer satisfaction phone survey was completed for Animal Services as part of the e3 Review. The key results indicate that the public is satisfied with the service provided by Animal Services in the following areas with a rating of 85 percent or higher:

- 85 percent identified that the officer was at the scene within 1 hour;
- 92 percent identified that the officer's courtesy was good to excellent;
- 91 percent rated the officer's professionalism as good to excellent;
- 86 percent rated the officer's knowledge as good to excellent; and
- 88 percent identified that the end result of the issue was good to excellent.

Further initiatives for in-depth market research on citizen engagement will be reviewed for use as a pilot for other regulatory services sections.

The following programs have been implemented to engage with the customer:

Continuance of cat and dog door-to-door licensing program for Animal Services – 3,800 new licences issued since July 2007. The Animal Services community outreach communications strategy is ongoing;

Parking information included in the City's updated snow brochure;

New by-laws and Regulations – Public education (All Sections) – information available online, leaflets, media releases and face-to-face community liaison are maintained on a regular basis. Further, staff are seeking to raise public awareness about the Towing Industry and Vehicle Pound Facilities with more public education.



Animal Services Educational Leaflets

Proposed Changes

This part of the Business Plan deals with proposed changes to the 2011-2014 Business Plan & Budget. To assist the reader, the table below summarizes the drivers of these changes including, both operating and capital. Individual tables with a brief description of the change follow.

Drivers of Operating Costs

Description ($ 000's)	2011	2012	2013	2014
Prior Year Budget	**806**	**1,802**	**2,692**	**3,353**
Base Changes & Impact of Capital Projects				
Base Changes	838	890	571	403
Impact of New Capital Projects	0	0	0	0
Continuous Improvements				
Efficiencies	22	0	0	0
Budget Reductions	0	0	0	0
Total Changes to Base and Continuous Improvement	**860**	**890**	**571**	**403**
Total Cost to Deliver Our Existing Services	**1,666**	**2,692**	**3,263**	**3,756**
Proposed Changes				
Growth Driven Initiatives	66	0	90	0
New Service Level/New Initiatives - Funded from Tax or Reserves	70	0	0	0
New Revenues	0	0	0	0
Total - Proposed Changes	**136**	**0**	**90**	**0**
Total Budget	**1,802**	**2,692**	**3,353**	**3,756**

Note: Numbers may not balance due to rounding.

8.0 Base Changes

The following table illustrates highlights of this service area's base budget. This would include costs to maintain existing service levels including the annualized impact of previous Council decisions. Costs identified here are related to labour and benefit increases for existing staff, increases of an inflationary nature as well as service demand changes (e.g. declining program enrolments). This table does not represent a reconciliation of all budget changes, just highlights.

Highlights of Base Budget Changes

Description ($ 000's)	FTE	2011	2012	2013	2014	Total Net Costs
Labour cost increases (reflects performance pay, economic adjustments, and fringe benefit changes).	0.0	399	548	546	385	1,878
Labour Gapping	0.0	(117)	0	0	0	(117)
Forecasted Revenue Shortfall-Budget Request-590	0.0	500	0	0	0	500
Animal Services Officer	0.0	29	0	0	0	29
Funding for two Summer Compliance & Licensing Enforcement Staff-Budget Request-467	0.0	0	19	0	0	19
Updating the current Taxi Driver Training Video-Budget Request-562	0.0	0	15	(15)	0	0
Utilities - Hydro	0.0	2	1	1	1	5
Total Base Budget Highlights	**0.0**	**813**	**583**	**532**	**386**	**2,314**

Note: Numbers may not balance due to rounding

9.0 Continuous Improvement

Mobile Automation Project – Computers in Cars for Municipal Law Enforcement Officers (Budget Request 297)

Allow staff to access live data in the field reducing travel time and time spent in the office. This was first identified and approved for Animal Services in 2008 and field tested in 2010.

Animal Services Officer, Pet Recovery Position (Budget Request 309)

This position was recommended in an external consultant's report and has been piloted for the past year and a half from existing budget through gapping and part time budget dollars.

Increase Online Services – Dog and Cat Licences (Budget Request 594)

Expansion of existing online license renewal capability to include new licenses. This will further enhance customer service and improve cost / revenue ratios.

Updating the Current Taxi Driver Training Video (Budget Request 562)

The existing video was at least 15 years old and outdated. The video will be part of the taxi school curriculum.

Funding for 2 Summer Compliance and Licensing Enforcement Staff (Budget Request 467)

Positions presently funded by the Region of Peel as part of the West Nile Virus program. Funding may be pulled in the future.

Animal Services Full Time Officer (Budget Request 310)

One additional officer to maintain the existing service levels with some minor improvement.

Customer Inquiries Clerk – 5 month seasonal contract Parking Enforcement (Budget Request 437)

To cope with peak demand and vacation coverage of the court house.

Online Licence Renewal for Mobile and Business Licensing (Budget Request 595)

Move to online license application and issuance. This is a logical customer service initiative and is the way that industry is moving. This service represents the most cost efficient way of renewing licences. Some staff savings will be realized.

Conversion of 2 Parking Enforcement Supervisory positions to team leader positions (Refer to Budget Request #435)

A cost saving will be realized by converting the number of supervisors by two to team leaders at a lower salary.

Efficiencies

The following table illustrates reductions that are a result of conducting work quicker or in an improved manner which does not result in a change in service level. In some cases it represents an investment which will result in future savings or cost containment. It highlights cost efficiencies that are based on technological improvements and the opportunity for a continuous service review as the city workforce migrates to new opportunities and/ or retires.

Where a Budget Request (BR) number is noted, more information regarding this can be found in Volume 2 of the documentation.

Efficiencies

Description ($ 000's)	BR #	FTE	2011	2012	2013	2014	Total Net Costs	Area of Focus	Strategic Pillar
Mobile Automation Project- Computers in Cars for MLEO's	297	0.0	30	0	0	0	30	Continuous improvement	
Cost Savings, Staff Complement Conversion, Parking Enforcement	435	0.0	(8)	0	0	0	(8)	Other	
Total Operating Budget Impact		**0.0**	**22**	**0**	**0**	**0**	**22**		

Note: Numbers may not balance due to rounding.

Working with the Educational Community

Regulatory Services plays an active role in hosting Sheridan College students as part of the Field Placement Practicum. The students are given an overview of enforcement procedures, administrative procedures and then paired with a Municipal Law Enforcement Officer to gain a better understanding and appreciation of the role of our Municipal Law Enforcement Officers play within the community.

10.0 Proposed Changes

Growth Driven Service Costs

Description ($ 000's)	BR #	FTE	2011	2012	2013	2014	Total Net Costs	Area of Focus	Strategic Pillar
Animal Services Officer, Pet Owner Recovery Position.	309	1.0	66	0	0	0	66	Other	
Additional FT Animal Services Officer	310	1.0	0	0	75	0	75	Other	
Customer Inquiries Clerk - 5 Month Seasonal Contract, Parking Enforcement	437	0.4	0	0	15	0	15	Other	
Total Operating Budget Impact		**2.4**	**66**	**0**	**90**	**0**	**156**		

Note: Numbers may not balance due to rounding.

This table captures all costs for new or enhanced levels of service.

Increased Service Levels/New Initiatives - Funded from Tax

Description ($ 000's)	BR #	FTE	2011	2012	2013	2014	Total Net Costs	Area of Focus	Strategic Pillar
Mediation Services			70				70		
Total Operating Budget Impact		**0.0**	**70**	**0**	**0**	**0**	**70**		

Note: Numbers may not balance due to rounding

The table below/above lists newly identified capital projects in 2011-2014.

2011 - 2014 Net Capital Detail Changes

Program Expenditures ($ 000's)	BR #	2011 Budget	2012 Budget	2013 Forecast	2014 Forecast	Post 2014 Forecast	Total ($)	Area of Focus	Strategic Pillar
Increase On line Services, Dog & Cat Licenses, Animal Services.	594	0	100	0	0	0	100	Continuous improvement	
On line licence renewal for Mobile Licensing and Compliance and Licensing	595	0	0	240	0	0	240	Continuous improvement	
Vehicle for additional FT Animal Services Officer	310	0	0	30	0	0	30	Other	
Total Net Expenditures		**0**	**100**	**270**	**0**	**0**	**370**		

Note: Numbers may not balance due to rounding.

Integrated Bicycle Unit

Parking Enforcement established an Integrated Bicycle Unit with Animal Services to patrol the parks and outdoor events. The patrols display a visual presence in the community with a focus on public education and raising the profile of both sections.

Required Resources

11.0 Human Resources

- Succession planning in place;
- On-going Divisional and Sectional staff training;
- Career developmental positions when available; and
- Review utilization of part-time staff.

As mentioned in the Opportunities and Challenges Section above, despite operating with a full staff complement the Division continues to face workload pressures. It is crucial to ensure that the City's Regulatory Services Division be properly and adequately resourced to support all citywide service areas and complaint response requirements as mandated. In performing due diligence, Regulatory Services assists the Corporation with risk management and maintains community safety and standards.

Regulatory Services must ensure it is well prepared to meet emerging expectations going forward to meet our mission statement and the City's strategic priorities.

In order to meet the future workload demands, the following positions are recommended in the 2011 to 2014 Business Plan:

- Recommending 1 FTE Animal Services Officer - Pet Owner Recovery position (BR 309) – 2011;
- Recommending 2 Summer Compliance and Licensing Enforcement seasonal staff (BR 467) – 2012;
- Recommending 1 Parking Enforcement Customer Inquiries Clerk – Seasonal (BR 437) 2013; and
- Recommending 1 FTE Animal Services Officer (BR 310) – 2013.

Human Resources Requirement

Description	Total FTE
2010 Restated Complement	129.0
2011 Budget Requirement	130.0
2012 Budget Requirement	130.0
2013 Forecast	131.4
2014 Forecast	131.4

12.0 Technology

Regulatory Services uses corporate standard software for some of its requirements. Additional unique software used includes:

- Amanda (both Licensing Sections);
- Chameleon (Animal Services);
- Autocite (Parking Enforcement);
- Charity Gaming Licence Issuance (internal); and
- MAX (internal – Planning and Building program).

Regulatory Services is committed to investigating and using new and existing technologies to develop efficiencies. The following projects have been identified:

Field Automation (Refer to BR#297). Expands the use of existing software to officers in the field resulting in improved efficiencies, reduced travel and time savings;

Chameleon software upgrade. The primary software used for Animal Services is currently nine versions behind and requires IT workload priority. Furthermore, the e3 Review has also identified this initiative as an efficiency measure;

Online new dog and cat licence purchases. The City's web portal currently allows residents to renew pet licences but new licences should also be made available to improve our customer service and enhance revenues;

All customer inquiries of a general information nature are scheduled for transfer to the City's 311 Call Centre by the end of 2011;

Amanda software upgrade is identified for the IT workload for more efficient licensing;

Online licence renewals as a new option for licensed industry members (Mobile and Compliance and Licensing Enforcement);

Online Parking Considerations; and the Charity Gaming System Upgrade; and

As identified under risk mitigation, a dedicated IT representative for Regulatory Services also be reviewed and discussed.

Residential Rehabilitation Assistance Program

Compliance and Licensing Enforcement staff act as the delivery agent for the Residential Rehabilitation Assistance Program (RRAP), a program administered by the Canadian Mortgage and Housing Corporation and funded by the Federal Government of Canada. One component is targeted for low income homeowners in order for them to undertake significant structural repairs to their homes.

The second component is the Residential Rehabilitation Assistance Program for persons with disabilities. This program provides funding to low income homeowners who require modifications to their homes that improve accessibility and improve the functionality of their residence. Over the past few years, staff has processed a total of 151 RRAP Homeowner and RRAP Disabled applications. Since 2006, $1,013,104 has been paid out in forgivable loans by CMHC to our City residents.

13.0 Facilities

The Enforcement Division recently located to new offices on Mavis Road for Mobile Licensing, the Taxi Training School and Parking Enforcement and revamped existing office space at the Civic Centre for Compliance and Licensing Enforcement / Civic Centre Administration. The renovations were completed in 2009. As such, Regulatory Services expects no future need for facility or space changes through 2014.



Taxi Training School, Mobile Licensing and Parking Enforcement Offices

Home Adaptations for Seniors Independence

Compliance & Licensing Enforcement is the delivery agent for the Canada Mortgage and Housing Corporation (CMHC) housing programs. In the spring of 2009, the 'Home Adaptations for Seniors Independence' (HASI) program was added to help homeowners and landlords pay for minor home adaptations to extend the time that low-income seniors can live independently in their own homes.

Assistance is available in the form of a forgivable loan of up to $3,500 which does not have to be repaid as long as the homeowner agrees to continue to occupy the unit for the duration of the loan forgiveness period (6 months).

14.0 Budget

4 Year Budget and Forecast

($ 000's)	2010 Budget	2011 Budget	2012 Budget	2013 Forecast	2014 Forecast
Labour Costs	10,083	10,422	10,970	11,599	11,985
Other Operating Expenses	1,539	1,851	1,886	1,895	1,897
Total Costs	11,622	12,273	12,856	13,494	13,882
Total Revenues	(11,351)	(11,032)	(10,763)	(10,763)	(10,763)
Net Cost	**272**	**1,241**	**2,093**	**2,731**	**3,119**
Allocations	535	561	599	622	637
Net of Allocations	**806**	**1,802**	**2,692**	**3,353**	**3,756**

Note: Numbers may not balance due to rounding.

2011 Net Budget by Program

Program Expenditures ($ 000's)	2009 Actual	2010 Budget	2011 Base Budget	Base Change %	2011 Program Changes	2011 Request	2011 Change	2011 Change (%)
Regulatory	1,491	806	1,644	104.0	158	1,802	996	123.6
Net Program Impact	**1,491**	**806**	**1,644**	**104.0%**	**158**	**1,802**	**996**	**123.6%**

Note: Numbers may not balance due to rounding.

2011 - 2014 Net Operating Budget by Program

Program Expenditures ($ 000's)	2011 Budget	2012 Budget	2013 Forecast	2014 Forecast
Regulatory	1,802	2,692	3,353	3,756
Net Program Impact	**1,802**	**2,692**	**3,353**	**3,756**

Note: Numbers may not balance due to rounding.

2011 - 2020 Total Net Capital Program

Program Expenditures ($ 000's)	2011 Budget	2012 Budget	2013 Forecast	2014 Forecast	Post 2014 Forecast	Total ($)
Vehicles, Equipment and Other	33	100	270	33	66	502
Total Net Expenditures	**33**	**100**	**270**	**33**	**66**	**502**

Note: Numbers may not balance due to rounding.

Performance Measures

15.0 Balanced Scorecard

A Balanced Scorecard identifies measures for four key areas for an organization's performance: Financial; Customers; Employees; and Business Processes.

By paying attention to all four areas an organization can retain balance to its performance and know that it is moving towards the attainment of its goals.

About the Measures for Regulatory Services

Financial Measures

Revenues numbers indicate total revenue for all sections across Regulatory Services for the years reported, and projections based on actual budget expectations through to 2014.

Customer Measures

Resident satisfaction with Animal Services was measured through a survey in September 2010 as part of the E3 initiative. The findings revealed that 88 percent of residents were satisfied with the service.

Employee Measures

Training is important in the pursuit of advancing employee excellence. Regulatory Services is committed to investing in staff through the provision of appropriate training.

Employee Job Satisfaction enables continuous growth and development among City staff. A survey is conducted to assess overall job satisfaction every two years. In 2008; staff rated job satisfaction at an average of 75 percent, compared with a city-wide average of 78 percent and the sector benchmark of 75 percent.

Business Process Measures

Conviction Rates Average represents the success rates for court convictions which is the end result of the enforcement process.

Measures for Regulatory Services	2008 (Actual)	2009 (Actual)	2010 (Actual)	2011 (Planned)	2012 (Planned)	2013 (Planned)	2014 (Planned)
Financial							
Revenues	10,542	10,300	10,800	10,800	10,800	10,800	10,800
Customer							
Satisfaction with Animal Services*	-	88%	88%	88%	88%	88%	88%
Employee/Innovation Learning							
Training	24,316	24,506	23,871	25,065	26,320	27,640	29,025
Training $ per employee	217	198	185	191	198	205	215
Employee Job Satisfaction	75%	75%	76%	76%	76%	76%	76%
Business Process							
Conviction rates average	80%	80%	80%	80%	80%	80%	80%

*This survey was not conducted in 2008.

Facilities and Property Management Business Plan

City of Mississauga

2011-2014

DRAFT

MISSISSAUGA
Leading today for tomorrow

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Existing Core Services

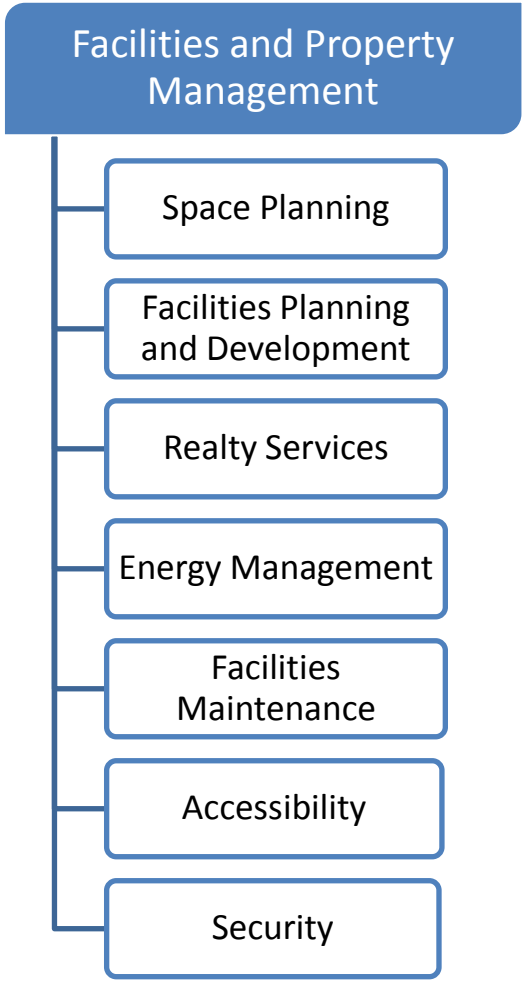
1.0 Vision and Mission

Vision

The Vision of the Corporate Services Department, which is fully embraced by the Facilities and Property Management Division, is *"Partnering for Success".* This statement captures the basic philosophy of the department that we work together with the other departments of the city to provide excellent service to our common customer – the taxpayer.

Mission

The Facilities and Property Management Mission is *"To effectively manage the City's real property assets in a manner that enables the delivery of excellent municipal services".*



2.0 Service Delivery Model

Facilities and Property Management (FPM) incorporates all the various components of a successful property management organization within one integrated team.

From facility conception and design to retirement of an asset -cradle to grave - FPM sections oversee the acquisition of land through realty services; project design, development and management and ongoing asset capital requirements through facilities design and engineering; provide utilities in a cost effective manner and review and implement energy management designs and initiatives through Energy Management; meet the space accommodation requirements of the corporation through Space Planning; provide ongoing asset and facility repairs through Facilities Maintenance and ensure the safety and security of assets, visitors and staff through Corporate Security.



A blended service delivery model is used, employing a mix of internal and external resources. At present, the relative proportions of in-house delivery methods versus the use of external resources is 40 percent in-house to 60 percent outsourced (contracted). This blend is carefully managed by routinely conducting operational and strategic planning to rationalize requirements as well as make decisions that provide the best value for dollar in supporting the daily, annual and longer term peaks and valleys of demand for services to support city wide business requirements.

"The most important thing in communication is to hear what isn't being said."

Peter F. Druker

3.0 Past Achievements

FPM have developed a solid foundation of trusting relationships in partnering with other departments and provides multiple services and guidance in all aspects of property management.

In support of the City's strategic objectives under the "Move" pillar, one of the largest strategic priorities for the corporation, FPM contributed in the following ways:

- Responsible for the acquisition of land to support the Bus Rapid Transit project. Fee simple purchases, permanent and temporary easements and negotiations with senior levels of government for the transfer of Crown owned lands over an extensive corridor made this a complicated and difficult task;
- Established *Transit Enforcement Program* in support of corporate ridership targets. Attracting choice riders to the system relies on a perception of safety and security. The policies, procedures and by-laws for a new unit was developed under the direction of Corporate Security and then operations were successfully launched; and
- Completed the Transit Storage and Repair Facility Expansion Project with *zero* disruption to service during the three year, $85 million project. The capacity of this facility was doubled to accommodate an eventual fleet of 390 buses.

In support of the City's "Green" pillar of its strategic plan to become a more environmentally sustainable community, FPM:

- Developed Green Building Standards to guide development of city facilities. Through collaborative processes with a variety of internal stakeholders new standards for the development and redevelopment of City owned buildings were created and approved by Council; and
- Implemented a variety of energy management strategies. Bullfrog green power was purchased for City Hall and photovoltaic solar panels were installed on the roof of the Hershey Centre.

Furthering the "Connect" pillar of the strategic plan and in pursuit of the goal of creating great public spaces, FPM:

- Responded quickly to the challenge of ISF/RInC infrastructure grant programs. With little in the way of notice or planning, assumed responsibility for the delivery on a very tight schedule of over $140 million of infrastructure replacement projects, significantly enhancing our facilities and reducing the future liabilities of the city.

The "Belong" pillar of the strategic plan has been advanced through:

- Developed an Accessibility Design Handbook to guide construction and renovation of city facilities. Working with a multi-disciplinary team, developed a design handbook to guide the design of city facilities that will help eliminate barriers to persons with disabilities.



Improved financial and asset management processes have been implemented including:

- Developed VFA Facility as our asset management system. Integrated with the existing Hansen asset data management system, VFA Facility will provide the city with the ability to move from reactive, short term asset management decision making to a proactive system based on long term financial plans and projections; and
- Met Public Sector Accounting Board asset reporting requirements. Related to asset management, delivered a comprehensive response to requirements to change the accounting system which involved inventorying and valuing all building assets of the City.

Other important achievements include:

- Space Accommodation Project. Established new standards for staff accommodation and processes to undertake staff relocations. Have successfully implemented a multi-phased series of renovations and moves improving adjacencies and space allocation as well as positively influencing communication and collaboration and productivity.



Port Credit Library Re-development

4.0 Opportunities and Challenges

An in-depth SWOT exercise was performed with all FPM sections analyzing areas of concern. Areas of challenge for the service area include:

- Volatile energy markets;
- Pressures from continued growth of the portfolio of facilities;
- Public expectations for energy conservation and green initiatives; and
- Obsolete technologies.

Through this analysis, opportunities were developed to mitigate these pressures by:

- Pursuing grants and incentives to invest in green power production projects will provide opportunities to reduce corporate environmental footprint and increase revenues;
- Implementation of open market purchasing strategies for utilities will achieve savings without incurring excessive, unmanageable risk;
- New software will enhance capacity to monitor and manage cost of utilities;
- New software will improve data management of security related incidents leading to more effective and efficient allocation of resources;
- Further development and support of asset management programs for buildings will allow for effective long range financial planning for infrastructure renewal and more effective allocation of resources on a priority basis; and
- Increased allocation of resources for equipment maintenance will improve reliability and extend life of growing portfolio of assets.



"Life doesn't require that we be the best – only that we try our best."

H. Jackson Brown Jr.

5.0 Current Service Levels

The real customer is the resident of the city who uses the many and varied services provided by the city. We partner with all the other service areas to ensure high quality services are delivered. Specifically the role of this service area is to ensure the provision of high quality spaces from which to deliver those services. There are many detailed service levels that are documented in a wide variety of areas such as custodial services, facility maintenance and security response however the service level commitments of the division expressed at a high level can be summarized as follows:

- Complete 90 percent of capital projects on time and on budget;
- Spend 70 percent of capital maintenance budget within the year approved;
- Complete 80 percent of preventative maintenance tasks annually;
- Complete 100 percent of legislated certifications annually;
- Meet documented response times for service desk calls 80 percent of the time;
- Maintain energy consumption levels at existing levels based on energy units/square metre of space;
- Respond to security incident dispatches within 17 minutes;
- Maintain density in office spaces at 180-200 sq/ft per person; and
- Maintain 70 percent of the city's lease agreement inventory current.



Civic Square Re-development

5.1 Maintaining Our Infrastructure

The City owns and operates a portfolio of 256 buildings of various sizes, complexity and usage that contain approximately 4.6 million square feet of space. In addition, FPM are responsible for the site services (parking lots, sewer, water, hydro, sport field and pathway lighting) in an additional 327 parks. The current estimated replacement value of all of these assets is $1.2 billion.

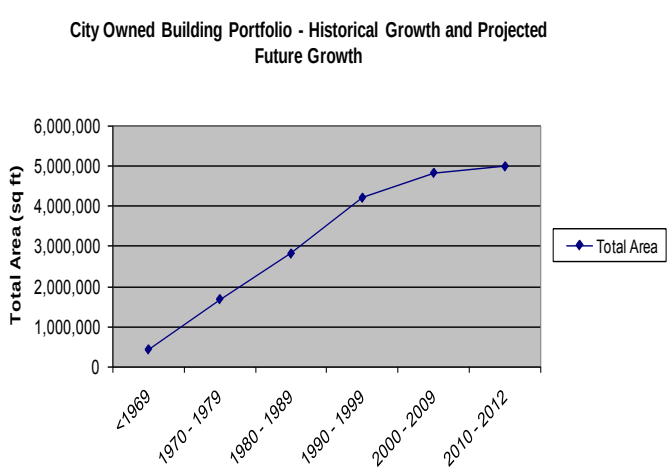
As noted earlier these assets are the essential infrastructure that makes it possible for departments to deliver the services to the residents which have such a significant impact on quality of life, prosperity and sustainability within the community.

Since its inception the City has been engaged in building the facility infrastructure for what is now the sixth largest city in Canada as illustrated in the chart below. By 2012 the total inventory is anticipated to reach five million square feet of space.

The age profile of existing facilities is depicted in the following chart and from this it can be seen that close to 60 per cent of the inventory is more than 20 years old and 87 per cent of the inventory is more than 10 years old. The earlier challenges of dealing with expanding facility inventories are now being replaced by the challenges of addressing an aging facility inventory.

In response to this change in focus, FPM have developed and introduced an asset management system based on Hansen and VFA Facility as an integrated technology solution. Detailed asset inventory and condition assessments have been conducted and multi-year forecasts of replacement cost based on industry standard life cycle expectations are now possible. The system relies on a Facility Condition Index (FCI) to establish objective condition assessments and allows asset managers to determine the impacts of setting target FCI's and/or expenditure levels on the long term quality and sustainability of the portfolio. When fully implemented in 2011, the asset management system will:

- Improve capital budgeting and forecasting based on objective facility condition data;
- Improve prioritization of facility capital maintenance/ replacement requirements;
- Demonstrate the level of state of good repair across the facilities portfolio;
- Provide the ability to perform funding scenario and service level options analysis; and
- Streamline the capital budgeting process.



6.0 Looking Ahead: Goals over the next 4 years

FPM's main goals over the four year business plan are to strengthen and enhance its partnership with all city departments and continue to provide support in achieving the goals of the *Strategic Plan* by ensuring the uninterrupted availability of the city's building assets in the delivery of high quality public services. This will be accomplished by:

- Developing a multi-year capital maintenance and renewal budget based on accepted condition targets for specific classes of buildings;
- Aligning service expectations with resources by publishing and monitoring performance against service level standards for maintenance and custodial services;
- Pursuing opportunities for energy conservation, green building design and alternate energy production to realize operating cost efficiencies and environmental benefits; and
- Enhancing safety and security of residents and staff by reporting on a regular basis the nature and number of incidents occurring on city properties.



Future Burnhamthorpe Branch Library

> *"There isn't a person anywhere who isn't capable of doing more than he thinks he can."*
>
> *Henry Ford*

7.0 Engaging our Customers

As noted previously, FPM serves the customers of the city largely through its partnerships with other city service areas. Internal clients not only rely on our service area for building asset management services and programs but also for routine facilities maintenance and support services required by any business.

Customers and clients of this service area are engaged in many different ways but the key method is through regular personal contact that forms an integral part of the processes used to provide service. Relationship building fostered by a customer service orientation in all sections provides a firm foundation for input and decision making regarding all services.

Specifically, initial contact for maintenance service through our 4999 Service Line (with a parallel email channel) is the primary means of staying in touch with front line service providers in the facilities. Requests for service are managed through the work order functionality of the Hansen Enterprise System and are tracked for quality and timeliness purposes. Signage is provided to residents with a direct line linked to the 4999 Service Line to identify park pathway lighting failures leading to more timely repairs.



In the Security Section the Security Area Managers focus on safety and security of city property, citizens and employees on the basis of geographic areas of the city (or Transit properties in one case). Through regular contact with facility managers, councillors and the public in their assigned area, customers and clients have excellent opportunities to have issues addressed on a timely basis. In addition, programs such as Facility Watch engage facility users to ensure the safety of visitors to the properties. Recently, Management Consulting; Efficiency, Effectiveness and Economy review of the Security service provided feedback on the strengths and weakness of this service leading to the implementation of a number of ideas for improvement including the use of regular incident reporting systems.

The Energenius intranet site provides internal staff with access to advice and solutions in managing facility utility consumption with a view to reduction of greenhouse gas emissions.

Processes used in the Space Planning section directly access staff at all levels to provide unique interactive approaches to accommodation and design solutions. Changes in spaces are done in consultation with rather than “to” staff leading to a smooth transition and minimal disruption to operations.



Proposed Changes

This part of the Business Plan deals with proposed changes to the 2011-2014 Business Plan & Budget. To assist the reader, the table below summarizes the drivers of these changes including, both operating and capital. Individual tables with a brief description of the change follow.

Drivers of Operating Costs

Description ($ 000's)	2011	2012	2013	2014
Prior Year Budget	**18,182**	**18,867**	**20,170**	**21,184**
Base Changes & Impact of Capital Projects				
Base Changes	708	928	784	557
Impact of New Capital Projects	0	0	0	0
Continuous Improvements				
Efficiencies	(180)	(70)	(3)	0
Budget Reductions	(36)	(51)	0	0
Total Changes to Base and Continuous Improvement	**492**	**807**	**781**	**557**
Total Cost to Deliver Our Existing Services	**18,675**	**19,674**	**20,950**	**21,741**
Proposed Changes				
Growth Driven Initiatives	105	132	91	42
New Service Level/New Initiatives - Funded from Tax or Reserves	88	364	143	(49)
New Revenues	0	0	0	0
Total - Proposed Changes	**193**	**496**	**234**	**(7)**
Total Budget	**18,867**	**20,170**	**21,184**	**21,734**

Note: Numbers may not balance due to rounding

8.0 Base Changes

The following table illustrates highlights of this service area's base budget. This would include costs to maintain existing service levels including the annualized impact of previous Council decisions. Costs identified here are related to labour and benefit increases for existing staff, increases of an inflationary nature as well as service demand changes. Building maintenance increases for building equipment repair and supplies cost and maintenance agreement costs are due to aging of equipment in City facilities, more equipment in City facilities, more equipment inventories and compliance costs to fire code requirements.

Highlights of Base Budget Changes

Description ($ 000's)	FTE	2011	2012	2013	2014	Total Net Costs
Building maintenance increase	0.0	283	115	0	0	398
Labour Adjustments EA/PMP-Facilities & Property Management	0.0	555	696	695	475	2,421
Labour Gapping	0.0	(250)	0	0	0	(250)
Departmental Support Services cost allocation	0.0	21	28	28	20	98
Security System maintenance increase	0.0	22	0	0	0	22
Building operation cost	0.0	(1)	2	0	0	1
Utilities cost increase	0.0	78	87	61	63	288
Annualization of 2 temp project co-ordinators hired in 2010, cost $74.4K offset by capital recovery	1.0	0	0	0	0	0
Total Base Budget Highlights	**1.0**	**708**	**928**	**784**	**557**	**2,977**

Note: Numbers may not balance due to rounding

The maintenance of service levels in areas where changes are not proposed during the four year term of this plan will require the following additional resources.

All city facilities have security systems installed that may include CCTV cameras, intrusion alarms and access control (electronic locks) that are routed back to the central Security Control Room. These devices are crucial to ensuring the safe and secure operation of these buildings and, like any equipment, require regular maintenance, both preventative and on demand to ensure the full life cycle benefits are realized. An increase in the resources allocated to the maintenance was planned over a period of three years with the final phase anticipated for 2011. Providing for this final phase of the planned increase will ensure the existing system will be adequately provided for. Any future increases will be dependent on the extent to which the system grows.

The service delivery model for the division relies heavily on the use of external contractors for a wide variety of preventative maintenance and repair services for such things as hoists, elevators, fire alarm panels and motorized doors. There are over 90 such maintenance contracts in place currently with a total annual estimated value of $2.8 million. These types of services are best suited to an external contractor as the number and frequency of demand for them can vary widely over the course of a year or they are so specialized as to render it impractical for the city to maintain the expertise required in house. Contracts for these services are tendered competitively on a regular basis to ensure continued value for money and with each new contract there is the potential that market forces will result in cost increases. In addition, with the increase in square footage of buildings under management, costs are also expected to increase. Provision is made in the plan for the anticipated cost increases that may result.

Similarly, a number of building operation functions including custodial services in libraries, locksmith services, specialized cleaning such as graffiti removal and carpet cleaning, pest control and furniture repairs are provided through contracted services. Renewals of contracts in this area will also result in higher costs.

The procurement of utilities (hydro, gas, water) are managed centrally by FPM and then allocated out to the operating Divisions for budget purposes. Innovative strategies are used and are adjusted on a regular basis to ensure an appropriate balance between cost and risk associated with market fluctuations. During the four years of this plan anticipated inflationary increases have been offset to the extent possible by anticipated market forces which may result in cost savings however over the period of the plan a net increase in such costs are anticipated.

The City provides accommodation for approximately 300 staff on two and a half floors of an office building adjacent to City Hall. While lease rates are favourable and locked in until the end of the current term in 2013, the operating costs (hydro, gas, custodial) are the subject of annual adjustments. Provision for the anticipated increase in these costs is included in the plan.

9.0 Continuous Improvement

The largest potential improvement in this service area will come from the adoption of a proactive, forward looking asset management system to replace the reactive system currently in place. Infrastructure investment decisions will be made on the basis of verifiable technical data will be able to be prioritized according to pre-set criteria and will be much more predictable over the long term leading to a more effective financial planning environment. A more efficient allocation of staff and financial resources will result.

With respect to the purchase of utilities, relatively small improvements in rates can yield significant savings in total dollars due to the quantities purchased. The markets for these commodities, particularly in the case of electricity, are affected by a large number of variables that occur both locally and globally and include interventions by senior levels of government. Professional advisors are retained to track changes and recommend strategies that capitalize on opportunities or mitigate the impact of pressures. The adoption of new strategies in response to changes in the market is an ongoing process that is carried out in compliance with city policies aimed at an appropriate balance between cost control and risk management.

A recent Council endorsed change in strategy will see the city acquire electricity entirely on the spot market without any hedging through the use of forward contracts. An estimated savings of $80k per year will result in years 2011 through 2014 and risk will be managed through the use of existing reserve funds. The ongoing development of new strategies will be supported and facilitated by the introduction of a new energy monitoring and billing management system which will be installed to replace the existing obsolete system.

Further opportunities for continuous improvement lie in the implementation of green building strategies, alternate energy generation facilities and emerging energy conservation technologies. Government incentive programs to support pilot trials of new equipment and initiatives will be vigorously pursued over the life of the plan.

Over 14,000 maintenance work orders are received annually by the Facilities Maintenance Section. These work orders are paper based documents managed in the Hansen system requiring manual tracking, input and reporting. Hansen has the functionality to convert these processes to paperless, electronic transactions eliminating a number of steps, speeding up response and more effectively using existing trades and administrative staff resources. Activating this module and converting work flow processes to a field based computing model in 2012 will yield significant efficiencies over the balance of the period of the plan.

The introduction of an improved database system in the Security area will assist in managing the large amounts of data generated by the incident reporting processes in place. This system will facilitate resource allocation decisions such that staff and equipment can be most effectively deployed.

The contract for the provision of food services to occupants and visitors in the Civic Centre facilities will terminate at the end of 2011. In preparation for this, food service outlets will be relocated to the ground floor of City Hall to be accessible to the public and more desirable for building occupants. The increased exposure of these outlets which will result from ongoing plans to enhance the amenities of the square will yield increased sales, financial benefits to the city and will greatly enhance the amenities of the Precinct

The following table illustrates reductions that are a result of conducting work quicker or in an improved manner which does not result in a change in service level. In some cases it represents an investment which will result in future savings or cost containment. Where a Budget Request (BR) number is noted, more information regarding this can be found in Volume 2 of the documentation.

Efficiencies

Description ($ 000's)	BR #	FTE	2011	2012	2013	2014	Total Net Costs	Area of Focus	Strategic Pillar
Improved Utility Procurement Strategy	97	0.0	(180)	(70)	0	0	(250)	Continuous improvement	
Implement Field Computing for Facilities Maintenance	443	0.0	0	0	(3)	0	(3)	Continuous improvement	
Total Operating Budget Impact		**0.0**	**(180)**	**(70)**	**(3)**	**0**	**(253)**		

Note: Numbers may not balance due to rounding.

Items captured on the table below represent budget reductions or reduction in service levels recommended by staff.

Recommended Program Reductions

Description ($ 000's)	BR #	FTE	2011	2012	2013	2014	Total Net Costs	Area of Focus	Strategic Pillar
Lower winter heating temperature by 1 degree Celsius and raise summer cooling to 25 degrees Celsius to save energy	589	0.0	(36)	(51)	0	0	(87)	Delivering on initiatives within the Strategic Action Plan	Green
Total Operating Budget Impact		**0.0**	**(36)**	**(51)**	**0**	**0**	**(87)**		

Note: Numbers may not balance due to rounding.

10.0 Proposed Changes

The following table includes operating costs which are required to ensure that service levels are maintained to service a larger community.

Growth Driven Service Costs

Description ($ 000's)	BR #	FTE	2011	2012	2013	2014	Total Net Costs	Area of Focus	Strategic Pillar
Support Growing Portfolio of Building Assets	327	1.0	43	41	0	0	84	Maintaining a state of good repair for our infrastructure	
Facility Asset Management Program	338	2.0	62	91	91	42	286	Maintaining a state of good repair for our infrastructure	
Total Operating Budget Impact		**3.0**	**105**	**132**	**91**	**42**	**370**		

Note: Numbers may not balance due to rounding

(BR 327) Building assets under management have grown in terms of square footage and complexity. Demands for infrastructure maintenance, energy efficiency, air quality improvements in work spaces and regulatory changes have put pressure on existing technical resources for response to HVAC equipment issues within published service levels. HVAC technician will address the needs brought on largely by the recent completion of the Transit campus and the anticipated onset of the new Fire Training Centre in 2012.

(BR 338) The development of a proactive asset management program that permits long range financial planning and infrastructure maintenance is a key goal of the Service Area over the life of the plan. Programs rely heavily on quality data being supplied to the computerized modelling systems that have been acquired. Ensuring the integrity, currency and reliability of the database together with the ability to effectively use the power of the system to model outcomes are required to support the decision making capacity of the program. The conversion of one existing contract person who was employed in the setup of the program for ongoing maintenance and support will ensure the effectiveness of the program and reduce the need for major updates on a cyclical basis. In 2011 further review will be undertaken to determine the need for and role of additional technical support for this essential program.

This table captures all costs for new or enhanced levels of service.

Increased Service Levels/New Initiatives - Funded from Tax

Description ($ 000's)	BR #	FTE	2011	2012	2013	2014	Total Net Costs	Area of Focus	Strategic Pillar
Expand Energy Management Capabilities	90	2.0	42	14	(7)	(49)	0	Delivering on initiatives within the Strategic Action Plan	Green
Office Accommodation to Support Departmental Requests	622	0.0	0	300	150	0	450	Identifying any new initiative that align with strategic Plan	
Project Management Support for Requested Capital Program	635	4.0	46	42	0	0	88	Identifying any new initiative that align with strategic Plan	
Purchase an Incident Database for Corporate Security Applications	208	0.0	0	8	0	0	8	Continuous improvement	
Total Operating Budget Impact		**6.0**	**88**	**364**	**143**	**(49)**	**546**		

Note: Numbers may not balance due to rounding

(BR 90) Electricity and natural gas used to run the city's facilities, including not only the commodities but various charges imposed for transmission and other regulated charges cost the corporation $17.1 million per year. In addition, building operations account for the majority of environmentally harmful greenhouse gas emissions generated from city operations. Effectively managing consumption therefore has significant implications to both operating costs and strategic environmental goals. The Energy Management Section has accumulated many successes over the past several years however when benchmarked against similar agencies in other jurisdictions and in light of the pressures and expectations placed on the corporation both internally and externally for green initiatives, is substantially under-resourced. The addition of one new position in 2011 and conversion of a contract position in 2012 and 2013 will permit the Section to expand and enhance its activities yielding cost savings, improved air quality in the local community and more proactive energy management leadership.

(BR 635) This Service Area provides support to all other service areas in the corporation, planning, designing and constructing capital facilities from which public services are delivered. Through the coordination of the development of this plan with those of the other departments it is evident that there are significant capital development and infrastructure renewal requirements over the period of these plans. In analyzing these requirements and estimating the workload implications of the projects anticipated, it has been determined that existing staff resources engaged in project delivery are inadequate to meet the expectations of the client departments. There is a requirement for staff resources totalling four positions to meet these expectations as articulated in the other service area plans. Given that the City's Service Delivery Model involves charge-backs to capital projects to pay for project management services, the financial impact of the requirement for additional project managers is included within the cost estimates for the projects themselves. The one additional staff resource for support in the Space Planning area will require an increase to the operating budget as this staff is not charged back to projects.

2011-2014 Net Capital Detail Changes

The table below lists newly identified capital projects and other changes in 2011-2014.

2011 - 2014 Net Capital Detail Changes

Program Expenditures ($ 000's)	BR #	2011 Budget	2012 Budget	2013 Forecast	2014 Forecast	Post 2014 Forecast	Total ($)	Area of Focus	Strategic Pillar
Purchase an Incident Database for Corporate Security Applications	208	40					40	Continuous improvement	
Office Accommodation to Support Departmental Requests	622	3,000	3,000				6,000	Identifying any new initiative that align with strategic Plan	
Support Growing Portfolio of Building Assets	327	40					40	Maintaining a state of good repair for our infrastructure	
Food Service Improvements in the Civic Precinct	579	1,200	500				1,700	Maintaining a state of good repair for our infrastructure	
Facility Asset Management Program	338				500	500	1,000	Maintaining a state of good repair for our infrastructure	
Electrical Systems		(477)				832	355		
Inspections		(473)	(400)	(400)	(400)	(1,900)	(3,573)		
HVAC Systems		(1,264)				1,331	67		
Mechanical Systems		1,201				550	1,751		
Structural		(221)	500	400	400	9,426	10,505		
Relocation & Office Accommodation		918	(100)			(2,883)	(2,065)		
Total Net Expenditures		**3,963**	**3,500**	**0**	**500**	**7,856**	**15,819**		

Note: Numbers may not balance due to rounding

Required Resources

11.0 Human Resources

The pressures, expectations and opportunities in this service area change on a continual basis. In responding to these changes the first avenue pursued is a review of the allocation of the existing resources to determine the extent to which a reallocation, together with the reprioritization of current activities and/or more efficient processes can contribute to a resolution. Similarly, outsourced approaches to delivering on expectations are always examined before new staff is recommended. This review was carried out in addressing the issues identified in this plan and resulted in base changes outlined earlier driven by increased resources for contracted services as well as the recommendations to add to the complement of the Service Area.

The strength of the team engaged in delivering our services is maintained and enhanced by a continuous investment in training and development. Annual training plans are developed and pursued based on the development objectives of individual staff. Support for job related certifications for appropriate staff such as International Right of Way, Project Management, Professional Engineers, trades qualifications, etc. is budgeted for.

Opportunities for career development are pursued through secondments for special projects and coverage of leaves and succession planning at all levels is an ongoing consideration.

Managers are attentive to the results of Employee Engagement Surveys carried out by the City and action plans are developed and pursued based on the results.

Human Resources Requirement

Description	Total FTE
2010 Restated Complement	176.1
2011 Budget Requirement	182.1
2012 Budget Requirement	184.1
2013 Forecast	186.1
2014 Forecast	186.1

Human Resources Requirement Distribution

Program	2010	2011	2012	2013	2014
Building Maintenance	32.0	33.0	33.0	33.0	33.0
Security	49.7	49.7	49.7	49.7	49.7
Building Operations	42.4	42.4	42.4	42.4	42.4
Utilities	3.0	4.0	4.0	5.0	5.0
Capital Project Management and Space Planning	32.0	36.0	38.0	39.0	39.0
Realty Services	10.0	10.0	10.0	10.0	10.0
FPM Divisional Support	7.0	7.0	7.0	7.0	7.0
Total Service Distribution	**176.1**	**182.1**	**184.1**	**186.1**	**186.1**

12.0 Technology

Maintaining the City's infrastructure is facilitated by a few key systems. Primary amongst these systems is Hansen which is an enterprise wide application used for various tasks in asset management. Hansen is the repository for all asset data and is the work order management system for all service requests for building assets. Current processes rely heavily on paper based transactions which create unnecessary administrative workload. Existing functionality in Hansen will form the basis upon which a paperless, field based work order system will be developed in 2012 leading to streamlined and more efficient building maintenance management. Hansen is also integral to the asset management system introduced in 2010, VFA Facility. VFA extracts its data requirements from Hansen and uses that information to guide the decision making process for capital maintenance budgets ensuring the effective and efficient allocation of these resources. Ongoing technical support both within the IT Division and internally within FPM will be essential to the continued success of both Hansen and VFA Facility in infrastructure management.

As noted earlier, the city's energy consumption constitutes a major operational cost. Previously the management of billing and data related to consumption patterns in individual facilities was done within an application called TEAM. This software is now obsolete, unsupported and has been abandoned in favour of manual processes using an off the shelf database program. The purchase and installation of a new modern software program designed specifically for the purpose will enhance the efficiency and effectiveness of staff in managing this significant cost area.

American Magnetics is a newly installed system for managing remote security devices deployed throughout the City. This system controls all access control, alarm response and CCTV installed in facilities. Ongoing maintenance and support of this new system will be critical not only to the effective operation of facilities but also the effective and efficient allocation of security section resources.

Security also collects a vast amount of data relative to incidents on city properties that are important in tracking trends, determining appropriate resource allocation, gauging success of security efforts and reporting to council on activities in the community. A new database system designed for the security industry is intended to be installed in 2011 and maintained over the life of this plan.

13.0 Facilities

This Service Area operates largely out of facilities within the 950 Burnhamthorpe Rd. complex. The groups located in this facility are well accommodated and any growth will be dealt with through reallocation of existing space.

The Security Unit is located in a number of locations within the Civic Precinct complex. The Control Room on the ground floor of City Hall must remain in its current location due to its proximity to various key infrastructure termination points (access control, fire panel, elevator controls). The relocation of the administration of this group, which is currently situated on the 3rd Floor of the Central Library, to more suitable space will be pursued as opportunities arise.

This Service Area provides the accommodation for all other service areas and through a review of all the other service area business plans, the following consolidated impact on overall space needs has been provided.

(BR622) FPM, through its Space Planning Section is responsible for the provision of all office spaces used by city departments. Through a mixture of owned and leased spaces, the needs of the businesses are met by the acquisition, design, construction and furnishing of a wide variety of office environments. The emerging needs of the City as set out in the various service area plans have been analyzed and consolidated in the preparation of this plan. The net impact of anticipated staff increases due to growth, decreases due to efficiencies and changing priorities and relocations to improve adjacencies of related groups, and taking into account the effective use of existing spaces, results in a need for an additional 37,000 square feet of space over the next 2 years to accommodate the needs of the city. An analysis of the financial impact of a leased versus owned strategy in light of the existing trends in the local market for office space rents, points towards the use of leased space to satisfy these needs for the foreseeable future. The operating cost impact of leasing additional space as well as the capital costs for renovations to owned spaces and leasehold improvements to leased spaces has been accommodated in the financial plan for this service area over the life of the business plan.



950 Burhamthorpe Road Facility

14.0 Budget

4 Year Budget and Forecast

($ 000's)	2010 Budget	2011 Budget	2012 Budget	2013 Forecast	2014 Forecast
Labour Costs	11,965	12,414	13,329	14,197	14,756
Other Operating Expenses	7,017	7,275	7,597	7,714	7,686
Total Costs	18,982	19,688	20,925	21,911	22,441
Total Revenues	(428)	(390)	(353)	(353)	(353)
Net Cost	**18,554**	**19,298**	**20,572**	**21,558**	**22,088**
Allocations	(371)	(431)	(403)	(374)	(355)
Net of Allocations	**18,182**	**18,867**	**20,170**	**21,184**	**21,734**

Note: Numbers may not balance due to rounding.

2011 Net Budget by Program

Program Expenditures ($ 000's)	2009 Actual	2010 Budget	2011 Base Budget	Base Change %	2011 Program Changes	2011 Request	2011 Change	2011 Change (%)
Building Maintenance	4,962	5,552	5,907	6.4	43	5,950	399	7.2
Building Operations	2,831	3,311	3,359	1.4	0	3,359	48	1.4
Capital Project Mgmnt & Space Planning	1,816	2,038	2,110	3.6	108	2,218	181	8.9
Divisional Support Services	1,322	1,250	1,271	1.7	0	1,271	21	1.7
Realty Services	556	679	697	2.7	0	697	18	2.7
Security Services	3,097	3,166	3,275	3.4	0	3,275	109	3.4
Utilities	2,135	2,188	2,272	3.8	(174)	2,098	(90)	(4.1)
Net Budget Impact	**16,719**	**18,182**	**18,891**	**3.9%**	**(23)**	**18,867**	**685**	**3.8%**

Note: Numbers may not balance due to rounding.

2011 - 2014 Net Operating Budget by Program

Program Expenditures ($ 000's)	2011 Budget	2012 Budget	2013 Forecast	2014 Forecast
Building Maintenance	5,950	6,261	6,413	6,521
Building Operations	3,359	3,443	3,526	3,572
Capital Project Mgmnt & Space Planning	2,218	2,516	2,772	2,929
Divisional Support Services	1,271	1,321	1,370	1,405
Realty Services	697	1,053	1,260	1,299
Security Services	3,275	3,485	3,686	3,829
Utilities	2,098	2,091	2,157	2,180
Net Budget Impact	**18,867**	**20,170**	**21,184**	**21,734**

Note: Numbers may not balance due to rounding.

2011 - 2020 Total Net Capital Program

Program Expenditures ($ 000's)	2011 Budget	2012 Budget	2013 Forecast	2014 Forecast	Post 2014 Forecast	Total ($)
Capital Construction & Improvement	1,730	1,000	500	500	30,920	34,650
Facility Services	613	734	747	756	4,350	7,200
Lifecycle Maintenance	6,941	7,046	6,976	7,559	55,475	83,997
Space Planning	5,307	3,780	780	780	4,039	14,686
Vehicles & Equipment	73	38	42	39	314	506
Total Net Expenditures	**14,664**	**12,598**	**9,045**	**9,633**	**95,099**	**141,039**

Note: Numbers may not balance due to rounding.

Performance Measures

15.0 Balanced Scorecard

A Balanced Scorecard identifies measures for four key areas for an organizations performance: Financial; Customers; Employees; and Business Processes.

By paying attention to all four areas an organization can retain balance to its performance and know that it is moving towards the attainment of its goals.

About the Measures for FPM

Financial Measures

Average Maintenance Cost per Square Meter identifies the spending for the facility portfolio that includes pathway lighting on a basis which takes into account inventory growth. This measurement assists in identifying Capital priorities as well as current level base budget requirements.

Customer Measures

Meet Service Level Response standard 80 percent of the time which allows for the monitoring of response times to Service Levels that have been developed and published in 2010 and will begin reporting on in 2011. This indicator allows us to monitor facility and program impacts as well as customer satisfaction through communication and timely response.

Respond to Security Dispatches within 17 minutes which is an important measurement for staff and public safety. In 2009 as a result of a Economy, Efficiency, Effectiveness (E3) review, it was identified that 17 minutes was the average response time for Security and is adequate. This planned service level is identified as 100 percent as anything less will indicate a requirement for additional resources or improved processes.

Employee Measures

Maintain 70 percent or Greater Employee Satisfaction Rating for Job related Technical Training and Development is a measurement of FPM's commitment to staff development and is benchmarked through the Employee Survey which is completed every 2 years.

Business Process Measures

Electricity Consumption per Square Meter (KWH), Water Consumption per Square Meter, Natural Gas Consumption per Square Meter all measure the utility consumption for city facilities and is reported annually. This allows staff to look into the trends and correct issues as required. These measurements can be benchmarked with other similar facilities internally.

Maintain Energy Consumption Levels at 1 percent annual reduction in energy which indicate the successful implementation of energy management initiatives and programs to achieve targets and goals set out by the Division.

Square Meter Maintained per FTE is an indicator of internal resources supporting city facilities based on square meter maintained per full time equivalent (FTE) staff person. This measurement assists FPM in balancing internal and external resources to maintain adequate response for maintenance based on identified service levels.

Measures for Facilities and Property Management	2008 (Actual)	2009 (Actual)	2010 (Planned)	2011 (Planned)	2012 (Planned)	2013 (Planned)	2014 (Planned)
Financial							
Average Maintenance Cost per Square Meter	$8.86	$8.96	$8.96	$9.24	$9.42	$9.53	$9.72
Customer							
Meet Service Level Response standard 80% of the time*	-	-	80%	80%	80%	80%	80%
Respond to Security Dispatches within 17 minutes	100%	100%	100%	100%	100%	100%	100%
Employee							
Maintain 70% or Greater Employee Satisfaction Rating for Job related Technical Training and Development	63%	76%	70%	70%	70%	70%	70%
Business Process							
Electricity Consumption per Square Meter (KWH)	188.3	179.4	175.4	177.8	176.0	174.2	170.8
Water M3 Consumption per Square Meter	1.890	1.938	1.803	1.785	1.767	1.749	1.732
Natural Gas M3 Consumption per Square Meter	22.13	22.18	21.94	21.72	21.51	21.29	21.08
Maintain Energy Consumption Levels at 1% annual reduction on e-kWh/m^2	412.7	412.3	408.2	404.1	400.0	396.0	392.1
Square Meter Maintained per FTE	61	66	66	68	61	61	61

*This data was not measured in 2008 and 2009.

Strategic Policy Business Plan

City of Mississauga

2011-2014



DRAFT

MISSISSAUGA
Leading today for tomorrow

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Existing Core Services

1.0 Vision and Mission

Effective and progressive change is not an overnight process. It takes strategic thought, solid policies, insight, creativity, great communication and time. The City of Mississauga is proud to hold the banner of "Leading Today for Tomorrow" as it speaks specifically to working strategically. Our plans, and many strategic actions and policies that arise out of them, help guide our services for the public and also focuses the City on meeting future needs in a well thought-out, proactive manner.

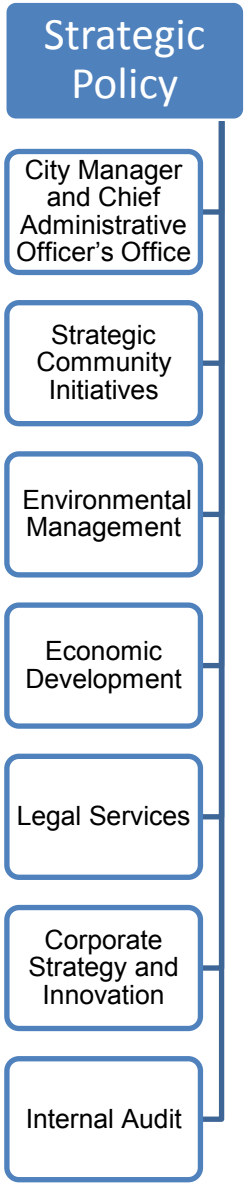
Strategic planning has always been a way of life at the City of Mississauga. In the past few years, considerable effort has been put into developing new strategies and revamping existing plans through a coordinated and innovative planning approach for the future of Mississauga.

Vision

We will champion and inspire strategic leadership in every aspect of The Corporation of the City of Mississauga.

Mission

Strategic Policy ensures that Council, staff and taxpayers succeed by promoting collaboration, effective communication and accountability while pursuing new partnerships and leading by example in strategic risk taking. The City's long-term prosperity is protected through the services we provide.



2.0 Service Delivery Model

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, land use policies are developed by Planning and Building staff, and so on. What is ultimately important is that all plans are fully co-ordinated and aligned.

Most of the staff and services represented in this service area are positioned in the City Manager's Department. Environmental Management which at this point is a small section within Recreation and Parks, is actively coordinating environmental management throughout the Corporation. One of the recommendations of the *Living Green Master Plan* will be the model for delivering environmental services in the future.

The writing of this plan reflects the collaborative nature of this service. Each area provides a very distinct service and demonstrates their contributions in each section of the plan.

Strategic Policy work touches every other plan, but in the interests of brevity, not every outcome or project that is touched by this service is referenced here. Rather we have focused on the areas we lead and for which we are most accountable.



Key Documents that shape our Business Plan

- Strategic Plan
- City Business Plan
- Living Green Master Plan
- Economic Development Strategy
- Municipal Act, 2001
- Corporate Policies
- Audit Charter

3.0 Past Achievements

Strategic Policy has had many successes in the recent past with performance measures demonstrating that the City leads the Greater Toronto Area (GTA) in citizen satisfaction and employee engagement scores.

Here are some of the more recent reasons why this is the case:

Strategic Community Initiatives

- The *Our Future Mississauga - Be Part of the Conversation* community engagement campaign was one of the most successful and comprehensive public engagement campaigns in the City's history. Well over 100,000 residents and stakeholders joined the conversation and shared thousands of ideas and dreams for the city. Those ideas became the foundation for our new *Strategic Plan*;
- Council approved the City's new *Strategic Plan - Our Future Mississauga* in April 2009. This is the roadmap to take us from where the city is today to where it will be tomorrow and over the next 40 years. This document will help guide decision-making, set priorities and focus the City's efforts on those specific areas of strategic change that will make the Vision for *Our Future Mississauga* a reality. The Plan will ensure we make the right choices as we continue to build our community by expanding our transit system, creating walkable neighbourhoods, developing innovative live-work neighbourhoods and building great public spaces - the kind of sustainable, exciting urban environment our residents say they want. It is both a plan of ideas and a plan of actions;
- A partnership was negotiated with the the Sheridan Institute of Technology and Advanced Learning to bring their new business school to Mississauga. The campus will include a new downtown park and will be located on property owned by the City in the downtown which is leased to Sheridan. Classes at the new campus begin September 2011; and
- In 2009, Mississauga accepted an exciting opportunity to revitalize our infrastructure and stimulate the local economy, thanks to an allocation of $92 million in funding under the Federal and Provincial government's Infrastructure Stimulus Fund (ISF) program, plus $12 million for Recreational Infrastructure Canada (RInC) projects. This initiative has required the coordination of 138 projects ranging from noise barrier replacements to the major redevelopment of the Civic Square in front of City Hall. With the City's contribution of more than $65 million, projects are underway with a completion date of March 2011.

Environmental Management

- In 2007, the Environmental Advisory Committee (committee of Council) and the Environmental Network Team (committee of the Leadership Team) were established to improve corporate awareness, cross-departmental collaboration and implementation of environmental best practices and policies. Both helped frame and now support the Strategic Plan, particularly the Living Green Pillar for Change;
- Council adopted the *Idling Control By-law* and supporting Corporate Policy & Awareness Campaign in 2009. These measures were put in place to eliminate unnecessary vehicle idling and reduce emissions that are harmful to the environment and one's health; and

- *The Brenda Sakauye Environment CAFÉ Award* was developed in 2009 in memory of our first Environmental Coordinator, a woman who produced many environmental achievements for Mississauga. Now, the Brenda Sakauye Award honours employee(s) who have significantly advanced our "Living Green" pillar in the Strategic Plan.

Economic Development (EDO)

- The City of Mississauga was presented fDi's *North American Large Cities of the Future 2009/2010 – Top 5 Best Foreign Direct Investment Strategy* award by fDi Magazine. Mississauga was the only city in Canada to win this award. (2009);
- EDO launched *"Mississauga: A Leading Canadian Life Sciences Cluster Study and Directory"* as well as a *"Life Sciences Focus"* brochure in 2009. Both pieces were recognized with awards from the International Economic Development Council, the Economic Development Association of Canada and the Economic Developers Council of Ontario;
- *Site Selection Magazine* recognized EDO as one of the Top 10 Economic Development Organizations in Canada for the third year in a row. (2010); and
- Council approved a new *Economic Development Strategy - Building on our Success* in July 2010. The strategy is a 10 year plan focused on implementing the Prosper Pillar of the City's Strategic Plan.

Legal Services

- Provided strategic advice to protect the City's interests and to limit exposure to risk. Litigation matters related to collections, power generating facilities, and human rights complaints. Where external support was required, legal established and negotiated rates for external counsel for Legal Services and Risk Management (2007), and for workplace investigators for HR (2009) which, for five years enabled the City to retain well-qualified experts quickly and at very reasonable rates, enhancing cost effectiveness and efficiencies;
- Planning and development lawyers provided strategic and innovative legal advice which led to successful negotiations of various agreements addressing new planning issues around the City Centre. Examples include, zero lot line development, underground parking and under municipal road right-of-ways. Legal Services is continuously working with other departments to streamline and improve the development application process. At the Ontario Municipal Board (OMB), Mississauga's legal team succeeded in arguing that the municipality can determine how the provincial policy statement direction is met. In addition, Legal Services led the City team to successfully negotiate and obtain ministerial approval to annex the Town of Milton's Ninth Line Corridor lands effective January 1, 2010;
- A variety of template agreements have been created to enhance efficiencies (e.g. professional services agreements, Canadian Construction Documents, and architectural agreements, real estate, sponsorship agreements, encroachment agreements, and various templates for Parks & Recreation).These are supplemented with training sessions for staff on *Freedom of Information Act* and contractual matters; and
- Quick resolutions of charges prior to trial, and training for staff and Peel Regional Police, have resulted in better trial results and significantly reduced the number of Charter Delay Applications for *Provincial Offences Act* trials filed each year from 2,200 applications in 2008 to 98 applications in 2009.

Corporate Strategy and Innovation

- Drove innovative change by completing six e3 reviews (economy, efficiency and effectiveness) and making 64 recommendations for improvement which are built into the service area plans. Also completed the "myIdea" employee suggestion program resulting in 327 ideas being assessed;
- Raised awareness of municipal issues at elections: Provincial Election 2007 (*Mississauga Matters*), Federal Election 2008 (*Cities NOW!*). Both campaigns promoted the need for infrastructure investments which contributed to provincial and federal funding decisions;
- Supported the Association of Ontario Municipalities (AMO) and the Mayor in the *Provincial Municipal and Fiscal Services Delivery Review* with the Province, resulting in uploading of costs back to the Province (mostly at the Regional level);
- Supported and encouraged learning by designing and implementing Leadership Conferences and Forums for Team 300, our team of supervisory staff ;
- Aligned strategic direction through implementing a Chief Administrative Officer (CAO) communications plan and by coordinating Leadership Team (LT) and Extended Leadership Team (ExLT) meetings and charters to improve consistency and drive the execution of common goals; and
- In 2008, received the *Institute of Public Administration of Canada's Public Leadership Award* for Moving Forward - a strategic road map for the future.

Internal Audit

- Recommendations made by Internal Audit focus on strengthening the control environment of the City to mitigate risks, safeguard assets, ensure compliance with legislation, by-laws and policies. Our track record shows that all recommendations are agreed to by management, with 80% implemented on a timely basis. Implementation of some recommendations are deferred pending installation of new or upgraded systems or amendments to corporate policies;
- A Quality Assessment Review was conducted in 2007 as required by the Institute of Internal Auditors Standards for the Professional Practice of Internal Auditing. The assessment showed that the Audit Division conformed to the *Standards and Code of Ethics* of the Institute of Internal Auditors and Internal Audit is well structured and progressive, with a good reputation and credibility with our auditees;
- Council approved the establishment of the Project Management Support Office (PMSO) based on the recommendation from Internal Audit; and
- Internal Audit has completed a *Corporate Wide Assessment* to raise the awareness of risk management by engaging all Directors in performing a self assessment of the inherent risks in their respective divisions. Results of the Assessment were used to develop a multi-year workplan for Internal Audit.

> *Every day you may make progress. Every step may be fruitful. Yet there will stretch out before you an ever-lengthening, ever-ascending, every-improving path. You know you will never get to the end of the journey. But this, so far from discouraging, only adds to the joy and glory of the climb.*
>
> - ***Winston Churchill***

4.0 Opportunities and Challenges

A Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis and a risk assessment were conducted to help identify the opportunities and challenges that Strategic Policy faces over the next few years.

Opportunities to Seize

The community and staff are very excited at the opportunities to implement the *Strategic Plan.* New partnerships and possibilities are available through public engagement, emboldened by the strategic planning process recently completed.

Mississauga connects easily with the GTA which has 25% of National Gross Domestic Product, as well as areas to the West and the United States of America, and this is a huge advantage to leverage.

The Strategic Plan and our location strongly align with opportunities presented through Metrolinx, *The Places to Grow Act* and the vision of a green future held by the Province and other agencies.

Strategic Policy has a deeply talented team, with a lot of institutional knowledge and strong belief in the vision developed by the community and the *Strategic Plan* approved by Council. Their culture is one of teamwork and collaboration with a corporate wide perspective on issues. They apply a practical lens to issues that otherwise could be daunting in their scope and complexity.

A robust policy program set by Council gives strong direction to staff as to how to move forward and yet staff are flexible and can change course quickly when required by Council.

The reputation of the Strategic Policy services remains strong in delivering services within and external to the Corporation.

Challenges to be Aware of and Face

Municipalities are highly controlled by Provincial legislation and therefore sometimes are given new mandates without matching funding to deliver them. It is important to stay aware of and aligned with the Province's programs..

The Federal and Provincial governments are retrenching due to fiscal deficits and it will be tougher to get them to the financial table, although this is a time when they too will need new innovative approaches and partnerships. Unfortunately, sometimes being in the shadow of Toronto can present difficulties in attracting attention to Mississauga's issues and needs. As we reach out to the community to form new partnerships, their expectations of the City's financial contributions may exceed our capacity to contribute and we need to guard against that.

This changing political environment and citizen expectations can make it difficult for staff to be proactive and efficient in delivering the right service to Council, the Province and the Federal Government. In an environment where good ideas are presented every day, it can be difficult to prioritize. In trying to meet those expectations, staff can spread themselves a little thin and this increases risk to the Corporation. The municipal environment means that the Corporation is risk averse. To seize our opportunities there is a need to move faster than our policy framework and culture naturally allow.

Lastly, in terms of managing public expectations, new social media tools that are available present a challenge as well as an opportunity to get information to citizens that is accurate, informative and timely.

5.0 Current Service Levels

This section links the service levels provided to the resources allocated to provide the service. The specific projects selected are typically assigned annually through approvals of our workplans and driven by the business plan.

Strategic Community Initiatives

- All of the work is project based with staff engaged to deliver strategic projects planned and approved by Council.

Environmental Management

- All of the services in the goals and objectives (section 6.0) are delivered in addition to developing the *Living Green Master Plan* and implementation schedule;
- Lead and manage environmental sustainability issues, goals, strategies and policies including intergovernmental, community and public/private partnerships;
- Promote inter-departmental cooperation and strategic alignment across the corporation including representing Environmental Management and the City on various environmental committees and associations;
- Promote public outreach, education and provide technical support, research and development; and
- Provide technical support and coordinates responses from the Environmental Network Team to the Environmental Advisory Committee.

Economic Development

Service levels within the Economic Development Office include the Mississauga Business Enterprise Centre (MBEC)

- Marketing Plan Implementation:
  - Number of media circulation (980,000);
  - Annual website exposure (EDO landing page, 250,000 unique page views);
  - Participation/presentations to delegations, trade events and business conferences: EDO (44) / MBEC (18);
- Annual number of completed corporate calls (26);
- Annual number of business development leads and follow-ups (246);
- Annual number of MBEC client consultations (188);
- Annual delivery of SME training and seminar programs:
  - MBEC (39 seminars with 797 attendees);
- Annual number of client inquiry responses:
  - EDO (495) / MBEC (8,147).

Legal Services

There are six primary areas of practice provided which are represented as billable hours. Billable hours do not reflect the total hours worked but are the measurement used in the private practice of law. Billable hours include those hours spent on specific file matters, including external counsel hours but excluding time spent on administrative matters such as staff meetings and other non-file related city matters, attendance at courses or conferences, or vacation time.

For 2009, each area of practice provided the following number of billable hours:

Legal Area of Practice	Hours
General Municipal	8,674
Development	3,810
Labour & Employment (both solicitor & litigation work)	3,281
Planning & Litigation (including planning litigation)	4,219
Real Estate	2,415
Prosecutions	7,438
Total 2009 Billable Hours	29,837

Corporate Strategy and Innovation

- Manage the annual business planning process that is facilitated, developed and written locally;
- Review 4 to 6 city services annually through the e3 program depending on the size and complexity of the services being reviewed;
- On-going management and control of the *Corporate Policy Program* to ensure consistency, stakeholder involvement and risk mitigation, completing six new policies and 12 major policy revisions on an annual basis;
- Support and advance the quality of project identification and implementation; and
- Manage and advise on government relations, corporate alignment tactics, general research and advice, special projects, coordination and management of CAO communications, networking and learning events.

Internal Audit

- As a general rule, audits take four months to complete. This varies depending on the scope and complexity of the audit, availability of audit auditees, and any consulting assignments; and
- Typically 15% to 20% of the audit staff time is devoted to consulting services; the rest to audit assurance.

Our values of **Trust, Quality & Excellence** underpin the approach to all our plans and are reflected in the CAO Communications Plan.



6.0 Looking Ahead: Goals for the next 4 years

To ensure the City's vision is achieved by:

- Ensuring alignment of the corporation with our *Strategic Plan* and values;
- Integrating environmental performance into decision making across the Corporation;
- Nurturing and promoting government relations;
- Developing and implementing strategic priorities and policies;
- Promoting the economic development of our City;
- Providing sound legal advice and representing the Corporation in courts and tribunals;
- Completing internal audits with a focus on risk management, control and governance;
- Promoting risk awareness and risk assessment; and
- Conducting efficiency reviews and promoting consistent and best practice.

Key Partners
Federal Government
Province of Ontario
The Region of Peel
Ratepayer Groups
All Community agencies and volunteers

Operational Objectives:

Strategic Community Initiatives

- To lead and implement *Strategic Plan* initiatives as directed by Council and the Leadership Team such as *Inspiration Lakeview* and *Downtown 21 Main Street Study Implementation;*
- Second staff to lead the strategic initiatives including a staff working team to develop, plan and implement the selected objective; and
- Monitor milestones and accomplishments and report annually in the *Strategic Plan Progress Report*.

Our new Vision Statement
Is supported by five
Strategic Pillars for Change:



Environmental Management

- Develop and start implementing a *Living Green Master Plan* that: builds on the environmental themed goals expressed in the *Strategic Plan*; provides an action plan for the City to achieve environmental sustainability, and provides a tool or framework to guide decisions, policies and actions across the corporation based on environmental performance;
- Participate in the development of the *Regional Climate Change Strategy* and anticipate the City's roles and responsibilities;
- Provide direction and support to an internally focused "living green" communications plan which creates a shift towards a greener corporate culture;
- Work with Corporate Communications to implement a communications strategy that allows the City to convey in a timely manner its goals and achievements towards greater environmental sustainability; and
- Work with Corporate Communications to develop a community focused "living green" communications plan to increase public awareness, activity, and engagement.

Economic Development

- Implement the *Mississauga Economic Development Strategy "Building on Success"*, approved by Council in 2010. The following goals and primary objectives of this plan will guide the Economic Development Office's strategic initiatives and actions.

Mississauga: A Global Business Magnet

Primary Objectives

- Target Opportunities in high growth sectors;
- Ensure a supportive business environment; and
- Provide a compelling global brand to attract business, investment and jobs.

A Culture of Innovation

Primary Objectives

- Develop our local assets to create a high quality urban environment;
- Position downtown as a unique creative employment and cultural centre; and
- Leverage our post-secondary institutions, centres of excellence and research institutes to drive innovation and economic impact.

A Knowledge Economy

Primary Objectives

- Capitalize on our diversity of people and cultures;
- Leverage our international workforce; and
- Strengthen the relationship between business and education.

> I have walked that long road to freedom. I have tried not to falter; I have made missteps along the way. But I have discovered the secret that after climbing a great hill, one only finds that there are many more hills to climb. I have taken a moment here to rest, to steal a view of the glorious vista that surrounds me, to look back on the distance I have come. But I can only rest for a moment, for with freedom comes responsibilities, and I dare not linger, for my long walk is not ended.
>
> - *Nelson Mandela*

Legal Services

- Provide strategic and timely legal advice and representation to City Council, the City Manager, and all city departments on a broad range of issues. Major services provided by Legal Services include:
  - Attend Council and Standing Committee meetings;
  - Provide legal opinions and advice to City officials and employees on City-related matters, including advice on any new legislative requirements and drafting policies and bylaws;
  - Draft, review, and represent the City in negotiating a wide range of intergovernmental, procurement, land development, real estate, and various relationship agreements and other legal documents;
  - Represent the City before various legislative committees and provide comments on proposed legislation;
  - Represent the City before the courts and various administrative tribunals, such as the OMB, the Assessment Review Board, the Human Rights Tribunal, Workers Safety Insurance Board (WSIB), Labour Relations Board, and various City tribunals (Property Standards, Licensing Appeals);
  - Facilitate implementation of the Council Code of Conduct and recommendations from the Judicial Inquiry as directed by Council
  - Prosecute provincial offences, including bylaw offences, *Building Code*, *Fire Code*, and *Highway Traffic Act* charges; and
  - Continue in-house training and education.

Corporate Strategy and Innovation

- Identify and implement opportunities to improve the Corporate Policy Program;
- Provide direction and tools to support effective execution of plans, projects and initiatives;
- Establish Business Planning as the primary resource allocation process;
- Monitor and provide advice on government relations including election strategies;
- Explore, solidify and align connectivity between e3, Business Planning and the Project Management Support Office;
- Support and promote community partnerships building on the Healthy City Stewardship Centre to leverage senior leadership in the community;
- Continue to foster and grow a culture of innovation;
- Advance performance measurement within the corporation;
- Deliver strategic projects as required;
- Complete multiple e3 reviews; and
- Provide executive support to City Manager, Leadership Team and Mayor ‘s Office, including agenda reviews.

Internal Audit

- As per the *Internal Audit Charter (By-law 0240-2004)*, the values and operating principles are:
  - Perform independent assessments of risk and control guided by the Standards for the Professional Practice of Internal Auditing of the Institute of Internal Auditors;
  - Promote risk awareness and risk management throughout the City;
  - Provide balanced, objective reporting on risk and control to management and the Audit Committee;
  - Foster collaboration and teamwork to support management's efforts to achieve the City's objectives;
  - Develop and maintain an audit team with versatile skills to respond to the needs of and to provide value to management and the Audit Committee; and
- On an ongoing basis, feedback is received through face to face meetings during and at the end of each audit or consulting assignment.



The 200 acres Lakeview site represents an opportunity to implement multiple strategic goals.

Photo courtesy of TRCA

Key 2011 Projects

- Living Green Master Plan
- Sheridan College Opening
- Inspiration Lakeview
- Downtown 21 Main Street Implementation
- Completion of all ISF and RInC Projects
- Implement Judicial Inquiry Recommendations
- Complete 4 to 6 e3 Reviews
- Provincial Election Discussion Paper

7.0 Engaging our Customers

This section highlights the mechanisms used to ensure that our customers are regularly engaged to inform how best to move forward and forms a critical part of our advice to Council.

Strategic Community Initiatives

- Strategic Community Initiatives engages the community through the Community Advisory Group and also through specific project related public engagement exercises;
- Communication plans are currently in place for activating the *Strategic Plan* and *Building Our Future Mississauga;*
- Plans include communications for both internal and external audiences using a multi-channel approach, leveraging social media tactics; and
- New plans to develop as new initiatives are approved.

Environmental Management

- The goal is to ensure that both external and internal audiences are aware, active and committed to living green in Mississauga; and
- Continue to work closely with Corporate Communications to communicate all initiatives, events and activities under the City's Living Green environmental brand, including future new activities from the *Living Green Master Plan*.

Economic Development

- A key part of the Economic Development Office is to regularly engage with key stakeholders such as developers, entrepreneurs, local businesses, property owners, business associations, and education stakeholders to solicit input and identify opportunities as it relates to the Mississauga economy.

Legal Services

- Ad-hoc surveys are conducted with various city client departments to determine satisfaction with the accessibility and turnaround time in providing services by members of Legal Services. The surveys assist Legal Services in prioritizing resource allocation.

Corporate Strategy & Innovation

- The Leadership Team (City Manager and Commissioners) receive and often approve the workplans and initiatives of the Corporate Strategy and Innovation Division prior to implementation. Feedback on performance is received through face to face meetings, formal web surveys and through the performance appraisal process;
- A CAO communications plan is produced and circulated annually with assistance from Communications Division; and
- Several learning and networking opportunities are arranged throughout the year such as face to face sessions with the City Manager, the annual Leadership Conference for supervisory staff and Leadership Forums where community leaders share their own journeys, experiences and allow staff to directly engage with them. These events are cost-effective ways of developing staff while focusing on the Mississauga agenda.

Internal Audit

- A survey was conducted in 2007 as part of the *Institute of Internal Auditors's Quality Assurance Review* (QAR). The External Assessor who performed the review also interviewed one member of the Audit Committee, the City Manager, one Commissioner and external auditor. Another survey is planned in 2012 when the next QAR is to be carried out.

Key Customers
734,000 Residents
63 Fortune 500 Canadian Head Offices
54,497 Businesses
12 Members of Council
28 Divisions and 5 Departments
5,000 Full Time Equivalent staff



An annual Leadership Conference is arranged for supervisors as a cost effective way to learn together.

Proposed Changes

This part of the Business Plan deals with proposed changes to the 2011-2014 Business Plan & Budget. To assist the reader, the table below summarizes the drivers of these changes including, both operating and capital. Individual tables with a brief description of the change follow.

Drivers of Operating Costs

Description ($ 000's)	2011	2012	2013	2014
Prior Year Budget	**9,641**	**9,989**	**10,791**	**11,766**
Base Changes & Impact of Capital Projects				
Base Changes	257	477	476	329
Impact of New Capital Projects	0	0	0	0
Continuous Improvements				
Efficiencies	(110)	0	0	0
Budget Reductions	(29)	0	0	0
Total - Base Changes	**118**	**477**	**476**	**329**
Total Changes to Base and Continuous Improvement	**9,759**	**10,466**	**11,267**	**12,095**
Total Cost to Deliver Our Existing Services				
Growth Driven Initiatives	38	99	0	0
New Service Level/New Initiatives - Funded from Tax or Reserves	192	226	499	19
New Revenues	0	0	0	0
Total - Proposed Changes	**230**	**325**	**499**	**19**
Total Budget	**9,989**	**10,791**	**11,766**	**12,114**

Note: Numbers may not balance due to rounding

8.0 Base Changes

The following table illustrates highlights of this service area's base budget. This includes costs to maintain existing service levels including the annualized impact of previous Council decisions. Costs identified here are related to labour and benefit increases for existing staff, increases of an inflationary nature as well as service demand changes.

Highlights of Base Budget Changes

Description ($ 000's)	FTE	2011	2012	2013	2014	Total Net Costs
Anticipated Increase in Labour Costs	0.0	344	477	476	329	1,626
Labour Gapping	0.0	(100)	0	0	0	(100)
Pressures on other Operating Expenses	0.0	13	0	0	0	13
Total Base Budget Highlights	**0.0**	**257**	**477**	**476**	**329**	**1,539**

Note: Numbers may not balance due to rounding

9.0 Continuous Improvement

The following table illustrates reductions that are a result of conducting work quicker or in an improved manner which does not result in a change in service level. In some cases it represents an investment which will result in future savings or cost containment. Where a Budget Request (BR) number is noted, more information regarding this can be found in Volume 2 of the documentation.

Efficiencies

Description ($ 000's)	BR #	FTE	2011	2012	2013	2014	Total Net Costs	Area of Focus	Strategic Pillar
Reduction in Prosecution Staff	449	(1.0)	(109)	0	0	0	(109)	Continuous Improvement	
Reduction in Operating Expenses - Environment		0.0	(1)	0	0	0	(1)	Other	
Total Operating Budget Impact		**(1.0)**	**(110)**	**0**	**0**	**0**	**(110)**		

Note: Numbers may not balance due to rounding

Items captured on the table below represent budget reductions or reduction in service levels recommended by staff.

Recommended Program Reductions

Description ($ 000's)	BR #	FTE	2011	2012	2013	2014	Total Net Costs	Area of Focus	Strategic Pillar
Opportunities to Reduce - Economic Development Office - Professional Services	378	0.0	(29)	0	0	0	(29)	Continuous Improvement	
Total Operating Budget Impact		**0.0**	**(29)**	**0**	**0**	**0**	**(29)**		

Note: Numbers may not balance due to rounding

10.0 Proposed Changes

This table captures all costs for new or enhanced levels of service.

Increased Service Levels/New Initiatives - Funded from Tax

Description ($ 000's)	BR #	FTE	2011	2012	2013	2014	Total Net Costs	Area of Focus	Strategic Pillar
Establishment of the Office of the Integrity Commissioner*	29	0.0	100	0	0	0	100	Other	
Implementation of Recommendations from the Judicial Inquiry*	282	0.0	150	0	0	0	150	Other	
Cooksville Mobility Hub	345	0.0	0	0	0	0	0	Delivering on Initiatives within the Strategic Action Plan	Move
Economic Development Strategy Recommendations	377	1.0	140	160	0	0	300	Delivering on Initiatives within the Strategic Action Plan	Prosper
Government relations in Connection with upcoming Provincial/Federal Elections	397a	0.0	0	0	0	0	0	Other	
Port Credit Mobility Hub	348	0.0	0	0	0	0	0	Delivering on Initiatives within the Strategic Action Plan	Move
Living Green Master Plan Implementation	373	1.0	52	47	0	0	99	Delivering on Initiatives within the Strategic Action Plan	Green
Waterfront Mississauga Revitalization	154	4.0	0	0	370	0	370	Delivering on Initiatives within the Strategic Action Plan	Prosper
To Enhance Audit Coverage and for Succession Planning	408	1.0	0	0	110	0	110	Continuous Improvement	
Pressures on Other Operating Expenses		0.0	0	19	19	19	57	Other	
Total Operating Budget Impact*		**7.0**	**192**	**226**	**499**	**19**	**936**		

* Budget amounts are recorded in Financial Transactions and are not included in the Total Operating Budget Impact

Note: Numbers may not balance due to rounding

The following table includes operating costs which are required to ensure that service levels are maintained to service a larger community.

Growth Driven Service Costs

Description ($ 000's)	BR #	FTE	2011	2012	2013	2014	Total Net Costs	Area of Focus	Strategic Pillar
Providing Specialized Legal Support on Environmental Matters	42	1.0	0	61	0	0	61	Continuous Improvement	
Administrative Clerk - Contracts	307	1.0	38	38	0	0	76	Continuous Improvement	
Total Operating Budget Impact		**2.0**	**38**	**99**	**0**	**0**	**137**		

Note: Numbers may not balance due to rounding

Items in the table below are those funded from reserves. Reserves as a source of funding are used to offset tax pressures.

One time Items - Funded from Reserves

Description ($ 000's)	BR #	FTE	2011	2012	2013	2014	Total Net Costs	Area of Focus	Strategic Pillar
Mississauga Community Greenhouse Gas (GHG) Inventory Update	253	0.0	30	0	0	0	30	Identifying any New Initiatives that Align with the Strategic Plan	Green
Attracting Four (4) new Post Secondary institutions to Mississauga	380	0.0	0	100	0	0	100	Delivering on Initiatives within the Strategic Action Plan	Belong
External Quality Assessment Review	405	0.0	0	10	0	0	10	Continuous Improvement	
Total Gross Operating Budget Impact			**30**	**110**	**0**	**0**	**140**		
One-Time funding, Other transfers to or from Reserves or Reserve Funds			(30)	(110)	0	0	(140)		
Net Operating Budget Impact		**0.0**	**0**	**0**	**0**	**0**	**0**		

Note: Numbers may not balance due to rounding

The table below lists newly identified capital projects in 2011-2014.

2011 - 2014 Net Capital Detail Changes

Program Expenditures ($ 000's)	BR #	2011 Budget	2012 Budget	2013 Forecast	2014 Forecast	Post 2014 Forecast	Total ($)	Area of Focus	Strategic Pillar
Downtown 21 - Mainstreet District Implementation (FTE 1-2011)	39	480	0	0	0	0	480	Delivering on Initiatives within the Strategic Action Plan	Connect
Waterfront Mississauga Revitalization	154	900	650	650	600	0	2,800	Delivering on Initiatives within the Strategic Action Plan	Prosper
Legal - Central System to Track and Monitor Contracts	433	60	0	0	0	0	60	Continuous Improvement	
Total Net Expenditures		**1,440**	**650**	**650**	**600**	**0**	**3,340**		

Note: Numbers may not balance due to rounding.

Required Resources

11.0 Human Resources

Strategic Policy works with Human Resources to recruit staff in a timely manner. In addition to the traditional model of full and part-time staff, Strategic Policy leverages external programs to efficiently secure resources and provide leadership as an employer through programs such as *Career Bridge* which is an innovative internship program designed to address the dilemma of "no Canadian experience, no job; no job, no Canadian experience" which prevents many skilled immigrants from contributing to Canada's economy.

Internships arranged through the *Career Bridge* program breaks this unproductive cycle and provides a crucial link between the international and Canadian workplace.

Other partnerships are in place such as the Masters in Public Policy at the University of Toronto, access to students from The University of Toronto, Mississauga Campus (UTM) and future partnerships will be developed with others such as Sheridan College.

Legal Services recruits an articling student annually which is a cost-effective way of resourcing research needs and supporting the lawyers. In addition, engagement of an unpaid intern has proven cost-effective. All our student and internship opportunities not only are cost-effective solutions but showcase the Corporation as an Employer of Choice and often create an environment where potential future staff are groomed.

In terms of staff development, there are some concerns regarding succession planning within Internal Audit as that work group are all of a similar age and the potential to retire at the same time is probable. As with all of the divisions, Internal Audit is part of the succession planning program which helps develop suitable candidates for managerial and directorial positions. In addition, Internal Audit continues to recruit a career development position to ensure that the pool of staff who are exposed to the discipline of Internal Audit continues to develop.

Human Resources Requirement

Description	Total FTE
2010 Restated Complement	78.9
2011 Budget Requirement	80.1
2012 Budget Requirement	82.1
2013 Forecast	87.1
2014 Forecast	87.1

Human Resources Requirement Distribution

Program	2010	2011	2012	2013	2014
City Manager and Chief Administrative Officer's Office	2.0	2.0	2.0	2.0	2.0
Strategic Community Initiatives	5.0	6.0	6.0	10.0	10.0
Environmental Management	4.0	5.0	5.0	5.0	5.0
Economic Development	14.8	14.0	15.0	15.0	15.0
Legal Services *	33.5	33.5	34.5	34.5	34.5
Corporate Strategy and Innovation	12.6	12.6	12.6	12.6	12.6
Internal Audit	7.0	7.0	7.0	8.0	8.0
Total Service Distribution	**78.9**	**80.1**	**82.1**	**87.1**	**87.1**

12.0 Technology

Strategic Policy relies on the corporate standard software and hardware for the majority of its requirements. The continued provision of these services is critical to the success of the division.

A few noteworthy exceptions to this corporate standard do exist and are noted here for planning purposes.

Strategic Community Initiatives

- Require ongoing IT support for maintenance and enhancement for more dynamic and interactive websites on the strategic plan initiatives.

Environmental Management

- Significant increase in the volume of website content and need for regular updates expected from the development of the *Living Green Master Plan* It is currently managed by an Environmental Coordinator, on an ad hoc basis; additional IT support is required in the future.

Legal Services

- Several crucial licensed software are used on a regular basis:
  - *Teraview/Teranet* (online Land Registry System): to search and register land documents such as deeds, transfers, easements etc.;
  - *Quicklaw/Westlaw/Best Case* (legal search engines): required to conduct legal research;
  - *Cyberbahn*: required to conduct searches on business corporations;
- In house developed docketing system is utilized to capture time spent on file matters (used by all lawyers, law clerks, articling student, and prosecutors);
- Microsoft SharePoint:
  - First division in the City to use *SharePoint* as the division's document management system;
  - Fuller integration between SharePoint & Outlook to be investigated with IT; and
  - Customization work for a central system to track and monitor contracts is budgeted for 2011.

Corporate Strategy and Innovation

- Partnering with IT to assess and select effective project management software during this plan.

Internal Audit

- ACL (Audit Command Language) - for increasing audit coverage and enhancing audit reviews; and
- The potential to use other corporate wide enterprise software (such as SAP, Hansen) – explore potential use to enhance audit efficiency and effectiveness can be explored.

13.0 Facilities

All of the staff who provide the Strategic Policy service currently operate out of offices at City Hall, Chappell Estate, 950 Burnhamthorpe Blvd, Central Library, and 201 City Centre Drive.

In the term of this plan, with many of these facilities having already been refurbished, there is no material requirement to increase office space for the provision of services within the Strategic Policy Service Area. One area where potential exists for change would be in the reconfiguration of office spaces in Legal Services due to full capacity reached in the Legal Services' City Hall office. However, generally some current spaces may be converted to offices, should any additional need be required in the future.



Strategic Policy space in City Hall has been refurbished to become more efficient.

14.0 Budget

4 Year Budget and Forecast

($ 000's)	2010 Budget	2011 Budget	2012 Budget	2013 Forecast	2014 Forecast
Labour Costs	8,633	8,853	9,690	10,640	10,969
Other Operating Expenses	2,715	2,414	2,639	2,663	2,682
Total Costs	11,348	11,267	12,328	13,303	13,650
Total Revenues	(1,707)	(1,277)	(1,537)	(1,537)	(1,537)
Net Cost	**9,641**	**9,989**	**10,791**	**11,766**	**12,113**
Allocations	0	0	0	0	0
Net of Allocations	**9,641**	**9,989**	**10,791**	**11,766**	**12,113**

Note: Numbers may not balance due to rounding.

2011 Net Budget by Program

Program Expenditures ($ 000's)	2009 Actual	2010 Budget	2011 Base Budget	Base Change %	2011 Program Changes	2011 Request	2011 Change	2011 Change (%)
Strategic Community Initiatives	342	599	613	2.3	0	613	14	2.3
Environment Management	266	289	314	8.6	52	365	76	26.4
Economic Development	1,415	1,462	1,508	3.2	111	1,619	157	10.8
Legal Services	4,661	4,599	4,707	2.3	(72)	4,635	36	0.8
Corporate Strategy and Innovation	1,619	1,672	1,716	2.6	0	1,716	44	2.6
Internal Audit	886	1,020	1,041	2.1	0	1,041	21	2.1
Net Program Impact	**9,189**	**9,641**	**9,898**	**2.7%**	**91**	**9,989**	**348**	**3.6%**

Note: Numbers may not balance due to rounding.

2011 - 2014 Net Operating Budget by Program

Program Expenditures ($ 000's)	2011 Budget	2012 Budget	2013 Forecast	2014 Forecast
Strategic Community Initiatives	613	629	1,015	1,026
Environment Management	365	428	444	455
Economic Development	1,619	1,857	1,934	1,987
Legal Services	4,635	4,947	5,160	5,307
Corporate Strategy and Innovation	1,716	1,837	1,957	2,047
Internal Audit	1,041	1,093	1,255	1,291
Net Budget Impact	**9,989**	**10,791**	**11,766**	**12,113**

Note: Numbers may not balance due to rounding.

2011 - 2020 Total Net Capital Program

Program Expenditures ($ 000's)	2011 Budget	2012 Budget	2013 Forecast	2014 Forecast	Post 2014 Forecast	Total ($)
Infrastructure	1,380	650	650	600	0	3,280
Applications	60	0	0	0	0	60
Total Net Expenditures	**1,440**	**650**	**650**	**600**	**0**	**3,340**

Note: Numbers may not balance due to rounding.

Performance Measures

15.0 Balanced Scorecard

A Balanced Scorecard identifies measures for four key areas for an organization's performance: Financial; Customers; Employees; and Business Processes.

By paying attention to all four areas an organization can retain balance to its performance and know that it is moving towards the attainment of its goals.

About the Measures for Strategic Policy

Financial Measures

Gross Domestic Expenditure on Research and Development is an essential component of a creative economy. It is one of the key progress indicators in the City's *Strategic Plan*. It is part of the "Prosper" pillar that focuses on cultivating creative and innovative businesses. This is also a goal of the Economic Development Strategy. Source: Statistics Canada.

Customer Measures

External: Resident Satisfaction with the City of Mississauga measures the overall satisfaction of Mississauga residents with the City's Municipal Government. These results are based on a poll conducted by Environics Research, featuring an analysis of public attitudes toward the government and issues of concern in the province of Ontario. Since most of the divisions within the Strategic Policy Service Area (including the City Manager's Office) influence, lead and/or set direction for the overall Corporation, it seems appropriate to use overall resident satisfaction as an outcome measure.

82 percent of Mississauga's residents are satisfied with their municipal government. This represents a 6 percent decline since the spring of 2009 and is by far the highest satisfaction rate among municipalities in the Region of Peel.

Internal: Annual average percentage of Council Requests meeting target turnaround The Mayor and Members of Council are our ultimate internal customers. The standard turnaround time for responding to Council requests is ten business days. This indicator measures the percentage of time City staff respond within the standard. This protocol is monitored by the Corporate Strategy and Innovation Division.

Employee Measures

Strategic Leadership Index Inspiring strategic leadership and guiding strategic policy are main purposes of this service area. The results are based on the bi-annual Employee Engagement Survey conducted by Metrics@Work. The Strategic Leadership Index measures Strategic Leaders' (City Manager, Commissioners, Directors) provision of vision, guidance, planning, decision making and commitment to quality. When benchmarking with other comparable GTA organizations, the City of Mississauga is a remarkable 17 percent ahead of the benchmark. We continue to strive even higher in future years.

Business Process Measures

Annual Efficiencies Found Ensuring efficiency within the Corporation is an important function of this service area. The figures quoted are based on the efficiencies category used by Financial Services during budget preparation.

Measures for Strategic Policy	2008 (Actual)	2009 (Actual)	2010 (Planned)	2011 (Planned)	2012 (Planned)	2013 (Planned)	2014 (Planned)
Financial							
Gross Domestic Expenditure on Research and Development	$1.1 billion	$1.1 billion	$1.1 billion	$1.1 billion	$1.1 billion	$1.1 billion	$1.1 billion
Customer							
External: Resident Satisfaction with the City of Mississauga	87%	82%	88%	88%	88%	88%	88%
Internal: Annual average % of Council Requests meeting target turnaround	90%	90%	90%	90%	90%	90%	90%
Employee							
Strategic Leadership Index	63%	63%	64%	64%	65%	65%	67%
Business Process							
Annual Efficiencies Found (city wide)	$1.3 million	$1.2 million	$0.2 million	$4.0 million	$1.0 million	$1.0 million	$1.0 million

Many of the scores for the City of Mississauga are so high that the challenge for the future will be to maintain these scores.

DRAFT

Information Technology Business Plan

City of Mississauga

2011-2014



MISSISSAUGA
Leading today for tomorrow

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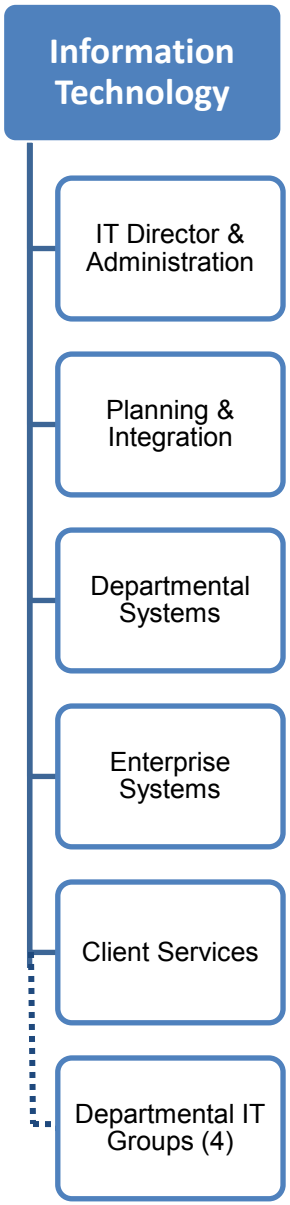
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Existing Core Services

1.0 Vision and Mission

The Vision of the Corporate Services Department, which is fully embraced by the Information Technology Division, is *"Partnering for Success".* This vision captures the basic philosophy of the Department that of working in partnership with all of the City Departments to provide excellent service to our taxpayers.

The Information Technology (IT) Mission Statement is: "*We are committed to providing our clients with innovative, reliable and secure solutions that align business, process and technology"*.



2.0 Service Delivery Model

The Information Technology Division is comprised of five service areas with over 100 staff. There are four departmental IT groups providing departments with desktop and business specific application support & service. IT support is primarily available during the city's core working hours with on call after hours service.

Services provided by each of the service groups include:

IT Director and Administration - The IT Director and Administration group provide IT Strategic & Operational Direction to the IT division, IT administrative support, and are responsible for the Corporate IT Policies & Procedures.

Client Services

The Client Services group in IT run the IT Help Desk, support the City's IT infrastructure, provide 24 X 7 IT, email, and telephone support, and conduct corporate IT training.

Departmental Systems

The Departmental Systems group provide development, implementation and support of both in house developed (MAX (Planning & Building), TXM (Tax)) and vendor (SAP, CLASS, Hastus) systems and applications across all departments

Enterprise Systems

Enterprise Systems provide development, implementation and support for the Hansen system, the eCity portal, and the Intranet.

Planning & Integration

The Planning & Integration group provide database administration, IT architecture support, and manage IT assets through their lifecycle.

Departmental IT Groups (4)

Within the City departments there are 4 Departmental IT Groups that provide front line desktop and application support services on a 24/7 basis.

3.0 Past Achievements

The achievements by IT are linked to the successes of the city service areas in meeting the needs of the citizens and businesses of Mississauga. Much of IT's work happens behind the scenes in providing ongoing maintenance and support of the systems, infrastructure, and applications.

Some recent past successes related to new applications and infrastructure include:

- *311 Call Centre Launch:* In partnership with the Region of Peel, the city launched it's 311 Call Centre providing three digit telephone access to residents and businesses for all city non-emergency matters/inquiries;
- *Wi-Fi Access in city facilities and Outdoor Wi-Fi Pilot:* Free Wi-Fi internet access is currently available to the public and staff in all city facilities. IT in conjunction with Transportation and Works division, completed the outdoor Wi-Fi pilot along the Hurontario St. corridor. In order to expand the city's Wi-Fi presence, additional financial resources will be needed. These have been identified throughout the 2011 to 2014 business plan and budget process;
- *ActiveAssist Program Application:* IT in conjunction with Recreation & Parks implemented the *ActiveAssist* application. *ActiveAssist* is a fee assistance program designed to help low-income families and individuals in Mississauga participate in Recreation and Parks programs;
- *Live Streaming of Council Meetings:* Working with Rogers Cable 10, implementation of live streaming of Council meetings via the City's web portal and online access to archived Council meetings;
- *SAPPHYR (SAP Human Capital Management – implement HCM modules):* A major initiative of the IT Strategy, the migration of all of PeopleSoft functions (HR Information System, Payroll, Time & Labour functions) to SAP. This initiative implemented the SAP Human Capital Management modules integrating existing SAP functionality (financials, materiel management, accounts payable) with the HCM module with Manager Self-Service and Employee Self-Service into one system;
- *Recently Information Technology introduced several new projects with a positive impact on efficiency and budget savings:* A new IT Help Desk Application with self-service options, the implementation of new Multi-Function Devices (Copiers/Printers), and a web version of the MAX application (Planning & Building Permits, Fire Training) with the ability for the inspectors to access the application in the field;
- *Payment Card Industry (PCI) Compliance – Audit and Implementation:* The city's eStore application (on the city's website portal), Recreation & Parks CLASS Registration application, and Meadowvale Theatre new ticketing system is compliant with the Payment Card Industry Guidelines; and
- *Our server infrastructure has now been consolidated*: Over 70% of our servers now use virtualization technology. Benefits include: greening of IT infrastructure by lower power consumption, server consolidation, space requirement reduction, and cost reductions in hardware maintenance and support. This consolidation of server hardware supports the IT Simplification initiative.

4.0 Opportunities and Challenges

The Information Technology Management Team completed a SWOT (Strengths, Weaknesses, Opportunities, & Threats) exercise as part of this year's business planning process.

Over the last couple of years one of the key focus areas in IT has been Business Application Simplification. This has proven to be very successful by reducing the number of similar applications, maintaining current versions of applications, implementing new applications, supporting existing applications, implementing server virtualization, and cost savings have resulted from simplification. As IT looks towards the future we will continue to reinforce the Business Application Simplification strategy as new departmental requirements come forward through the business planning process. Some of the key opportunities include integrating new technologies, mobile applications, field computing, and the ability to provide service delivery across multiple channels (web, mobile, phone and in person).

With opportunities, come challenges. Aging infrastructure, an increasing demand for internet bandwidth, and departmental technology needs presenting significant challenges to the department.

The level of sophistication and expectations of clients and stakeholders have increased exponentially over the last few years. As technology continues to penetrate deeper into society, capacity planning, prioritization, business analysis, and an understanding of our clients expectations are keys to our success.

The new IT Strategic Plan, currently being developed with completion targeted for the end of 2010, will address these challenges. Flexibility will be necessary to accommodate new standards, legislation, and rapid changes in the service channel expectations of our citizens and businesses when dealing with the city.

Some of the opportunities being addressed by Information Technology as part of the 2011-2014 Business Plan include:

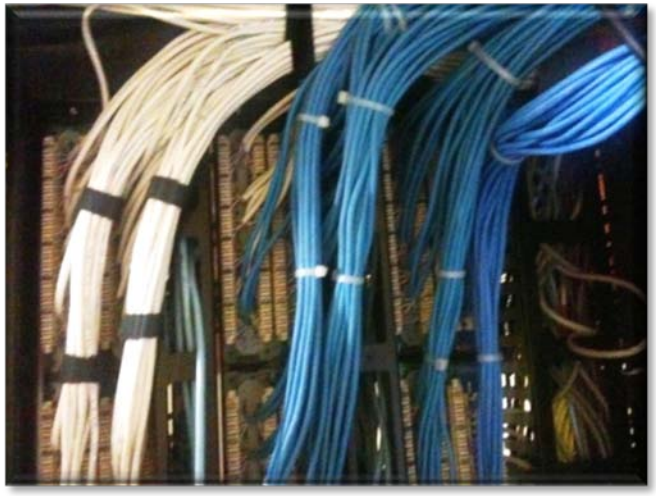
- Migrating all of the City's staff PCs to Windows 7 and Office 2010;
- Improving the wireless Infrastructure and eCity Portal for improved service delivery and network access; and
- Implementing Enterprise Level Decision Support System and Management Reporting, project prioritization and project management tools resulting in a better return on investment on IT projects and consistent project management tools.

A continual challenge for IT is the capacity to deliver on new priorities. Additional IT systems require a varying degree of maintenance, and support for upgrading and maintaining existing system and applications. Whether they are custom written in-house applications or those commercial applications 'purchased off the shelf', support resources are still necessary.

In order to mitigate risks, Information Technology performs regular maintenance and updates as per upgrade schedules. With respect to projects, future major projects will be staged into three phases to better define the methodology, timeline, and budget:

- Phase 1 : Design / Blueprint / Business Process Review (introduce efficiencies in the business);
- Phase 2: Development and Implementation; and
- Phase 3: Ongoing Support, Enhancements and Metrics.

Over the last several years, it has become increasingly challenging to fill information technology positions. Human Resources and IT together will continue to explore opportunities and options to attract new candidates.



IT Infrastructure

5.0 Current Service Levels

The services that Information Technology delivers are a balance between deploying new business solutions and technologies to meet the business needs of the city. They provide ongoing maintenance, daily support and enhancement opportunities for existing business systems. On average, IT Staff spend 80% of their time on day-to-day support (operations, support, administration, enhancements, upgrades, and maintenance) of existing applications and systems with the remaining 20% on new projects.

Software applications, systems, and hardware are upgraded / replaced on the following cycle:

- Minor applications - three years;
- Major applications - 10 years;
- Hardware (Desktops / Notebooks) - four years; and
- Hardware (Servers/ Appliances) - five years

Currently the IT Help Desk receives on average 30,000 calls per year with a first contact call resolution rate of 25%.

From a technology perspective, the primary service channel that Mississauga residents and businesses use is the eCity internet portal/websites. The demand for this channel has increased year over year since its inception in 2002. eCity websites had 6.7 million visits in 2009, which was an increase of 10% over 2008. It is anticipated that as more city business areas use this channel for service delivery growth will continue.

The public expects that all city services that can be delivered through a technology channel such as the web or via mobile applications (smartphone) will be made available on a 24 hours a day and 7 days a week basis.

The infrastructure (servers, networks, etc.) is a foundation component for City service delivery with IT providing server and application uptimes of 99%.



Emergency Operations Centre (EOC) Laptops

5.1 Maintaining Our Infrastructure

The City owns and operates a portfolio of 2,585 staff desktops/notebooks, and 450 public walk-up PC's in the library branches, with over 390 desktop and server business applications available to city staff. Currently there are 86 City facilities with networked and wireless Wi-Fi access including the Civic Centre, community centres, arenas, pools, yards for Works and Parks, Transit complexes, and Transit Terminals.

Where feasible, and offered by the vendor, some applications have been out-sourced to application service providers (ASP). Examples include, the eCity web portal, eStore Payment Processing, Provincial Offences Act (POA) Ticket Payment, Parking Ticket Payments by telephone, Public Sector Accounting Board (PSAB) Tangible Capital Assets Inventory/Reporting, and Pay 'n Display Parking Meters.

In addition, Information Technology is responsible for the IT data and voice (VoIP) network infrastructure that connects 86 city facilities, including the Civic Centre data centre and all local area networks supporting connectivity to each desktop. In all, there are about 200 production servers, with 70% of these servers running multiple virtualized servers.

All of the city locations are connected through the region-wide Public Sector Network of which Mississauga is a founding partner with other members such as Peel Region Police, and the Region of Peel.

The current estimated replacement value of IT assets owned by the city is $70 million. These assets make it possible for the City Departments to deliver the services to the residents and businesses of the City having a profound impact on quality of life, prosperity and sustainability within the community.There is an IT Capital Program in place to support all of the infrastructure and applications beyond their initial implementation. The IT Capital Program is responsible for upgrades to systems in addition to the implementation of new applications. Minor applications are expected to have a five year lifecycle and major applications are expected to have a 10 year lifecycle. Throughout an applications lifecycle there are numerous service packs and major versions. The industry standard for software applications is a new major version release every 12 to 18 months. Significant resources in IT are responsible for the operational support and maintenance (service packs, minor/major upgrades, preventative maintenance program, and hardware replacement), currently consuming 80% of our resource capacity.

As we expand our reach to the community through wireless initiatives, critical consideration must be given to the ongoing support of all of the new applications that are implemented. Business Planning is looking at the implementation of technology initiatives through to 2014. IT must consider the support aspects well beyond the scope of the current business plan, up to 10 years with respect to major applications.

6.0 Looking Ahead: Goals for the next 4 years

The primary goal in Information Technology is to provide a stable and secure technology environment that delivers and supports high quality, effective business solutions and tools that meets the needs of our clients. Service excellence will be provided within clearly defined service levels that are agreed upon by clients, to meet their business needs. It is important to focus on keeping staff abreast and skilled in the use of new technologies enabling them to be innovative in their methodologies. This is important as clients and citizens continually demand new services thereby forging into new technological areas that push the limits of expertise.

IT will continue to be innovative across the corporation, addressing future trends, opportunities, issues, and challenges. As more services are made available on the eCity Portal, the city's objective is for the portal/web to become the channel of preference for all services that have the technical ability to use this channel such as Connect2Rec, Library, Permits, among many others. This will enable citizens and businesses to interact with the city at any time of day, from where ever they want, and on a city supported infrastructure. IT will continue to operate and support a stable, secure and vendor supported IT environment with a focus on enterprise level business solutions and an increased utilization across the city, e.g.: SAP, Hansen, Class, etc.

Information Technology by 2013 will ensure that Service Level Agreements are in place to support major applications (e.g. SAP, CLASS, Hansen, MAX, and TXM) with clearly defined and agreed upon expectations.

Within the next two years one of the opportunities within IT is to setup an intelligent monitoring and self-healing IT environment that will provide IT staff with advance notice of hardware and application issues, and an improved customer experience by resolving issues without them even being aware there is one. IT will continue to focus on the privacy and the security of information and systems to ensure that they are current and meet all of the standards and regulations required.

Other goals for IT over the next four years will be to increase first call resolution, the implementation of self service applications (password reset, SAP self-service), and to increase server uptime to 99.999%.

7.0 Engaging our Customers

Through engagements with clients (projects, support, & planning) we review suggestions and project outcomes. One area of opportunity for IT is to conduct an Annual Internal IT Survey starting in 2011 to solicit feedback from a broader range of clients across city departments. The first survey in 2011 will serve as a baseline for future year surveys and provide. direction for improved customer service, better alignment of IT resources, enable IT to address customer concerns, and improved delivery of IT services. The survey will evaluate the following service areas:

- Help Request / Service Desk Performance;
- Project Delivery and Implementation;
- Operations and Support;
- New emerging technologies;
- IT Infrastructure; and
- IT Client Services.

Other customer engagement opportunities that IT utilizes include:

- The Information Technology Committee (ITC) which reviews the business cases for new IT initiatives and approves new application priorities;
- Involvement in the City's and Departmental planning processes;
- Google Analytics for City web sites will be used to tune the City web sites to improve the user experience. Refinements will be made to the websites and our search appliance to enable more precise searching, getting the public to the information in just one click;
- Clients are engaged on a daily basis through support and partnering in project teams. This results in the regular review and up-date of services provided by IT. All sections of the Division are active in various external partners / associations and feedback is important in planning IT service delivery; and
- Relationship building fostered by a customer service orientation in all Sections provides a firm foundation for input and decision making regarding all services.

Sources of IT best practices:

- The InfoTech Research Group annual survey for year over year comparator;
- IT will be making better use of our involvement with MISA (Municipal Information Systems Association) and other professional associations when researching best practices, performing benchmarking, and identifying best of breed solutions; and
- Other professional associations and user groups e.g. SAP, Bentley, Oracle, Microsoft.

Proposed Changes

This part of the Business Plan deals with proposed changes to the 2011-2014 Business Plan & Budget. To assist the reader, the table below summarizes the drivers of these changes including, both operating and capital. Individual tables with a brief description of the change follow.

Drivers of Operating Costs

Description ($ 000's)	2011	2012	2013	2014
Prior Year Budget	**16,034**	**16,101**	**17,254**	**18,544**
Base Changes & Impact of Capital Projects				
Base Changes	386	730	664	455
Impact of New Capital Projects	0	0	0	0
Continuous Improvements				
Efficiencies	(427)	259	238	50
Budget Reductions	0	0	0	0
Total Changes to Base and Continuous Improvement	**(40)**	**989**	**902**	**505**
Total Cost to Deliver Our Existing Services	**15,993**	**17,090**	**18,156**	**19,049**
Proposed Changes				
Growth Driven Initiatives	0	0	50	15
New Service Level/New Initiatives - Funded from Tax or Reserves	108	164	338	190
New Revenues	0	0	0	0
Total - Proposed Changes	**108**	**164**	**388**	**205**
Total Budget	**16,101**	**17,254**	**18,544**	**19,254**

Note: Numbers may not balance due to rounding

8.0 Base Changes

All new projects and infrastructure implementations require ongoing maintenance and support. There are very few IT projects that are one and done. As our portfolio expands, ongoing costs increase year over year for maintenance and support. Information Technology pressures on the base changes include but are not limited to:

- Additional maintenance for minor systems such as the Election system, Transit scheduling, and the Fire Dispatch system (Enrout911); and
- Yearly costs associated with PCI (Payment Card Industry) network scans.

Highlights of Base Budget Changes

Description ($ 000's)	FTE	2011	2012	2013	2014	Total Net Costs
Labour Adjustments EA/PMP/OMERS -Information Technology	0.0	470	656	655	455	2,235
Labour Gapping	0.0	(240)	0	0	0	(240)
Capital funded labour reduction- SAP	(1.8)	0	0	0	0	0
IT Maintenance increases	0.0	245	81	0	0	325
IT Maintenance allocations	0.0	(123)	(22)	0	0	(145)
Professional Service - PCI Scan	0.0	60	0	0	0	60
201 City Centre Drive Lease Cost Corporate Services - IT	0.0	6	4	0	0	10
Fees Recovery - Tax System Support Fees & Fire Dispatch Recovery	0.0	(52)	(17)	(18)	(19)	(106)
Departmental Business Services cost allocation - IT	0.0	21	28	28	19	96
Total Base Budget Highlights	**(1.8)**	**386**	**730**	**664**	**455**	**2,235**

Note: Numbers may not balance due to rounding

9.0 Continuous Improvement

One of the key opportunities for continuous improvement for IT is improving the alignment of IT resources by balancing ongoing support with the implementation of new technologies. The requirement to be responsive for operational issues has a direct bearing on the ability to deliver “new” projects and enhancement requests on time and on budget. Currently 20% of IT staff time is dedicated to new projects; the objective by 2014 is to raise this to at least 25% across the division. Resulting efficiencies will allow IT the ability to complete more new projects with the existing staff complement.

The second opportunity will be to incorporate Business Process Review and the Staging of Projects by the end of 2012.

Having a Business Analyst complete the Design \ Blueprint \ Business Process Review phase will result in a higher degree of accuracy of the business process, success for finishing projects on time and on budget, less scope creep and change orders to the projects.

(BR 293) Project Prioritization will be implemented to prioritize projects and IT resources based upon IT resource capacity and the ability to align with strategic priorities.

Agreed upon Service Level Agreements (SLAs) will be in place by 2013 for the ongoing support of major applications with the expectations clearly defined and understood by the client. The IT Division has spent considerable time and effort to identify areas where process changes as well as efficiencies can result in improvements in service delivery such as moving towards more self-service, single sign on, an improved help desk system, and consistent versioning of applications across the city, new application implementation, and ongoing IT support services.

A number of the Budget Requests present opportunities for IT to reduce costs:

(BR 557) Information Technology Reduction to Maintenance and Support Operating Budget

• Toad Software	$ 13,000
• eCity eForms	$ 18,200
• CISCO reduce by	$100,000
• Tax Payment Processor	$ 15,000
TOTAL Reductions	**$146,200**

Through continued IT Simplification and improved purchasing power, IT is able to reduce our annual operating costs by just under $146,000 annually.

(BR 630) The city’s contract (five year contract) for Multifunction Devices expired and the bid award was made to Ricoh Canada based on the requirement of 60 million monochrome impressions over a period of five years. This new five year contract replaced all 170+ existing multifunction devices deployed throughout the City with up-to-date units. This will result in an annual savings of $137,000.

(BR 631) Utilizing the contract negotiated between the Region of Peel and Rogers Wireless in 2010, the new pricing structure allows for cost savings with the pooling of minutes for a large number of staff. The new pricing structure includes significant saving opportunities. Previously chargeable items are now included in the base cost reducing the administrative efforts required for reconciliation of the user accounts. The system access fee (SAF) has been removed resulting in a savings of $ 60,000 per year. Migrating staff to the new pooling rate plans would reduce the total current annual usage charges by $84,000. Total annual savings is estimated to be $144,000.

Efficiencies

Description ($ 000's)	BR #	FTE	2011	2012	2013	2014	Total Net Costs	Area of Focus	Strategic Pillar
Cellular Device - Pooling of Voice Minutes	631	0.0	(144)	0	0	0	(144)	Continuous improvement	
Multi Function Device Replacement	630	0.0	(137)	0	0	0	(137)	Continuous improvement,	
Information Technology Reduction to Maintenance and Support Operating Budget	557	0.0	(146)	0	0	0	(146)	Other	
Wireless Communication for Field Automation	344	1.0	0	140	190	50	380	Continuous improvement	
SAP Enterprise Reporting (Decision Support System)	393	1.0	0	119	48	0	167	Continuous improvement	
Total Operating Budget Impact		**2.0**	**(427)**	**259**	**238**	**50**	**121**		

Note: Numbers may not balance due to rounding

10.0 Proposed Changes

Improvements to Service Level

(BR 558) 2011 – Enhanced Enterprise SAP support for both Finance (A/P, Payroll) and Human Resources is required to enable the City to address the backlog of development requests, further expand on the use of SAP, enhance our level of service and take full advantage of the investments made by the City to date in SAP as our key ERP solution. A number of the strategic priorities for finance focus around enhancements and support of the financial management modules of SAP and quicken IT response to client requests for system changes is required. Two new SAP IT staff are required to provide these service level improvements – an SAP Application Developer and SAP Portal Developer.

In 2011, automatic password resets and user self-service will result in a 30 percent reduction of help desk service calls, improved user security with improvements to authentication; it is part of the implementation of the new IT Service Desk, and a mandatory requirement for Payment Card Industry compliance. Password resets will be available 24 hours, 7 days a week.

These savings will result in more efficient and effective use of help desk resources.

Growth Driven Service Costs

Description ($ 000's)	BR #	FTE	2011	2012	2013	2014	Total Net Costs	Area of Focus	Strategic Pillar
Mobile Applications	450	0.0	0	0	50	15	65	Continuous improvement	
Total Operating Budget Impact		**0.0**	**0**	**0**	**50**	**15**	**65**		

Note: Numbers may not balance due to rounding

Increased Service Levels/New Initiatives - Funded from Tax

Description ($ 000's)	BR #	FTE	2011	2012	2013	2014	Total Net Costs	Area of Focus	Strategic Pillar
Expansion of the SAP Support Team to enhance services to use additional SAP modules	558	2.0	108	106	0	0	214	Continuous improvement	
Enterprise Project Portfolio Management System	293	1.0	0	58	58	90	206	Continuous improvement	
Web Portal Upgrade/Replacement	241	0.0	0	0	280	100	380	Continuous improvement	
Total Operating Budget Impact		**3.0**	**108**	**164**	**338**	**190**	**800**		

Note: Numbers may not balance due to rounding

2011 - 2014 Net Capital Detail Changes

Program Expenditures ($ 000's)	BR #	2011 Budget	2012 Budget	2013 Forecast	2014 Forecast	Post 2014 Forecast	Total ($)	Area of Focus	Strategic Pillar
Mobile Applications	450	250	175	175	100	100	800	Continuous improvement	
Upgrade to Windows 7 Operating System and Office 2010	325	50	80	0	0	0	130	Continuous improvement	
SAP Enterprise Reporting (Decision Support System)	393	500	256	100	100	0	956	Continuous improvement	
Wireless Communication for Field Automation	344	120	420	390	0	0	930	Continuous improvement	
VCOM Mobile Radio Replacement	526	750	1,010	5,023	1,060	0	7,843	Maintaining a state of good repair for our infrastructure	
Enterprise Project Portfolio Management System	293	0	75	115	0	0	190	Continuous improvement	
Applications - New - Program Changes		(3,772)	(2,552)	(1,588)	(2,341)	2,260	(7,993)		
Application - Replacement /Enhancements - Program Changes		(505)	(1,600)	(2,195)	(1,850)	(1,610)	(7,760)		
Network Infrastructure - Program Changes		(400)	(530)	(200)	460	(630)	(1,300)		
Total Net Expenditures		**(3,007)**	**(2,666)**	**1,820**	**(2,471)**	**120**	**(6,204)**		

Note: Numbers may not balance due to rounding.

(BR526) One of the key Budget Requests for IT is the upgrade of the VCOM (Voice Communications System) mobile radio system. The City has been one of ten agencies to subscribe to the VCOM mobile radio system, a Motorola 800 MHz trunked radio system, for the past 13 years. The VCOM system has reached capacity and end of life support from the manufacturer. In 2008, Peel Regional Police, hosted a stakeholder meeting identifying the need to replace this system in a multi-year project spanning 2010 to 2014. The VCOM replacement system will be based on a Project 25 technology platform which is a digital radio public safety agency standard in North America. The new system will enable public safety agency interoperability and ensure future flexibility for growth for emergency and non-emergency use. The VCOM replacement system will require the entire city radio infrastructure to be replaced as well as the end-user subscriber radio equipment.

Required Resources

11.0 Human Resources

Current staffing issues in IT are focused around the ability to attract the right people. Many of our competitions for IT staff have resulted in repeated attempts to secure the "right" individual resulting in a long recruitment process. Generally IT has experienced a low turnover rate with the only 7% of its workforce over the age of 55 and median years of service of 12 years making it crucial that for investment in skill set development and training for staff to ensure currency. The IT organizational structure limits the ability to be agile as specific skill sets are acquired through the evolution of supporting unique client applications. This creates silos of knowledge resulting in the need to cross train staff to address the application support requirements.

A challenge for IT is the constant changing nature of technology and the advent of new technologies. IT is constantly aware of the increasing demands and sophistication of its clients, for example the desire for mobile applications such as Apple Apps and other smartphone applications.

Human Resources Requirement

Description	Total FTE
2010 Restated Complement	113.8
2011 Budget Requirement	118.6
2012 Budget Requirement	121.1
2013 Forecast	119.1
2014 Forecast	117.1

Human Resources Requirement Distribution

Program	2010	2011	2012	2013	2014
Information Technology	113.8	118.6	121.1	119.1	117.1
Total Service Distribution	**113.8**	**118.6**	**121.1**	**119.1**	**117.1**

12.0 Technology

Current

The current technologies, tools, and skills allow IT to support more than 390 business and server applications at the city. IT support extends 24/7 with afterhours support provided on an on-call basis as per service level agreements with clients.

Gap

One of the more immediate gaps that IT will be addressing is to ensure that major projects incorporate a business analysis component and complete a business process review before any development or implementation occurs.

There are other technology gaps that will be addressed by IT including:

- Reviewing of data backup options as the data backup window is decreasing as amount of online data is increasing;
- Data storage requirements are growing due to the limited archiving of data; and
- Enterprise Document Management and collaboration tools will be facilitated across the corporation.

Future

A future objective for IT is to maintain sustainable programs, current service levels for support and maintenance and to increase the percentage of the IT Capital Budget on new business solutions and IT initiatives.

Currently 84% of the IT Capital budget is in place for sustainable programs, 16% is for new business solutions. The objective is to move this to 65% for sustainable programs and 35% of the annual IT Capital Budget for new business solutions through the course of the business plan implementation period, 2011-2014.

13.0 Facilities

During the summer of 2010 IT Administration, Planning and Integration & Departmental Systems moved to the 5th Floor in the tower from their two ground floor locations. The space on the 5th floor is sufficient for a very small amount of the growth. Anything more significant will impact the ability to accommodate new staff. Options for consideration may include a mobile workforce, alternate work arrangements, having IT staff reside in the departments they support, shared workspaces, and shifts. The 7th floor Client Services staff will be relocated to B1 once renovations are complete. The Disaster Recovery and Backup Site and IT training room will move upon completion of Fire Training Centre in late 2011.

14.0 Budget

The following four tables detail the 2010 Budget and 4 Year Budget and Forecast for Information Technology and Net Budgets.

4 Year Budget and Forecast

($ 000's)	2010 Budget	2011 Budget	2012 Budget	2013 Forecast	2014 Forecast
Labour Costs	11,705	12,041	12,909	13,759	14,214
Other Operating Expenses	5,044	4,930	5,226	5,656	5,911
Total Costs	16,749	16,971	18,135	19,415	20,125
Total Revenues	(456)	(508)	(525)	(543)	(562)
Net Cost	**16,293**	**16,463**	**17,610**	**18,872**	**19,563**
Allocations	(260)	(362)	(356)	(328)	(309)
Net of Allocations	**16,034**	**16,101**	**17,254**	**18,544**	**19,254**

Note: Numbers may not balance due to rounding.

2011 Net Budget by Program

Program Expenditures ($ 000's)	2009 Actual	2010 Budget	2011 Base Budget	Base Change %	2011 Program Changes	2011 Request	2011 Change	2011 Change (%)
Information Technology	14,488	16,034	16,420	2.4	(319)	16,101	68	0.4
Net Budget Impact	**14,488**	**16,034**	**16,420**	**2.4%**	**(319)**	**16,101**	**68**	**0.4%**

Note: Numbers may not balance due to rounding.

2011 - 2014 Net Operating Budget by Program

Program Expenditures ($ 000's)	2011 Budget	2012 Budget	2013 Forecast	2014 Forecast
Information Technology	16,101	17,254	18,544	19,254
Net Budget Impact	**16,101**	**17,254**	**18,544**	**19,254**

Note: Numbers may not balance due to rounding.

2011 - 2020 Total Net Capital Program

Program Expenditures ($ 000's)	2011 Budget	2012 Budget	2013 Forecast	2014 Forecast	Post 2014 Forecast	Total ($)
New Applications - Information Technology	750	506	390	200	19,836	21,682
Applications- Replacements/ Enhancements	595	730	1,675	1,370	10,840	15,210
Network Infrastructure	2,320	3,130	6,163	2,070	6,530	20,213
PC/Notebook - Replacement/ Maintenance	900	900	900	900	5,400	9,000
Peripherals	175	175	175	100	675	1,300
Portal	50	1,100	850	100	950	3,050
Server Expansion		830	800	475	3,255	5,360
Service Management	450	100	50	350	1,000	1,950
Specialized IT Equipment	137	87	137	87	974	1,123
Total Net Expenditures	**5,377**	**7,558**	**11,140**	**5,652**	**49,160**	**78,888**

Note: Numbers may not balance due to rounding.

Performance Measures

15.0 Balanced Scorecard

A Balanced Scorecard identifies measures for four key areas for an organization's performance: Financial; Customers; Employees; and Business Processes.

By paying attention to all four areas an organization can retain balance to its performance and know that it is moving towards the attainment of its goals.

About the Measures for Information Technology

Financial Measures

Total Cost of Ownership (Operating + Capital / #Users) gives an overall cost of providing IT services on a per user basis for year over year comparisons.

% of Operational Budget Spent on Outsourcing - gives a marker both on the ability to provide service internally (expertise) and the ability to use hosted vendor solutions to ease client support.

Customer Measures

% First Call Resolution Help Desk Calls measures the overall ability of the IT Help Desk to resolve help requests on first point of contact.

Employee Measures

% IT Budget spent on IT training will measure the ability of IT to keep current in the technology used at the City, both current and new.

Employee Job Satisfaction Value (IT Division) conducted an Engagement Survey (2006 value 79.4%). Job satisfaction is a key overall component of the bi-annual Employee Engagement Survey conducted by Metrics@Work.

Business Process Measures

% System Uptime/Availability is the foundation for IT and system uptime is the key measure.

% of Enterprise Applications with a Road Map are major applications at the City are expected to have a 10 year life span, as such to ensure that proper support and direction are in place each application should have a Road Map detailing this information.

Measures for Information Technology	2008 (Actual)	2009 (Actual)	2010 (Planned)	2011 (Planned)	2012 (Planned)	2013 (Planned)	2014 (Planned)
Financial							
Total Cost of Ownership (Operating + Capital / #Users)	$6,700 (3800 users)	$5,600 (3900 users)	$6,700 (4000 users)	$6,700 (per user)	$6,700 (per user)	$6,700 (per user)	$6,700 (per user)
% of Operating Budget spent on outsourcing	1.82%	1.53%	1.48%	1.75%	1.75%	1.75%	1.75%
Customer							
% First Call Resolution Help Desk Calls	22%	23%	25%	30%	35%	35%	40%
Employee							
% IT Operating Budget spent on IT training	0.54%	0.46%	0.51%	0.55%	0.55%	0.55%	0.55%
Employee Job Satisfaction Value (All of IT) - Engagement Survey (2006 value 79.4%)	76.8%	76.8%	80%	80%	82%	82%	84%
Business Process							
% System Uptime/Availability	99.9%	99.9%	99.9%	99.99%	99.99%	99.999%	99.999%
No. of Enterprise Applications with a Road Map	1 Microsoft	2 Microsoft Hansen	4 Microsoft Hansen SAP Sharepoint	6	6	6	6

Business Services Business Plan

City of Mississauga

2011-2014



DRAFT

MISSISSAUGA
Leading today for tomorrow

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Existing Core Services

1.0 Vision and Mission

Business Services provides quality advice, primary support and essential support services to front-line service areas within the City of Mississauga, as well as direct services to residents and local businesses of Mississauga. The areas of expertise focus on revenue, taxation, collections, materiel management, financial planning, budgeting, investments, financial services including accounts payable, payroll, and accounting, insurance and claims management, human resources services including recruitment, compensation and benefits, training and development, labour relations and health and safety programs, corporate communications including marketing, creative services, mail, and printing services, and customer service through the internet, telephone and in person.

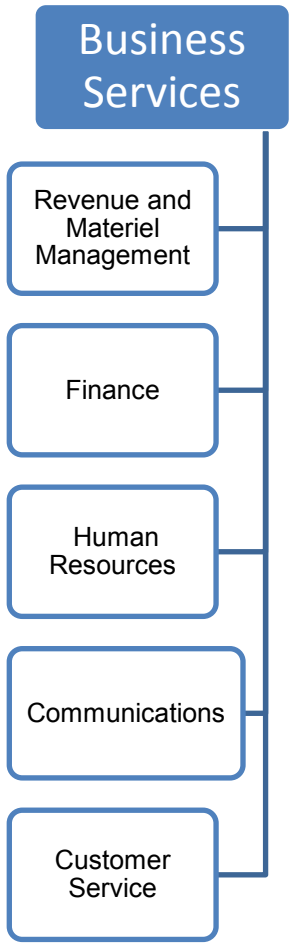
Partnerships with internal and external clients are utilized to develop and implement comprehensive programs that ensure excellent, effective and efficient service delivery to Business Services' customers and clients.

Vision

To be the service provider of choice and partner for success by encouraging innovation, promoting two-way communication, modeling financial accountability, managing issues proactively and improving continuously.

Mission

To enable the delivery of excellent public service to the community by providing partners and customers with quality advice and support.



2.0 Service Delivery Model

Business Services is a united team of five interrelated groups within the City of Mississauga that collaborate with all city Service Areas. The contribution and distinct nature of each of these sections is outlined in the plan. The focus for these units is to balance centrally administered and decentralized functions in order to optimize the delivery of City services.

The following highlights the primary service delivery activities for each group:

- Revenue and Materiel Management provides tax billing and accounting, tax rebates, tax appeals, property assessment review and analysis, central stores, collections, cashiers, and purchasing;
- Finance delivers corporate and departmental financial services, accounting, payroll, accounts payable functions, financial planning, financial systems support, investment management, and risk management;
- Human Resources develops and implements corporate human resources strategies, and provides support in the areas of recruitment, compensation and benefits, employee / labour relations, employee health, safety, training and development and organizational development consulting;
- Communications delivers service in areas of public affairs, corporate marketing and promotions, creative services, mail and printing services; and
- Customer Service operates the 311 call centre operations and support, internet service delivery, counter service information desk, policy and program advice relating to customer service and planning and implementation.

Living our Values



3.0 Past Achievements

Business Services has played an integral role in many citywide initiatives and achievements that have helped the city lead the GTA in employee satisfaction surveys and citizen satisfaction scores.

Following are some of the major achievements of each area:

Revenue and Materiel Management

- Billed and collected $1.3 billion in annual property taxes from 200,000 accounts on behalf of the city, Region of Peel and School Boards;
- Developed a Seniors and Disabled Residents Tax Rebate program;
- Developed a tax mitigation program for Ninth Line annexed residential land owners;
- Developed accounts receivable and tax collection policies which establish safeguards to protect the city's revenue streams;
- Developed revisions to the *Purchasing By-law*, which includes new corporate policies on procurement securities and vendor performance management all of which provide additional oversight over the procurement process and ensure that the city receives value for its purchases; and
- Worked closely with Legal Services and Facilities and Property Management areas to implement a standard city contract for construction which reduced risk to the city and expedited procurements through standardization.

Finance

- Received the distinguished Budgeting Award and the Canadian Award for Financial Reporting from the Government Finance Officers Association for the past 22 years and 12 years, respectively;
- Prepared and submitted 138 applications for capital project funding under the Infrastructure Stimulus Fund and the Recreational Infrastructure Canada Program which resulted in the City receiving $104 million in senior government funding;
- Completed the City's 2009 Development Charges By-law update resulting in rate increases of 23 percent to 46 percent which will provide funding for growth related infrastructure;
- Achieved compliance with the requirement for municipalities to report tangible capital assets on their statement of financial position (Public Sector Accounting Board 3150) by implementing Tangible Capital Asset Accounting and Reporting for city assets which are valued at more than $8 billion; and
- Implemented a new investment strategy to maximize investment returns on both short and long term portfolios.

Human Resources

- Successfully negotiated multiple union collective agreements within Council mandates without labour disruption;
- Facilitated the applications which resulted in the City being awarded "Top 90 GTA Employer" and "Canada's Top Employers For Youth" status for 2009;
- Implemented new leadership succession plan for manager, director and commissioner positions as part of a plan focused on building a talent ready City for the 21st century and ensuring strong leadership continuity.
- Implemented a new employee health and recovery program that ensures employees receive the appropriate benefits and promotes the early and safe return to work for all employees, without risk to their health, or the health of others;
- Implemented a new non-union benefits program which supports employee health needs, contains costs and offers more flexibility and choice for employees; and
- Implemented a respectful workplace policy and programs to proactively cultivate and reinforce a positive, safe and healthy environment resulting in a culture that supports an individual's physical, emotional and social well being.

Communications

- Communications has won more than 30 industry awards and is recognized as a municipal sector leader in Canada. Among the most prestigious awards were:
  - Best in-house Government Team of the Year, from the International Association of Business Communicators (IABC), Toronto;
  - IABC Ovation Awards for Success in the City Report, Trust, Quality & Excellence – Living our Corporate Values;
  - Registered Graphic Designers of Ontario Design At Work Award – Top Design awarded to Creative Services for the Strategic Plan/Our Future Mississauga project;
  - Awards for Publication Excellence (APEX) for Network Media Reports, Success in the City Report, eNewsletter series and for Design & Illustration for Success in the City Report;
  - MarCom Awards for Cities Now Campaign, My Mississauga and City Report;
- Using a proactive Media Relations Strategy and partnerships with Global TV and Rogers TV (for City Report) has increased written and audio media clips circulation from an audience of 235.4 million in 2005 to 749.3 million in 2009, representing a 318 percent increase;
- Made the following customer service improvements in the Print Shop;
  - On-time delivery increased from 37 percent to 97 percent;
  - Introduced direct mail services;
  - Reduced chargeback time to clients;
- Introducted the City's first City Manager/CAO Communication Plan, Internal Communications Strategy, Visual Identity System, Social Media Strategy, and other design/content-rich digital initiatives.

Customer Service

- Mississauga 311 was successfully implemented in October 2009 in partnership with the Region of Peel, City of Brampton and Town of Caledon;
- The 311 Call Centre successfully expanded call handling capabilities in 2010 through the addition of urban forestry, parks operations, T&W works, traffic and leaf pickup, mobile licensing, taxi school and elections 2010;
- The Knowledge Base *kbCity* won the Municipal Information Systems Association Award for Excellence in Municipal Service Delivery and has become a valuable asset as the corporate knowledge repository;
- Established public counter consolidation standards for Customer Service at counters as well as a service delivery model that was successfully implemented at the T&W Works counter at Mavis Road, Office of the City Clerk counter, Planning & Building Customer Service counter and Compliance & Licensing counter at the Civic Centre; and
- Developed the required policies, procedures and training to comply with the new Accessible Customer Service legislation which came into effect January 1, 2010. The City was required to train all staff in the city on accessible customer service and have in place documentation on policies and procedures as well as supporting information for compliance audits.



4.0 Opportunities and Challenges

An analysis was conducted to identify the opportunities and challenges that Business Services foresees over the next four years. The purpose of this business plan is to assess their potential and probability and to implement initiatives to take advantage of opportunities and to mitigate risks. The following opportunities and challenges have been identified:

Revenue and Materiel Management

The City's procurements are increasing in quantity, size and complexity resulting in longer timeframes to complete acquisitions. To effectively manage these challenges requires flexibility, streamlining and automation of processes and continuous improvement. Additional resources to support capital projects complement these changes to ensure that target procurement times can be maintained.

Tax legislation is in a constant state of flux. As a result, software changes are continuous. Excellent software has avoided large increases in tax staff and delays in processing. The City of Mississauga's software leads the way in Ontario property tax software and is used by three other GTA municipalities.

Finance

There are some service sections within the Finance group that are facing continuous workload pressures that need to be addressed to ensure finance continues to provide timely and adequate support and guidance to all service areas and client groups. Increased overtime, backlogs of service requests and declining staff morale are the visible outcomes of these pressures. Additional staff resources are necessary for the payroll section, financial planning section, and financial systems support section to sustain current service levels and keep pace with growth and emerging workload expectations.

Recent surveys have identified that the financial tools used today are not meeting either Finance or clients needs. There continues to be a heavy reliance on spreadsheets and manual processes and data entry. Finance has consulted with their clients to streamline financial processes, define required outputs and eliminate the need to re-format and re-enter information multiple times. Additionally, the city needs to develop standardized processes for areas such as charge-backs, user fees, and forecasting.

Today, there are many system work-a-rounds, manual processes, and short-term system solutions. The City is not taking full advantage of new electronic technologies or enhancements. Finance needs to investigate new and better ways to maximize use of SAP technologies and/or best in class systems.

Human Resources

Projected future retirements will result in the loss of key talent. Today, however, low turnover and the trend for those eligible for retirement to work longer have limited current opportunities for career advancement. To manage this challenge, it is important that the corporation increase its talent management efforts by implementing initiatives to develop talent internally, and continue to attract new talent externally.

An aging workforce has also contributed to increased city benefit program costs and growing employee disability risks due to complex medical conditions. The scarcity of health care resources and the abolishment of mandatory retirement are also adding pressure on employee health risks. As an Employer of Choice, the City needs to promote and protect the health and wellness of staff.

Human Resources has been investigating opportunities for creating potential strategic partnerships with Sheridan

College in developing and delivering leadership development programs and sharing of learning facilities.

Due to increasing demands for strategic support as well as maintaining day to day business support the team is looking to review and streamline processes in order to redeploy resources to fill gaps.

Communications

The section provides in-house access to a dedicated and centralized group of professionals who have comprehensive knowledge of the corporation and its business operations. This enables the team to be proactive and quickly develop innovative and effective marketing communications solutions and messages that align to the City's new Strategic Plan.

Web-based and social media communication channels are changing the speed, rules and success of traditional communication methods while presenting enormous opportunities to engage, communicate and target information to the City's various customers.

Due to budget reductions, there is no corporate market research tool in place to measure performance and public opinion on a city-wide basis. This poses a challenge to Communications' ability to better understand City customers' needs, to respond to broader questions of reputation management and to measure communication effectiveness.

At the same time, current communications trends show that customers expect governments to be transparent and open in their communications and overall, customer demand for rich, interactive, content and information that is timely and accurate is on the rise. There are increasingly fragmented audiences who are interested in receiving only information that is important to them in formats that are convenient to them. This means that the communications team must tailor and integrate messages for different customers and across many channels (print, digital, face-to-face). There is a need to assess the transformational changes that have occurred in the accessibility of information, the advent of new media channels and citizens' reliance on the city to provide accurate, timely and relevant information on city programs and services. A Communications Master Plan will be developed to provide a framework for how the City provides information to the public with a focus on how to best deliver and measure communications efforts in a city with a diverse ethnic makeup and diverse need for targeted and effective messaging.

Customer Service

The 311 Call Centre is able to provide quality customer service and a high first call resolution because of the strength of the Knowledge Base and Customer Relationship Management systems. Keeping this information current and accurate is critical to the continued success of Mississauga 311 and quality of service that our customers receive from the 311 Call Centre agents.

Customer feedback and statistical analysis from the 311 data will guide service delivery improvement in the 311 Call Centre as well as how service request work is completed in business units.

The impacts of changing demographics, emerging technologies such as social media and shifting service demands are key drivers behind opportunities to engage our customers in the channel or forum of their choice and provide self service options that are relevant and convenient.

5.0 Current Service Levels

Service levels reflect resource availability and project priorities established through approvals of the Business Services' workplan which is integrated with the workplans of other service areas to achieve the City of Mississauga's business plans. Specific service levels have been established to achieve our goals. Key service level measures are outlined below:

Revenue and Materiel Management

- Interim billing in December for pre-authorized payment taxpayers and in January for all other taxpayers;
- Final billing in May and June for residential and non-residential taxpayers, respectively;
- Ten-day response to taxpayer letters and e-mails;
- Daily processing of requests for statements, receipts and tax certificates;
- Service level standards were developed this year for various types of procurements and are as follows;
    - 25 to 45 days for a request for quotation;
    - 55 to 90 days for a request for tender; and
    - 105 to 175 days for a request for proposal.

The variability in the time to complete procurements reflects the complexities inherent in particular procurements, the amount of time needed to evaluate the products or services, the need for legal advice and contract development, bidder questions, concerns or protests and the availability of staff.

Finance

Finance service levels involve the following:

- Accounts payable ensures payments are processed within the City's net 30 days payment terms;
- Quarterly reports on departmental operating results are prepared;
- Operating forecast reports to Council twice per year;
- Capital reporting reports twice per year to Council;
- Quarterly insurance reports;
- Ensuring that the City's business plans and annual budget are completed by the beginning of each calendar year except during election years;
- Annual financial report is prepared in accordance with Public Sector Accounting Board reporting standards and Minister of Municipal Affairs timelines;
- Prepare bi-weekly payroll deposits and cheques for over 4,200 full time employees and 3,000 part-time employees and summer staff; and
- Maximize the return on short-term and long-term investments by watching daily market conditions and reacting accordingly with an average investment rate of 3.5 percent.



Human Resources

Major and minor reviews of many human resource related services and programs are conducted in one and three year intervals. Services and programs include the following:

- Major workforce analysis every 3 years;
- Succession planning support for 32 extended leadership team positions, plus 30 key manager level positions;
- Administer City's Employment Engagement Survey every 2 years;
- Annual corporate training and development needs assessments;
- Annual organizational development strategy review;
- Coordination of 4 CareerBridge and 10 mentoring partnerships per year;
- Negotiation of 7 collective agreements;
- Compensation and benefits program review every three years;
- Health, wellness, safety, recruitment and staffing strategy reviews annually with major review every three years; and
- Average internal recruitments are completed in 60 days and external recruitments are completed in 100 days.



Communications

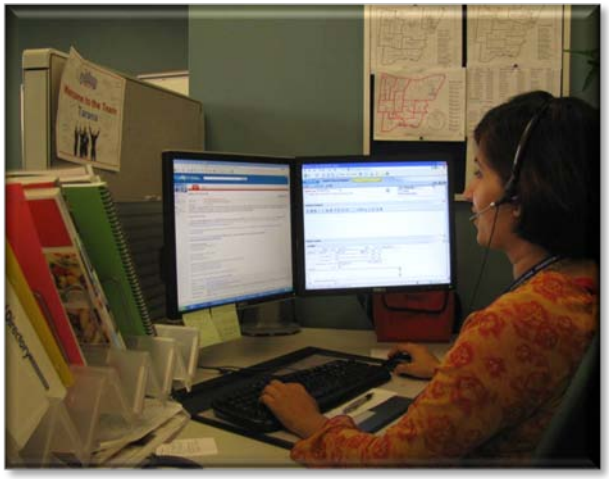
Service levels in Communications include:

- Distribution of 150 news releases per year, delivery of four media training sessions per year and daily (255 days per year) media monitoring;
- Development and implementation of 10 large, 101 medium and 75 small Communication and Marketing plans per year in support of business goals;
- Co-ordination and support of seven corporate events, 28 civic events (on average) and administration of nine corporate policies;
- Support of two large, six medium and 10 small Survey and Market Research projects per year;
- Support of 38 large, 32 medium and 227 small Creative Design projects per year;
- Support of 140 large, 800 medium and 2,400 small Printing projects per year;
- 8 million black and white photocopies and 500,000 colour copies per year; and
- Daily mail service (255 days per year) once or twice per day to city facilities.

Customer Service

Service levels were established with the introduction of the 311 Call Centre. The measuring and reporting on service levels ensures that the residents, businesses and visitors who dial 311 are provided consistent and timely service. Four key service levels are in place for 311 as follows:

- Mississauga 311 operates 7:00 a.m. to 7:00 p.m. Monday to Friday excluding holidays;
- A first call resolution objective of 75 percent of calls resolved within the first call is in place for the 311 Call Centre to achieve high customer satisfaction;
- Answering calls in a timely manner is an industry standard service level and measure of success for call centres. The telephone service factor service level established for the 311 Call Centre states that 80 percent of calls will be answered in 30 seconds or less;
- Limiting the calls that are abandoned to 3 percent or less as a service level is achieved by monitoring volumes to design a schedule that best addressed peak times; and
- Designing and sizing the telecommunication systems to ensure that zero percent of calls are blocked due to a busy signal can be managed and monitored based on maximum concurrent inbound callers.



311 Call Centre Staff Operator

6.0 Looking Ahead: Goals over the next 4 years

Business Services has established specific goals and key objectives for each group:

Revenue and Materiel Management

- Accurate, timely and efficient billing and collection of property taxes, provincial offences and miscellaneous receivables in accordance with legislation, by-law and corporate policy;
- Expanding the use of online property tax services including forms to change/update taxpayer information and electronic tax billings;
- Develop and implement more rigorous performance metrics;
- Acquire goods and services in a timely manner at competitive costs within the parameters established by Council through by-law and corporate policy; and
- Select and implement software to assist in the development of proposal documents and bidder evaluation.

Finance

- Provide efficient and effective Finance services through new technology, improved business processes, and standardized procedures. Utilize new SAP functions and technologies to expedite payments, reduce/eliminate manual processes, and enhance reporting requirements to improve efficiency;
- Ensure the City's Business Planning process integrates the budget with strategic and work planning. This includes developing a long term financial plan and continuing to prepare timely and accurate operating and capital budgets, projections, forecasts and financing strategies;
- Administer the City's insurance and risk management program in an efficient and effective manner, through new/ enhanced technology, improved business processes, and standardized procedures;
- Enhance cash forecasting and management through improved technology and business processes; to help maximize long-term and short-term investment returns and to help support the long term planning strategy for the City; and
- Provide timely support and system enhancements to all of our client groups so they can perform their work in an efficient and effective manner. This includes assessing and exploring available technology to improve business processes for our clients and support new SAP modules or other systems.



Human Resources

- Human Resources have recently completed a strategy review. This review revises the corporation's existing Human Resources strategy which was developed in 2003. Recent changes that have taken place at the city and particularly the development of a new City Strategic Plan made this review necessary;
- Human Resources will be implementing a new "People Strategy" framework which is focused on the following areas:
  - Talent management to develop and sustain a skilled workforce;
  - Healthy workplace to ensure a healthy and safe place to work;
  - Human resources strategic business partnerships to proactively facilitate achievement of the city's strategic goals;
  - Ongoing review and updating of human resource policy and practices to ensure the city continues to be an employer of choice; and
  - Provide regular reporting on key human resource metrics including attendance, turnover, workforce analysis, and other metrics to assist in monitoring and management of human resource trends.



Communications

- Deliver 95 percent of projects on time and on budget by creating operational and budget efficiencies through economies of scale in advertising, service contracting, graphic design, and print and mail services;
- Use its client satisfaction survey to measure success and works to achieve a minimum satisfaction level of 80 per cent for all variables measured including:
  - Quality of strategic advice;
  - Achievement of goals and objectives;
  - Incorporation of innovative ideas and approaches as well as choice of tools and tactics;
  - Quality and effectiveness of design and printing;
- Champion innovative approaches to communications and deliver communication solutions, in partnership with internal business service areas, in a consistent and low-cost manner;
- Provide Communications support on the following key corporate initiatives over the next four years:
  - Living Green Master Plan;
  - Lakeview Master Plan;
  - Credit Valley Master Plan;
  - ISF Projects and Official Openings;
  - Bus Rapid Transit (BRT);
  - Downtown 21;
  - Paid Parking Strategy;
  - Emergency Preparedness;
  - Business Planning and Budget; and
  - Mississauga Celebration Square.

Customer Service

- Improve access to City information and services provided by Mississauga 311, service counters and emerging self service technologies such as smart phones and social media with an objective to integrate services across channels where possible;
- Provide quality customer service through measurement of performance and adherence to service levels supported by ongoing training;
- Foster continuous improvement through regular assessment and updates of the corporate Knowledge Base and Customer Relationship Management systems;
- Measure and maintain a first call resolution service level which is a primary goal to achieve the mission and vision of Customer Service; and
- Increase the usage rate of Mississauga 311 through a comprehensive communication and marketing plan.

7.0 Engaging our Customers

Measures are used to assess the effectiveness of Business Services in satisfying expectations of customers and meeting agreed to service standards. Reviews are undertaken to ensure Business Services is continually improving on the services delivered. Following are the mechanisms used to engage the customers in each area:

Revenue and Materiel Management

The group receives and responds to letters, e-mail and telephone calls from taxpayers and vendors as well as queries from members of Council and senior management. Additional feedback on concerns is received from call centre statistics and from "Tell us about your visit" questionnaires completed by the public at the cashiers and sixth floor counters. Tax staff attend public and Business Improvement Association meetings at the request of a local Councillor.

Materiel Management staff hold regular work in process meetings with their clients to discuss issues of concern between the parties. In addition, Materiel Management provides periodic training on purchasing issues to city staff.

Finance

The City's business planning, budgeting and financial processes establish the financial direction and business requirements and expectations for the entire Corporation. Internal and external customers are engaged and consulted to help set the future direction of the corporation. The goal is to facilitate the development and implementation of sound financial business policies and practices which will demonstrate accountability to the residents of Mississauga.

Finance prepares and publishes financial information including the budget, financial statements, etc. for customers to monitor the City's financial performance.

Human Resources

Human Resources recently conducted client surveys with department management to collect feedback on services and programs. This feedback provides input on areas where Human Resources can improve to support the achievement the city's strategic priorities.

Human Resources works closely and partners within operating departments, other business service areas and also external organizations to continually monitor and improve human resources management processes, bringing forward best practice policies and recommendations to the Leadership Team.

Human Resources participates on various labour or management committees to maintain and promote healthy relations between employees, unions and the corporation; and gain input and feedback from the unions.

Communications

The public is engaged through coordination of multi-channel marketing communication strategies to ensure accessibility to all customers. Public access to information is available via the eCity web site, *Your Guide* in Active Mississauga, the 311 Call Centre and the City's public information e-mail address. In addition, official news releases, advisories, and statements are issued on behalf of Council and the Corporation and Council and Committee Calendars are produced in the Mississauga News. Communications uses social media tools (i.e. Twitter, Facebook, YouTube) for specific messages and audiences, oversees and manages the integrity of the City's Visual Identity Program and

manages public information in emergency situations.

Internally, Communications partners with service areas to better understand their business needs in order to develop communication solutions that represent the city in a consistent, professional manner.



Customer Service

Measurement of service levels and performance metrics is a good indication of how well the 311 Call Centre is operating but does not adequately measure customer satisfaction. While unsolicited feedback is currently received from the Call Centre customers, a more formal approach to receive customer feedback will be implemented through the use of an automated phone survey “How did we do?” that will be voluntary and completed immediately following a call to 311. The information gathered will be used to assess customer satisfaction and areas of improvement.

Proposed Changes

This part of the Business Plan deals with proposed changes to the 2011-2014 Business Plan & Budget. To assist the reader, the table below summarizes the drivers of these changes including, both operating and capital. Individual tables with a brief description of the change follow.

Drivers of Operating Costs

Description ($ 000's)	2011	2012	2013	2014
Prior Year Budget	**19,601**	**20,492**	**22,398**	**23,714**
Base Changes & Impact of Capital Projects				
Base Changes	561	1,103	1,101	776
Impact of New Capital Projects	0	0	0	0
Continuous Improvements				
Efficiencies	(35)	0	155	300
Budget Reductions	(85)	0	0	0
Total Changes to Base and Continuous Improvement	**442**	**1,103**	**1,256**	**1,076**
Total Cost to Deliver Our Existing Services	**20,043**	**21,595**	**23,654**	**24,790**
Proposed Changes				
Growth Driven Initiatives	362	326	4	0
New Service Level/New Initiatives - Funded from Tax or Reserves	87	477	56	(29)
New Revenues	0	0	0	0
Total - Proposed Changes	**449**	**803**	**60**	**(29)**
Total Budget	**20,492**	**22,398**	**23,714**	**24,761**

Note: Numbers may not balance due to rounding

8.0 Base Changes

The following table reflects the increases and decreases to Business Services existing cost base needed to maintain current service levels. These are the cost requirements to continue to deliver our service at current service levels. Over ninety percent of the operating cost of this service is related to labour. The labour related base changes are in line with the corporate policies for economic adjustment and performance pay.

Highlights of Base Budget Changes

Description ($ 000's)	FTE	2011	2012	2013	2014	Total Net Costs
Labour adjustments EA/PMP/OMERS	0.0	826	1,042	1,040	727	3,635
Labour Gapping	0.0	(420)	0	0	0	(420)
Capital funded labour reduction - Call Centre	(1.8)	0	0	0	0	0
Redundant payment processing operator contract position eliminated to fund outsourced payment processing	(1.0)	0	0	0	0	0
Ongoing Employee Assistance program cost and usage increase	0.0	63	0	0	0	63
Postage cost increases	0.0	26	19	20	22	86
Utilities	0.0	15	2	2	2	21
Rate increase for Careerbridge	0.0	2	5	5	5	17
Operating Materials	0.0	14	0	0	(4)	10
Print Shop Equipment Maintenance	0.0	10	1	1	1	13
Departmental Business Services allocation	0.0	26	34	34	24	117
Total Base Budget Highlights	**(2.8)**	**561**	**1,103**	**1,101**	**776**	**3,542**

Note: Numbers may not balance due to rounding

9.0 Continuous Improvement

The following two charts represent opportunities to continually improve by reducing existing costs or avoiding future cost increases and are recommended for inclusion in future budgets. Some initiatives may impact service levels. The tables are designed to provide an overview of initiatives. Full explanations of each initiative listed can be found in Volume 2 of the 2011-2014 Business Plan and Budget Book, as noted by the Budget Request number (BR#) in the chart.

Efficiencies

Description ($ 000's)	BR #	FTE	2011	2012	2013	2014	Total Net Costs	Area of Focus	Strategic Pillar
Reduce Utilities Costs in Central Stores	502	0.0	(35)	0	0	0	(35)	Other	
Enhance Investment and Cashflow Management via Investments Portfolio Administration System	111	0.0	0	0	0	0	0	Continuous improvement	
Implement new SAP modules, systems as recommended in consultant service review of Finance	356	4.5	0	0	155	155	310	Continuous improvement	
Review of Front End Procurement Software	489	0.0	0	0	0	80	80	Continuous improvement	
Invest in Workforce Management Software to better allocate 3-1-1 call centre agents	572	0.3	0	0	0	55	55	Continuous improvement	
Call Logger application for the 311 Call Centre	6	0.0	0	0	0	10	10	Continuous improvement	
Total Operating Budget Impact		**4.8**	**(35)**	**0**	**155**	**300**	**420**		

Note: Numbers may not balance due to rounding

Recommended Program Reductions

Description ($ 000's)	BR #	FTE	2011	2012	2013	2014	Total Net Costs	Area of Focus	Strategic Pillar
Reduce frequency of tax overdue notice mailings	514	0.0	(28)	0	0	0	(28)	Continuous improvement	
Printing Production Efficiency Initiative	392	(0.6)	(26)	0	0	0	(26)	Continuous improvement	
Cost Reduction Options For Communications	561	0.0	(25)	0	0	0	(25)	Continuous improvement	
Redesign Tax Bills	503	0.0	(2)	0	0	0	(2)	Continuous improvement	
Reduce Size/Printing of 2011 to 2014 Business Plan and Budget book	34	0.0	(4)	0	0	0	(4)	Other	
Total Operating Budget Impact		**(0.6)**	**(85)**	**0**	**0**	**0**	**(85)**		

Note: Numbers may not balance due to rounding

10.0 Proposed Changes

The changes indentified in the following five charts are recommended in order to meet the service expectations of the other Service Areas which are supported by Business Services. New initiatives and growth in other Service Areas within the corporation are putting increased pressure on the services being provided by Business Services. Full explanations of each initiative listed can be found in volume 2 of the 2011-2014 Business Plan and Budget Book, as noted by the Budget Request number (BR#) in the chart.

Growth Driven Service Costs

Description ($ 000's)	BR #	FTE	2011	2012	2013	2014	Total Net Costs	Area of Focus	Strategic Pillar
Compensation Program Update	538	1.0	75	0	0	0	75	Continuing to be an Employer of Choice	
Management of Organizational Development Initiatives	546	1.0	61	61	0	0	122	Continuing to be an Employer of Choice	
Enhance efficiency of Human Resources team by addressing administrative support needs	537	1.0	55	0	0	0	55	Continuous improvement	
Sustain and maintain current Payroll Services by adding an additional complement	25	1.0	46	46	0	0	92	Continuous improvement	
Ensure SAP Payroll System being properly supported by Financial Systems Support	28	1.0	80	25	0	0	105	Maintaining a state of good repair for our infrastructure	
Ongoing support and sustainment of corporate knowledge base "KB City"	592	0.0	45	99	54	0	198	Maintaining a state of good repair for our infrastructure	
Assess and evaluate current corporate wide health and safety program	535	0.0	0	50	(50)	0	0	Continuing to be an Employer of Choice	
Talent Management/ Leadership Development Initiatives	485	0.0	0	5	0	0	5	Continuing to be an Employer of Choice	
Maximize support provided within Disability Management Program	545	0.0	0	5	0	0	5	Continuing to be an Employer of Choice	
Sustain and maintain current Finance administrative support requirements for 8 managers and 48 staff	27	0.4	0	35	0	0	35	Continuous improvement	
Total Operating Budget Impact		**5.4**	**362**	**326**	**4**	**0**	**692**		

Note: Numbers may not balance due to rounding

Increased Service Levels/New Initiatives - Funded from Tax

Description ($ 000's)	BR #	FTE	2011	2012	2013	2014	Total Net Costs	Area of Focus	Strategic Pillar
HR Process Review	544	0.0	50	(50)	0	0	0	Continuous improvement	
Communications Division Master Plan	560	0.0	30	(30)	60	0	60	Continuous improvement	
External Video Streaming	486	0.0	7	2	1	0	10	Continuous improvement	
Complaint/Harassment Investigator	536	1.0	0	100	0	0	100	Continuous improvement	
Review current performance management process.	552	0.0	0	75	0	(75)	0	Continuous improvement	
Develop focused departmental Wellness Programs	555	0.0	0	30	(30)	0	0	Continuous improvement	
Improve and Standardize Budgeting Process by Implementing an Integrated Budget System	20	1.0		175	0	0	175	Continuous improvement	
Reduce reliance on external claims adjusters by increasing internal claims adjusting staff	12	1.0	0	100	0	0	100	Continuous improvement	
Enhance Financial Policy /Grant review and support by adding an additional complement	23	1.0	0	75	25	0	100	Continuous improvement	
311 Self Serve on eCity	531	1.3	0	0	0	31	31	Continuous improvement	
Full Consolidation of Animal Service Telephone Inquiries	566	0.0	0	0	0	15	15	Continuous improvement	
Invest in Cisco Call Centre Reporting Tool	574	1.0	0	0	0	0	0	Continuous improvement	
Total Operating Budget Impact		**6.3**	**87**	**477**	**56**	**(29)**	**591**		

Note: Numbers may not balance due to rounding

One time Items - Funded from Reserves

Description ($ 000's)	BR #	FTE	2011	2012	2013	2014	Total Net Costs	Area of Focus	Strategic Pillar
Develop a Long Term Financial Plan/ System to support LT financial planning initiatives	18	0.0	0	75		(75)	0		
Total Gross Operating Budget Impact			**0**	**75**	**0**	**(75)**	**0**		
One-Time funding, Other transfers to or from Reserves or Reserve Funds				(75)		75	0		
Net Operating Budget Impact		**0.0**	**0**	**0**	**0**	**0**	**0**		

Note: Numbers may not balance due to rounding

2011 - 2014 Net Capital Detail Changes

Program Expenditures ($ 000's)	BR #	2011 Budget	2012 Budget	2013 Forecast	2014 Forecast	Post 2014 Forecast	Total ($)	Area of Focus	Strategic Pillar
Increase service level for IT procurements	482	62	62	62	0	0	186	Continuous improvement	
Recreation & Parks Registrations and Booking Inquiries into 311	573	50	100	0	0	0	150	Continuous improvement	
Review of Front End Procurement Software	489	50	50	532	0	0	632	Continuous improvement	
Develop MAX Security Deposit Refund interface into AP	22	50	0	0	0	0	50	Continuous improvement	
Purchase of Time Tracking Software (docketing system)	490	50	0	0	0	0	50	Continuous improvement	
Conversion of Materiel Management access database to Project Management Software	492	50	0	0	0	0	50	Continuous improvement	
External Video Streaming	486	25	0	0	0	0	25	Continuous improvement	
Implement new SAP modules, systems as recommended in consultant service review of Finance	356	0	1000	1000	1000	0	3,000	Continuous improvement	
Improve Insurance Claims Management with a Riskmaster System Upgrade & WebForm	7	0	250	0	0	0	250	Continuous improvement	
TXM - Development of Collections Module	496	0	250	0	0	0	250	Continuous improvement	
Conversion of Accounts Receivable Collection software to SAP	494	0	100	0	0	0	100	Continuous improvement	
Increase service level for Park Construction and Recreation procurements	483	0	62	62	0	0	124	Continuous improvement	

2011 - 2014 Net Capital Detail Changes

Program Expenditures ($ 000's)	BR #	2011 Budget	2012 Budget	2013 Forecast	2014 Forecast	Post 2014 Forecast	Total ($)	Area of Focus	Strategic Pillar
Invest in Workforce Management Software to better allocate 3-1-1 call centre agents	572	0	0	250	0	0	250	Continuous improvement	
Full Consolidation of Animal Service Telephone Inquiries	566	0	0	90	0	0	90	Continuous improvement	
311 Self Serve on eCity	531	0		50	170	0	220	Continuous improvement	
Communications Division Master Plan	560	0	0	50	0	0	50	Continuous improvement	
E-tax forms integration with TXM	497	0	0	50	0	0	50	Continuous improvement	
Upgrade of Central Cashiers cashiering system	498	0	0	0	326	0	326	Continuous improvement	
Invest in Cisco Call Centre Reporting Tool	574	0	0	0	250	0	250	Continuous improvement	
Implement Electronic Tax Bills	501	0	0	0	50	0	50	Continuous improvement	
Total Net Expenditures		**337**	**1,874**	**2,146**	**1,796**	**0**	**6,153**		

Required Resources

11.0 Human Resources

The City has grown significantly over the past two decades which has subsequently increased the service level demands on Business Services. Efforts are made to manage increases in workload through section re-organizations, workload re-alignments, summer students, increased overtime, and new efficiency initiatives. The following additional resources will be required as detailed in sections 8, 9 and 10. A significant portion of the new full time equivalent (FTE) requests are required to support or resource capital projects and are funded as part of the project costs.

Human Resources Requirement

Description	Total FTE
2010 Restated Complement	222.9
2011 Budget Requirement	230.5
2012 Budget Requirement	235.9
2013 Forecast	239.9
2014 Forecast	238.4

Human Resources Requirement Distribution

Program	2010	2011	2012	2013	2014
Revenue & Materiel Management	67.1	67.1	68.1	68.1	66.1
Finance	49.9	52.9	55.8	58.3	58.8
Human Resources	34.5	37.5	38.5	38.5	38.5
Communications	41.5	39.9	39.9	39.9	39.9
Customer Service	29.9	33.1	33.6	35.1	35.1
Total Service Distribution	**222.9**	**230.5**	**235.9**	**239.9**	**238.4**

12.0 Technology

Business Services relies on the corporate standard software and hardware for the majority of its requirements. The continued provision of these technology tools is critical to the effective provision of services.

Some systems are used exclusively or predominately to support the delivery of Business Services services as noted below:

Revenue and Materiel Management

The tax area continuously updates and upgrades the TXM tax system to ensure it is compliant with provincial tax legislation.

Finance

The Finance group relies primarily on the SAP Enterprise System for financial accounting, budgeting, and reporting. The SAP Enterprise System is also supplemented with other word processing and spreadsheet applications such as Microsoft Word and Excel.

Customer Service

In addition to the foundation tools Knowledge Base and Customer Relationship Management systems there are several other systems utilized by the Customer Service Advisors to provide information, complete transactions or update information. To enable more self serve options for customers and better integration across channels, technology for mobile devices such as an iApp, additional 311 self serve options on eCity and use of Social Media will form the key areas of focus and use of technology in the next four years.

13.0 Facilities

The majority of Business Services staff are located at City Hall. Exceptions include:

- 311 Call Centre located at 950 Burnhamthorpe Road West and operates from 7 a.m. to 7 p.m. Monday to Friday;
- Finance staff located at 201 City Centre Drive to better service their client departments; and
- Materiel Management (Central Stores) staff located at the Mavis Road facility.



311 Call Centre located at 950 Burnhamthorpe Road West

14.0 Budget

The following four tables detail the 2010 Budget and 4 Year Budget and Forecast for Business Services and Net Budgets.

4 Year Budget and Forecast

($ 000's)	2010 Budget	2011 Budget	2012 Budget	2013 Forecast	2014 Forecast
Labour Costs	18,745	19,440	21,160	22,430	23,357
Other Operating Expenses	1,827	1,910	2,085	2,007	2,089
Total Costs	20,571	21,350	23,245	24,437	25,447
Total Revenues	(1,592)	(1,506)	(1,529)	(1,439)	(1,425)
Net Cost	**18,979**	**19,844**	**21,716**	**22,998**	**24,022**
Allocations	622	648	682	716	739
Net of Allocations	**19,601**	**20,492**	**22,398**	**23,714**	**24,761**

Note: Numbers may not balance due to rounding.

2011 Net Budget by Program

Program Expenditures ($ 000's)	2009 Actual	2010 Budget	2011 Base Budget	Base Change %	2011 Program Changes	2011 Request	2011 Change	2011 Change (%)
Revenue & Materiel Management	4,512	4,791	4,994	4.2	(65)	4,929	138	2.9
Finance	4,529	4,669	4,804	2.9	122	4,926	257	5.5
Human Resources	4,030	4,261	4,394	3.1	241	4,635	374	8.8
Communications	2,722	3,140	3,190	1.6	(14)	3,177	37	1.2
Customer Service	2,788	2,740	2,780	1.4	45	2,825	85	3.1
Net Budget Impact	**18,582**	**19,601**	**20,162**	**2.9%**	**330**	**20,492**	**891**	**4.5%**

Note: Numbers may not balance due to rounding.

2011 - 2014 Net Operating Budget by Program

Program Expenditures ($ 000's)	2011 Budget	2012 Budget	2013 Forecast	2014 Forecast
Revenue & Materiel Management	4,929	5,239	5,550	5,851
Finance	4,926	5,646	6,088	6,426
Human Resources	4,635	5,112	5,231	5,296
Communications	3,177	3,339	3,590	3,724
Customer Service	2,825	3,063	3,255	3,465
Net Budget Impact	**20,492**	**22,398**	**23,714**	**24,761**

Note: Numbers may not balance due to rounding.

2011 - 2020 Total Net Capital Program

Program Expenditures ($ 000's)	2011 Budget	2012 Budget	2013 Forecast	2014 Forecast	Post 2014 Forecast	Total ($)
New IT Applications - Finance		1,000	1,000	1,000	0	3,000
Replacement/Enhancement Applications - Finance	50	250			0	300
Development Charges Study			400		400	800
Total Finance	**50**	**1,250**	**1,400**	**1,000**	**400**	**4,100**
New IT Applications - Revenue and Materiel Management	100	300	582	50		1,032
Replacement/Enhancement Applications - Revenue and Materiel Management	50	100		326		476
Service Management - Revenue and Materiel Management	62	124	124			310
Total Revenue and Materiel Management	**212**	**524**	**706**	**376**		**1,818**
Portal - Communications	25					25
Service Management - Communications			50			50
Print Shop Miscellaneous Equipment	100	56	155	5	288	604
Total Communications	**125**	**56**	**205**	**5**	**288**	**679**
New IT Applications - Customer Service			340			340
Replacement/Enhancement Applications - Customer Service	50	100		250		400
Portal - Customer Service			50	170		220
Departmental Miscellaneous Equipment	14	14	14	14	81	135
Total Customer Service	**64**	**114**	**404**	**434**	**81**	**1,095**
Total Net Expenditures	**451**	**1,944**	**2,715**	**1,815**	**769**	**7,692**

Note: Numbers may not balance due to rounding.

Performance Measures

15.0 Balanced Scorecard

A Balanced Scorecard identifies and measures four key areas of an organization's performances; Financial; Customers; Employees; and Business Processes.

By paying attention to all four areas an organziation can retain balance to its performance and know that it is moving towards the attainment of its goals.

About the Measures for Business Services

Financial Measures

City's Credit Rating measures the financial health and financial stability of the organization. Mississauga's rating of AAA is in the top 20 percent of municipalities that have received credit ratings. Only seven municipalities in Canada have a AAA rating.

Business Services Cost as a percentage of City Wide Operating Costs measures the allocation of costs to service support and how this changes as City services and related costs expand. Business Services gross operating costs are divided by gross total City operating costs.

Cost per 311 Call calculates the total labour cost of Customer Service Advisors and Team Leaders divided by the total annual call volume. Some initial investigation into consistency in benchmarking for Cost per Call is under way through the Ontario Municipal Benchmarking Initiative (OMBI).

Total Investment Portfolio Average Blended Yield measures the annual return on the City's investments from both interest earnings and changes in market value.In 2009, the City's 6.4 percent return was 2.6 percent higher than a comparable Total Return on a DEX Blended Portfolio Index of 3.8 percent.

Customer Measures

City Property Tax Rate Increase from Prior Year measures potential future tax rate impacts on residents and businesses. The City's tax increase in 2010 was in the range of inflation and comparable to other GTA municipalities. The City's property taxes on a detached two storey home are among the lowest in the GTA.

Telephone Service Factor is the number of calls answered within a specific time. The 311 Call Centre objective is to answer 80 percent of all calls in 30 seconds or less. The Institute for Citizen-Centred Services (ICCS) publishes benchmarks for access to government services across Canada. The acceptable time to wait on hold on the phone before speaking to a person is 30 seconds. The 311 Call Centre is performing reasonably well relative to the expectations of customers acceptable wait time.

First Call Resolution (FCR) is the percentage of calls that are handled "one and done" in the Call Centre and do not require a service request to the business unit. The objective for FCR is 75 percent. The benchmark identified by ICCS states that the maximum number of people that you should have to speak to in order to get service on the phone is two although one person is the preferred number for FCR. The 311 Call centre is exceeding expectations with most calls being completed by the first person receiving the call.

Employee Measures

Employee Satisfaction with City of Mississauga measures City employee satisfaction with the City as an employer. Employee satisfaction with the City was 75.9 percent which is 12.1 percent higher than the average satisfaction level of employees in other municipalities of 63.8 percent. This is based on the 2008 Employee Survey conducted by *Metrics@Work.*

Employee Turnover measures the percentage of City employees that leave the City every year. In 2009, staff turnover was 3.5 percent. Based on survey data collected by the 2009 Human Resources Benchmarking Network, average staff turnover for Ontario municipalities was also 3.5 percent.

Average Lost Hours per Employee measures the level of workplace disruption and organizational costs associated with employee absence due to illness and other unscheduled leave. In 2009, average lost hours per City employee was 74.9. Based on survey data collected by the 2009 Human Resources Benchmarking Network, average lost hours per employee for Ontario municipalities was 70.5.

Succession Program Participants measures the number of employees actively preparing and training to improve skills in anticipation of future movement / job changes in the City. Data related to succession planning activities in other organizations is not available.

Employee Satisfaction with City of Mississauga Information measures the success of the communication strategy and shows the percentage of employees who indicate they are satisfied with the amount of information and communication received from the City. The City of Mississauga rates 14.8 percentage points higher (62.2 percent vs. 47.4 percent) when compared to all cities and regional municipalities in the *Metrics@Work* sector database.

Business Process Measures

Taxes Receivable Collection Rate measures the percentage of taxes collected by the City. The comparable Greater Toronto Area average in 2008 was 93.3 percent. The City of Mississauga is well above this average at 95.3 percent.

Average Time to Fill Vacancies (days) measures the efficiency of replacing vacant staff on a City wide basis. In 2009, the average time to fill vacancies was 44.0 days. The 2009 Human Resources Benchmarking Network indicates the average time to fill for Ontario municipalities was 46.9 days.

Call Centre Service Request Error Rate measures the percentage of errors in service requests sent to business units. Examples include incorrect addresses or client information such as tax roll number, parking ticket number, etc. Of those calls that result in a service request, the objective is to maintain an error rate below 5 percent.

Measures for Business Services	2008 (Actual)	2009 (Actual)	2010 (Planned)	2011 (Planned)	2012 (Planned)	2013 (Planned)	2014 (Planned)
Financial							
• City's Credit Rating	AAA	AAA	AAA	AAA	AAA	AAA	AAA
• Business Services Cost as a percentage of City Wide Operating Costs	3.2%	3.6%	3.7%	3.7%	3.7%	3.7%	3.7%
• Cost per 311 Call	$5.14	$4.50	$4.44	$3.94	$4.00	$4.15	$4.26
• Total Investment Portfolio Average Blended Yield	4.9%	6.5%	3.7%	4.0%	4.2%	4.7%	5.1%
Customer							
• City Property Tax Rate Increase from Prior Year	4.9%	4.4%	2.3%	Council Established Target	Council Established Target	Council Established Target	Council Established Target
• Telephone Service Factor*	-	73.0%	72.0%	70.0%	75.0%	75.0%	80.0%
• First Call Resolution*	-	87.0%	93.0%	90.0%	90.0%	90.0%	90.0%
Employee							
• Employee Satisfaction with City of Mississauga	75.9%	75.9%	76.0%	76.0%	76.0%	76.0%	76.0%
• Employee Turnover	4.3%	3.5%	4.0%	5.0%	5.5%	5.5%	5.5%
• Average Lost Hours per Employee	80.1	74.9	80.0	80.0	80.0	80.0	80.0
• Succession Program Participants	0	55	85	85	85	85	85
• Employee Satisfaction with City of Mississauga Information	62.2%	62.2%	65.0%	65.0%	65.0%	65.0%	65.0%
Business Process							
• Taxes Receivable Collection Rate	96.1%	95.3%	95.0%	96.0%	96.1%	96.2%	96.3%
• Average Time to Fill Vacancies (days)	43	44	43	42	41	40	40
• Call Centre Service Request Error Rate*	-	2%	1%	3%	2%	2%	2%

*Call Centre data for these measures were not collected in 2008.

2011-2014
Departmental Business Services
DRAFT

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Existing Core Services

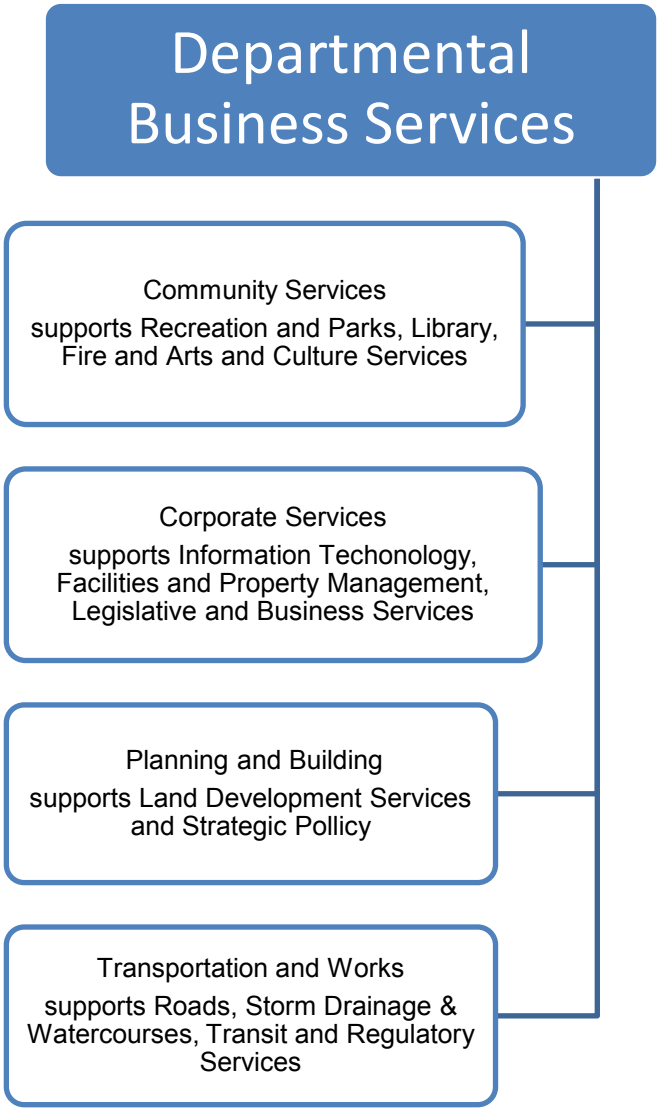
1.0 Existing Core Services

Departmental Business Services provides for the overall management, leadership, and administrative functions for each of the four large City departments. Department Business Services are part of the Commissioner's office in each department. These cost are fully allocated out to service areas to accurately reflect the cost of each service.

Management of department-wide issues and general administration functions of the department through:

- financial services including financial; budget coordination and analysis, monitoring and reporting;
- information technology management; and
- human resource functions including recruitment and employee relations.

These administration cost are then re-allocated directly to applicable services to provide a accurate costing for each service.



Proposed Changes

This part of the Business Plan deals with proposed changes to the 2011-2014 Business Plan & Budget. To assist the reader, the table below summarizes the drivers of these changes including, both operating and capital. Individual tables with a brief description of the change follow.

Drivers of Operating Costs

Description ($ 000's)	2011	2012	2013	2014
Prior Year Budget	**(8)**	**0**	**0**	**0**
Base Changes & Impact of Capital Projects				
Base Changes	(136)	(189)	(12)	1
Impact of New Capital Projects	0	0	0	0
Continuous Improvements				
Efficiencies*	(73)	22	0	0
Budget Reductions*	(53)	0	0	0
Total Changes to Base and Continuous Improvement	**(262)**	**(167)**	**(12)**	**1**
Total Cost to Deliver Our Existing Services	**(269)**	**(167)**	**(12)**	**1**
Proposed Changes				
Growth Driven Initiatives*	196	50	0	0
New Service Level/New Initiatives - Funded from Tax or Reserves*	73	117	12	(1)
New Revenues*	0	0	0	0
Total - Proposed Changes	**269**	**167**	**12**	**(1)**
Total Budget	**0**	**0**	**0**	**0**

*Details of the Budget Requests notes are included in the service to which they relate.
Note: Numbers may not balance due to rounding

2.0 Base Changes

The following table illustrates highlights of this service area's base budget. This would include costs to maintain existing service levels including the annualized impact of previous Council decisions. Costs identified here are related to labour and benefit increases for existing staff, increases of an inflationary nature as well as service demand changes (e.g. declining program enrolments).

Highlights of Base Budget Changes

Description ($ 000's)	FTE	2011	2012	2013	2014	Total Net Costs
Labour cost increases (reflects performance pay, economic adjustments, and fringe benefit changes).	0.3	613	726	725	506	2,570
Labour Gapping	0.0	(269)	0	0	0	(269)
Allocations to applicable Services	0.0	(485)	(924)	(737)	(505)	(2,651)
Various Minor Changes	0.0	5	9	0	0	14
Total Base Budget Highlights	**0.3**	**(136)**	**(189)**	**(12)**	**1**	**(336)**

Note: Numbers may not balance due to rounding.

*Budget requests notes related to the above initiatives are included in the Transit Service.

3.0 Continuous Improvement

The following table illustrates reductions that are a result of conducting work quicker or in an improved manner which does not result in a change in service level. In some cases it represents an investment which will result in future savings or cost containment.

Efficiencies

Description ($ 000's)	BR #	FTE	2011	2012	2013	2014	Total Net Costs	Area of Focus	Strategic Pillar
Reduce Transit Route Map Annual Print Production *	509	1.0	(31)	22	0	0	(9)	Continuous improvement	
Reduction in Business Services Division - Transportation and Works Department *	607	0.0	(42)	0	0	0	(42)	Continuous improvement	
Total Operating Budget Impact		**1.0**	**(73)**	**22**	**0**	**0**	**(51)**		

Note: Numbers may not balance due to rounding.

*Budget requests notes related to the above initiatives are included in the Transit Service

Items captured on the table below represent budget reductions or reduction in service levels recommended by staff.

Recommended Program Reductions

Description ($ 000's)	BR #	FTE	2011	2012	2013	2014	Total Net Costs	Area of Focus	Strategic Pillar
Reductions in Business Services Division - Transportation and Works Department *	533	0.0	(53)	0	0	0	(53)	Continuous improvement	
Total Operating Budget Impact		**0.0**	**(53)**	**0**	**0**	**0**	**(53)**		

Note: Numbers may not balance due to rounding.

*Budget requests notes related to the above initiatives are included in the Roads, Storm Drainage and Watercourse Service.

4.0 Proposed Changes

This table captures all costs for new or enhanced levels of service. The following table includes operating costs which are required to ensure that service levels are maintained to service a larger community.

Growth Driven Service Costs

Description ($ 000's)	BR #	FTE	2011	2012	2013	2014	Total Net Costs	Area of Focus	Strategic Pillar
Transit Organizational Development *	294	1.0	123	25	0	0	148	Continuous improvement	
Health & Safety Specialist *	627	1.0	73	25	0	0	98	Continuous improvement	
Total Operating Budget Impact		**2.0**	**196**	**50**	**0**	**0**	**246**		

Note: Numbers may not balance due to rounding.

*Budget requests notes related to the above initiatives are included in the Transit Service

Increased Service Levels/New Initiatives - Funded from Tax

Description ($ 000's)	BR #	FTE	2011	2012	2013	2014	Total Net Costs	Area of Focus	Strategic Pillar
Transit Re-organization *	507	1.0	43	141	0	0	184	Continuous improvement	
Mississauga Transit Operator Recruitment *	568	0.0	30	(30)	0	0	0	Continuing to be an Employer of Choice	
Convert Contract Human Resources Consultant to Permanent FTE *	588	0.0	0	6	0	0	6	Continuing to be an Employer of Choice	
Expanded use of Hansen IMS to enhance T&W permit and dispatch services **	359	0.0	0	0	12	(1)	11	Continuous improvement	
Total Operating Budget Impact		**1.0**	**73**	**117**	**12**	**(1)**	**201**		

Note: Numbers may not balance due to rounding.

*Budget request notes related to the above initiatives are included in the Transit Service.
**Budget requests notes related to the above initiatives are included in the Roads, Storm Drainage and Watercourse Service.

Required Resources

5.0 Human Resources

Human Resources for Departmental Business Services is the a total of all administration staff within Community Services, Corporate Services, Planning & Building and Transportation & Works departments. The associated salary and administration costs are reallocated to a specific service to more accurately cost operational functionality to that service.

Human Resources Requirement

	Total FTE
2010 Budget Approved	150.8
2011 Budget Requirement	154.9
2012 Budget Requirement	154.9
2013 Forecast	154.9
2014 Forecast	154.9

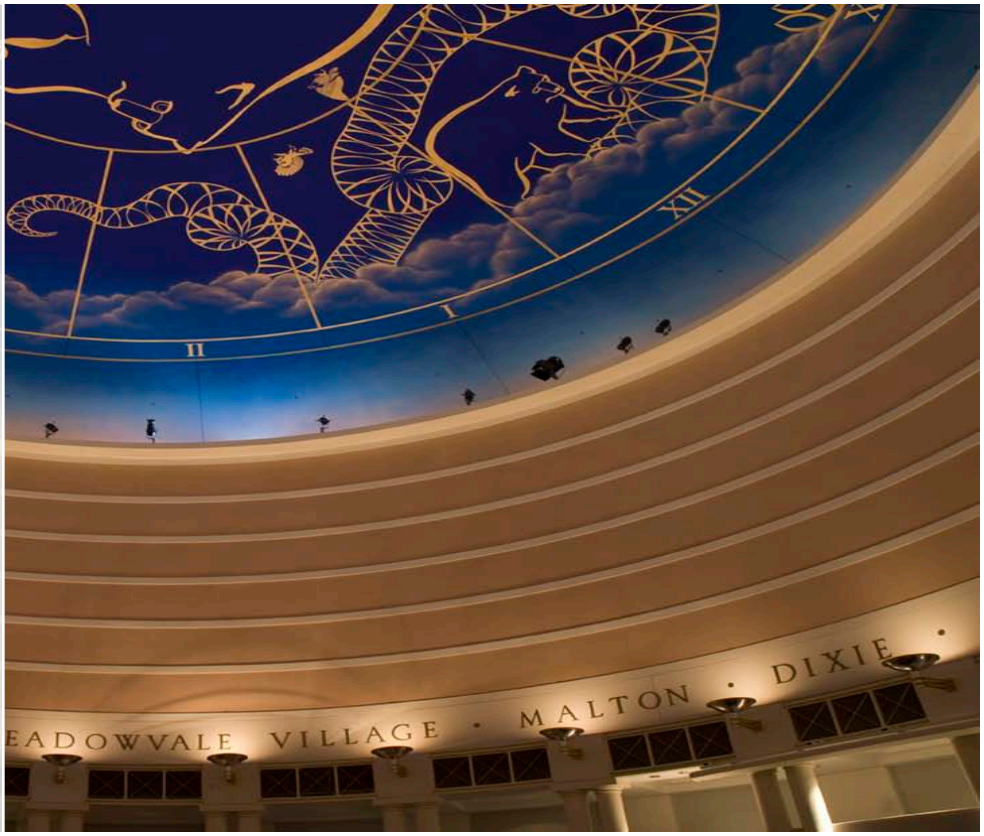
Human Resources Requirement Distribution

Program	2010	2011	2012	2013	2014
Community Services	42.5	42.5	42.5	42.5	42.5
Corporate Services	17.0	17.0	17.0	17.0	17.0
Planning and Building	33.3	33.3	33.3	33.3	33.3
Transportation and Works	58.0	62.1	62.1	62.1	62.1
Total Division/Service Base Budget Impacts	**150.8**	**154.9**	**154.9**	**154.9**	**154.9**

Council

City of Mississauga

2011-2014



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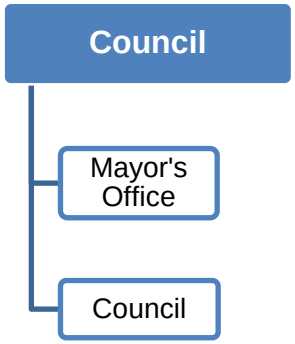
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1.0 Existing Core Services

The Council Budget is comprised of both the Mayor's Office as well as Council. This includes the 12 elected officials and their support staff. In Ontario elections take place every four years. 2010 was an election year and resulted in the election of three new councillors. Mayor Hazel McCallion was re-elected for her twelfth term and has been Mississauga's mayor since 1978.



Mayor's Office

The Mayor's salary, vehicle, office expenses and four support staff are included in this program.

Council

The salaries, car allowances, other operating expenses for eleven members of Council and twenty-three support staff are included in this program.

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2.0 Proposed Changes

The main change in the Council Budget over the next four years are for adjustments to salary and fringe benefits. Council remuneration is established under By-law 0511-2002.

Drivers of Operating Costs

Description ($ 000's)	2011	2012	2013	2014
Prior Year Budget	**4,068**	**4,165**	**4,362**	**4,559**
Base Changes & Continuous Improvements				
Base Changes	97	197	197	135
Impact of New Capital Projects	0	0	0	0
Efficiencies	0	0	0	0
Budget Reductions	0	0	0	0
Total Changes to Base and Continuous Improvement	**97**	**197**	**197**	**135**
Total Cost to Deliver Our Existing Services	**4,165**	**4,362**	**4,559**	**4,694**
Proposed Changes				
Growth Driven Initiatives	0	0	0	0
New Service Level/New Initiatives - Funded from Tax or Reserves	0	0	0	0
New Revenues	0	0	0	0
Total - Proposed Changes	**0**	**0**	**0**	**0**
Total Budget	**4,165**	**4,362**	**4,559**	**4,694**

Note: Numbers may not balance due to rounding.

3.0 Base Changes

Costs changes relate to labour and benefit increases for existing staff.

Highlights of Base Budget Changes

Description ($ 000's)	FTE	2011	2012	2013	2014	Total Net Costs
Labour		96,900	197,100	196,500	135,300	625,800
Total Base Budget Highlights	**0.0**	**96,900**	**197,100**	**196,500**	**135,300**	**625,800**

Note: Numbers may not balance due to rounding.

4.0 Budget

4 Year Budget and Forecast

($ 000's)	2010 Budget	2011 Budget	2012 Budget	2013 Forecast	2014 Forecast
Labour Costs	3,442	3,539	3,736	3,933	4,068
Other Operating Expenses	626	626	626	626	626
Total Costs	4,068	4,165	4,362	4,559	4,694
Total Revenues					
Net Cost	**4,068**	**4,165**	**4,362**	**4,559**	**4,694**
Allocations					
Net of Allocations	**4,068**	**4,165**	**4,362**	**4,559**	**4,694**

Note: Numbers may not balance due to rounding.

2011 Net Budget by Program

Program Expenditures ($ 000's)	2009 Actual	2010 Budget	2011 Base Budget	Base Change %	2011 Program Changes	2011 Request	2011 Change	2011 Change (%)
Mayor's Office	490	528	544	3.0		544	16	3.0
Councillors' Offices	3,292	3,540	3,621	2.3		3,621	81	2.3
Net Program Impact	**3,782**	**4,068**	**4,165**	**2.4%**		**4,165**	**97**	**2.4%**

Note: Numbers may not balance due to rounding.

2011 - 2014 Net Operating Budget by Program

Program Expenditures ($ 000's)	2011 Budget	2012 Budget	2013 Forecast	2014 Forecast
Mayor's Office	544	570	596	615
Councillors' Offices	3,621	3,792	3,963	4,079
Net Program Impact	**4,165**	**4,362**	**4,559**	**4,694**

Note: Numbers may not balance due to rounding.

2011-2014
Financial Transactions
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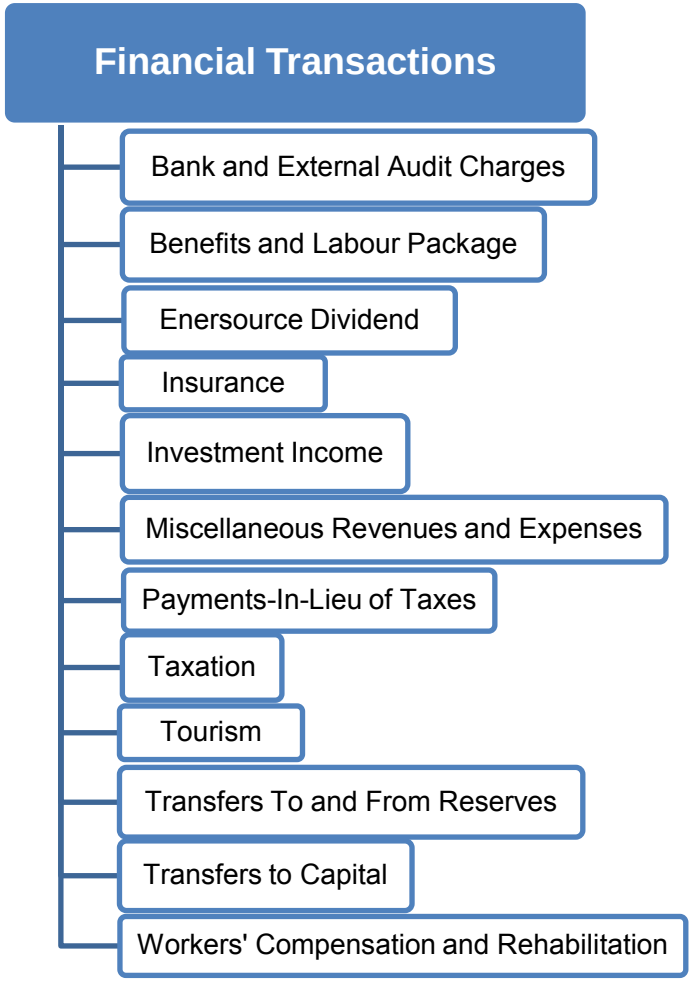
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Existing Core Services

The Financial Transaction Budget provides for items of a corporate nature and support all service areas. Theredore they are presented separately from the Service Area Budgets.

Financial transactions includes items that support ongoing operations such as credit card, bank and audit charges: early retirement benefit costs; workers compensation costs; investment income;transfers to and from reserves and reserve runds, including the transfer from operating to capital and Insurance premiums and claims; dividend and investment income; Payments in Lieu of Taxes and other taxation related expenses.



The following programs support the City's ongoing operations:

Bank and External Audit Charges

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.

Benefits and Labour Package

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.

Miscellaneous Revenues and Expenses

Provides for miscellaneous City income and expenditures not assigned to specific departments such as payment discounts earned, vendor rebates, Harmonized 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.

Tourism

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.

The following programs relate to transfers to and from Reserves and Reserve Funds:

Insurance

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.

This 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.

Transfers To and From Reserves

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.

Transfers to Capital

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.

Workers' Compensation and Rehabilitation

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

The following programs are related city-wide sources of income:

Enersource Dividend

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

Investment Income

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.

Descriptions of the the taxation and Payments In Lieu of Taxes programs are as follows:

Payments-in-Lieu of Taxes

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.

Taxation

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 the 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 percent 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 percent 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.

1.0 Past Achievements

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, 2010. The City of Mississauga has consecutively won the Distinguished Budget Presentation Award for 22 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 2011-2014 Business Plan and Budget continues to conform to program requirements, and it will be submitted to GFOA to determine its eligibility for another award.



Proposed Changes

Due to the nature of Financial Transaction service, budget changes are focused on delivering on our existing services as shown in the following chart:

Drivers of Operating Costs

Description ($ 000's)	2011	2012	2013	2014
Prior Year Budget	**(33,236)**	**(26,960)**	**(21,340)**	**(16,505)**
Base Changes & Continuous Improvements				
Base Changes	6,026	5,620	4,835	4,996
Impact of New Capital Projects	0	0	0	0
Efficiencies	0	0	0	0
Budget Reductions	0	0	0	0
Total Changes to Base and Continuous Improvement	**6,026**	**5,620**	**4,835**	**4,996**
Total Cost to Deliver Our Existing Services	**(27,210)**	**(21,340)**	**(16,505)**	**(11,509)**
Proposed Changes				
Growth Driven Initiatives	0	0	0	0
New Service Level/New Initiatives - Funded from Tax or Reserves *	250	0	0	0
New Revenues	0	0	0	0
Total - Proposed Changes	**250**	**0**	**0**	**0**
Total Budget	**(26,960)**	**(21,340)**	**(16,505)**	**(11,509)**

* Initiatives are budgeted in the Financial Transaction service but descriptions of budget requests are included in the Strategic Policy Service.

Note: Numbers may not balance due to rounding.

2.0 Base Changes

There are several adjustments to this base budget within the four year time frame. Highlights of the major changes are as follows:

- The City's 2010 Budget includes a provision for labour gapping savings which total $5.0 million. In past years, the labour gapping was included in the Financial Transaction service budget. In 2011, the labour gapping has been allocated to departments and an unallocated balance of $550,000 remains. There is no change to the 2011 Budget as these savings of $4.45 million have been allocated to the various City services as follows:

Service	Allocation
Roads, Storm Drainage & Watercourses	$263,400
Fire & Emergency Services	$750,000
Mississauga Transit	$1,116,200
Recreation & Parks	$314,800
Mississauga Library	$100,000
Land Development Services	$419,800
Legislative Services	$90,000
Regulatory Services	$117,100
Facilities & Property Management	$250,000
Strategic Policy	$100,000
Information Technology	$240,000
Business Services	$420,000
Departmental Business Services	$268,700

- The City's normal work year is 261 days while the 2011 Budget contains only 260 work days. This one day savings translates into approximately $1.5 million in savings. These one-time savings will be transferred to the Reserve For Labour Settlement as it will be required in 2012;
- Labour and benefit assumptions changed late in the process resulting in savings of $2.5 million which will be allocated out to all the services once the 2011 labour compensation decisions have been finalized;
- The 2011 Budget includes a net increase in the Payments in lieu of taxes (PILT) of $1.0 million. The budget increase includes a rise in passenger count at Pearson International Airport based on the passenger growth in 2008 which translates into greater PILT revenue for the City. This amount is expected to decline in 2012 as the affects of the economic downturn are reflected in reduced air passenger travel; and
- A minimum Infrastructure Levy of 1 percent to narrow the infrastructure funding gap. Increases of $3.0 million and $3.1 million have been included in the 2011 and 2012 Budget, respectively.

Highlights of Base Budget Changes

Description ($ 000's)	2011	2012	2013	2014	Total Net Costs
Labour Gapping Savings transferred to departments	4,450				4,450
1% Infrastructure Levy	2,970	3,089	3,216	3,361	12,636
Transfer of 1 less working day to Reserve for Labour settlement	1,476				1,476
Vacancy Rebates	250	(150)	(100)	(100)	(100)
Increased Use of Credit Cards	125	100	100	100	425
Various other Changes	124	(69)	(81)	(65)	(91)
Job Evaluation	100	1,500	1,500	1,500	4,600
Insurance Premiums	100	100	100	100	400
WSIB Premiums	70	100	100	100	370
New Construction	(100)				(100)
Additional PILT Revenue	(1,000)	1,000			0
Revised labour and benefit assumptions	(2,539)	(450)			(2,989)
Reduction in Supplementary Taxes		1,000			1,000
Enersource Dividends		(600)			(600)
Total Base Budget Highlights	**6,026**	**5,620**	**4,835**	**4,996**	**21,477**

Note: Numbers may not balance due to rounding.

3.0 Proposed Changes

These proposed changes are budgeted within the Financial Transaction service but are part of the Strategic Policy service area. Once the Judicial Inquiry has issued its final recommendation, the implementation of these items will commence.

Increased Service Levels/New Initiatives - Funded from Tax

Description ($ 000's)	BR #	FTE	2011	2012	2013	2014	Total Net Costs	Area of Focus	Strategic Pillar
Implementation of Recommendation of Judicial Inquiry*	282*	1.0	150				150		
Office of the Integrity Commissioner*	29*		100				100		
Total Operating Budget Impact		**1.0**	**250**	**0**	**0**	**0**	**250**		

* Initiatives are budgeted in the Financial Transactions Service but descriptions of budget requests are included in the Strategic Policy Service.

Note: Numbers may not balance due to rounding.

4.0 Budget

4 Year Budget and Forecast

($ 000's)	2010 Budget	2011 Budget	2012 Budget	2013 Forecast	2014 Forecast
Labour Costs	(2,295)	(145)	949	2,491	4,038
Other Operating Expenses	35,054	40,146	43,285	46,602	50,067
Total Costs	32,759	40,001	44,234	49,093	54,104
Total Revenues	(65,995)	(66,961)	(65,574)	(65,598)	(65,613)
Net Cost	**(33,236)**	**(26,960)**	**(21,340)**	**(16,505)**	**(11,509)**
Allocations	0	0	0	0	0
Net of Allocations	**(33,236)**	**(26,960)**	**(21,340)**	**(16,505)**	**(11,509)**

Note: Numbers may not balance due to rounding.

2011 Net Budget by Program

Program Expenditures ($ 000's)	2009 Actual	2010 Budget	2011 Base Budget	Base Change %	2011 Program Changes	2011 Request	2011 Change	2011 Change (%)
Bank and External Audit Charges	1,209	986	1,121	13.7	0	1,121	135	13.7
Benefits and Labour Package	1,046	1,075	233	(78.3)	0	233	(842)	(78.3)
Enersource Dividend Program	(10,380)	(8,300)	(8,300)	0.0	0	(8,300)	0	0.0
Insurance	7,590	3,783	3,883	2.6	0	3,883	100	2.6
Investment Income	(13,930)	(14,455)	(14,455)	0.0	0	(14,455)	0	0.0
Payments in Lieu of Taxes	(23,147)	(23,901)	(24,901)	(4.2)	0	(24,901)	(1,000)	(4.2)
Miscellaneous Revenue and Expense	(750)	368	431	16.9	250	681	312	84.8
Labour Gapping Savings	(2,515)	(5,000)	(550)	89.0	0	(550)	4,450	89.0
Taxation	(5,960)	(7,288)	(7,138)	2.1	0	(7,138)	150	2.1
Tourism	150	145	145	0.0	0	145	0	0.0
Transfer To and From Reserves	(2,049)	450	450	0.0	0	450	0	0.0
Workers' Compensation and Rehabilitation	1,433	180	180	0.0	0	180	0	0.0
Transfers to Capital	18,720	18,720	21,690	15.9	0	21,690	2,970	15.9
Net Budget Impact	**(28,583)**	**(33,236)**	**(27,210)**	**18.1%**	**250**	**(26,960)**	**6,276**	**18.9%**

Note: Numbers may not balance due to rounding.

2011 - 2014 Net Operating Budget by Program

Program Expenditures ($ 000's)	2011 Budget	2012 Budget	2013 Forecast	2014 Forecast
Bank and External Audit Charges	1,121	1,208	1,284	1,373
Benefits and Labour Package	233	1,307	2,829	4,355
Enersource Dividend Program	(8,300)	(8,900)	(8,900)	(8,900)
Insurance	3,883	3,983	4,083	4,183
Investment Income	(14,455)	(14,455)	(14,455)	(14,455)
Payments in Lieu of Taxes	(24,901)	(23,901)	(23,901)	(23,901)
Miscellaneous Revenue and Expense	681	694	709	723
Labour Gapping Savings	(550)	(550)	(550)	(550)
Taxation	(7,138)	(6,288)	(6,388)	(6,488)
Tourism	145	145	145	145
Transfers To and From Reserves	450	456	463	469
Workers' Compensation Rehabilitation	180	180	180	180
Transfers to Capital	21,690	24,780	27,996	31,357
Net Budget Impact	**(26,960)**	**(21,340)**	**(16,505)**	**(11,509)**

Note: Numbers may not balance due to rounding.

Reserves and Reserve Funds
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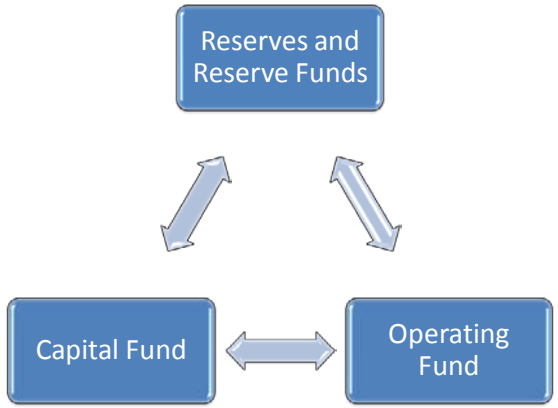
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Overview

Reserves and Reserve Funds are established by Council to assist with long term financial stability and financial planning. These funds are set aside to help offset future capital needs, obligations, pressures and costs. They are drawn upon to finance specific purpose capital and operating expenditures as designated by Council, to minimize tax rate fluctuations due to unanticipated expenditures and revenue shortfalls, and to fund ongoing projects and programs (i.e. insurance and employee benefits)

The following chart shows the relationships between the different funds:



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. Interest earned by reserves appear within the Financial Transactions - Investment Income Program which is part of the operating budget.

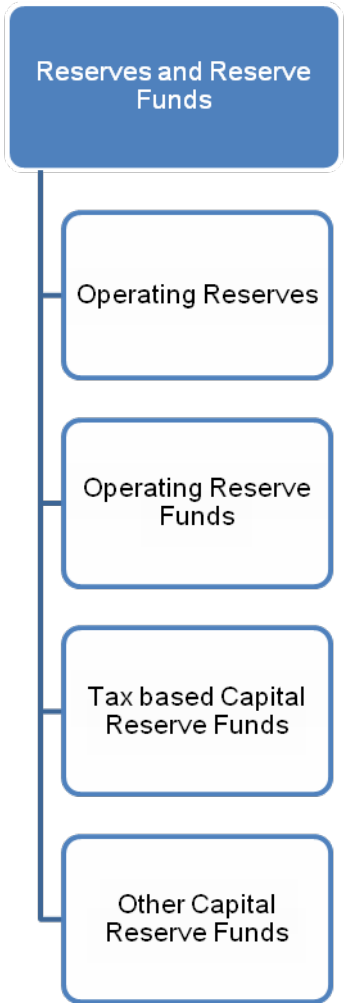
A reserve is generally used either to mitigate the impact of fluctuations in operating costs and revenue or to accumulate funds for future or contingent liabilities. Examples of reserves currently employed by the City to mitigate budgetary fluctuations include: Reserve for Winter Maintenance, Reserve 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.

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. Some Reserve Funds are established from funding transfers from the Federal and Provincial Governments, as a requirement of receiving the funding such as Gas Tax funding. 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.



Forecast Changes

The following chart provides a summary of the projected 2010 Reserves and Reserve Funds as compared to 2011.

Operating and Capital Reserves & Reserve Funds Summary

($000's)	Projected Balance 2010	Projected Balance 2011	Change $	%
Operating	105,902	105,555	(347)	(0.3)
Capital	277,210	178,351	(98,859)	(35.7)
Total	**383,112**	**283,906**	**(99,206)**	**(25.9)**
Development Deferred Revenues	50,390	50,929	539	1.1
Total	**433,502**	**334,835**	**(98,667)**	**(22.8)**

Note: Numbers may not add due to rounding

The 2011 balances in the Operating and Capital Reserves and Reserve Funds are estimated to decline by $99 million or 23 percent from 2010. The decline in the operating reserves is a result of one-time projects and the phasing in of building permit revenue and planning fees. These are offset by transfer to reserves for the cost of one work day - 2011 has only 260 working days versus a normal year of 261 days. The reduction in the Capital Reserve funds reflects the planned decline of the City's tax based reserve funds to fund its capital program and the financing of the construction of the Bus Rapid Transit project. This project is funded partially by funds advanced from senior levels of government which are held in reserve funds. After 2012, the City will maintain an estimated minimum balance of approximately $60 million in the tax based funds.

Operating Reserves and Reserve Funds

The balances of the Operating Reserves and Reserve Funds are projected to decline over the next year.

Compared to 2010, the balance in the Operating Reserves are anticipated to decline by $0.8 million or a 1.8%. The decline is primarily due to the revenue phase-in plan for planning and building revenues. Part of the revenue shortfall is being financed from the Development Stabilization Reserve (2011 $1.1 million). The plan phases in the shortfall over the three years. 2011 is the second year of this three year plan. Transfers are also being made to fund one-time studies. These reductions are offset by a transfer to the Reserve for Labour Settlement of $1.5 million related to having one less working day in 2011 than usual.

Total Operating Reserves And Reserve Funds Balances (000's)	2010 Estimated Balance $	2011 Projected Balance $	Change in 2011 Projected Balance to 2010 Estimated Balance $	%
Total Reserves	42,674	41,911	(763)	-1.8%
Total Reserve Funds	63,228	63,644	416	0.7%
Total Reserves And Reserve Funds	**105,902**	**105,555**	**(347)**	**-0.3%**

Transfers to Operating Reserves and Reserve Funds

	2011 Requested Budget $
Transfer to Reserves	2,362,600
Transfer to Reserve Funds	3,548,000
Total Transfers to Reserves and Reserve Funds	**5,910,600**

The 2011 Operating Program recommends transfers to Operating Reserves and Reserve Funds totalling $5,910,600. Transfer to the Reserves and Reserve Funds are as follows:

- $2,598,000 to the Insurance Reserve Fund to fund future insurance claims;
- $1,525,600 to the Reserve for Labour Settlement as the number of working days in 2011 is 260 rather than the normal 261 days; and $50,000 for the employee survey which is only conducted every 18 months;
- $950,000 to the Workers' Compensation Reserve Fund;
- $450,000 to the Reserve for Elections to fund future municipal elections;
- $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 2 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; and
- $78,000 to fund life insurance claims and purchase life insurance policies for retired employees.

Transfers from Operating Reserves and Reserve Funds

	2011 Requested Budget
Transfer from Reserves	3,125,800
Transfer from Reserve Funds	6,226,800
Total Transfer from Reserves and Reserve Funds	**9,352,600**

The 2011 Operating Program recommends transfers from Reserves and Reserve Funds totalling $9,352,600. Highlights of the transfers are as follows:

- $3,563,800 from the Insurance Reserve Fund to cover the payments of estimated claims;
- $1,128,500 from the Reserves for Development Stabilization for year two of a three year plan to phase-in building permit and planning fee shortfalls;
- $2,630,000 from the Workers' Compensation and Sick Leave Reserve Funds to offset estimated costs;
- $250,000 from the Reserve for General Contingencies for phasing in of regulatory revenue shortfalls;
- $83,100 from the Reserve for Election for election related costs;
- $460,000 recovery of various one-time items including parking strategy and ninth line corridor studies;
- $358,000 in funds transferred from the reserves in 2010 related to work unable to be completed in 2010;
- $131,000 for a staff accessibility customer service training program required under the *Occupational Health and Safety Amendment Act; 2010;*
- $207,000 funding for staffing and contractor costs associated with Cooksville creek clean up;
- $275,100 funding of the Project Management Support Office which will be fully recovered from capital projects; and
- $266,100 for various other transfers.

Capital Reserve Funds

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, 2011 as well as a 10 year forecast for various capital based reserve funds.

2011 Capital Program Reserve Funds ($000)	2010 Estimated Balance $	2011 Projected Balance $	% Change
Capital Program - Tax Funded	173,526	72,594	-58.2%
Capital Program - Development Deferred Revenues	50,390	50,929	1.1%
Capital Program - Other	103,684	105,757	2.0%
Total Capital Reserve Funds	**327,600**	**229,280**	**-30.0%**
Tax Supported Debt	**0**	**0**	**0.0%**

($000)	2011 Requested Budget $
Total Transfers to Capital Reserve Funds	**144,284,527**

Capital Highlights

Included in the 2011 Budget are recommendations that $144.3 million be transferred to various Capital Reserve Funds (both tax-based and growth related) with details as follows:

- $52,336,665 in sharing of gas tax revenue from the Federal and Provincial Governments;
- $22,000,000 transfer from the Transit Vehicle and Equipment Reserve Fund to the Roadway Infrastructure Reserve Fund;
- $20,828,532 in estimated development charge revenues;
- $21,690,382 transfer from the Operating to the Capital Program;
- $13,218,711 in various Development Charge transactions;
- $6,300,000 transfer from the Capital Reserve Fund to the Facility Repair and Renovation Reserve Fund;
- $3,361,000 in estimated land sale revenue to the Parkland Dedication Reserve Fund;
- $2,250,000 in estimated parkland dedication contributions;
- $2,000,000 transfer from the Capital Reserve Fund to the Fire Vehicles and Equipment Reserve Fund;
- $96,637 contribution from repayment of Living Arts Centre loan from Development Charges to the Capital Reserve Fund;
- $90,600 in estimated cost sharing initiative for the Courtneypark Artificial Turf;
- $82,000 in estimated profit sharing from the Braeben Golf Course and the Region of Peel; and
- $30,000 in estimated sponsorship for Riverwood.

($000)	2011 Requested Budget $
Total Transfers from Capital Reserve Funds	**252,243,712**

Capital Highlights

The 2011 Budget recommends transfers from tax-based and growth-related Capital Reserve Funds of $252.2 million to activities and projects as follows:

- $135,379,910 from Capital Reserve Funds to finance non-growth tax-based projects in the 2011 Capital Budget;
- $73,856,798 for various transit related initiatives including funding of transit expansion costs contained in the Operating Budget;
- $31,128,000 from Development Charges to fund growth based projects;
- $9,367,000 from Parkland Dedication Reserve Fund to fund land acquisitions and certain capital project; and
- $2,512,000 from developers' contributions to fund growth based projects.

Continuity Schedule of Operating Reserves and Reserve Funds

($000's)

Reserves and Reserve Funds	Bal Jan 2010	Proj'td 2010 Contrib'n	Proj'td 2010 Interest	Proj'td 2010 Expends	Proj'td Bal Dec 31-10	2011 Proj'td Contrib'n	2011 Proj'td Interest	2011 Proj'td Expends	Proj'td Bal Dec 31-11
Operating Program – Reserves									
Reserve for the Arts	**1,684**	0		(139)	**1,544**				**1,544**
Reserve for Assessment Appeals	**7,570**	309		(1,230)	**6,649**	309			**6,958**
Reserve for Commodities	**5,778**	0		(750)	**5,028**				**5,028**
Reserve for Current Budget	**229**	0		(229)	**0**				**0**
Reserve for Building Permits Revenue Stabilization	**1,376**	0		(1,327)	**49**				**49**
Reserve for Bus Shelter Advertising	**747**	0		0	**747**				**747**
Reserve for Development Stabilization	**4,691**	0		0	**4,691**			(1,129)	**3,563**
Reserve for Early Retirement	**500**	78		(20)	**558**	78		(20)	**616**
Reserve for Elections	**2,790**	450		(1,914)	**1,326**	450		(83)	**1,693**
Reserve for General Contingencies	**2,367**	4,000		(2,917)	**3,450**			(784)	**2,666**
Reserve for Labour Settlements	**4,807**	0		(2,400)	**2,408**	1,526		(650)	**3,283**
Reserve for Legal Settlements	**1,836**	0		0	**1,836**				**1,836**
Reserve for Planning Process Updates	**2,761**	0		(1,505)	**1,256**			(460)	**796**
Reserve for Vacation Pay	**5,820**	0		0	**5,820**				**5,820**
Reserve for Winter Maintenance	**7,313**	0		0	**7,313**				**7,313**
Operating Programs –Reserve Funds									
Group Benefits Reserve Fund	**3,808**	0	190	0	**3,998**		200		**4,198**
Insurance Reserve Fund	**32,713**	2,598	1,593	(4,314)	**32,590**	2,598	1,605	(3,564)	**33,230**
Reserve Fund – Other	**105**	0	3	(79)	**30**		2	(33)	**(1)**
Sick Leave Reserve Fund	**10,093**	0	492	(500)	**10,085**		492	(500)	**10,077**
Workers' Compensation Reserve Fund	**16,889**	950	815	(2,130)	**16,524**	950	797	(2,130)	**16,141**
Total Operating Reserves and Reserve Funds	**113,877**	**8,385**	**3,094**	**(19,454)**	**105,902**	**5,911**	**3,095**	**(9,352)**	**105,555**

Note: Numbers may not add due to rounding.

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

Reserves and Reserve Funds	Bal Jan 2010	Proj'td 2010 Contrib'n	Proj'td 2010 Interest	Proj'td 2010 Expends	Proj'td Bal Dec 31-10	2011 Proj'td Contrib'n	2011 Proj'td Interest	2011 Proj'td Expends	Proj'td Bal Dec 31-11
Capital Program - Tax Funded									
2009 Special Projects Capital Reserve Fund	**6,569**		292	(70)	**6,791**		288	(400)	**6,679**
Britannia Hills Golf Course	**129**		4	(35)	**98**	82	8		**188**
Capital Reserve Fund	**154,175**	18,840	4,150	(80,784)	**96,382**	22,370	1,954	(75,336)	**45,370**
Community Facility Redevelopment Reserve Fund	**3,352**	7	151		**3,510**		158		**3,668**
Courtneypark Artificial Turf Reserve Fund	**395**	91	22		**507**	91	27		**625**
Facility Repair & Renovations Reserve Fund	**3,995**	13,000	153	(13,601)	**3,547**	6,300	13	(9,548)	**312**
Federal & Provincial Contributions	**82,402**	53,051	1,458	(103,603)	**33,309**	52,337	530	(73,857)	**12,319**
Fire Vehicles & Equipment Reserve Fund	**2,118**		36	(1,322)	**832**	2,000	7	(2,678)	**161**
Main Fleet Vehicle & Equip. Reserve Fund	**4,441**	37	125	(1,695)	**2,909**		49	(1,820)	**1,138**
Roadway Infrastructure Reserve Fund	**19,643**	7,500	134	(24,160)	**3,117**	22,000	80	(23,347)	**1,850**
Transit Vehicles & Equipment Reserve Fund	**21,537**	17	970		**22,523**		12	(22,250)	**286**
Capital Program - Other									
Development Charges Reserve Fund	**39,537**	15,344	46	(50,285)	**4,643**	33,464	70	(31,128)	**7,048**
Developer Contributions Reserve Fund	**44,641**	1,819	1,977	(2,520)	**45,917**		1,953	(2,512)	**45,359**
General Mun. Dev. Reserve Fund-Lot Levy	**50,515**	(1,112)	2,195	(614)	**50,984**		2,294		**53,278**
General Mun. Dev. Reserve Fund-Other	**6,593**	169	292	(270)	**6,783**	30	307		**7,120**
Parkland Dedication Reserve Fund	**55,056**	5,680	1,970	(16,959)	**45,747**	5,611	1,890	(9,367)	**43,881**
Total Capital Program Reserve Funds	**495,098**	**114,443**	**13,977**	**(295,918)**	**327,600**	**144,285**	**9,640**	**(252,244)**	**229,280**
Grand Total	**608,975**	**122,828**	**17,071**	**(315,372)**	**433,501**	**150,195**	**12,735**	**(261,596)**	**334,836**

Note: Numbers may not add due to rounding.

10 Year Forecast Schedule

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 2020

Capital and Subsidiary Reserve Funds ($000's)

	Bal Nov 2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2011-2020 Total
Opening Balance	134,235	139,612	59,463	59,467	59,394	58,777	59,269	59,255	59,330	58,898	59,070	**134,235**
Transfers/ Loans	(635)	680	303	324	266	256	241	248	247	241	203	**2,374**
Revenue Stream	0	21,690	24,780	27,996	31,357	34,885	38,596	42,500	46,600	50,908	55,442	**374,753**
Interest Estimate	6,012	2,561	2,561	2,558	2,531	2,552	2,552	2,555	2,536	2,544	2,526	**31,487**
Total Available Balance	139,612	164,543	87,106	90,344	93,549	96,469	100,657	104,557	108,714	112,590	117,242	**1,215,383**
Allocation to Projects	0	105,080	27,640	30,950	34,772	37,201	41,403	45,227	49,816	53,520	58,575	**484,183**
Unallocated Balance	**139,612**	**59,463**	**59,467**	**59,394**	**58,777**	**59,269**	**59,255**	**59,330**	**58,898**	**59,070**	**58,666**	**58,666**

Note: A 1 percent infrastructure levy has been included for 2011 to 2020.

Federal and Provincial Contribution Reserve Funds

These Reserve Funds include receipts from Federal and Provincial governments primarily related to Gas Tax and funding for transit initiatives.

Federal and Provincial Contribution Reserve Funds ($000's)

	Bal Nov 2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2011-2020 Total
Opening Balance	46,502	33,309	12,319	173	16,615	39,115	51,739	26,116	10,038	2,456	6,252	**244,633**
Transfers/ Loans	(23,138)	(22,903)	(20,845)	(18,089)	(16,158)	(14,808)	(14,808)	(14,808)	(14,808)	(14,808)	(14,808)	**(189,976)**
Revenue Stream	8,511	52,337	52,337	52,337	52,337	52,337	52,337	52,337	52,337	52,337	52,337	**531,877**
Interest Estimate	1,434	530	7	715	1,684	2,228	1,125	432	106	269	85	**8,617**
Total Available Balance	33,309	63,274	43,819	35,136	54,479	78,872	90,393	64,078	47,673	40,254	43,866	**595,152**
Allocation to Projects	0	50,954	43,646	18,521	15,364	27,133	64,277	54,040	45,217	34,003	41,884	**395,038**
Unallocated Balance	**33,309**	**12,319**	**173**	**16,615**	**39,115**	**51,739**	**26,116**	**10,038**	**2,456**	**6,252**	**1,982**	**1,982**

Details of the revenue streams are included below:

($ millions)	2011	2012	2013	2014	2015	Total
Provincial Gas Tax	$14.8	$14.8	$14.8	$14.8	$14.8	$74.0
Ontario Bus Replacement*	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0
Federal Gas Tax (City Portion)	$20.5	$20.5	$20.5	$20.5	$20.5	$102.5
Federal Gas Tax (Regional Portion)	$17.0	$17.0	$17.0	$17.0	$17.0	$85.0
Subtotal	**$52.3**	**$52.3**	**$52.3**	**$52.3**	**$52.3**	**$261.5**
Provincial BRT Funding						$65.0
Federal BRT Funding						$58.0
Total						**$384.5**

* Funding for Ontario Bus Replacement was eliminated in 2010.

Provincial Gas Tax

The use of Provincial gas tax funding to support Transit growth has allowed the expansion of Transit service with no tax impact. In 2010, the Provincial gas tax funding was fully allocated towards transit. Therefore, 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.

Ontario Bus Replacement

In 2010 the Province announced the elimination of the Ontario Bus Replacement Program, which subsidized the cost of replacement buses. The lost funding to the City totals approximately $50 million. This means the City has to find alternative funding sources to maintain its transit fleet in a good state of repair.

Federal and Regional Portion of Federal Gas Tax Reserves

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.

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 2010 were $20.5 million with a total of $102.5 million being received over the next five year period. Also, the Region of Peel, since 2006 has flowed through any Federal gas tax receipts to the lower tier municipalities after accounting for TransHelp requirements. The City's capital forecast assumes this will continue and includes receipts totalling $17 million over the 2011 to 2014 of $68 million. To 2020 the receipts are estimated at $170 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, community energy systems and 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 with the elimination of the Ontario Bus replacement program, 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.

Other Transit Based Reserve

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.

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 2020.

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

	Bal Nov 2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2011-2020 Total
Opening Balance	2,186	4,643	7,048	12,137	23,877	16,403	2,960	-1,601	4,082	11,548	18,502	**2,186**
Transfers/ Loans	2,410	12,635	(1,363)	(1,446)	(1,215)	(1,173)	(1,124)	(1,149)	(1,149)	(1,122)	(973)	**4,332**
Revenue Stream	0	20,829	60,202	63,265	54,512	56,294	54,369	46,590	46,665	45,941	39,224	**487,891**
Interest Estimate	46	70	120	236	162	29	(16)	40	114	183	187	**1,173**
Total Available Balance	4,643	38,176	66,008	74,193	77,336	71,554	56,188	43,879	49,712	56,551	56,940	**595,179**
Allocation to Projects - All Services	0	31,128	53,871	50,316	60,933	68,594	57,790	39,798	38,164	38,049	38,032	**476,674**
Unallocated Balance	**4,643**	**7,048**	**12,137**	**23,877**	**16,403**	**2,960**	**-1,601**	**4,082**	**11,548**	**18,502**	**18,908**	**18,908**

Cash in lieu of Parkland Dedication

The annual average revenue generated from cash in lieu of parkland dedication is expected to be $3.7 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)

	Bal Nov 2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2011-2020 Total
Opening Balance	43,777	45,747	43,881	23,581	18,255	13,264	18,087	6,794	7,354	6,081	8,109	**43,777**
Transfers/ Loans	0	3,361	10	10	10	10	10	10	10	10	10	**3,451**
Revenue Stream	0	2,250	3,000	4,500	6,000	6,750	7,500	8,250	9,750	9,750	9,218	**66,968**
Interest Estimate	1,970	1,890	1,015	786	571	779	293	317	262	349	327	**8,558**
Total Available Balance	45,747	53,248	47,906	28,877	24,836	20,803	25,890	15,371	17,376	16,190	17,663	**313,906**
Allocation to Projects	0	9,367	24,326	10,622	11,571	2,716	19,096	8,017	11,295	8,081	10,081	**115,171**
Unallocated Balance	**45,747**	**43,881**	**23,581**	**18,255**	**13,264**	**18,087**	**6,794**	**7,354**	**6,081**	**8,109**	**7,582**	**7,582**

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.
Reserve for Legal Settlements	• Provides for potential costs of outstanding legal matters.

Reserve Name	Purpose of the Fund
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.
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.

Reserve Fund Name	Purpose of the Fund
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; • Transit; • Fire; • Recreation; • Library; • Public Works; • Parking • General Government; • Hershey Debt; • Living Arts Centre Debt; • Storm Drainage	• 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.
Facilities Repair and Renovations Reserve Fund	• Provides for capital projects for repairs and renovations to City facilities.

Reserve Fund Name	Purpose of the Fund
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.
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.

Reserve Fund Name	Purpose of the Fund
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.
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.

Financial Policies

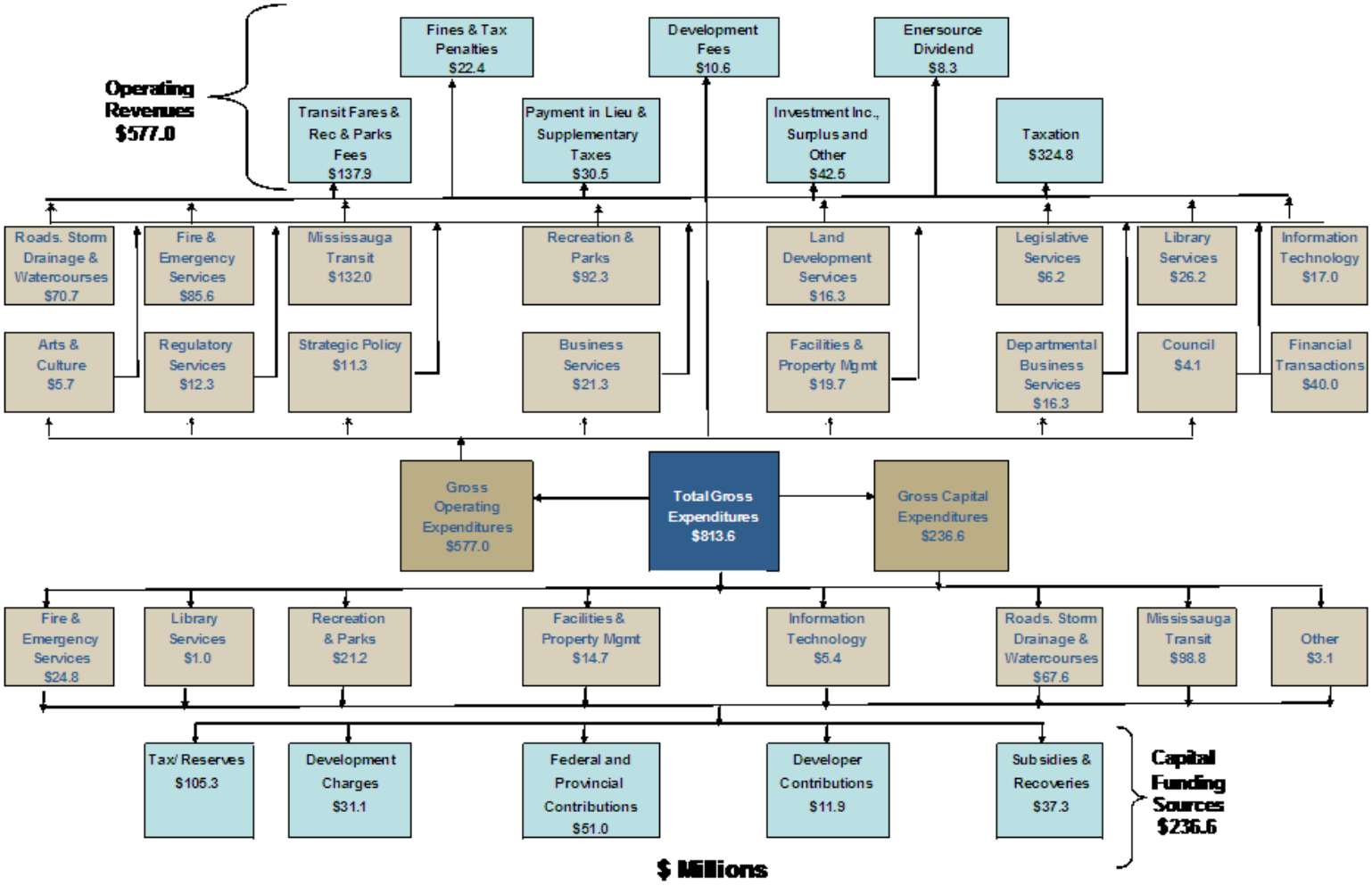
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Leading today for tomorrow

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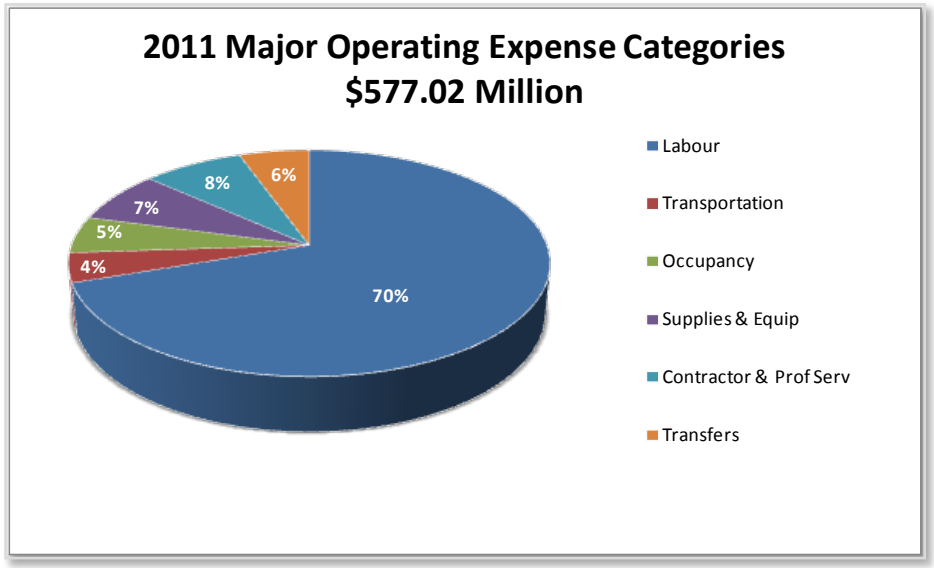
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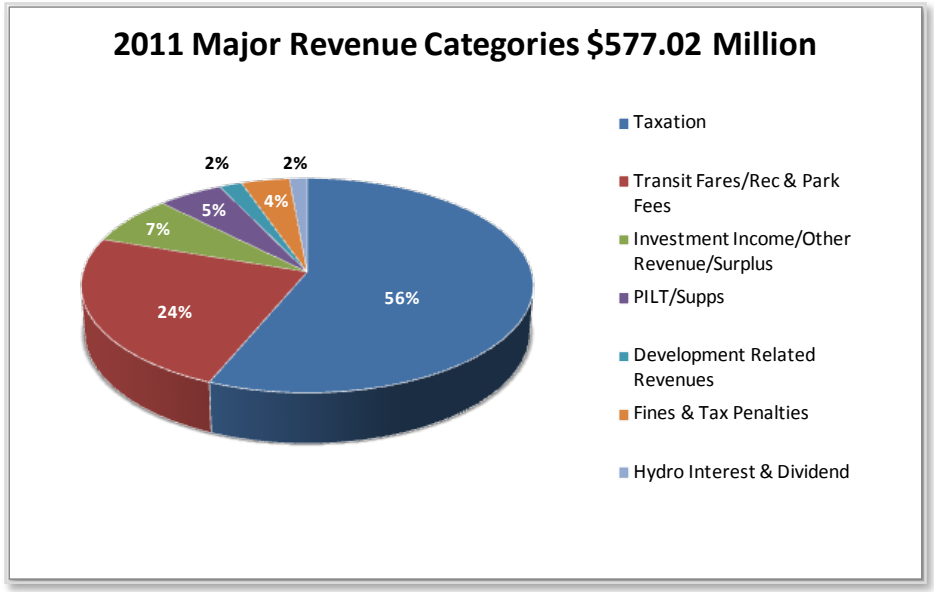
Overview of 2011-2014 Business Plan & Budget

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



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





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

BUDGET OVERVIEW
CORPORATE OPERATING BUDGET SUMMARY

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

Operating Budget Assumptions and Trends

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

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

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

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

Summary of Revenue Assumptions and Sensitivity Analysis

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

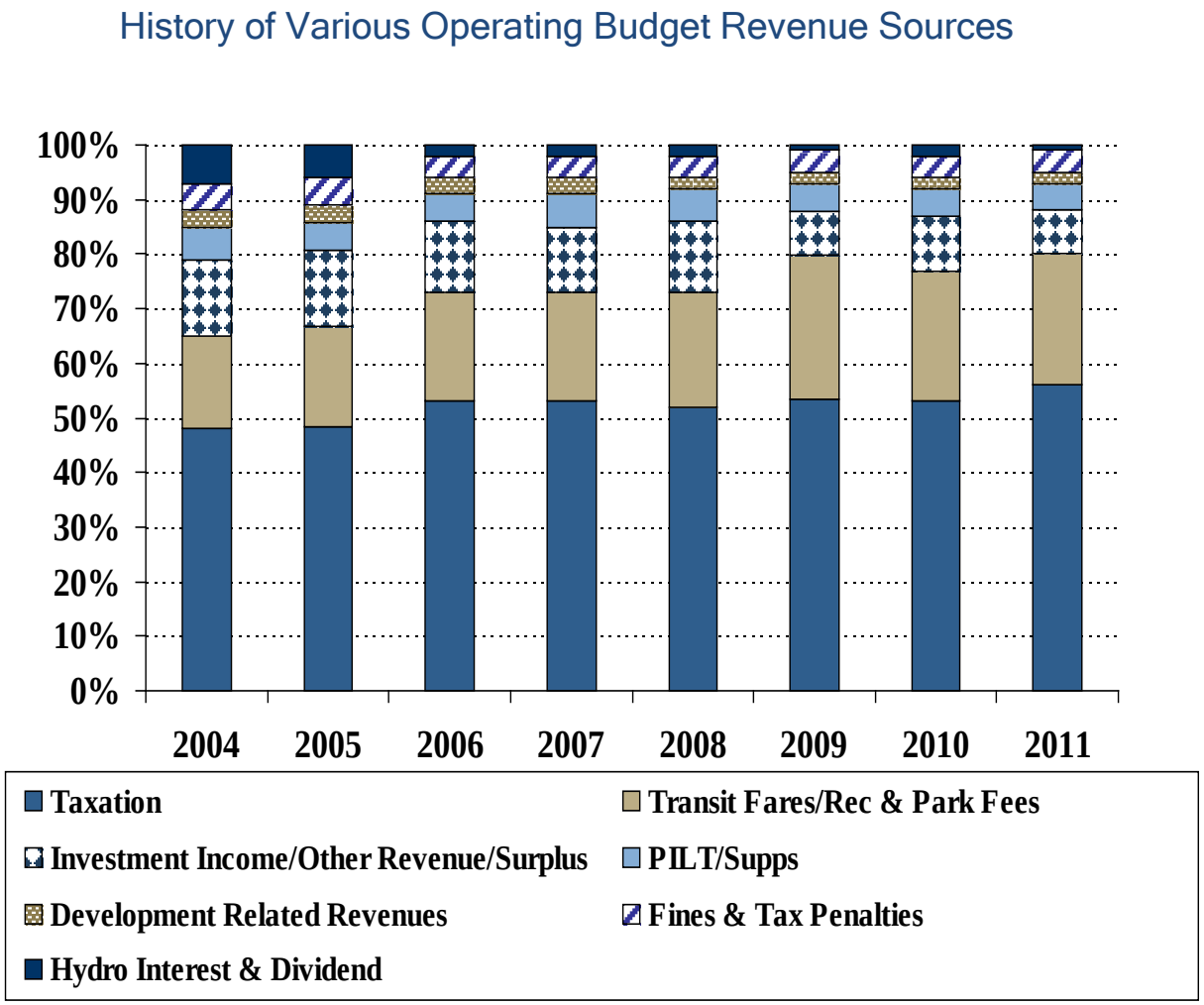
- The 2011 assessment growth is estimated at 1.3% but final confirmation of this number will not be available until after this document has been printed;
- Provincial sharing of gas tax collected on gasoline sales is primarily used to offset the cumulative operating costs of transit expansion and service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

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

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

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

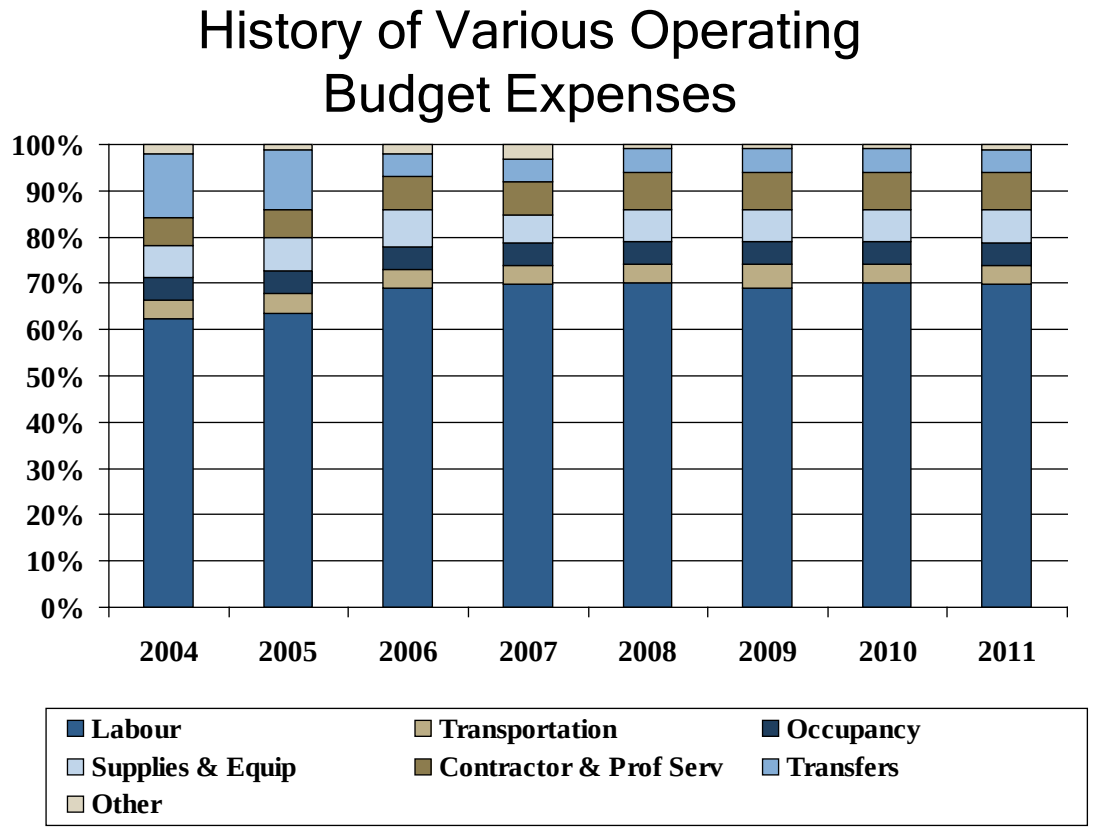
This chart shows the revenues generated by the City broken down by source from 2004 to 2011.



Summary of Expenditure Assumptions and Sensitivity Analysis

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

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



Capital Program Assumptions and Trends

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

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

Tangible Capital Assets

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

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

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

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

Capital Prioritization

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

The evaluation criteria are as follows:

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

Timing Criteria		
Urgent	Necessary	Desirable
300 Points	200 Points	100 Points

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

Financial Policies

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

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

Financial Planning Policies:

1.0 Fiscal Policy (Council approved)

2.0 Reserve and Reserve Fund (By-law 0298-2000 and long standing practices)

3.0 Budget Control (By-law 0262-1997)

4.0 Cash-in-Lieu of Parkland Dedication (By-law 0400-2006)

5.0 Development Charges (By-law 0342-2009)

6.0 Surplus Management (long standing practice)

Other Financial Policies:

7.0 Accounting Policies

8.0 Accounts Payable

9.0 Accounts Receivable

10.0 Purchasing Policies and Procedures

11.0 Cash Management

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

1.0 Fiscal Policy

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

New Development:

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

Capital Projects:

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

Operating Like a Business:

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

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

Capital Financing from Operating Revenues:

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

No Debt Financing:

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

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

Do Not Exhaust Reserves:

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

One Time Revenues:

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

2.0 Reserve and Reserve Fund

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

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

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

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

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

3.0 Budget Control

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

4.0 Cash In Lieu of Parkland Dedication

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

5.0 Development Charges

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

6.0 Surplus/Deficit Management

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

Other Financial Policies:

7.0 Accounting Policies

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

8.0 Accounts Payable Policies

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

9.0 Accounts Receivable Policies

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

10.0 Purchasing Policies and Procedures

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

11.0 Cash Management

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

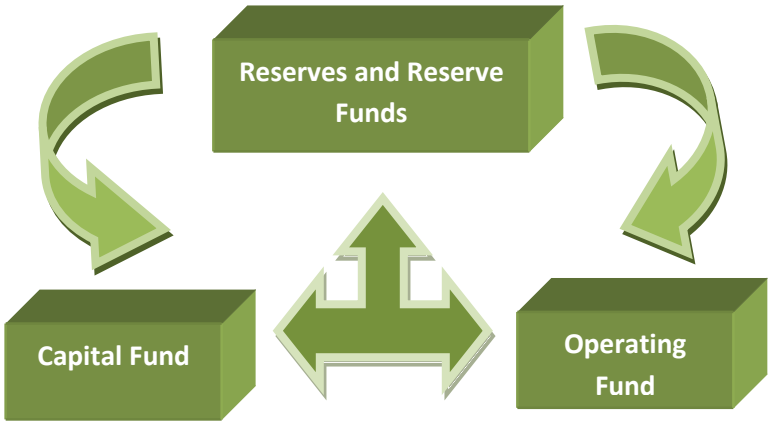
Ongoing Policy Review

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

Fund Structure and Overview

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

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



Business Planning Process

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

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

Operating Fund

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

Capital Fund

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

Reserve and Reserve Funds

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

2011 Budget Process

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

Business Plan and Budget – Year 1

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

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

Business Plan and Budget – Year 2

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

Budget Process

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

The Budget process has been split into two distinct sections:

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

The timing may vary due to municipal elections.

Budget Process – Budget Committee	
Timing	**Purpose**
Winter/Spring	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	
Timing	**Purpose**
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.

Budget Process – Internal Staff Highlights	
Timing	**Purpose**
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. An Open House is scheduled whereby City staff can educate the public on municipal issues and restrictions, as well as providing a brief budget overview. 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. City staff hold an open house to educate the public and provide a Business Plan and Budget Overview. An ad is prepared and published in the local newspaper to notify the public of the commencement of final Budget Deliberations.

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

GLOSSARY	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

GLOSSARY	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.
Budget Request	• Major initiatives to provide for growth, enhanced service levels, new service and efficiencies. These are requests above existing service levels. Provides description of benefits of proposed initiatives to assist Council in making informed decisions.
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.

GLOSSARY	Description
Capital Fund	• Fund to account for all capital expenditures and the financing of capital expenditures
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.

GLOSSARY	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.
Current Budget	• A budget for general revenues and expenditures such as salaries, utilities and supplies. Also referred to as the operating budget.

GLOSSARY	Description
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
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

GLOSSARY	Description
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.
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.

GLOSSARY	Description
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
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.

GLOSSARY	Description
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.
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.
HST	• July 1, 2010, Ontario harmonized its retail sales tax with the GST to implement the HST at the rate of 13%

GLOSSARY	Description
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
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

GLOSSARY	Description
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
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.

GLOSSARY	Description
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.
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

GLOSSARY	Description
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
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.

GLOSSARY	Description
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.
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

GLOSSARY	Description
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
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

GLOSSARY	Description
Storm Water Management	• The management of water runoff to provide controlled release rates to receiving systems through the use of detention/retention facilities.
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

GLOSSARY	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.

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

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

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

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

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

Explanation of Changes:
The increase in labour costs reflects adjustments for the following items:
- Performance pay and economic adjustment increases, labour adjustments, and other fringe benefit changes
- Winter Maintenance Review (BR 265) reduction of $123k

Note: Numbers may not balance due to rounding.

Roads, Storm Drainage and Watercourses
2011 and 2012 Explanation of Budget Changes
Program: Sewers, Bridges & Watercourses

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

Explanation of Changes:
The increase in labour costs reflects adjustments for the following items:
- Performance pay and economic adjustment increases, labour adjustments, and other fringe benefit changes

Contractor and Professional Services increases are for the following items:
- Watercourse management (BR382) $60k
- Preventative maintenance/bridge cleaning $35k

Note: Numbers may not balance due to rounding.

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

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

Explanation of Changes:
The net decrease in labour costs reflects:
Increases in performance pay and economic adjustments, labour adjustments, and other fringe benefit changes, off set by labour reduction of 3 FTE in Part time cost (BR265)

A net decrease of $211k in materials, supplies and other services is a result of the following:
- Winter Maintenance Review (BR265)
- Salt Management (BR266)
- Sand and Salt Materials increases

Note: Numbers may not balance due to rounding.

Roads, Storm Drainage and Watercourses
2011 and 2012 Explanation of Budget Changes
Program: Road & Sidewalk Maintenance

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

Explanation of Changes:
The increase in labour costs reflects adjustments for the following items:
- Performance pay and economic adjustment increases, labour adjustments, and other fringe benefit changes

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

Note: Numbers may not balance due to rounding.

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

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

Explanation of Changes:
Contractor and Professional Services decrease of $280k in 2011 is reflective of:
- Street Cleaning - Improving efficiency (BR264)
- Leaf Collection - Improving the efficiency of the operation (BR263)
- Salt Management - Alternative de-icing materials (BR266)
- Clarkson Air Quality (BR442)
- Contract Pressures (Graffiti, Waste, Leaf)

Note: Numbers may not balance due to rounding.

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

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

Explanation of Changes:
The increase in labour costs reflects adjustments for the following items:
- Performance pay and economic adjustment increases, labour adjustments, and other fringe benefit changes

Note: Numbers may not balance due to rounding.

Roads, Storm Drainage and Watercourses
2011 and 2012 Explanation of Budget Changes
Program: Engineering and Capital Works

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

Explanation of Changes:
The increase in labour costs reflects adjustments for the following items:
- Performance pay and economic adjustment increases, labour adjustments, and other fringe benefit changes

Note: Numbers may not balance due to rounding.

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

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

Explanation of Changes:
The increase in labour costs reflects adjustments for the following items:
- Performance pay and economic adjustment increases, labour adjustments, and other fringe benefit changes

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

Note: Numbers may not balance due to rounding.

Roads, Storm Drainage and Watercourses
2011 and 2012 Explanation of Budget Changes
Program: Transportation & Infrastructure Planning

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

Roads, Storm Drainage and Watercourses
2011 and 2012 Explanation of Budget Changes
Program: Transportation & Infrastructure Planning

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

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

Note: Numbers may not balance due to rounding.

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

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

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

Note: Numbers may not balance due to rounding.

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

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

Explanation of Changes:
The increase in labour costs reflects adjustments for the following items:
- Performance pay and economic adjustment increases, labour adjustments, and other fringe benefit changes

Note: Numbers may not balance due to rounding.

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

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

Explanation of Changes:
The increase in labour costs reflects adjustments for the following items:
- Performance pay and economic adjustment increases, labour adjustments, and other fringe benefit changes
- An additional two full time staff and four summer studends for the Amended Minimum Maintenance Standards (BR270)
- Transportation cost increases relate to the Amended Minimum Maintenance Standards (BR270)
- Contractor & Professional Services increases relate to Traffic Signal Installations (BR354)

Note: Numbers may not balance due to rounding.

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

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

Roads, Storm Drainage and Watercourses

2011 and 2012 Explanation of Budget Changes

Program: Parking Facilities

Explanation of Changes:

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

Communication cost increase of $111k pertains to BR146 - $37k, BR280 - $32k and an adjustment to align with actual expenditures $42k.
Occupancy & City costs are mostly related to BR146 for additional Maintenance/Electricity for the underground Pay & Display units $70k.
Materials & Supplies increase mostly pertains to BR146 - $65k. This includes operating materials and supplies required for the underground Pay & Display units.
Transfers reflects a $350k reduction to the reserve transfer, due to lower than forecasted on street revenues. Fees & Service charges adjustment mostly pertains to BR375 - $500k aligning budgeted revenues to current year's forecasted year-end results.

Note: Numbers may not balance due to rounding.

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

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

Explanation of Changes:
The labour increase of $182k in 2011 is attributed to the following:
The hiring of 1 Land Surveyor - Integrated Surveys & Control Network (BR31 including annualization in 2012).
1 Inventory Reporting Analyst and Infrastructure Asset Management Program Implementation - New Asset Inventories & Reporting (BR64) - including annualization in 2012. As well, in 2011 & 2012 provisions have been made for anticipated labour cost increases for performance pay and economic adjustment increases, labour adjustments and fringe benefit changes.

Note: Numbers may not balance due to rounding.

Fire and Emergency Services

2011 and 2012 Explanation of Budget Changes

Program: Suppression

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

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

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

Note: Numbers may not balance due to rounding.

Fire and Emergency Services

2011 and 2012 Explanation of Budget Changes

Program: Fire Building Maintenance

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

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

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

Note: Numbers may not balance due to rounding.

Fire and Emergency Services

2011 and 2012 Explanation of Budget Changes

Program: Fire Vehicle Maintenance

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

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

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

Note: Numbers may not balance due to rounding.

Fire and Emergency Services

2011 and 2012 Explanation of Budget Changes

Program: Fire Prevention

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

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

Note: Numbers may not balance due to rounding.

Fire and Emergency Services

2011 and 2012 Explanation of Budget Changes

Program: Support Services

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

Fire and Emergency Services

2011 and 2012 Explanation of Budget Changes

Program: Support Services

Explanation of Changes:

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

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

Note: Numbers may not balance due to rounding.

Mississauga Transit
2011 and 2012 Explanation of Budget Changes
Program: Transit

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

Mississauga Transit

2011 and 2012 Explanation of Budget Changes

Program: Transit

Explanation of Changes:

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

Note: Numbers may not balance due to rounding.

Recreation and Parks

2011 and 2012 Explanation of Budget Changes

Program: Recreation Facilities and Programs

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

Recreation and Parks

2011 and 2012 Explanation of Budget Changes

Program: Recreation Facilities and Programs

Explanation of Changes:

Labour: For the 2011 and 2012 budget year, the increase in permanent labour costs reflects performance pay and economic adjustment increases, labour adjustments and other fringe benefit changes. Also included in the increase, is the additional staff requirement for the Youth Plan Strategy, re-opening of Port Credit Arena and redevelopment projects at Malton, Clarkson, and Mississauga Valley Community Centre. This is partially offset by a decrease in labour due to an Organization Review in 2011 and 2012 and the closure of Meadowvale Community Centre for redevelopment scheduled in 2012.

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

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

Note: Numbers may not balance due to rounding.

Recreation and Parks

2011 and 2012 Explanation of Budget Changes

Program: Divisional Support Services

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

Recreation and Parks

2011 and 2012 Explanation of Budget Changes

Program: Divisional Support Services

Explanation of Changes:

Labour: For the 2011 and 2012 budget year, the increase in permanent labour costs reflects performance pay and economic adjustment increases, labour adjustments and other fringe benefit changes. Also included in the increase, is the additional staff requirement for Mississauga Celebration Square (Events, Programs and Base Operating Impacts), Backlit Advertising and Digital Advertising initiatives, offset by labour gapping and automating community groups registration on-line.

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

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

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

Note: Numbers may not balance due to rounding.

Recreation and Parks

2011 and 2012 Explanation of Budget Changes

Program: Boulevards and Forestry

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

Recreation and Parks

2011 and 2012 Explanation of Budget Changes

Program: Boulevards and Forestry

Explanation of Changes:

Labour: For the 2011 and 2012 budget year, the increase in permanent labour costs reflects performance pay and economic adjustment increases, labour adjustments and other fringe benefit changes. Also included in the increase, is the additional staff requirement for Debris Management-Cooksville Creek, Street Tree Block Pruning and Million Trees over Ten Years initiatives.

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

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

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

Note: Numbers may not balance due to rounding.

Recreation and Parks

2011 and 2012 Explanation of Budget Changes

Program: Golf/Marinas and Hershey Centre

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

Recreation and Parks

2011 and 2012 Explanation of Budget Changes

Program: Golf/Marinas and Hershey Centre

Explanation of Changes:

Labour: For the 2011 and 2012 budget year, the increase in permanent labour costs reflects performance pay and economic adjustment increases, labour adjustments and other fringe benefit changes. Also included in the increase, is the additional staff requirement for the new Fitness Centre at Hershey and for the increased programming at the outdoor fields at Hershey, with the installation of the air supported bubble (Dome Field).

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

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

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

Note: Numbers may not balance due to rounding.

Recreation and Parks

2011 and 2012 Explanation of Budget Changes

Program: Parks Maintenance

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

Recreation and Parks

2011 and 2012 Explanation of Budget Changes

Program: Parks Maintenance

Explanation of Changes:

Labour: For the 2011 and 2012 budget year, the increase in permanent labour costs reflects performance pay and economic adjustment increases, labour adjustments and other fringe benefit changes. Also included in the increase, is the additional staff requirement for maintaining the Mississauga Celebration Square Base Operating Impacts, parkland growth and annualization of the Community Common park operation.

Transportation Costs: Increased lease rates for parks vehicles.

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

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

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

Note: Numbers may not balance due to rounding.

Recreation and Parks

2011 and 2012 Explanation of Budget Changes

Program: Parks Planning and Development

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

Explanation of Changes:

Labour: For the 2011 and 2012 budget year, the increase in permanent labour costs reflects performance pay and economic adjustment increases, labour adjustments and other fringe benefit changes. Also included in the increase, is the additional staff required for the Asset Management Program for 2011 and 2012.

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

Note: Numbers may not balance due to rounding.

Library Services

2011 and 2012 Explanation of Budget Changes

Program: Central Library Services

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

Library Services

2011 and 2012 Explanation of Budget Changes

Program: Central Library Services

Explanation of Changes:

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

The 2011 and 2012 labour costs are reduced due to a Service Delivery Model Review; all services will be examined to identify locations in which service points can be consolidated due to changing customer behaviour and the ongoing redesign of service desks.
With the opening of all libraries seasonally on Sundays, an opportunity exists to rationalise Sunday staffing levels across all branches; these reductions are included also.

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

The revenue reduction relates to declining fines revenue trend due to improvements in technology allowing customers to renew materials online and receive earlier notification of overdue items.

Note: Numbers may not balance due to rounding.

Library Services

2011 and 2012 Explanation of Budget Changes

Program: Public Services

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

Library Services

2011 and 2012 Explanation of Budget Changes

Program: Public Services

Explanation of Changes:

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

The 2011 full time staff is reduced by one due to a Service Delivery Model Review; all services will be examined to identify locations in which service points can be consolidated due to changing customer behaviour and the ongoing redesign of service desks .
With the opening of all libraries seasonally on Sundays, an opportunity exists to rationalise Sunday staffing levels across all branches; these reductions are included also.

The revenue reduction relates to declining fines revenue trend due to improvements in technology allowing customers to renew materials online and receive earlier notification of overdue items.

Note: Numbers may not balance due to rounding.

Library Services

2011 and 2012 Explanation of Budget Changes

Program: Support Services

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

Library Services

2011 and 2012 Explanation of Budget Changes

Program: Support Services

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

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

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

Note: Numbers may not balance due to rounding.

Land Development Services

2011 and 2012 Explanation of Budget Changes

Program: Building

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

Land Development Services

2011 and 2012 Explanation of Budget Changes

Program: Building

Explanation of Changes:

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

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

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

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

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

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

Note: Numbers may not balance due to rounding.

Land Development Services

2011 and 2012 Explanation of Budget Changes

Program: Development and Design

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

Land Development Services

2011 and 2012 Explanation of Budget Changes

Program: Development and Design

Explanation of Changes:

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

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

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

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

Note: Numbers may not balance due to rounding.

Land Development Services

2011 and 2012 Explanation of Budget Changes

Program: Policy

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

Land Development Services

2011 and 2012 Explanation of Budget Changes

Program: Policy

Explanation of Changes:

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

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

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

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

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

Note: Numbers may not balance due to rounding.

Legislative Services
2011 and 2012 Explanation of Budget Changes
Program: Elections

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

Legislative Services

2011 and 2012 Explanation of Budget Changes

Program: Elections

Explanation of Changes:

2011:

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

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

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

2012:

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

Note: Numbers may not balance due to rounding.

Legislative Services
2011 and 2012 Explanation of Budget Changes
Program: Provincial Offence Act

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

Explanation of Changes:

2011:

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

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

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

2012:

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

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

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

Note: Numbers may not balance due to rounding.

Legislative Services
2011 and 2012 Explanation of Budget Changes
Program: Office of the City Clerk

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

Legislative Services

2011 and 2012 Explanation of Budget Changes

Program: Office of the City Clerk

Explanation of Changes:

2011:

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

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

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

ALLOCATIONS: Departmental Business Services cost allocations.

2012:

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

ALLOCATIONS: Departmental Business Services cost allocations.

Note: Numbers may not balance due to rounding.

Legislative Services

2011 and 2012 Explanation of Budget Changes

Program: Council Committees

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

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

Note: Numbers may not balance due to rounding.

Arts and Culture

2011 and 2012 Explanation of Budget Changes

Program: Arts Section

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

Arts and Culture

2011 and 2012 Explanation of Budget Changes

Program: Arts Section

Explanation of Changes:

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

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

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

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

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

Note: Numbers may not balance due to rounding.

Arts and Culture

2011 and 2012 Explanation of Budget Changes

Program: Heritage

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

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

Note: Numbers may not balance due to rounding.

Arts and Culture

2011 and 2012 Explanation of Budget Changes

Program: Theatre

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

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

Note: Numbers may not balance due to rounding.

Arts and Culture

2011 and 2012 Explanation of Budget Changes

Program: Museums

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

Arts and Culture

2011 and 2012 Explanation of Budget Changes

Program: Museums

Explanation of Changes:

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

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

Note: Numbers may not balance due to rounding.

Arts and Culture

2011 and 2012 Explanation of Budget Changes

Program: Filming

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

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

Note: Numbers may not balance due to rounding.

Regulatory Services
2011 and 2012 Explanation of Budget Changes
Program: Regulatory Services

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

Regulatory Services

2011 and 2012 Explanation of Budget Changes

Program: Regulatory Services

Explanation of Changes:

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

Note: Numbers may not balance due to rounding.

Facilities & Property Management
2011 and 2012 Explanation of Budget Changes
Program: Building Maintenance

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

Explanation of Changes:

2011:

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

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

2012:

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

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

Note: Numbers may not balance due to rounding.

Facilities & Property Management
2011 and 2012 Explanation of Budget Changes
Program: Security

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

Explanation of Changes:

2011:

LABOUR: The increase in labour costs reflects performance pay and economic adjustment increases, labour adjustments, and other fringe benefit changes.
OTHER OPERATING: Increases for maintenance costs are due to the City's security network, access controls, intrusion alarms and video surveillance systems.

2012:

LABOUR: The increase in labour costs reflects performance pay and economic adjustment increases, labour adjustments, and other fringe benefit changes.
OTHER OPERATING: Maintenance cost increases for a new incident database for Corporate Security Application (BR 208).

Note: Numbers may not balance due to rounding.

Facilities & Property Management
2011 and 2012 Explanation of Budget Changes
Program: Building Operations

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

Explanation of Changes:

2011:

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

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

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

2012:

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

Note: Numbers may not balance due to rounding.

Facilities & Property Management
2011 and 2012 Explanation of Budget Changes
Program: Utilities

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

Facilities & Property Management
2011 and 2012 Explanation of Budget Changes
Program: Utilities

Explanation of Changes:

2011:

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

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

2012:

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

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

Note: Numbers may not balance due to rounding.

Facilities & Property Management
2011 and 2012 Explanation of Budget Changes
Program: Capital Project Management and Space Planning

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

Facilities & Property Management

2011 and 2012 Explanation of Budget Changes

Program: Capital Project Management and Space Planning

Explanation of Changes:

2011:

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

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

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

2012:

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

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

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

Note: Numbers may not balance due to rounding.

Facilities & Property Management
2011 and 2012 Explanation of Budget Changes
Program: Realty Services

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

Explanation of Changes:

2011:

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

2012:

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

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

Note: Numbers may not balance due to rounding.

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

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

Explanation of Changes:

2011

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

ALLOCATIONS: Increase in Departmental Business Services cost allocations.

2012

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

ALLOCATIONS: Increase in Departmental Business Services cost allocations.

Note: Numbers may not balance due to rounding.

Strategic Policy

2011 and 2012 Explanation of Budget Changes

Program: Strategic Community Initiatives

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

Explanation of Changes:

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

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

Note: Numbers may not balance due to rounding.

Strategic Policy

2011 and 2012 Explanation of Budget Changes

Program: Environmental Management

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

Strategic Policy

2011 and 2012 Explanation of Budget Changes

Program: Environmental Management

Explanation of Changes:

Labour: For the 2011 and 2012 budget year, the increase in permanent labour costs reflects performance pay and economic adjustment increases, labour adjustments and other fringe benefit changes. Also included in the increase, is the additional staff required for the Environmental Sustainability Master Plan (Living Green) Implementation in 2011 with annualization in 2012.

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

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

Note: Numbers may not balance due to rounding.

Strategic Policy

2011 and 2012 Explanation of Budget Changes

Program: Economic Development

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

Strategic Policy

2011 and 2012 Explanation of Budget Changes

Program: Economic Development

Explanation of Changes:

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

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

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

Note: Numbers may not balance due to rounding.

Strategic Policy

2011 and 2012 Explanation of Budget Changes

Program: Legal Services

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

Strategic Policy

2011 and 2012 Explanation of Budget Changes

Program: Legal Services

Explanation of Changes:

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

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

Note: Numbers may not balance due to rounding.

Strategic Policy

2011 and 2012 Explanation of Budget Changes

Program: Corporate Strategy & Innovation

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

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

Note: Numbers may not balance due to rounding.

Strategic Policy

2011 and 2012 Explanation of Budget Changes

Program: Internal Audit

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

Explanation of Changes:

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

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

Note: Numbers may not balance due to rounding.

Information Technology
2011 and 2012 Explanation of Budget Changes
Program: Information Technology

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

Information Technology

2011 and 2012 Explanation of Budget Changes

Program: Information Technology

Explanation of Changes:

2011:

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

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

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

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

2012:

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

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

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

Note: Numbers may not balance due to rounding.

Business Services
2011 and 2012 Explanation of Budget Changes
Program: Revenue & Materiel Management

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

Business Services

2011 and 2012 Explanation of Budget Changes

Program: Revenue & Materiel Management

Explanation of Changes:

2011:

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

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

2012:

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

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

Business Services
2011 and 2012 Explanation of Budget Changes
Program: Finance

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

Business Services
2011 and 2012 Explanation of Budget Changes
Program: Finance

Explanation of Changes:

2011:

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

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

2012:

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

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

Note: Numbers may not balance due to rounding.

Business Services
2011 and 2012 Explanation of Budget Changes
Program: Human Resources

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

Business Services
2011 and 2012 Explanation of Budget Changes
Program: Human Resources

Explanation of Changes:

2011:

LABOUR: The increase in labour costs reflects performance pay and economic adjustment increases, labour adjustments, and other fringe benefit changes. The budget includes 1 Administrative Assistant (BR537), 1 Organizational Development Lead (BR546) and 1 contract Compensation /Benefit Analyst (BR538).
OTHER OPERATING: The changes in other operating expenses relate to budget increases for the Employee Assistance Program, funding for City benefit plan reviews (BR542), Careerbridge, HR Process Reviews (BR544) and the transfer of funding for Employee Survey to reserves for 2012. The increase is partially offset by the Employee Survey professional services budget in 2011 (not required this year) and reduced Workplace Violence Training budget.
REVENUE: Reduced Transfer from Reserve mostly due to Employee Survey not required in 2011.

2012:

LABOUR: The increase in labour costs reflects performance pay and economic adjustment increases, labour adjustments, and other fringe benefit changes. Includes 1 Complaint/ Harassment Investigator (BR536), conversion of 1 contract position to full time for Talent Management/Leadership Development (BR485), conversion of 1 contract Claims Management Assistant (BR545) to full time for the Disability Management Program and annualization of Organizational Development Manager hired in 2011.
OTHER OPERATING: The increase in other operating expenses relate to the Employee Survey, Performance Management Process Review (BR552), Development of departmental focused Wellness Program (BR555), Health & Safety Program Evaluation (BR 535) and development of automated Talent Management tracking system (BR485). The increase is offset by the completion of the HR Process Review (BR544) and Workplace Violence Training.
REVENUE: Reduced Transfer from Reserve is due to completion of Workplace Violence Training, which more than offset the requirement for the Employee Survey and development of the Talent Management Tracking System (BR485).

Note: Numbers may not balance due to rounding.

Business Services
2011 and 2012 Explanation of Budget Changes
Program: Communications

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

Business Services

2011 and 2012 Explanation of Budget Changes

Program: Communications

Explanation of Changes:

2011:

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

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

2012:

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

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

Business Services
2011 and 2012 Explanation of Budget Changes
Program: Customer Service

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

Business Services

2011 and 2012 Explanation of Budget Changes

Program: Customer Service

Explanation of Changes:

2011:

LABOUR: The increase in labour costs reflects performance pay and economic adjustment increases, labour adjustments, and other fringe benefit changes. The budget includes conversion of 1 contract KB Specialist to full time (BR 592) for the ongoing support / sustainment of Knowledge Base "KB City".
OTHER OPERATING: The decrease in other operating costs represents the deletion of the one-time accessible customer service training funding.
REVENUE: The reduction in revenue is the deletion of the one time transfer from Reserve to fund accessible customer service training.
ALLOCATIONS: Departmental Business Services cost allocations.

2012:

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

Note: Numbers may not balance due to rounding.

Departmental Business Services
2011 and 2012 Explanation of Budget Changes
Program: Community Services

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

Explanation of Changes:
Labour: For the 2011 and 2012 budget year, the increase in permanent labour costs reflects performance pay and economic adjustment increases, labour adjustments and other fringe benefit changes.
Staff Development Costs: Decrease in 2011 is a result of budget being transferred to Parks Planning and Development program to reflect actual.
Occupancy & City Costs: Increase in 2011 and 2012 is a result of increased lease payments.

Note: Numbers may not balance due to rounding.

Departmental Business Services
2011 and 2012 Explanation of Budget Changes
Program: Corporate Services

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

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

Note: Numbers may not balance due to rounding.

Departmental Business Services
2011 and 2012 Explanation of Budget Changes
Program: Planning & Building

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

Explanation of Changes:

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

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

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

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

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

Note: Numbers may not balance due to rounding.

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

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

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

Note: Numbers may not balance due to rounding.

Mayor and Council

2011 and 2012 Explanation of Budget Changes

Program: Mayor's Office

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

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

Note: Numbers may not balance due to rounding.

Mayor and Council

2011 and 2012 Explanation of Budget Changes

Program: Councillors' Office

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

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

Note: Numbers may not balance due to rounding.

Financial Transactions

2011 and 2012 Explanation of Budget Changes

Program: Bank & External Audit

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

Explanation of Changes:
Increase in bank charges reflecting additional credit card use offset by additonal Pcard revenue.

Note: Numbers may not balance due to rounding.

Financial Transactions

2011 and 2012 Explanation of Budget Changes

Program: Benefits and Labour

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

Explanation of Changes:

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

Note: Numbers may not balance due to rounding.

Financial Transactions

2011 and 2012 Explanation of Budget Changes

Program: Enersource Dividend

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

Explanation of Changes:
2012 increase in Enersource Dividends to reflect actuals being received.

Note: Numbers may not balance due to rounding.

Financial Transactions

2011 and 2012 Explanation of Budget Changes

Program: Insurance

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

Explanation of Changes:
Increase in insurance premiums.

Note: Numbers may not balance due to rounding.

Financial Transactions

2011 and 2012 Explanation of Budget Changes

Program: Investment Income

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

Explanation of Changes:
No changes required.

Note: Numbers may not balance due to rounding.

Financial Transactions

2011 and 2012 Explanation of Budget Changes

Program: Labour Gapping Savings

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

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

Note: Numbers may not balance due to rounding.

Financial Transactions

2011 and 2012 Explanation of Budget Changes

Program: Miscellaneous Revenue/Expense

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

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

Note: Numbers may not balance due to rounding.

Financial Transactions

2011 and 2012 Explanation of Budget Changes

Program: Payments In Lieu of Taxes

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

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

Note: Numbers may not balance due to rounding.

Financial Transactions

2011 and 2012 Explanation of Budget Changes

Program: Reserves Transfer To and From

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

Explanation of Changes:
Transfer primarily related to Transfers to the Reserve for Election

Note: Numbers may not balance due to rounding.

Financial Transactions

2011 and 2012 Explanation of Budget Changes

Program: Taxation

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

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

Note: Numbers may not balance due to rounding.

Financial Transactions

2011 and 2012 Explanation of Budget Changes

Program: Tourism

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

Explanation of Changes:
No changes required.

Note: Numbers may not balance due to rounding.

Financial Transactions

2011 and 2012 Explanation of Budget Changes

Program: Transfer to WSIB Reserve

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

Explanation of Changes:
No changes required.

Note: Numbers may not balance due to rounding.

Financial Transactions

2011 and 2012 Explanation of Budget Changes

Program: Contribution to Capital

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

Explanation of Changes:
2011 and 2012 includes a 1% Infrastructure Levy estimated at $3.0 and $3.1 million, respectively.

Note: Numbers may not balance due to rounding.

Summary of Changes By Category 2011 - 2014

Category	FTE	Operating Impacts from Cap Projects	Efficiencies	Budget Reductions	Growth	New Service Level	New Revenues	Reserve Fund Transfers	2011 - 2014 Operating	2011 - 2014 Capital
Roads, Storm Drainage & Watercourses	17.1	20	(1,882)	(53)	283	3,809	0	0	2,177	50,194
Fire & Emergency Services	34.0	0	0	0	3,036	108	0	0	3,144	12,195
Mississauga Transit	193.5	4,798	(145)	0	8,298	2,122	(5,980)	0	9,093	25,108
Recreation & Parks	45.7	1,542	(820)	(582)	290	1,182	(418)	0	1,194	11,144
Mississauga Library	(13.5)	0	(212)	(436)	408	(49)	(207)	0	(496)	3,215
Land Development & Services	(10.0)	0	(966)	0	0	101	(250)	0	(1,115)	723
Legislative Services	7.0	0	8	(100)	0	226	0	0	134	67
Arts & Culture	12.0	0	0	(67)	608	983	0	0	1,524	10,390
Regulatory Services	2.4	0	22	0	156	0	0	0	178	370
Facilities & Property Management	9.0	0	(253)	(87)	370	546	0	0	576	8,280
Strategic Policy	9.0	0	(109)	(29)	137	1,129	0	0	1,128	3,340
Information Technology	5.0	0	120	0	65	800	0	0	985	10,749
Business Services	15.8	0	420	(85)	692	591	0	0	1,618	6,153
Total Budget Impact	**326.9**	**6,360**	**(3,817)**	**(1,439)**	**14,343**	**11,548**	**(6,855)**	**0**	**20,140**	**141,928**

Summary of Changes By Category 2011

Category	FTE	Operating Impacts from Cap Projects	Efficiencies	Budget Reductions	Growth	New Service Level	New Revenues	Reserve Fund Transfers	Total Operating	Total Capital
Roads, Storm Drainage & Watercourses	4.4	10	(1,882)	(53)	192	1,329	0	0	(404)	15,807
Fire & Emergency Services	3.0	0	0	0	137	12	0	0	149	2,150
Mississauga Transit	36.1	0	(167)	0	1,983	1,821	(970)	0	2,667	9,498
Recreation & Parks	16.9	615	(744)	(303)	64	844	(74)	0	402	5,719
Mississauga Library	(2.3)	0	(160)	0	0	0	(104)	0	(264)	610
Land Development & Services	(4.0)	0	(388)	0	0	246	0	0	(142)	434
Legislative Services	0.3	0	3	(88)	0	73	0	0	(12)	14
Arts & Culture	6.5	0	0	(67)	305	251	0	0	489	685
Regulatory Services	1.0	0	22	0	66	0	0	0	88	0
Facilities & Property Management	5.0	0	(180)	(36)	105	88	0	0	(23)	4,280
Strategic Policy	2.0	0	(109)	(29)	38	442	0	0	342	1,440
Information Technology	6.5	0	(427)	0	0	108	0	0	(319)	1,670
Business Services	7.9	0	(35)	(85)	362	87	0	0	329	337
Total Budget Impact	**83.3**	**625**	**(4,067)**	**(661)**	**3,252**	**5,301**	**(1,148)**	**0**	**3,302**	**42,644**

Summary of Changes By Category 2012

Category	FTE	Operating Impacts from Cap Projects	Efficiencies	Budget Reductions	Growth	New Service Level	New Revenues	Reserve Fund Transfers	Total Operating	Total Capital
Roads, Storm Drainage & Watercourses	3.7	10	0	0	47	792	0	0	849	6,561
Fire & Emergency Services	7.0	0	0	0	785	96	0	0	881	1,327
Mississauga Transit	33.7	0	22	0	2,317	464	(2,040)	0	763	7,376
Recreation & Parks	14.6	373	(66)	(233)	141	390	(159)	0	446	1,425
Mississauga Library	0.8	0	(55)	58	42	95	(103)	0	37	830
Land Development & Services	(6.0)	0	(578)	0	0	(95)	0	0	(673)	85
Legislative Services	(0.3)	0	0	(12)	0	43	0	0	31	14
Arts & Culture	3.0	0	0	0	303	297	0	0	600	270
Regulatory Services	0.0	0	0	0	0	0	0	0	0	100
Facilities & Property Management	2.0	0	(70)	(51)	132	364	0	0	375	3,500
Strategic Policy	2.0	0	0	0	99	207	0	0	306	650
Information Technology	1.5	0	259	0	0	164	0	0	423	2,016
Business Services	5.4	0	0	0	326	477	0	0	803	1,874
Total Budget Impact	**67.3**	**383**	**(488)**	**(238)**	**4,192**	**3,294**	**(2,302)**	**0**	**4,841**	**26,028**

Summary of Changes By Category 2013

Category	FTE	Operating Impacts from Cap Projects	Efficiencies	Budget Reductions	Growth	New Service Level	New Revenues	Reserve Fund Transfers	Total Operating	Total Capital
Roads, Storm Drainage & Watercourses	5.0	0	50	0	22	985	0	0	1,057	12,028
Fire & Emergency Services	23.0	0	0	0	1,999	0	0	0	1,999	3,222
Mississauga Transit	61.9	5,504	0	0	2,153	(32)	(1,320)	0	6,305	4,798
Recreation & Parks	6.0	168	(10)	(23)	85	9	(100)	0	129	1,400
Mississauga Library	(6.0)	0	3	(178)	57	190	0	0	72	810
Land Development & Services	0.0	0	0	0	0	(50)	0	0	(50)	157
Legislative Services	2.0	0	(5)	0	0	45	0	0	40	39
Arts & Culture	3.5	0	0	0	0	288	0	0	288	1,370
Regulatory Services	1.4	0	0	0	90	0	0	0	90	270
Facilities & Property Management	2.0	0	(3)	0	91	143	0	0	231	0
Strategic Policy	5.0	0	0	0	0	480	0	0	480	650
Information Technology	(2.0)	0	238	0	50	338	0	0	626	5,803
Business Services	3.0	0	155	0	4	56	0	0	215	2,146
Total Budget Impact	**104.8**	**5,672**	**428**	**(201)**	**4,551**	**2,452**	**(1,420)**	**0**	**11,482**	**32,693**

Summary of Changes By Category 2014

Category	FTE	Operating Impacts from Cap Projects	Efficiencies	Budget Reductions	Growth	New Service Level	New Revenues	Reserve Fund Transfers	Total Operating	Total Capital
Roads, Storm Drainage & Watercourses	4.0	0	(50)	0	22	703	0	0	675	15,798
Fire & Emergency Services	1.0	0	0	0	115	0	0	0	115	5,496
Mississauga Transit	61.9	(706)	0	0	1,845	(131)	(1,650)	0	(642)	3,436
Recreation & Parks	8.2	386	0	(23)	0	(61)	(85)	0	217	2,600
Mississauga Library	(6.0)	0	0	(316)	309	(334)	0	0	(341)	965
Land Development & Services	0.0	0	0	0	0	0	(250)	0	(250)	47
Legislative Services	5.0	0	10	0	0	65	0	0	75	0
Arts & Culture	(1.0)	0	0	0	0	147	0	0	147	8,065
Regulatory Services	0.0	0	0	0	0	0	0	0	0	0
Facilities & Property Management	0.0	0	0	0	42	(49)	0	0	(7)	500
Strategic Policy	0.0	0	0	0	0	0	0	0	0	600
Information Technology	(1.0)	0	50	0	15	190	0	0	255	1,260
Business Services	(0.5)	0	300	0	0	(29)	0	0	271	1,796
Total Budget Impact	**71.6**	**(320)**	**310**	**(339)**	**2,348**	**501**	**(1,985)**	**0**	**515**	**40,563**

Roads, Storm Drainage and Watercourses - Service Summary 2011-2014

Category	FTE	2011	2012	2013	2014	Total Operating	Total Capital
Operating Impacts from Cap Projects	0	10	10	0	0	20	88
Efficiencies	(6)	(1,882)	0	50	(50)	(1,882)	(200)
Service Level Adjustments	0	(53)	0	0	0	(53)	0
Growth	4	192	47	22	22	283	690
New Service Levels	19	1,329	792	985	703	3,809	32,866
Capital Only	0	0	0	0	0	0	16,750
Total Service Budget Impact	**17.1**	**(404)**	**849**	**1,057**	**675**	**2,177**	**50,194**

Roads, Storm Drainage & Watercourses - Service Summary 2011-2014

BR#	Service	Initiative Description	Category	FTE	2011	2012	2013	2014	Total Operating	Capital 2011-2014
272	Roads, Storm Drainage & Watercourses	Update and Enhancement of the Rain Gauge Network	Operating Impacts from Cap Projects	0.0	10	10	0	0	20	88
263	Roads, Storm Drainage & Watercourses	Leaf Collection - improving the efficiency of the operation	Efficiencies	(2.2)	(100)	0	0	0	(100)	0
264	Roads, Storm Drainage & Watercourses	Street Cleaning - Improving efficiency	Efficiencies	(1.1)	(350)	0	0	0	(350)	0
265	Roads, Storm Drainage & Watercourses	Winter Maintenance Review	Efficiencies	(3.0)	(1,282)	0	0	0	(1,282)	(200)
266	Roads, Storm Drainage & Watercourses	Salt Management - Alternative de-icing materials	Efficiencies	0.0	(50)	0	0	0	(50)	0
274	Roads, Storm Drainage & Watercourses	Sharing spatial information in project areas using ProjectWise application	Efficiencies	0.0	0	0	50	(50)	0	0
512	Roads, Storm Drainage & Watercourses	Budget Reduction - Professional Services and Administration (RSDW Service Area)	Efficiencies	0.0	(100)	0	0	0	(100)	0
		Subtotal	**Efficiencies**	**(6.2)**	**(1,882)**	**0**	**50**	**(50)**	**(1,882)**	**(200)**
533	Roads, Storm Drainage & Watercourses	Reductions in Business Services Division - Transportation and Works Department	Service Level Adjustments	0.0	(53)	0	0	0	(53)	0
31	Roads, Storm Drainage & Watercourses	Integrated Surveys and Control Network	Growth	1.0	49	49	0	0	98	140

Roads, Storm Drainage & Watercourses - Service Summary 2011-2014

BR#	Service	Initiative Description	Category	FTE	2011	2012	2013	2014	Total Operating	Capital 2011-2014
64	Roads, Storm Drainage & Watercourses	Infrastructure Asset Management Program Implementation - New Asset Inventories & Reporting	Growth	1.0	43	53	20	20	136	0
121	Roads, Storm Drainage & Watercourses	Transportation Master Plan	Growth	0.0	0	0	0	0	0	50
146	Roads, Storm Drainage & Watercourses	City Centre Off-Street Parking	Growth	2.0	100	(55)	2	2	49	0
350	Roads, Storm Drainage & Watercourses	DT21 Transportation Functional Design Studies	Growth	0.0	0	0	0	0	0	400
398	Roads, Storm Drainage & Watercourses	New North Central Works Yard	Growth	0.0	0	0	0	0	0	100
428	Roads, Storm Drainage & Watercourses	T&W Capital Works - Implementation of Hansen Contracts Module (Work Plan Item)	Growth	0.0	0	0	0	0	0	0
430	Roads, Storm Drainage & Watercourses	Storm Sewer TV Inspections Hansen Implementation (Work Plan Item)	Growth	0.0	0	0	0	0	0	0
		Subtotal	**Growth**	**4.0**	**192**	**47**	**22**	**22**	**283**	**690**
62	Roads, Storm Drainage & Watercourses	Noise Attenuation Barriers	New Service Levels	0.0	0	0	0	0	0	4,150
80	Roads, Storm Drainage & Watercourses	Burnhamthorpe Road through City Centre (Arista Way to Mavis Road)	New Service Levels	0.0	0	0	0	0	0	(1,250)

Roads, Storm Drainage & Watercourses - Service Summary 2011-2014

BR#	Service	Initiative Description	Category	FTE	2011	2012	2013	2014	Total Operating	Capital 2011-2014
211	Roads, Storm Drainage & Watercourses	Cycling Master Plan Implementation	New Service Levels	4.0	502	386	329	284	1,501	0
213	Roads, Storm Drainage & Watercourses	Transportation Demand Management & Smart Commute Support	New Service Levels	0.0	80	0	(40)	0	40	0
222	Roads, Storm Drainage & Watercourses	Traffic Management Centre	New Service Levels	8.0	0	0	362	370	732	0
267	Roads, Storm Drainage & Watercourses	Permanent Snow Storage Sites	New Service Levels	0.0	0	0	0	0	0	9,750
270	Roads, Storm Drainage & Watercourses	Amended Minimum Maintenance Standards - Sign Inventory, Sidewalk Patrol, Street Lighting	New Service Levels	3.3	546	0	0	0	546	200
332	Roads, Storm Drainage & Watercourses	New Streetlighting Technologies	New Service Levels	0.0	0	0	0	0	0	0
335	Roads, Storm Drainage & Watercourses	Integrated Road Safety Program (IRSP)	New Service Levels	1.0	0	68	43	0	111	0
354	Roads, Storm Drainage & Watercourses	Traffic Signal Enhancement Installation	New Service Levels	0.0	50	50	50	50	200	0
355	Roads, Storm Drainage & Watercourses	Transit Accessibility Plan - Sidewalk Program	New Service Levels	0.0	0	0	0	0	0	5,000
359	Roads, Storm Drainage & Watercourses	Expanded use of Hansen IMS to enhance T&W permit and dispatch services	New Service Levels	0.0	0	0	12	(1)	11	116

Roads, Storm Drainage & Watercourses - Service Summary 2011-2014

BR#	Service	Initiative Description	Category	FTE	2011	2012	2013	2014	Total Operating	Capital 2011-2014
382	Roads, Storm Drainage & Watercourses	Watercourse Management Implementation	New Service Levels	3.0	126	288	29	0	443	0
401	Roads, Storm Drainage & Watercourses	Mississauga Storm Water Quality Control Strategy Implementation	New Service Levels	0.0	0	0	200	0	200	750
404	Roads, Storm Drainage & Watercourses	Cooksville Creek Capital Projects	New Service Levels	0.0	0	0	0	0	0	14,150
442	Roads, Storm Drainage & Watercourses	Clarkson Air Quality Improvements	New Service Levels	0.0	25	0	0	0	25	0
		Subtotal	**New Service Levels**	**19.3**	**1,329**	**792**	**985**	**703**	**3,809**	**32,866**
63	Roads, Storm Drainage & Watercourses	Roadway Rehabilitation Program	Capital Only	0.0	0	0	0	0	0	5,800
94	Roads, Storm Drainage & Watercourses	Bridge/Culvert Rehabilitation Program	Capital Only	0.0	0	0	0	0	0	11,100
403	Roads, Storm Drainage & Watercourses	Storm Drainage Network Modelling	Capital Only	0.0	0	0	0	0	0	(150)
		Subtotal	**Capital Only**	**0.0**	**0**	**0**	**0**	**0**	**0**	**16,750**
Total Service Budget Impact				**17.1**	**(404)**	**849**	**1,057**	**675**	**2,177**	**50,194**

Business Plan and Budget

City of Mississauga

Budget Request # 31

Description of Proposed Initiative

Integrated Surveys and Control Network

Service Area

Roads, Storm Drainage & Watercourses

Department

Transportation and Works

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	2,678	49	49	0	0
Net Cost Funded from Tax Levy	2,678	49	49	0	0
Net Impact on Tax Levy		0.02 %	0.02 %	0.00 %	0.00 %
FTE	30	1	0	0	0
Capital Approved Forecast					
Net Incremental Capital	0	35	35	35	35

Details of Service Change

New Provincial Government legislation requires all boundary surveys be tied into the City's existing horizontal and vertical control networks (reference points located across the city which are vital to surveys), and that the survey must be fully coordinated with true ground values.

This change in legislation impacts the City in two areas: First, an increase in workload to manage City surveying work. Current staffing levels are not sufficient to meet these additional needs. Without additional staff, added work will have to be outsourced to survey firms. The cost of contracting out work is twice as expensive compared to completing the work "in-house". An additional staff position is required to meet the legislative requirements and save the City significant contracting costs.

Second, the City has a requirement to increase the density of the current control network and perform regular maintenance of control points. Without the proposed position, this work will be entirely outsourced to private survey firms. The City owns the horizontal and vertical control networks within the City limits. Capital funding is currently not in place to perform the required maintenance. An allocation of $35,000, annually, is required to meet state of good repair requirements for control networks.

Service Impact

With legislative requirements, current service levels can't be maintainable without an increase in resources. A reduction of service levels would not be sufficient to allow a single Land Surveyor to meet the critical minimum turnaround time for Capital and Legal Survey requirements. Outsourcing additional work to meet service needs would increase costs to all operating departments, resulting in increases in operational and capital budgets. This cost would be greater than the cost of adding a new position.

Comments

The survey control network has not been maintained since 2005. Degradation of the network is normal as points are destroyed during capital improvement projects and other activities. Regular maintenance work is required to meet minimum maintenance standards. The required capital funding, on an annual basis, will be used to contract out the services needed to verify monument locations and for the replacement of damaged monuments or the installation of new monuments.

Business Plan and Budget

City of Mississauga

Budget Request # 62

Description of Proposed Initiative

Noise Attenuation Barriers

Service Area

Roads, Storm Drainage & Watercourses

Department

Transportation and Works

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	0	0	0	0	0
Net Cost Funded from Tax Levy	0	0	0	0	0
Net Impact on Tax Levy		0.00 %	0.00 %	0.00 %	0.00 %
FTE	0	0	0	0	0
Capital Approved Forecast	5,949	1,500	3,000	378	378
Net Incremental Capital	0	350	0	2,622	1,178

Details of Service Change

On December 9, 2009, Council approved a report entitled *Noise Attenuation Barrier Replacement Program -Change to City/Resident Cost Sharing Formula and Repayment to Participating Residents*.

Funding is requested to complete the replacement of all of the remaining NOW and 1-5 year rated noise barriers by the end of 2013 at 100% City cost.

In addition, a study to determine the implications of a potential retrofit (new) noise barrier program amendment along Major Collector Roads will be undertaken in 2010 / 2011 in accordance with the Council report. Funding for the installation of new noise barriers along Major Collector roads is not included in this budget request.

Service Impact

Feedback about the 2009 ISF-related noise barrier replacement work has been positive, both from affected residents and the general public. Work completed to date has enhanced road rights-of-way and the City's image.

An additional $4.15 million ($9.4 million total) will be required to replace the remaining NOW and 1-5 year rated noise barriers by 2013 and start on the next round of priorities in 2014. It is expected that there will be considerable public interest in completing these noise wall replacements as soon as possible, given the shift to 100% City funding. Replacement priorities will be presented to Council for approval each year, in accordance with deterioration level and risk.

Comments

Upon completion of the 2011 Major Collector roads noise barrier needs study, a report will be prepared for General Committee.

Business Plan and Budget

City of Mississauga

Budget Request # 63

Description of Proposed Initiative

Roadway Rehabilitation Program

Service Area

Roads, Storm Drainage & Watercourses

Department

Transportation and Works

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	0	0	0	0	0
Net Cost Funded from Tax Levy	0	0	0	0	0
Net Impact on Tax Levy		0.00 %	0.00 %	0.00 %	0.00 %
FTE	0	0	0	0	0
Capital Approved Forecast	66,674	17,108	15,124	15,974	23,650
Net Incremental Capital	0	5,800	0	0	0

Details of Service Change

The 2004 Pavement Management Study recommended a long term road rehabilitation budget target of $30 million annually, with $18 million going to major, industrial and collector roads and $12 million to local residential roads.

For affordability reasons, only $23.5 million has been funded annually on average, leaving a road rehabilitation infrastructure deficit of about $65 million over the next ten years (2004 dollars unadjusted for inflation). An upgrade to the existing Pavement Management System is underway, with analysis results expected later this year. The updated review will refresh these findings.

With respect to this business plan cycle, the annual budget allocation for Years 2011 through 2013 was reduced last year because funding was front-ended in 2009 to cover the City's portion of road resurfacing works under the federal/provincial Infrastructure Stimulus Fund (ISF).

Additional funding of $5.8 million is required in 2011 over and above the adjusted base budget. This funding is required to resurface the many roads included in the Region of Peel's ISF-funded 2010 watermain replacement program. With this funding, the ten year infrastructure deficit is reduced to $59 million.

Service Impact

The additional funding of $5.8 million will mean that all of the ISF related streets in residential areas will be resurfaced in 2011, one year after the watermain replacement has occurred. It also means that the majority of the adjacent residential streets having immediate pavement needs will be resurfaced at the same time, providing for more cost-effective contracts and minimizing neighbourhood disruption.

One outcome of this approach is that industrial ISF related streets will be delayed to 2012. It is expected that the quality of the temporary restoration of the watermain trenches on these industrial roads will allow this one year delay.

If the additional $5.8 million is not approved, some residential areas will experience road construction three years in a row.

Comments

Presently, the City's pavement management system is showing that 78% of roads in the City's network are rated as "Good" or better. This percentage has been slowly decreasing over the past few years. This is a planned reduction over time to achieve an average target of 70% to reflect the City's aging roads while still spending the right amount of money at the right time to maximize pavement lifecycle and minimize capital costs.

Business Plan and Budget

City of Mississauga

Budget Request # 64

Description of Proposed Initiative

Infrastructure Asset Management Program Implementation - New Asset Inventories & Reporting

Service Area

Roads, Storm Drainage & Watercourses

Department

Transportation and Works

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	2,678	43	53	20	20
Net Cost Funded from Tax Levy	2,678	43	53	20	20
Net Impact on Tax Levy		0.01 %	0.02 %	0.01 %	0.01 %
FTE	30	1	0	0	0
Capital Approved Forecast					
Net Incremental Capital	0	0	0	0	0

Details of Service Change

The City's Infrastructure Asset Management (IAM) Strategy and Tangible Capital Asset Reporting policy requires the creation and maintenance of accurate inventories of the City's physical assets. The new Minimum Maintenance Standards regulation requires accurate inventories and processes to manage risks along the City's right of way.

Building on the success of the City's road network inventory and pavement management system, the City's goal is to create and maintain all major infrastructure related inventories in the same manner as the road system. Over the next four years, the City is planning to create and maintain four new infrastructure asset inventories for storm sewers, sidewalks/trails, street lighting, and street signs. The combined replacement value of the four new inventories is estimated at $2 billion.

The major service change is that the City will be moving away from graphical (map based) representations of inventories for the Storm Drainage, Street-lighting and Pedestrian Networks towards digital inventories that contain important data like age, condition and work history. The regulatory signs inventory is a completely new inventory that is required by the new Minimum Maintenance Standards regulations and will be created using mobile field technology.

Residents will see an improvement in the way we manage and maintain our physical infrastructure assets and they will also see an improvement in the way decision making takes place on infrastructure investment.

The addition of one full time position, the conversion of two contract positions into permanent positions and addition of $20,000 in 2013 and 2014 to cover the costs associated with collection of additional inventories will be required for this initiative.

Service Impact

The continued implementation of the IAM strategy promotes the better management of our assets over their entire lifecycle. The inventories will enable staff to create lifecycle strategies for maintenance and rehabilitation of all the City's major physical assets, similar to the way pavement, bridges and noise barriers are managed

Completion of the pedestrian network will enhance the City's ability to plan to make improvements to the pedestrian active transportation mode in support of the MOVE and CONNECT strategic plan pillars as well as allow the City to initiate more effective asset management practices and technology for the inspection of sidewalks and trails to meet the new Minimum Maintenance Standard regulations.

The creation of a comprehensive storm drainage network is fundamental to evaluating the effectiveness of the City's storm sewer watercourse and storm water management network.

Converting the street light network inventory into a City owned database will enable better management and control of light poles and luminaire replacement and gives the City the ability to set up inspection programs using technology already available.

The creation of a sign inventory will enable the City to manage risk with respect to missing regulatory signs and signs which have lost their night time visibility. This will enable the City to meeting the new Minimum Maintenance Standards regulations.

Finally, all the inventories listed will enable the City to better reconcile asset inventories for Tangible Capital Asset Reporting.

Comments

This resources required for this initiative also supports initiative number 270 - Amendments to Minimum Maintenance Standards and the ongoing annual requirements for tangible capital asset reporting.

This initiative speaks to creating the line and node work required for the remaining major asset classes.

Business Plan and Budget

City of Mississauga

Budget Request # 80

Description of Proposed Initiative

Burnhamthorpe Road through City Centre (Arista Way to Mavis Road)

Service Area

Roads, Storm Drainage & Watercourses

Department

Transportation and Works

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	0	0	0	0	0
Net Cost Funded from Tax Levy	0	0	0	0	0
Net Impact on Tax Levy		0.00 %	0.00 %	0.00 %	0.00 %
FTE	0	0	0	0	0
Capital Approved Forecast	500	3,500	2,500		
Net Incremental Capital	0	1,250	-2,500	0	0

Details of Service Change

Burnhamthorpe Road through the City Centre is identified as a multi-modal corridor in the City's Strategic Plan. The Downtown 21 Master Plan has proposed a new concept for the street which incorporates improved multi-modalism through a number of potential changes. The proposed changes, which will be evaluated by a multi-disciplinary staff team and engineering / planning consultant through a Municipal Class Environmental Assessment (EA), could include on-road protected cycling lanes, completion of the Burnhamthorpe Trail, satellite transit facilities as a precursor to a potential Light Rapid Transit (LRT) service, improved pedestrian crossings, decorative centre median, upgraded streetscaping, and the burial of the Enersource hydro transmission cables. This work is proposed for 2015 and 2016, after this business plan cycle, as this timing will allow for the Hurontario LRT EA process to determine the design elements to be incorporated from Hurontario Street to Living Arts Drive.

Because the pavement condition for Burnhamthorpe Road through the City Centre is poor, $4.75 million is proposed in 2011 to rehabilitate the pavement surface, provide a temporary cycling connection, improve the intersection at Kariya Gate and complete the sidewalk connections.

Service Impact

The works proposed in 2011 are rehabilitative in nature and will improve the road surface condition, provide a temporary cycling connection through the City Centre, improve pedestrian safety at the intersection of Kariya Gate and upgrade the existing sidewalk on the south side of Burnhamthorpe Road. The implementation of any or all of the changes to Burnhamthorpe Road as proposed in 2015 and 2016 through the Downtown 21 Master Plan could have the following impacts:

- City building - creation of urban corridor
- Satellite transit facilities - may reduce congestion at City Centre Transit Terminal
- Increased cycling and pedestrian service levels - reduced auto dependency, support multi-modalism, increase connectivity
- Reduced traffic service levels - could be partially off-set by transit and cycling initiatives - will create additional congestion and delay during peak hours and some weekend hours - impacts should be confirmed through more detailed transportation study

Comments

The road rehabilitation work is required immediately and cannot be postponed until the completion of the

Environmental Assessment for Burnhamthorpe Road.

The background studies for the Transit Project Assessment Process (TPAP) will commence in 2011. The EA's for the remainder of Burnhamthorpe Road (from Arista Way to Hurontario Street and from Living Arts Drive through to Mavis Road) will commence in late 2011 or early 2012 depending on the progress of the Hurontario LRT projects. These studies, building on the vision of the DT 21 Master Plan, will determine the ultimate design for Burnhamthorpe Road.

The $30 million total costs split over 2015 and 2016 assumes $5 million for burial only of lower utility lines and $25 million for transit facilities, centre median, enhanced streetscape works and separated cycling lanes. A more accurate costing will be provided subsequent to the completion of the EA.

Light Rapid Transit (LRT) costs and the burial of high-voltage transmission line costs are not included.

Business Plan and Budget

City of Mississauga

Budget Request # 94

Description of Proposed Initiative

Bridge/Culvert Rehabilitation Program

Service Area

Roads, Storm Drainage & Watercourses

Department

Transportation and Works

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	0	0	0	0	0
Net Cost Funded from Tax Levy	0	0	0	0	0
Net Impact on Tax Levy		0.00 %	0.00 %	0.00 %	0.00 %
FTE	0	0	0	0	0
Capital Approved Forecast	4,500	2,325	325	2,125	2,125
Net Incremental Capital	0	2,175	4,175	2,375	2,375

Details of Service Change

Prior to 2007, bridge/culvert structures were maintained based on a "worst first" method, since the structures were primarily young and in good condition. However, as the City's inventory ages it is important to utilize a bridge management system which recommends the right treatment on the right structure at the right time, using a philosophy of safety first, followed by maximizing the benefit/cost ratio of maintenance activities based on the life cycle of each structure.

In 2007, T&W entered into an agreement with EMSi to utilize their Bridge Total Management System (BTMS) to manage the City's bridge/culvert inventory with respect to the overall condition index and provide long term financial forecasts. Deliverables include the bi-annual inspection (Ontario Regulated) of the City's 217 structures. The current agreement expires in October 2011 and an update is required.

The BTMS analysis indicates that on average, an additional $2.5 million is required annually ($4.5 million per year in total) in the Capital Budget for the next 10 years to undertake bi-annual inspections, provide the required maintenance/rehabilitation for an average of 7 structures per year, and conduct detailed condition surveys for each of the identified structures.

Service Impact

Annual expenditures on bridge/culvert capital maintenance and rehabilitation will increase in accordance with the recommendations of the City's structural engineering consultants. This will allow for additional structures to be rehabilitated every year to ensure safety and to maximize the benefit/cost ratio for bridge asset management based on the life cycle of each structure.

Appropriate structure life cycle management will reduce long term repair and replacement costs.

Comments

Business Plan and Budget

City of Mississauga

Budget Request # 121

Description of Proposed Initiative

Transportation Master Plan

Service Area

Roads, Storm Drainage & Watercourses

Department

Transportation and Works

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	0	0	0	0	0
Net Cost Funded from Tax Levy	0	0	0	0	0
Net Impact on Tax Levy		0.00 %	0.00 %	0.00 %	0.00 %
FTE	0	0	0	0	0
Capital Approved Forecast					
Net Incremental Capital	0	50	0	0	0

Details of Service Change

The Transportation Master Plan (TMP) is a new initiative for the City. The purpose of the TMP is to provide a policy framework to move forward with transportation elements of the City's Official Plan and Strategic Plan. The TMP will guide the City's transportation decision making process to build a multi-modal transportation network.

Service Impact

The Transportation Master Plan is required to develop a policy framework to move forward with transportation elements of the City's Official Plan and Strategic Plan pillars and is a key deliverable for the Transportation and Works Department. The majority of work for the development of the Master Plan will be conducted by internal staff from the Transportation Planning Section.

Comments

Description

The Transportation Master Plan (TMP) will be a multi-modal transportation plan for the City of Mississauga that speaks to following key transportation issues:

- Development of the Mississauga City Centre transportation network
- Future planning of transit priority corridors, Mississauga BRT, inter-regional connections and Mobility Hubs
- Advancing the Hurontario LRT and Dundas Street Higher Order Transit
- Advancing Mississauga's cycling network
- Developing a goods movement network for Mississauga
- Retrofitting the City's network for multi-modal transportation through context sensitive road design guidelines
- Implications of GTHA growth pressures on Mississauga's transportation network
- Ensuring pedestrian mobility is safe and functional

Key Goals of the Master Plan will be to:

1. Support Intensification

2. Increase Transit Ridership
3. Provide "CHOICE" for travel
4. Support the Local Economy
5. Support Sustainable Environmental Practices
6. Support Mobility for the Elderly

Purpose
The Transportation Master Plan will build upon existing transportation planning initiatives such as the Cycling Master Plan, the Mississauga BRT and the City's long-term transit network to develop specific actions, programs and policies to assist internal staff consideration of transportation related matters. Actions from the Master Plan will support the 2011-2014 Business Plan and Capital Budget time horizon and recommend actions for the 2015 to 2031 time horizon. The Master Plan will be reviewed every five years to coincide with the City’s Official Plan review process.

Linkages to Strategic Plan
The Transportation Master Plan has direct linkages to the Strategic Plan actions related to state of good repair for infrastructure, moving people by transit, connecting our neighbourhoods, promoting active transportation through walking and cycling, supporting the economy and sustainable environmental practices.

Budget Implications
Funding for the Transportation Master Plan is allocated in the City’s Development Charge revenues of approximately $800,000.00 over a 21 year period. Use of these funds will be required for consultants to conduct surveys and undertake specialized pieces of work such as the collection of goods movement data and development of goods movement policies. $50,000 (2011) is being requested within this four year business planning cycle.

Business Plan and Budget

City of Mississauga

Budget Request # 146

Description of Proposed Initiative

City Centre Off-Street Parking

Service Area

Roads, Storm Drainage & Watercourses

Department

Transportation and Works

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	-371	100	-55	2	2
Net Cost Funded from Tax Levy	-371	100	-55	2	2
Net Impact on Tax Levy		0.03 %	-0.02 %	0.00 %	0.00 %
FTE	1	2	0	0	0
Capital Approved Forecast	7,575				
Net Incremental Capital	0	0	0	0	0

Details of Service Change

CURRENT SERVICE LEVEL
On-street paid parking is now in place in the City Centre with approximately 60 pay and display (P&D) machines installed. Paid parking in all three municipally-owned parking garages (Living Arts Centre, Civic Centre and Central Library) has been approved by City Council and is planned to be introduced simultaneously in April 2011 once work is complete on the Civic Square and Library Square redevelopment. Modifications that are currently underway in the Civic Centre and Central Library parking garages will facilitate the introduction of paid parking. Municipally owned and operated paid parking, in the form of two off-street surface lots, will be provided for Sheridan College Mississauga Campus which is scheduled to begin operations in September 2011.

CUSTOMERS
Municipal employees and visitors, City Centre residents, visitors and businesses, patrons of Central Library and the Living Arts Centre as well as staff, students and visitors of Sheridan College Mississauga Campus will be impacted by this initiative.

CURRENT BUDGET
The Current Capital Budget includes funds for Civic Centre, Central Library and Living Arts Centre parking garage modifications and parking equipment as well as the construction of two municipal parking lots associated with Sheridan College. The Current Operating Budget includes projected gross revenue from paid parking in the City Centre garages in 2010, but implementation was delayed to 2011, so projected revenue will be recovered from Reserve for 2010. The current level of maintenance of City Centre garages (including cleaning, electricity, security, etc.) is budgeted by Facilities and Property Management.

FUTURE OPERATING COSTS
Operating costs will be influenced by administrative costs (including labour for one staff person for permit processing as well as supplies of permit hangtags, marketing materials and parking permit management software licensing). Operating costs are also influenced by maintenance and operations of the facilities

including paid parking machine operating costs, collections staff (including labour for one staff person for collections) and increased level of service for maintenance of the three garages as well as new maintenance costs associated with the two surface parking lots (winter maintenance, cleaning, pavement, traffic, storm water, electricity).

FUTURE REVENUE
It is estimated that the introduction of paid parking in the three municipal garages and two municipal parking lots should generate modest incremental gross revenue for 2011(due to the base budget revenue that was established for 2010) with increased gross revenue in 2012 and annually thereafter.

Service Impact

REACTION FROM COMMUNITY / INTERNALLY
Employees may initially react negatively to the introduction of paid parking in the City Centre garages. The public is accustomed to on-street paid parking in the City Centre which should help with the transition to off-street paid parking in the area. Sheridan College is accustomed to paid parking at other campuses and it is not anticipated that any concerns will arise for paid parking at the Mississauga Campus. Consultation with the Library Board, Living Arts Centre management, City Centre business owners and Square One management is ongoing throughout the process. The Parking Strategy for Mississauga City Centre recommends the introduction of paid parking in the municipal garages, including paid parking for employees along with the implementation of transportation demand management initiatives to support transportation alternatives. The Strategy was endorsed by City Council in February 2009 and the introduction of off-street paid parking in the City Centre was approved by City Council in July 2010.

IMPACTS OF REVENUES / COSTS
Fifty percent (50%) of net revenue will be allocated to the City Centre Parking Reserve Fund for future parking facilities with the remaining 50% being used to off-set the cost of "Smart Commute" initiatives and compensate for the initial investment in the parking program.

Comments

The following reports have been presented to Leadership Team and Council regarding this initiative:

- A Parking Strategy for Mississauga City Centre was endorsed by City Council in February 2009.
- A report entitled "Proposed Master Plan, Ground Lease Arrangements, Funding Considerations and Municipal Parking Program Lands within City Centre Planning District Sheridan Mississauga Campus Development (Ward 4)" was presented in-camera to City Council in October 2009 and subsequently approved to move forward to construct two municipally owned and operated parking lots for the Sheridan College Mississauga Campus.
- A report entitled "Municipal Paid Parking – Civic Centre and Central Library Parking Garages (Ward 4)" was brought before General Committee in November 2009 was subsequently approved by City Council to undertake parking garage modifications for the introduction of paid parking in the Civic Centre and Central Library parking garages as an element of the redevelopment of Civic and Library Square.
- A report entitled "City Centre On-Street Paid Parking (Ward 4)" was brought before City Council in December 2009 and subsequently approved to decrease on-street parking rates in the City Centre from $2 per hour to $1 per hour to be consistent with the rate charged elsewhere in the City to be reviewed again for potential increase when paid parking is implemented in the City Centre garages.
- Reports entitled "Off-Street Paid Parking in the City Centre (Ward 4)" and "Follow Up - Off-Street Paid Parking in the City Centre (Ward 4)" were brought before General Committee in June 2010 and recommendations to implement off-street paid parking were approved by City Council in July 2010 including a City Centre Off-Street Municipal Parking Fee Structure and policy for employee paid parking effective April 4, 2011.

Business Plan and Budget

City of Mississauga

Budget Request # 211

Description of Proposed Initiative

Cycling Master Plan Implementation

Service Area

Roads, Storm Drainage & Watercourses

Department

Transportation and Works

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	0	502	386	329	284
Net Cost Funded from Tax Levy	0	502	386	329	284
Net Impact on Tax Levy		0.17 %	0.12 %	0.10 %	0.09 %
FTE	0	2	1	1	0
Capital Approved Forecast	3,770	3,770	3,770	3,770	3,770
Net Incremental Capital	0	0	0	0	0

Details of Service Change

In order to implement the new Cycling Master Plan, the following will be required:

- the creation and staffing of a new 4 person Cycling Office requiring an increase of 3 FTE's
- the design and construction including pavement markings of an average of 30 km of new cycling facilities annually (funded through a combination of taxes and the new DC By-law)
- the installation of new bike racks and storage facilities requiring $60k annually
- the implementation of education and safety programs and monitoring / reporting on the safety and efficiency of facilities at $25k annually
- an annual increase in road, boulevard path and trail maintenance, snow clearing and leaf pick-up of $5k per new lane km of cycling. (This is an estimate only and may encompass funding for increased maintenance service levels for existing cycling infrastructure, on and off road, which will need to be assessed as part of the Cycling Implementation Plan)
- an additional FTE in Community Services for a Trail Route Inspector for asset management and maintenance standards compliance

Service Impact

1. Cycling Office - 1 new FTE annually, 3 additional in total (2011-2013) including space and furniture, assuming conversion of existing position in 2010. Functions include infrastructure planning coordination, data collection, surveys, analysis and education, communication and promotion programs (expectations of cycling community).
2. Construction - 30 new km of cycling facilities annually for next 20 years. Requires support for the design of infrastructure, signs and permanent markings, cross-rides, bike racks and storage (expectations of cycling community). It is expected that capital requirements will be accommodated through DC funding in the new Development Charges By-Law (when in effect) and taxes.
3. Operations / Maintenance - for existing and new facilities for both the winter and non-winter seasons. For safety reasons, on-road facilities will require additional road sweeping, leaf pickup and general road surface / pothole maintenance. Park trails require additional inspection, general maintenance and tree trimming . Additional maintenance of signs and pavement markings will be necessary. Detailed service levels for these items as well as selected winter maintenance

are under review. A need for one additional FTE for inspection / maintenance is anticipated for Community Services in 2011 for the off-road trail system.

Comments

Master Plan updates were presented to LT during spring and fall 2009. The draft Master Plan was presented to GC in March 2010 for information and to the public in April. In September, the Master Plan is expected to be approved by Council and the Implementation Plan will be presented for information.

Business Plan and Budget

City of Mississauga

Budget Request # 213

Description of Proposed Initiative

Transportation Demand Management & Smart Commute Support

Service Area

Roads, Storm Drainage & Watercourses

Department

Transportation and Works

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	47	80	0	-40	0
Net Cost Funded from Tax Levy	47	80	0	-40	0
Net Impact on Tax Levy		0.03 %	0.00 %	-0.01 %	0.00 %
FTE	1	0	0	0	0
Capital Approved Forecast	380				
Net Incremental Capital	0	0	0	0	0

Details of Service Change

CURRENT SERVICE LEVEL

The City of Mississauga has been a participating municipality in the Greater Toronto and Hamilton Area wide Smart Commute Initiative since it was conceived to implement Transportation Demand Management (TDM) initiatives in 2003. The City played a key role in the establishment of Smart Commute Mississauga in 2005 and continues to support the association.

In 2009 a Discount Transit Program pilot was initiated in partnership with Smart Commute Mississauga for employers throughout the City. An Employee Smart Commute program is ongoing which includes carpool and cycling promotion, events and incentives. The Discount Transit Program is available to City staff along with an Emergency Ride Home program. Plans for secure and sheltered bike parking facilities are underway.

Over 2011 to 2014, TDM initiatives will continue through the extension of the Discount Transit Program pilot, establishment of a car share service in the City Centre on a pilot basis, support for Smart Commute Mississauga, as well as the development of the City's ongoing role in transportation demand management including the review of TDM Plans as part of the approval process for significant developments.

CUSTOMERS
Promotional events like Bike to Work Day are aimed at increasing awareness and participation in sustainable transportation by Mississauga residents. The Employee Smart Commute program is directed at City staff. Smart Commute Mississauga works with private employers located in Mississauga to implement various TDM initiatives.

EXISTING BUDGET
The existing budget includes a TDM Coordinator to lead TDM initiatives and small budget for promotions and related events.

The 2010 capital plan includes a Bicycle Storage Facilities project that is to be funded from the BikeLinx allocation from Metrolinx. An additional one-time grant was received in 2010 from the Ministry of

Transportation's "Ontario TDM Municipal Grant Program" for promotions and outreach of secure bike parking. Note: future budgets for Secure Bike Parking will be addressed in the Cycling Master Plan Implementation.

The cost of funding a Discount Transit Program was projected to result in net revenue from transit pass sales through the program attributed to increased ridership. The actual costs and revenues of the pilot have been considerably lower due to low participation rates and feedback from private employers regarding unfavourable economic conditions to provide subsidized transit as a benefit. An evaluation of the pilot was scheduled to take place in 2010 but an extension of the pilot is required in order to offer more time for evaluation.

FUTURE OPERATING BUDGET
The operating budget will be influenced by a vendor contract to station car share vehicles in the City Centre for use by City staff and the public as well as the cost of discounting transit passes. Potential would exist for operating costs of the car share service to be recovered based on usage rates. Revenue collected from discounted transit pass sales would be reflected in Transit Fare Box Revenue.

Service Impact

TDM initiatives are intended to support multi-modal transportation choices and discourage single occupant vehicle use, thus making more efficient use of existing and future transportation infrastructure. TDM initiatives are closely linked to the implementation of paid parking as well as the implementation of promotions and network improvements to transit and cycling facilities.

Comments

The following reports have been presented to Council regarding this initiative:

- In April 2007 a report was brought forward to update Council on the Smart Commute Initiative and subsequently a by-law was enacted to authorize the execution of an Agreement with other municipal partners in the Greater Toronto and Hamilton area with regards to continued participation in the Smart Commute Initiative.
- In October 2008, City Council approved recommendations to work with Smart Commute Mississauga on a pilot Discount Transit Program (DTP) administered by SCM, on behalf of Mississauga Transit, to its member organizations.
- In February 2009, the Parking Strategy for Mississauga City Centre: Final Report Mississauga Plan Review was endorsed by City Council.
- In May 2009, a report was brought forward regarding a Discount Transit Program for City staff and subsequently City Council enacted a by-law to authorize the execution of an agreement with Smart Commute Mississauga to allow the City to participate in the Discount Transit Program as a registered employer.

Business Plan and Budget

City of Mississauga

Budget Request # 222

Description of Proposed Initiative

Traffic Management Centre

Service Area

Roads, Storm Drainage & Watercourses

Department

Transportation and Works

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	0	0	0	362	370
Net Cost Funded from Tax Levy	0	0	0	362	370
Net Impact on Tax Levy		0.00 %	0.00 %	0.11 %	0.11 %
FTE	0	0	0	4	4
Capital Approved Forecast	1,600	200	100	2,100	100
Net Incremental Capital	0	0	0	0	0

Details of Service Change

The Traffic Management Centre is the result of an incremental evolution of traffic control and high technology efficiencies. Its basic components include a replacement state of the art Traffic Signal Control System, a communications medium upgrade, and Intelligent Transportation System (ITS) initiatives. It positions the Traffic Engineering and Operations group from a system of predictive management to a system of proactive traffic management.

The City's road network is nearing maturity and there will be limited new roads and road widening. The Traffic Management Centre helps to maximize roadway efficiencies to help deal with continued increased demand from motor vehicles and rapidly increasing demands from pedestrian mobility, transit, accessibility, and cycling.

Traffic Signal Central Control System: The existing traffic signal central control system is reaching the end of its life cycle. There have been significant technology advancements in this industry over the life of the existing system. An RFI has been prepared and a request for proposal is currently being developed.

All traffic control signals located within the municipal boundaries are attached to the existing system. Input to this project by staff of the Region of Peel, and the Ministry of Transportation Ontario as major stakeholders is included as part of this initiative.

Intelligent Transportation Systems (ITS): ITS systems are those technology based systems that assist staff in effectively managing the Right of Way (ROW), and the activities which take place there.

The City has been implementing and operating some ITS initiatives for many decades through such initiatives as the traffic control system, video camera's, automated telephone next bus arrival systems and automated traffic data collection programs.

Currently, traffic monitoring cameras have been installed at 6 locations to monitor traffic conditions in real time. Operators are able to determine traffic congestion and make adjustments to timings to attempt to mitigate the congestion. This is its infancy, but the indications are that it will be an effective tool. To compliment this, an "incident detection system" could alert operators to perhaps a collision, which in turn can be verified with monitoring cameras, allowing the operator to advise emergency services as required.

The Management Centre is a compilation of various other big step items and is basically a high-tech way of maximizing the traffic capacity of the entire road network. In a nutshell, a modest capital investment of $2 million and a staff increase of 8 persons for a total operating cost of $732,000 annually would provide much efficiency over the entire City.

Service Impact

The Management Centre will effectively change the City's control of traffic from a programmed passive control to an active and dynamic control (decisions and actions can be made on-going and timely). Without this initiative, the service level for traffic operations will decrease significantly as higher traffic demands, transit priority and conflicting interests (cycling, accessibility and cycling) erode available road network capacity. Traffic delays and queuing will tend to be longer and complaints will increase.

Comments

A business case and position paper have been prepared by the Management Consulting Section of the City Managers office outlining the need for a Traffic Management Centre to effectively manage the real-time needs of users of the right of way.

Business Plan and Budget

City of Mississauga

Budget Request # 263

Description of Proposed Initiative

Leaf Collection - improving the efficiency of the operation

Service Area

Roads, Storm Drainage & Watercourses

Department

Transportation and Works

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	985	-100	0	0	0
Net Cost Funded from Tax Levy	985	-100	0	0	0
Net Impact on Tax Levy		-0.03 %	0.00 %	0.00 %	0.00 %
FTE	5.25	-2.16	0	0	0
Capital Approved Forecast					
Net Incremental Capital	0	0	0	0	0

Details of Service Change

Propose to vacuum collect leaves twice during the fall rather than the current three collections.

Service Impact

This service change should have a minimal impact on the current level of service. As always, there is the potential that all leaves would not be picked up depending on the timing of when the leaves fall, as this changes season to season. However, bulk tonnages collected should equal previous years using a concentrated collection schedule. The current program ends by mid December, however with the new proposed changes the last day of leaf pick up would be the end of November. This would correspond with the last week of the Region of Peel's bagged leaf and yard waste pick up program.

Comments

The change in the number of collections from three to two would result in savings in temporary labour and contract costs.

Business Plan and Budget

City of Mississauga

Budget Request # 264

Description of Proposed Initiative

Street Cleaning - Improving efficiency

Service Area

Roads, Storm Drainage & Watercourses

Department

Transportation and Works

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	1,236	-350	0	0	0
Net Cost Funded from Tax Levy	1,236	-350	0	0	0
Net Impact on Tax Levy		-0.12 %	0.00 %	0.00 %	0.00 %
FTE	7.85	-1.08	0	0	0
Capital Approved Forecast					
Net Incremental Capital	0	0	0	0	0

Details of Service Change

Spring and regular street sweeping service levels have not changed. The change was in the structure of sweeping contract. Contractors are now paid on an area street sweeping basis in accordance to the City's current level of service for spring and regular sweeping as opposed previously paying contractors on an hourly basis. This gives contractors more flexibility to carry out their work which in turn enables them to pass on a savings is passed onto the City.

Service Impact

No service level impact.

Comments

The sweeping contracts awarded in 2010 will automatically result in contract and temporary labour savings in future years.

Business Plan and Budget

City of Mississauga

Budget Request # 265

Description of Proposed Initiative

Winter Maintenance Review

Service Area

Roads, Storm Drainage & Watercourses

Department

Transportation and Works

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	8,007	-1,282	0	0	0
Net Cost Funded from Tax Levy	8,007	-1,282	0	0	0
Net Impact on Tax Levy		-0.43 %	0.00 %	0.00 %	0.00 %
FTE	6	-3	0	0	0
Capital Approved Forecast	1,696	1,870	3,802	3,789	3,504
Net Incremental Capital	0	-50	-50	-50	-50

Details of Service Change

The winter of 2009/10 was the first year of a 5 year winter maintenance contract. It is evident that after major equipment level changes in the City's fleet in 2009, that some further adjustments are still required. It is proposed to assign the only 2 sidewalk routes currently maintained by City in house staff to contractors. This would increase the availability of City staff to operate the City's fleet of 22 dual purposes. This change means that the function of maintaining priority sidewalks, bus stops and intersections would be carried by City contractors. Also, a separate winter contract for the maintenance of City parking lots was awarded for 3 years. This function was traditionally performed by City in house full time and temporary staff. The changes in the delivery of priority sidewalk, bus stops, intersections and parking lot maintenance during winter will result in savings in the following 2 areas:

Winter Maintenance Temporary Labourers - Savings $ 140,000
Winter maintenance temporary labourers were hired to help assist full time City staff for the clearing of sidewalks, intersections, bus stops and parking lots. These activities are now performed by contracted forces and no longer requires in house temporary labourers to assist with these activities.

Full Time Staff Overtime - Savings $ 150,000
Similarly to the reduction in temporary labourers required, there is a limited involvement of in house full time staff with the clearing of sidewalks, intersections, bus stops and parking lots which will result in a reduction of overtime paid to in house staff for these activities.

The winter maintenance requested budget amounts are based on the actual average usage of resources (labour, material, equipment and contracted) over the previous 5 winter seasons. Four out of the last five winter seasons have received average to well above average snow amounts and as result have increased budget requests for winter resources. It is anticipated that because of the last mild winter, the 5 year actual average usage of resources cost will be reduced and result in a lower projected budget request for 2011. The following three areas will be affected by the lowering of the 5 averages and will result in budget request savings:

Winter Material - Savings $ 400,000
This is a projected amount in savings due to less salt usage during winter based on a 5 year average including the past winter.

Salt Spreading - Savings $150,000
Similarly to the savings in winter material, based on a 5 year winter average, including the past winter, it is anticipated that the salt spreading budget may be reduced by $ 150,000.

Snow Plowing - Savings $ 392,000
Similarly to the saving in winter material, based on a 5 year average including the past winter, it is anticipated that the snow plowing budget may be reduced by $ 392,000.

One final area for savings comes as a result of the City acquiring three belt loaders in 2009, and no longer has to lease this equipment for loading winter material into the domes. This will result in further savings of $50,000 per winter season.

Service Impact

There would be no impact in winter maintenance service levels.

Comments

Six City owned sidewalk tractors and ten City owned spreader units would no longer be required. The proposed capital savings by not having to replace this equipment has been spread over a period of 10 years starting in 2011.

Business Plan and Budget

City of Mississauga

Budget Request # 266

Description of Proposed Initiative

Salt Management - Alternative de-icing materials

Service Area

Roads, Storm Drainage & Watercourses

Department

Transportation and Works

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	1,783	-50	0	0	0
Net Cost Funded from Tax Levy	1,783	-50	0	0	0
Net Impact on Tax Levy		-0.02 %	0.00 %	0.00 %	0.00 %
FTE	0	0	0	0	0
Capital Approved Forecast					
Net Incremental Capital	0	0	0	0	0

Details of Service Change

The City in collaboration with Credit Valley Conservation is undertaking a treated salt environmental study. Pending final results of the study, the City proposes to eliminate the use of a sand / salt mixture currently used on secondary routes and priority sidewalks, and replace the mixture with the use of a magnesium chloride treated salt. Early results from the previous year indicate that the use of treated salt has less of an impact on the environment when compared to the use of a sand and salt mixture. It is anticipated that the current years study will validate the results from the previous year, leading the way to implement the change in the material. The replacement of the sand and salt mixture will lead to less clean up costs and waste material handling in the spring. Although the up front cost of the treated salt is more expensive than the traditional sand and salt mixture, other benefits from using treated salt also include : a reduced number of applications, achievement of bare secondary roads and sidewalk earlier, cleaner air, and less phosphorus released into the environment.

Service Impact

Improved winter secondary road and priority sidewalk level of service.

Comments

Business Plan and Budget

City of Mississauga

Budget Request # 267

Description of Proposed Initiative

Permanent Snow Storage Sites

Service Area

Roads, Storm Drainage & Watercourses

Department

Transportation and Works

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	0	0	0	0	0
Net Cost Funded from Tax Levy	0	0	0	0	0
Net Impact on Tax Levy		0.00 %	0.00 %	0.00 %	0.00 %
FTE	0	0	0	0	0
Capital Approved Forecast					
Net Incremental Capital	0	150	2,500	0	7,100

Details of Service Change

Currently the City does not have any permanent snow storage sites. Historically, sites that were used are no longer available, and City parks are being used as snow storage sites to deal with shortage of available sites. Due to the damage caused to City parks by snow removal operations, properly engineered permanent snow storage sites are essential to ensure that that the current winter maintenance levels of service can be maintained. As the amount of snow removal areas increase, the need for storage areas becomes more urgent. Conveniently located storage sites are required not only to help contain the costs of snow removal, but help ensure that the snow removal level of service is maintained. There is a need for three storage sites; one in the south, one in the northwest, and one in the central sections of the City. Over the next four years it is recommended that two engineered storage sites be established in the south and northwest sections of the City. The third site is proposed to be constructed beyond 2014.

The first storage site in the south is proposed for 2012 and requires 0.6ha. The second storage site is proposed for 2014 in the northwest section of the City and requires 1.2 ha. The third storage site is proposed beyond 2014 for the central section of the City and requires 1.0 ha. The cost estimates include land acquisition, design and construction costs for the three proposed sites. It is anticipated for the site proposed in the south, that the property requirements can be incorporated with the proposed southeast works yard in the Loreland site. The property for the second snow storage site may also be incorporated with the property requirements for the proposed north central works yard. The property in the central section of the City for beyond 2014 is still to be determined.

Service Impact

Snow storage sites will ensure that winter snow clearing and removal levels of service are maintained in an environmentally responsible manner.

Comments

Business Plan and Budget

City of Mississauga

Budget Request # 270

Description of Proposed Initiative

Amended Minimum Maintenance Standards - Sign Inventory, Sidewalk Patrol, Street Lighting

Service Area

Roads, Storm Drainage & Watercourses

Department

Transportation and Works

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	0	546	0	0	0
Net Cost Funded from Tax Levy	0	546	0	0	0
Net Impact on Tax Levy		0.18 %	0.00 %	0.00 %	0.00 %
FTE	0	3.33	0	0	0
Capital Approved Forecast	1,115	345	600	195	195
Net Incremental Capital	0	200	0	0	0

Details of Service Change

The amended Minimum Maintenance Standards (Regulation 239-02) have added an annual sidewalk review program and a traffic sign (warning and regulatory) annual review and maintenance program. These items were not previously part of the Regulation. The City has complied with the Regulation since adoption by Council in 2002, and current amendments will have an impact on City resources.

Service Impact

It is recommended that the City continue to comply with the amended Regulation 239-02 to reduce liability.

Comments

Sidewalk Review Program - prior to initiating a sidewalk inspection program, a full review of sidewalks is necessary to plan and implement how best to resource and meet the minimum standards for sidewalks. It is anticipated that with the introduction of this program there will be an initial increase in demand to perform sidewalk repairs to remain compliant with the standards. A sidewalk review program will also be necessary on a ongoing basis to ensure that resources are adequately allocated for continued compliance with the sidewalk minimum standards.

Sidewalk Inspection Program - it proposed that an annual sidewalk inspection program be carried out in the summer months to ensure that a proper inspection is performed and documented. The function could be carried out and performed by students enrolled in technical programs. This will have an impact on the annual operating budget and would equate to 1.33 FTE and a vehicle.

Traffic Sign Review and Maintenance Program - it is proposed to review (and where required maintain or replace) all traffic regulatory and warning signs in accordance to the amended regulation. A major component of the function is to test sign reflectivity. This program requires that a full inventory (type, location, condition, size, etc) of signs be performed. This program will require GPS handheld locators, reflectometer with software, a vehicle, and 2 FTEs. Further an initial inventory will require a one time capital cost to set up. A large component of the cost estimate to carry out this program is the cost to replace deficient signs which do meet the minimum standards. Currently signs are replaced on a complaint basis.

The following are details on the operating and capital costs required for this program :

Labour:

Traffic : 1 Full time Driver, 1 Full Time Labourer (with O/T and burdens) (2 FTEs)	$ 127,000
Sidewalk: 4 summer time students (with O/T and payroll burdens) (1.33 FTEs)	$ 63,000
Total Labour	$ 190,000

Material and Equipment:

Traffic : Sign Material for Replacement	$ 300,000
Vehicle operating costs	$ 40,000
Sidewalk: GPS Transmission costs	$ 1,600
Vehicle Rental	$ 14,400
Total Material and Equipment	$ 356,000

Capital:

Traffic : GPS Handheld Units (for 8 existing crews and 1 new crew)	$ 81,000
Truck for new crew	$ 65,000
Relectometer	$ 21,000
Software to gather data	$ 20,000
Sidewalk: 4 GPS Units	$ 13,000
Total Capital	$ 200,000

Business Plan and Budget

City of Mississauga

Budget Request # 272

Description of Proposed Initiative

Update and Enhancement of the Rain Gauge Network

Service Area

Roads, Storm Drainage & Watercourses

Department

Transportation and Works

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	5	10	10	0	0
Net Cost Funded from Tax Levy	5	10	10	0	0
Net Impact on Tax Levy		0.00 %	0.00 %	0.00 %	0.00 %
FTE	0	0	0	0	0
Capital Approved Forecast					
Net Incremental Capital	0	67	21	0	0

Details of Service Change

The equipment and software utilized by the City's existing rain gauge network have been in place since 1990 and require updating to avoid data loss and to allow the identification of long-term trends. In addition, the software is DOS-based, and is no longer supported by current computer operating systems.

It is proposed to replace the existing data loggers with loggers capable of cellular data transmission in near real time. The data will be hosted by a third party who will provide secure data storage, the ability to upload and analyze historical rainfall data, access to web-based analytical tools and event warning and alarming services. It is also proposed to equip the six remaining gauges with heaters and to add three new gauges to improve the rain gauge coverage density.

Service Impact

The proposed improvements to the City's Rain Gauge Network will result in improved data collection and analysis, which in turn will assist in confirming the existing level of service provided by the components of the City's drainage network (ditches, storm sewers, culvert and bridge structures and channels) and also identify any infrastructure improvement pressures. The ability to set rainfall event warning and alarm levels in near real time may also assist in improved operational response to flooding events.

Comments

The storm event of August 4th, 2009, which was centred in the vicinity of the Mississauga Valley Community Centre has been the subject of several Corporate Reports to Council due to the large number of flooding complaints which the storm generated. The City was fortunate to have a Rain Gauge at the Mississauga Valley Community Centre, and analysis of the data which it collected indicated that the storm exceeded the one in one hundred year event. However, this storm also highlighted several weaknesses in the existing Rain Gauge Network: it took several days to download and analyze the data, there is no ability to provide a warning regarding extreme rainfall intensities, and the density of the existing network does not allow for adequate capture of localized, high-intensity storms which are predicted to become more common due to climate change.

Business Plan and Budget

City of Mississauga

Budget Request # 274

Description of Proposed Initiative

Sharing spatial information in project areas using ProjectWise application

Service Area

Roads, Storm Drainage & Watercourses

Department

Transportation and Works

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	0	0	0	50	-50
Net Cost Funded from Tax Levy	0	0	0	50	-50
Net Impact on Tax Levy		0.00 %	0.00 %	0.02 %	-0.02 %
FTE	0	0	0	0	0
Capital Approved Forecast					
Net Incremental Capital	0	0	0	0	0

Details of Service Change

This service pertains to the automation of the process of approvals for work on City owned assets.

The City acquired ProjectWise (a spatially enabled collaboration tool) in 2008. Most project centric groups at the City use "drive mounts" to store current engineering project files and folders. In some instances, local computer drives are used to store valuable data; this is a high loss risk situation for the City. The proposed initiative would enable the City to dramatically improve project production, collaboration, retention of data and control of information.

Presently, Public Utility Coordinating Committee (PUCC) members circulate proposed work to the City and other members in hard copy format. In the application process, engineering drawings are included. Approvals and comments are requested and submitted in hard copy by members. This includes mark ups of the drawings. The whole process is very "paper intensive" and requires a lot of co-ordination.

This project targets the PUCC approval process as the first effort in process re-engineering, simplification and standardization. Additional funding of $50,000 is required to outsource the customization required to enable ProjectWise to be used by City staff and PUCC members.

Service Impact

This initiative requires minimal internal resources from the Information Technology (IT) Enterprise Team in setting up a "sandbox" environment to test and approve various configurations of the ProjectWise software. Outside of simply accessing IT resources to add project areas into ProjectWise, there is minimal impact on resources. Some extensions to project application areas may require future funding for interface modification and configuration.

The City's IT division will need to assist in approving the public facing application for the Utility companies. Positive impacts include better response time from the City on PUCC applications. In addition, the City will use less paper, reduce courier costs and have auditable, detailed tracking of changes/mark ups and approvals by all members.

Comments

The City already has licensing for ProjectWise in place. Leveraging this application will yield efficiencies

and help production areas of the corporation to become more effective, efficient and "green". Subsequent areas within the corporation, for automation, include Capital Works projects within Transportation and Works, Community Services and Corporate Services and various permit application processes such as Planning and Building's Building Permits.

Business Plan and Budget

City of Mississauga

Budget Request # 332

Description of Proposed Initiative

New Streetlighting Technologies

Service Area

Roads, Storm Drainage & Watercourses

Department

Transportation and Works

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	0	0	0	0	0
Net Cost Funded from Tax Levy	0	0	0	0	0
Net Impact on Tax Levy		0.00 %	0.00 %	0.00 %	0.00 %
FTE	0	0	0	0	0
Capital Approved Forecast					
Net Incremental Capital	0	0	0	0	0

Details of Service Change

Streetlighting technologies have evolved and energy reductions and operations efficiencies have the potential to save money and environmental impacts.

It is envisioned that the two projects would evolve from concept, to pilot projects, to business cases, and finally deployment if the savings in energy and operations justify the up front capital costs. On-going programs such as the re-lamping program would be adjusted to compliment the potential retrofit.

Service Impact

New Streetlight Technologies: A retrofit of the existing streetlighting to energy efficient lighting will reduce energy consumption, reduce green house gases and save on maintenance costs. It will also change the character of the lighting from yellow to white light. Crime Prevention Through Environmental Design (CPTED) has also expressed a preference for white light due to the improved identification capabilities at night. The new lights would also be dark sky friendly.

A pilot program to test new lighting technologies is being conducted in 2010, and if successful, a business case for a City wide retrofit will follow in 2011 with possible deployment in 2012. The premise is to do a major capital retrofit and reap savings in energy and maintenance costs.

Inventory via a Streetlight Monitoring System: The wireless monitoring system automatically maintains a current inventory of streetlights in the City. The operation of streetlighting in the City is currently monitored through manual night patrolling. Patrolling covers only the major roads once every six months. A monitoring system will monitor the status of the streetlights in real time and will cover the entire City's streetlight inventory. This will help expedite repair of malfunctioning streetlights.

The initial installation of individual streetlight monitoring devices and the system to monitor their feedback would be an up front capital expenditure. Potential savings would be realized through improved inspection and maintenance, and more accurate energy consumption billing. Energy billing for streetlighting is based on a derived formula. A monitoring system will record actual energy consumed by the streetlighting inventory.

With regard to the service, customers will receive a similar lighting, however the white light produced will

produce truer colours and assist in personal safety.

Comments

The proposed streetlight pilot program has been approved by Council and is now implemented in the field. It is anticipated returning to Council with a report and business case prior to further implementation.

Business Plan and Budget

City of Mississauga

Budget Request # 335

Description of Proposed Initiative

Integrated Road Safety Program (IRSP)

Service Area

Roads, Storm Drainage & Watercourses

Department

Transportation and Works

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	0	0	68	43	0
Net Cost Funded from Tax Levy	0	0	68	43	0
Net Impact on Tax Levy		0.00 %	0.02 %	0.01 %	0.00 %
FTE	0	0	1	0	0
Capital Approved Forecast	200				
Net Incremental Capital	0	0	0	0	0

Details of Service Change

The Integrated Road Safety Program initiative is a pro-active means of improving traffic safety and efficiency. It has two major components:

1. Data collection, analysis and reporting.

2. An outreach component intended to leverage and provide synergy amongst the multi-jurisdictional and road safety stakeholder entities already involved in road safety.

The City of Mississauga is at a cross-road in that the typical traffic service is being challenged by a rebalancing of traffic focus. In particular, the City has recognized the need to provide better mobility for certain traffic stakeholders, including pedestrians (various ages and abilities), cyclists, transit, and rapid transit.

The City of Mississauga has routinely incorporated road safety into daily activities throughout the corporation. While many other municipalities have no established safety groups, the City has well established safety groups consisting of the Mississauga Traffic Safety Council, Road Safety Mississauga (formerly Safe Driving Committee), Mississauga Accessibility Advisory Committee, and Mississauga Cycling Advisory Committee. The Transportation and Works Department continues to be an integral and active component of each safety group, contributing traffic data and technical expertise in support of the safety groups' goals and initiatives.

As part of an earlier traffic initiative, Traffic Engineering and Operations met with various stakeholders including the safety groups, a variety of City departments, and various other external agencies to discuss road safety. It was evident that the City's existing road safety groups are very effective in promoting traffic safety and continue to maintain excellent programs with well established goals, members and initiatives. In an effort to utilize the expertise of the existing safety groups, it was recommended that the majority of the development of a new initiative, the Integrated Road Safety Program (IRSP), would be most suitable at the City staff level.

An IRSP provides the opportunity to increase the availability and accuracy of information to the safety groups and other City departments. An increased focus on traffic safety, together with additional time and

resources dedicated to furthering various traffic safety related initiatives will result in the availability of superior information and improved communication between stakeholders.

The core of an IRSP initiative is to formulate a process to proactively identify, prioritize, and implement safety-related improvements. For example, the production of network screening methods result in the creation of a list of intersections or road segments that are ranked based on their potential for safety improvement. Network screening applies more recent analytical methods to a review of specific locations in comparison to locations with similar attributes and provides an opportunity to determine whether collision trends are unusual or unexpected compared to similar locations throughout the City.

The Transportation and Works Department is the recommended custodians of the IRSP. This role entails being responsible for the development and maintenance of the program, keeping inventory of all related resources, and continued involvement with the safety groups. Representatives will liaise between internal and external agencies and will be a catalyst for sophisticated safety analysis. The ability identifies priority safety issues and countermeasures will permit City staff to provide a higher level of service and allocate resources strategically. Similarly, a more focused role for City staff would also include improved communication and transfer of information between the various safety groups and other IRSP stakeholders.

An IRSP strategy has been established and an IRSP coordinator hired. Initial efforts have been focused on an outreach of improving efficiencies and communications of existing committees/agencies to leverage on synergies. The next level of development includes the replacement/upgrade of the Traffic Database Management System (existing budget of $200K for 2010). In order to make better use of the data and analysis capabilities, it is proposed to introduce a technologist position (at an annual estimated cost of $86,000) to focus on analysis and reporting, which will form a basis recommended action, decision making and on-going monitoring. It is also proposed to collect more data at an annual cost of $25,000 to enable proper analysis.

Pedestrian safety initiatives, including enhanced pavement markings and signage, countdown timers and audible pedestrian signals, have also been identified in the Capital/Current budget process and implementation guidelines established.

Service Impact

The development of the IRSP component will help to maximize the effectiveness of current and future initiatives. This approach would enable the Transportation and Works Department to assist in prioritizing various City programs ensuring they receive the greatest safety improvement for the funds and effort invested. This quantitative data analysis translates into solid supporting documentation for actions taken or not taken by the City.

Comments

The ultimate goals of the Integrated Road Safety Program (IRSP) are to improve safety (measured as reduction in future frequency and severity of road collisions), maximize the capacity of City roadways and mitigate congestion – which are also directly affected by the safety improvements. Through the implementation of an IRSP, the City wishes to enhance the safety and efficiency of the City's roads for all road users, while ensuring the City is making the most of available resources. The core of an IRSP is to formalize a process to identify, plan, design, prioritize and implement safety-related projects that involves all stakeholders and are evidence-based decision-making.

The IRSP plan has been presented and embraced by the Road Safety Mississauga.

Business Plan and Budget

City of Mississauga

Budget Request # 350

Description of Proposed Initiative

DT21 Transportation Functional Design Studies

Service Area

Roads, Storm Drainage & Watercourses

Department

Transportation and Works

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	0	0	0	0	0
Net Cost Funded from Tax Levy	0	0	0	0	0
Net Impact on Tax Levy		0.00 %	0.00 %	0.00 %	0.00 %
FTE	0	0	0	0	0
Capital Approved Forecast	400				
Net Incremental Capital	0	200	200	0	0

Details of Service Change

The DT21 Master Plan identifies several road network changes, reductions and additions which require feasibility and EA studies. There are proposed connections with the Hwy. 403 / Hurontario St. interchange and a flyover across Hwy. 403 which will require significant discussion with the MTO. There are potential synergies with the LRT and BRT systems which need to be explored.

It is estimated that an additional $200k is required in each of 2011 and 2012 for engineering consulting services due to the complexity and detailed scope of these transportation studies.

Service Impact

- Short term traffic impacts as a result of road narrowing in the City Centre are expected to be relatively minor and delays to motorists should be manageable
- Longer term impacts including congestion and delay may be significant, particularly if the LRT is not funded and modal split forecasts are inaccurate
- The studies will need to determine the order in which new roads and links are required as others are reduced in capacity.

Comments

Council has been advised that various transportation studies are required in support of the DT21 Master plan.

Business Plan and Budget

City of Mississauga

Budget Request # 354

Description of Proposed Initiative

Traffic Signal Enhancement Installation

Service Area

Roads, Storm Drainage & Watercourses

Department

Transportation and Works

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	2,127	50	50	50	50
Net Cost Funded from Tax Levy	2,127	50	50	50	50
Net Impact on Tax Levy		0.02 %	0.02 %	0.02 %	0.02 %
FTE	0	0	0	0	0
Capital Approved Forecast	2,577	3,327	2,202	2,202	2,202
Net Incremental Capital	0	0	0	0	0

Details of Service Change

The Traffic Signal Capital Installation program includes new or rebuilt traffic signals and various related components.

Traffic Signal Installations:
This program is for the installation of new traffic signals, where justification for such installation has been achieved, and the rebuilding of existing traffic signal infrastructure, where it has been determined that the exiting infrastructure is difficult or expensive to maintain, given the age of the equipment.

Traffic Signal Enhancements:
There is a direct connection to other program initiatives including the Integrated Road Safety Program (IRSP), which identifies the programming aspects of accessibility and pedestrian safety. This program enhances the operation of traffic signals when such enhancements are identified as follows:

Accessible Pedestrian Signals: This equipment produces audible tones indicating the right of way clear for the visually impaired, and may include push button locator tones, and tactile measures to assist. The annual capital budget has been set at $40,000.

Uninterruptible Power Supplies (UPS): This is used at intersections where short power outages may cause a greater amount of hazard than at conventional signalized intersections such as intersections close to Rail crossings.

Pedestrian Countdown Timers: This is a visual indication to the pedestrian as to how much time remains for clearing the intersection before right of way terminates and is given to another direction.

Traffic Signal LED Replacement: Conversion of traffic signal displays from incandescent lamps to LED conversion kits was completed 6 years ago through a joint project with the Region Peel, and the City of Brampton.
The warrantee period for these LED kits was 5 years, and as this technology is relatively new for this application, a life expectancy has not been determined, however 7 to 10 years is generally accepted as reasonable amongst industry experts. It is proposed that the LED lamps be replaced through a joint municipal replacement program.

Traffic Signal Transit Signal Priority and Fire Vehicle Pre-emption: The existing Fire Pre-emption System for Signalized intersections is becoming aged and in need of replacement. The same equipment has been used to provide transit priority in some jurisdictions and the City has tried a pilot project with the current equipment. Newer technology is emerging that provides enhanced capability and reliability. The objective of this initiative is to ensure a safe and effective fire pre-emption system, while enabling an efficient Transit Priority system gets developed.

Service Impact

The Traffic Signal Capital program will ensure that equipment is in a state of good repair and that traffic and transit mobility is maximized. The traveling public will notice an erosion in traffic capacity if the program does not proceed.

Comments

The traffic signal build/rebuild program is detailed annually in a report to General Committee. The traffic signal LED replacement program and Fire Vehicle Pre-emption / Transit Signal Priority program are being reviewed and will be reported once the technical and business details have been established.

Business Plan and Budget

City of Mississauga

Budget Request # 355

Description of Proposed Initiative

Transit Accessibility Plan - Sidewalk Program

Service Area

Roads, Storm Drainage & Watercourses

Department

Transportation and Works

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	0	0	0	0	0
Net Cost Funded from Tax Levy	0	0	0	0	0
Net Impact on Tax Levy		0.00 %	0.00 %	0.00 %	0.00 %
FTE	0	0	0	0	0
Capital Approved Forecast	2,383	994	994	994	994
Net Incremental Capital	0	1,250	1,250	1,250	1,250

Details of Service Change

The request is to front-end DC funding for new sidewalk installation as part of the capital sidewalk program, to focus on meeting Transit Accessibility planning. Priority has been given to accessibility needs where transit ridership is greatest (22 transit routes totalling 63 km), which will require an additional $1.25 million annually ($5 million total) over the next four years. This funding request does not cover complete accessibility of all transit routes.

It should be noted that where these sidewalks are proposed for construction along a street identified as part of the Mississauga Cycling Master Plan, a multi-use trail will be constructed in lieu of a sidewalk if feasible.

Service Impact

This initiative will improve the sidewalk network to support Transit Accessibility initiatives. It is also anticipated that where multi-use trails can be constructed in lieu of a sidewalk, there will be improvements to the cycling network.

Comments

The funding for this initiative is required to meet Transit 's accessibility goal, and achieve substantial completion by 2014.

Business Plan and Budget

City of Mississauga

Budget Request # 359

Description of Proposed Initiative

Expanded use of Hansen IMS to enhance T&W permit and dispatch services

Service Area

Roads, Storm Drainage & Watercourses

Department

Transportation and Works

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	0	0	0	12	-1
Net Cost Funded from Tax Levy	0	0	0	12	-1
Net Impact on Tax Levy		0.00 %	0.00 %	0.00 %	0.00 %
FTE	0	0	0	0	0
Capital Approved Forecast					
Net Incremental Capital	0	0	0	116	0

Details of Service Change

To expand the use of the Hansen 8 enterprise system in three key areas:

To facilitate the development and implementation of customer self-serve options such as on-line electronic business transactions by leveraging Hansen's enterprise system functionality. Types of on-line business transactions would include permit applications and payments for T&W Counter permits, Parking Considerations, PUCC (Public Utility Coordination Committee) applications, and newspaper vending boxes inventory and permits.

To streamline various business processes by direct management of these processes within Hansen or development of system interfaces to create simplified and integrated flows of information. Types of business processes would include PES (Parking Enforcement System), ProjectWise (Map and drawing based document management), and Hansen Map Drawer (GIS functionality).

To facilitate the tracking of business related operational data within T&W and provide more detailed and accurate reporting abilities and enhance managerial decision making. Types of data would include Customer Service Counter sales data and Hansen Service Requests for T&W Dispatch to align with the 3-1-1 Call Centre.

It should be noted that in order to process credit card payments on line, Hansen 8 will have to meet Payment Card Industry Data Security Standards. This is included in the capital cost.

Service Impact

By leveraging the feature rich Hansen 8 enterprise system and offering on-line access to T&W counter services for permits and other activities, T&W will meet the growing demand by customers for on-line services and offer a "green" alternative to visiting the Counter for business transactions. There will be fewer manual processes and more consistent procedures. By expanding the data collected in Hansen, information on past/current and future activities will be tracked and management reports will be provided to support decision making and risk mitigation.

Comments

Business Plan and Budget

City of Mississauga

Budget Request # 382

Description of Proposed Initiative

Watercourse Management Implementation

Service Area

Roads, Storm Drainage & Watercourses

Department

Transportation and Works

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	1,019	126	288	29	0
Net Cost Funded from Tax Levy	1,019	126	288	29	0
Net Impact on Tax Levy		0.04 %	0.09 %	0.01 %	0.00 %
FTE	9	1.33	1.67	0	0
Capital Approved Forecast					
Net Incremental Capital	0	0	0	0	0

Details of Service Change

The Transportation and Works Department manages the watercourses in the City , while the Community Services Department manages the lands along the watercourses, including woodlots, parks and trails, where public ownership or easements are in place.

The Transportation and Works and Community Services Departments have inspection, clean-up and maintenance practices in place related to watercourses, community parks, greenbelts and woodlands which are focused on storm drainage inlets and outlets, watercourse erosion and litter. In addition, Parks and Forestry follows best practices in the management of natural woodlands in that downed wood material is left in place and dead trees are left standing where they do not pose a hazard. However, concern has been expressed by residents that higher maintenance standards are required for the management of woody debris in the Cooksville Creek area to reduce the risk of downstream blockages and flooding.

In response, staff has developed a recommended watercourse debris management program to establish inspection and maintenance protocols to manage debris accumulation and to minimize the risk of blockages to flow and localized flooding. This program has been developed to deal with the Cooksville Creek initially, given the large number of homes and other structures situated within its Regulatory Flood Plain. Further development of the Strategy is needed to address similar needs of other creeks in the City of Mississauga (City-wide Strategy).

In the development of the program, critical locations along the Cooksville Creek were identified based on their potential risk to accumulate debris, create blockages to creek flows and cause flooding problems in the surrounding area. Upstream areas considered to be likely contributors of woody debris to these critical crossings, where public land ownership or easements are in place, have been deemed special management zones as part of this program. These include 3.4 km (2.1 miles) of in-stream areas and 1.2 km (0.75 miles) of woodlot corridors along the creek.

The Transportation and Works Department's role in the program consists of scheduled inspections of the critical crossings and the in-stream portions of the special management zones, followed by the required maintenance activities. The critical crossings and special management zones along the creek will be

inspected four times a year. The creek will also be walked in its entirety within publicly owned or managed areas on an annual basis to identify new locations of concern that may exist outside of the defined special management zones. The inspections and follow-up maintenance activities will focus on the removal of in-stream woody debris, where deemed a hazard, to at least three metres (ten feet) away from the edge of the creek and the complete removal of all urban debris and garbage encountered in the creek.

The Community Services Department's role consists of scheduled inspections of the woodlot areas within the special management zones, as well as the removal of woody debris material within three metres (ten feet) of the edge of the creek as required. Qualified Forestry staff will inspect the woodlots within the special management zones once a month in season, typically during the spring to fall period. In addition, qualified Forestry staff will conduct annual evaluations of the entire natural corridor of the creek, within City-owned or managed areas, to evaluate tree health and identify new forestry related debris issues in the flood plain or woodlot areas outside of the special management zones. Accumulated debris piles in the corridor will be removed and disposed as necessary. Downed material will remain in place except where it lies within three metres (ten feet) of the edge of the creek and is deemed a concern. Standing dead material will be brought down and managed where it presents a hazard.

Service Impact

The implementation of this recommended program represents an increased level of service, requiring changes to existing staff responsibilities and additional resources. The program will focus on Cooksville Creek in 2010 and 2011, then will be expanded City-wide in 2012. The increased level of service to implement the program in 2010 will be funded from operating reserves and existing labour and capital accounts. To continue the program in 2011 increases to the annual Environmental Services Section labour budget and Watercourse Maintenance operating budget will be required. The City-wide program will be developed in early 2011 based on the experience and lessons learned from the Cooksville Creek program in 2010 and implemented in 2012 and beyond. The 2012 and beyond resource requirements will be refined during the Business Planning refresh in 2011.

Comments

Business Plan and Budget

City of Mississauga

Budget Request # 398

Description of Proposed Initiative

New North Central Works Yard

Service Area

Roads, Storm Drainage & Watercourses

Department

Transportation and Works

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	0	0	0	0	0
Net Cost Funded from Tax Levy	0	0	0	0	0
Net Impact on Tax Levy		0.00 %	0.00 %	0.00 %	0.00 %
FTE	0	0	0	0	0
Capital Approved Forecast					
Net Incremental Capital	0	0	0	50	50

Details of Service Change

With the increasing pressures for space on the existing Public Works yards and increases in the volume of traffic, the need for an additional works yard is required to ensure that the level of service for works programs can be maintained. The expenditure in 2013 is required to prepare a business case and establish the scope for the new Works facility. The expenditure in 2014 is required to review available property and determine feasibility of implementing the new proposed Works yard.

Service Impact

The lack of a new works yard will impact the City's ability to continue to provide works programs at the prescribed level of service. Current pressures on existing yards for space and resources will necessitate the use of north central works yard.

Comments

The outcome of the Arterial Road Network Review may affect the timing and scope of this initiative.

Business Plan and Budget

City of Mississauga

Budget Request # 401

Description of Proposed Initiative

Mississauga Storm Water Quality Control Strategy Implementation

Service Area

Roads, Storm Drainage & Watercourses

Department

Transportation and Works

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	194	0	0	200	0
Net Cost Funded from Tax Levy	194	0	0	200	0
Net Impact on Tax Levy		0.00 %	0.00 %	0.06 %	0.00 %
FTE	0	0	0	0	0
Capital Approved Forecast					
Net Incremental Capital	0	0	250	250	250

Details of Service Change

The update to the Mississauga Storm Water Quality Control Strategy will change the focus of how storm water quality is managed in Mississauga, from a sole reliance on storm water quality (or "SWM") ponds to a greater emphasis on lot-level and conveyance measures (also known as "Low Impact Development" or LID). This will have long-term implications for new and re-developments, roads, parks and drainage infrastructure on both public and private lands. As such, consultations with City staff, ratepayers and the industrial, commercial and institutional sectors have been a key part of this initiative. The update to the Strategy will be completed in 2010 and its implementation is expected to span the 2011-2014 business planning cycle and beyond.

The current Strategy is focused on the construction, dredging and rehabilitation of SWM ponds, all of which will continue as previously planned in the 2010-2019 Capital Budget and Forecast for watercourse improvements and storm drainage works. The updated Strategy will also include the implementation of storm water measures on existing residential lands, on new and re-development lands, and within the municipal right-of-way, as described in the following paragraphs.

A program will be developed to encourage the use of lot level controls in existing developed areas. Initially, the program will focus on single-family residential properties, which represent the largest percentage of developed area in the City. The goal for this program is to encourage home owners to change how storm water is managed on their properties through various landscaping and outdoor practices, such as downspout disconnections, rain gardens, permeable pavements, the usage of fertilizers and road salts and car washing. Operating funding requirements for this initiative are identified in this Budget Request.

New and re-developments will be required to include LID measures to reduce storm water volumes and improve storm water quality. Standards for these LID measures will be developed in consultation with the area conservation authorities as the CVC and TRCA roll out their Storm Water Management Guidelines in 2010. These measures will be part of the land development cost.

Road rehabilitation and reconstruction projects completed through Capital Works will include the construction of storm water quality enhancement features within the municipal right-of-way where feasible. Funding should be through the City's on-going roadway rehabilitation and reconstruction

program; however, the base funding for that program is needed for resurfacing therefore additional capital funding is proposed for water quality enhancement features through this Budget Request.

Service Impact

Approximately 15% of the total urban area within the City of Mississauga currently receives storm water quality treatment; primarily from SWM ponds. The completion of the remaining opportunities for new and retrofitted SWM ponds will increase this extent of treatment to nearly 30% of the City's urban area. Implementation of the updated Strategy will improve this percentage by providing storm water quality treatment to urban areas that may not otherwise be serviced by SWM ponds.

Comments

The program for lot level controls for existing development will require operational funding of approximately $400,000 over the 2011-2014 business planning cycle and $100,000 post-2014 to fund the development and production of marketing materials, consulting services and incentives/grants to undertake pilot projects.

The inclusion of LID measures in capital roadway rehabilitation and reconstruction projects is expected to result in a 10% to 15% premium in some cases or a significant cost avoidance in other cases, such as where the construction of storm sewer systems can be avoided through the use of vegetated swale systems.

Business Plan and Budget

City of Mississauga

Budget Request # 403

Description of Proposed Initiative

Storm Drainage Network Modelling

Service Area

Roads, Storm Drainage & Watercourses

Department

Transportation and Works

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	0	0	0	0	0
Net Cost Funded from Tax Levy	0	0	0	0	0
Net Impact on Tax Levy		0.00 %	0.00 %	0.00 %	0.00 %
FTE	0	0	0	0	0
Capital Approved Forecast		250	750		
Net Incremental Capital	0	-150	-500	250	250

Details of Service Change

The City's storm drainage network includes storm sewers, storm water management ponds, engineered channels and other watercourses. This drainage network was designed and built as early as the 1950s to facilitate development, which has moved from a green-field phase to now a built-out phase. The system was designed using standards based on best practices of the day and is generally performing at a standard level of service. The design calculation and documentation methodologies have been facilitated by a non-integrated, paper-based system. As such, the ability to perform network-level assessments is quite limited.

There have been a number of internal and external influencing factors including land use intensification and, in particular, climate change, which has become a major issue for municipalities and recognized by all levels of government. Potential impacts include increased volume or frequency of storm flows, which could lead to inadequate capacity of storm sewer systems, flooding and maintenance issues. It is expected that senior levels of government will provide guidance to municipalities on storm drainage considerations to plan for the potential long term impacts of climate change. Environment Canada and the Ontario Ministry of the Environment are currently conducting research on this matter. Guidance from the Planning and Building Department on anticipated areas of land use intensification will also impact the development of storm drainage modelling initiatives.

Therefore, creation of a hydrologic/hydraulic model of the City's storm drainage network would provide the City with a tool to assess impacts caused by these internal and external factors and allow the City to plan and manage, in a proactive and non-piecemeal way, changes as a result of these factors.

The plan for 2011 is to 'piggy back' on a Credit Valley Conservation flood forecasting study for Cooksville Creek by providing $100,000 in funding for the consultant to undertake storm sewer networking modelling as part of that study. Post 2011, the modelling of different sewer-sheds throughout Mississauga will be undertaken by the City through consulting services. While it is desirable to model the entire City, the initial plan is to focus on the older areas of Mississauga and areas where the storm sewer systems may be taxed.

Service Impact

The creation of a hydrologic/hydraulic model of the City's storm drainage would provide a tool to assess impacts caused by internal and external factors such as land use intensification and climate change. The

modelling efforts would develop a better understanding of the probability, extent and consequence of any such impacts which would then provide technical guidance for the identification of areas of concern and the need for monitoring activities, changes to design standards and improvements to the storm drainage network.

Comments

Business Plan and Budget

City of Mississauga

Budget Request # 404

Description of Proposed Initiative

Cooksville Creek Capital Projects

Service Area

Roads, Storm Drainage & Watercourses

Department

Transportation and Works

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	0	0	0	0	0
Net Cost Funded from Tax Levy	0	0	0	0	0
Net Impact on Tax Levy		0.00 %	0.00 %	0.00 %	0.00 %
FTE	0	0	0	0	0
Capital Approved Forecast					
Net Incremental Capital	0	4,480	1,180	5,130	3,360

Details of Service Change

Several flood remediation projects along the Cooksville Creek are identified in Years 8, 9 and 10 of the City's 2010-2019 Watercourse and Storm Drainage Improvements Capital Budget and Forecast. These include conveyance improvements to several culverts/bridges and channel sections.

In response to a major flooding event which occurred in August, 2009, the Mayor formed a Task Force consisting of staff from the City, Region of Peel, Credit Valley Conservation, the Ministry of Natural Resources, as well as residents and several Ward Councillors. This Task Force is serving as a conduit between the various municipal and agency staff and the residents affected by flooding in the development of flood mitigation measures. It is expected that one recommendation will be to advance Cooksville Creek flood remediation projects in the City's Capital Forecast to within the 2011-2014 Business Planning cycle. These projects are:

- Cooksville Creek, CN Rail crossing improvement
- Cooksville Creek, CP Rail crossing improvement
- Cooksville Creek, The Queensway East crossing improvement
- Cooksville Creek, Channelization from Mississauga Valley Boulevard to CP Rail
- Cooksville Creek, Dyking downstream of Central Parkway East

In addition to the above projects, $3 million is requested to undertake pre-engineering studies along Cooksville Creek. Note that the QEW crossing improvement is currently identified beyond the 10-year Capital Forecast and has not been advanced to the 2011-2014 Business Planning cycle.

In coordination with the Region of Peel, the Basement Flood Remediation and Action Plan program is proposed to be expanded to a second phase to address the 554 houses situated in the areas impacted by the August, 2009 storm events which tested positive through smoke testing for cross-connection between the storm and sanitary drainage systems but did not experience flooding themselves. The City's role in this second phase of the program would be share the cost of conducting household drainage surveys in these houses as well as the cost to disconnect downspouts found to be discharging to the sanitary drainage system. Through on-going discussions with the Region of Peel, consideration will be given to expanding this program to other areas of the City in 2012 and beyond.

Service Impact

These proposed conveyance improvements will reduce the risk of flooding to areas of publicly and privately owned lands along the Cooksville Creek which are currently situated within the Regulatory Floodplain and prone to direct flooding from the creek during large rainfall events.

The proposed second phase of the Basement Flood Remediation and Action Plan program would reduce the amount of storm water entering the sanitary drainage system and, in turn, reduce the risk of basement flooding through surcharging of the sanitary system.

Comments

Business Plan and Budget

City of Mississauga

Budget Request # 428

Description of Proposed Initiative

T&W Capital Works - Implementation of Hansen Contracts Module (Work Plan Item)

Service Area

Roads, Storm Drainage & Watercourses

Department

Transportation and Works

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	0	0	0	0	0
Net Cost Funded from Tax Levy	0	0	0	0	0
Net Impact on Tax Levy		0.00 %	0.00 %	0.00 %	0.00 %
FTE	0	0	0	0	0
Capital Approved Forecast					
Net Incremental Capital	0	0	0	0	0

Details of Service Change

Utilize the Hansen 8 functionality to support and enhance project management processes for Transportation & Works Capital Projects.

Service Impact

Will provide centralized and accessible information regarding T&W Capital projects, develop consistent data collection processes that will support PSAB and IAM Strategy requirements, and integrate data and work processes with existing asset maintenance work management.

Comments

Capital works projects are substantial infrastructure related construction activities and the information pertaining to these projects is essential to any asset management process such as IAMS or PSAB. The management of this project related information in Hansen will integrate directly with existing asset inventories, provide detailed acquisition costs, allow for enhanced work coordination (e.g. maintenance construction, utility works), and over time allow for more accurate estimation of similar construction activities.

Business Plan and Budget

City of Mississauga

Budget Request # 430

Description of Proposed Initiative

Storm Sewer TV Inspections Hansen Implementation (Work Plan Item)

Service Area

Roads, Storm Drainage & Watercourses

Department

Transportation and Works

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	0	0	0	0	0
Net Cost Funded from Tax Levy	0	0	0	0	0
Net Impact on Tax Levy		0.00 %	0.00 %	0.00 %	0.00 %
FTE	0	0	0	0	0
Capital Approved Forecast					
Net Incremental Capital	0	0	0	0	0

Details of Service Change

Storage and maintenance of annual storm sewer TV inspections in Hansen to improve access and retrieval of this information and to integrate with existing asset inventories.

Service Impact

This will provide an easy and efficient client interface and allow service providers to utilize this information when determining asset maintenance requirements.

Comments

Hansen has strong storm sewer management functionality and has developed a CCTV inspection functionality in accordance with accepted industry standards. Managing the City's storm sewer inspections via Hansen will improve accessibility and, therefore, increase the use of this information for asset management decisions.

Business Plan and Budget

City of Mississauga

Budget Request # 442

Description of Proposed Initiative

Clarkson Air Quality Improvements

Service Area

Roads, Storm Drainage & Watercourses

Department

Transportation and Works

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	458	25	0	0	0
Net Cost Funded from Tax Levy	458	25	0	0	0
Net Impact on Tax Levy		0.01 %	0.00 %	0.00 %	0.00 %
FTE	0	0	0	0	0
Capital Approved Forecast		0	0	0	0
Net Incremental Capital	0	0	0	0	0

Details of Service Change

The Ministry of Environment (MOE) has determined that the Clarkson-Oakville air shed is stressed in terms of fine particulates. The Government of Ontario has appointed a Task Force (Dr. David Balsillie) to provide recommendations for improving the air quality in this area. The final report with recommendations has been provided to the Minister at the end of June, 2010. The report contains some recommendations to be implemented by Mississauga and Oakville. Many of the recommendations can be accommodated under existing programs for tree planting, bike lanes, transit improvements and improved traffic flow.

This budget request is to allow for an increase in the frequency of street sweeping within Zone 4 to twice a week using high efficiency sweepers capable of capturing fine particulates.

Service Impact

Street sweeping technology is now available which is capable of removing over 90% of fine particulates (PM10 and PM2.5) from road surfaces (City of Toronto Works Committee Report 7, July 19, 2005). As these machines can cost 40% more than the older technology, the cost to switch to the newer technology City-wide would have a significant impact to the street sweeping budget. However, it may be feasible to switch to the higher-efficiency machines for arterial roads within Clarkson. In addition, it may be possible to negotiate cost-sharing agreements with businesses along the arterials.

Currently, arterial roads are swept weekly within Zone 4.

Comments

The MOE's Clarkson Airshed Study has been the subject of a Corporate Report to General Committee and Council in 2007. Since then, the City has participated on the Clarkson Air Shed Advisory Committee (disbanded by the MOE in 2009) formed by the MOE to develop a community-based ambient air quality monitoring program in the Clarkson air shed study area. Staff subsequently participated on the Community Advisory Committee formed by Dr. Balsillie, to advise him regarding the Action Plan for Improving Air Quality in the Clarkson-Oakville area which was provided to the Minister of the Environment at the end of June, 2010. The Minister of the Environment had not responded to the Action Plan report as of August 16, 2010.

Business Plan and Budget

City of Mississauga

Budget Request # 512

Description of Proposed Initiative

Budget Reduction - Professional Services and Administration (RSDW Service Area)

Service Area

Roads, Storm Drainage & Watercourses

Department

Transportation and Works

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	365	-100	0	0	0
Net Cost Funded from Tax Levy	365	-100	0	0	0
Net Impact on Tax Levy		-0.03 %	0.00 %	0.00 %	0.00 %
FTE	0	0	0	0	0
Capital Approved Forecast					
Net Incremental Capital	0	0	0	0	0

Details of Service Change

It is proposed to reduce the TIP Divisional budget by $100,200 (2%) by reducing various Professional Services and administrative budgets.

Service Impact

These changes can be absorbed with minimal impact, as they are based on past expenditure patterns. One risk is that the divisional Professional Services budgets are reduced significantly, such that any requirements for unanticipated consulting services such as technical peer reviews for environment or transportation matters will be unfunded; however, if necessary this can be managed through a report to Council requesting additional funds. The impact will be a longer time frame for action.

Comments

Business Plan and Budget

City of Mississauga

Budget Request # 533

Description of Proposed Initiative

Reductions in Business Services Division - Transportation and Works Department

Service Area

Roads, Storm Drainage & Watercourses

Department

Transportation and Works

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	1,354	-53	0	0	0
Net Cost Funded from Tax Levy	1,354	-53	0	0	0
Net Impact on Tax Levy		-0.02 %	0.00 %	0.00 %	0.00 %
FTE	10.44	0	0	0	0
Capital Approved Forecast					
Net Incremental Capital	0	0	0	0	0

Details of Service Change

The major components of the proposed $53K reduction are:

- reduction in Professional Services budget - $46K
- reduction in Equipment Costs budget - $5K
- reduction in Recognition/Other budget - $2K

Service Impact

The reduction in the professional services budget reduces the strategic agility of the Department - all consulting will need to be planned one year in advance. The reduction in equipment costs will reduce the Department's ability to respond to equipment failures, potentially causing a loss in productivity.

The 20% reduction in the staff recognition budget will reduce organizational wellness and effectiveness.

Comments

Fire & Emergency Services - Service Summary 2011-2014

Category	FTE	2011	2012	2013	2014	Total Operating	Total Capital
Growth	33	137	785	1,999	115	3,036	10,413
New Service Levels	1	12	96	0	0	108	50
Capital Only	0	0	0	0	0	0	1,732
Total Service Budget Impact	**34.0**	**149**	**881**	**1,999**	**115**	**3,144**	**12,195**

Fire & Emergency Services - Service Summary 2011-2014

BR#	Service	Initiative Description	Category	FTE	2011	2012	2013	2014	Total Operating	Capital 2011-2014
61a	Fire & Emergency Services	Garry W. Morden Centre	Operating Impacts from Cap Projects	1.0	0	260	97	0	357	0
61	Fire & Emergency Services	Garry W. Morden Centre	Growth	2.0	83	0	0	0	83	0
65	Fire & Emergency Services	Building Maintenance Mechanic	Growth	1.0	0	97	0	0	97	0
73	Fire & Emergency Services	Fire Prevention Legislation Resourcing	Growth	2.0	0	99	99	0	198	0
74	Fire & Emergency Services	Station 120- Hurontario and Eglinton area	Growth	20.0	0	0	1,440	0	1,440	4,900
96	Fire & Emergency Services	Fire Training Officers	Growth	3.0	0	115	115	115	345	0
109	Fire & Emergency Services	Station 123 - Burnhamthorpe and Winston Churchill area	Growth	0.0	0	0	0	0	0	2,700
110	Fire & Emergency Services	Station 124- Dundas and Cawthra area	Growth	0.0	0	0	0	0	0	2,700
116	Fire & Emergency Services	Stores/Equipment Clerk	Growth	1.0	0	37	37	0	74	0
144	Fire & Emergency Services	Data Analyst	Growth	1.0	54	54	0	0	108	0
158	Fire & Emergency Services	District Chief Positions	Growth	0.0	0	0	0	0	0	0

Fire & Emergency Services - Service Summary 2011-2014

BR#	Service	Initiative Description	Category	FTE	2011	2012	2013	2014	Total Operating	Capital 2011-2014
163	Fire & Emergency Services	Deputy Chief Position	Growth	1.0	0	92	91	0	183	68
164	Fire & Emergency Services	Emergency Management Officer	Growth	1.0	0	31	120	0	151	45
		Subtotal	**Growth**	**32.0**	**137**	**525**	**1,902**	**115**	**2,679**	**10,413**
191	Fire & Emergency Services	Disability Management Coordinator	New Service Levels	1.0	0	96	0	0	96	0
286	Fire & Emergency Services	Electronic Vehicle Inspection Reporting System	New Service Levels	0.0	12	0	0	0	12	50
		Subtotal	**New Service Levels**	**1.0**	**12**	**96**	**0**	**0**	**108**	**50**
32a	Fire & Emergency Services	Station 104 Relocation	Capital Only	0.0	0	0	0	0	0	0
46	Fire & Emergency Services	Station 102 Rehabilitation	Capital Only	0.0	0	0	0	0	0	0
48	Fire & Emergency Services	Additional Prevention Vehicle	Capital Only	0.0	0	0	0	0	0	40
55	Fire & Emergency Services	Station 108 Rehabilitation	Capital Only	0.0	0	0	0	0	0	0
56	Fire & Emergency Services	Station 109 Rehabilitation	Capital Only	0.0	0	0	0	0	0	0
57	Fire & Emergency Services	Station 112 Rehabilitation	Capital Only	0.0	0	0	0	0	0	0

Fire & Emergency Services - Service Summary 2011-2014

BR#	Service	Initiative Description	Category	FTE	2011	2012	2013	2014	Total Operating	Capital 2011-2014
58	Fire & Emergency Services	Station 114 Rehabilitation	Capital Only	0.0	0	0	0	0	0	0
59	Fire & Emergency Services	Station 115 Rehabilitation	Capital Only	0.0	0	0	0	0	0	0
86	Fire & Emergency Services	Station 107 Rehabilitation	Capital Only	0.0	0	0	0	0	0	500
169	Fire & Emergency Services	Laptops in Fire Trucks	Capital Only	0.0	0	0	0	0	0	400
180	Fire & Emergency Services	Fire 911 Voice Logger Replacement	Capital Only	0.0	0	0	0	0	0	34
190	Fire & Emergency Services	VCOM Radio System Upgrade	Capital Only	0.0	0	0	0	0	0	(778)
201	Fire & Emergency Services	Hazmat Mass Decon Shelter	Capital Only	0.0	0	0	0	0	0	40
202	Fire & Emergency Services	Reachlift-front end loader Garry Morden Center	Capital Only	0.0	0	0	0	0	0	100
204	Fire & Emergency Services	Fire Rehab Container	Capital Only	0.0	0	0	0	0	0	25

Fire & Emergency Services - Service Summary 2011-2014

BR#	Service	Initiative Description	Category	FTE	2011	2012	2013	2014	Total Operating	Capital 2011-2014
206	Fire & Emergency Services	Upgrade to Backup Fire Communications Centre	Capital Only	0.0	0	0	0	0	0	171
598	Fire & Emergency Services	Station 101 Rehabilitation	Capital Only	0.0	0	0	0	0	0	1,200
		Subtotal	**Capital Only**	**0.0**	**0**	**0**	**0**	**0**	**0**	**1,732**
Total Service Budget Impact				**34.0**	**149**	**881**	**1,999**	**115**	**3,144**	**12,195**

Business Plan and Budget

City of Mississauga

Budget Request # 32a

Description of Proposed Initiative

Station 104 Relocation

Service Area

Fire & Emergency Services

Department

Community Services

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	0	0	0	0	0
Net Cost Funded from Tax Levy	0	0	0	0	0
Net Impact on Tax Levy		0.00 %	0.00 %	0.00 %	0.00 %
FTE	0	0	0	0	0
Capital Approved Forecast					
Net Incremental Capital	0	0	0	0	0

Details of Service Change

This building is over 50 years old and has had only one significant structural change since the time of construction. It is located in a historical building and with renovations will only have limited accessibility to the whole station as it is a two storey structure. This building may be better served by the City as a community centre or other use.

Due to the extent of the renovations required to this station as listed in first option and the interest from Peel Ambulance Service as a possible site for a satellite station, this option considers the construction of a new station. Any expansion of the existing site would be problematic as the site is very small and will not accommodate a larger footprint. The location of a new station has not yet been determined.

This initiative will provide a facility that will better serve the community by providing adequate resources to its emergency staff and improving working conditions to accommodate for the ageing infrastructure. Improved resources for crews housed at this station will inherently allow them to provide the best possible service to the community. Potential partnership with Peel ambulance will provide integrated emergency service for the community.

Service Impact

This initiative will provide a facility that will better serve the community by providing adequate resources to its emergency staff and improving working conditions to accommodate for the ageing infrastructure. Improved resources for crews housed at this station will inherently allow them to provide the best possible service to the community. Potential partnership with Peel ambulance will provide integrated emergency service for the community.

Comments

Business Plan and Budget

City of Mississauga

Budget Request # 46

Description of Proposed Initiative

Station 102 Rehabilitation

Service Area

Fire & Emergency Services

Department

Community Services

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	0	0	0	0	0
Net Cost Funded from Tax Levy	0	0	0	0	0
Net Impact on Tax Levy		0.00 %	0.00 %	0.00 %	0.00 %
FTE	0	0	0	0	0
Capital Approved Forecast					
Net Incremental Capital	0	0	0	0	0

Details of Service Change

This project will allow Mississauga Fire and Emergency Services to address all of the lifecycle deficiencies in fire station 102. This building is 30 years old and has had no significant structural changes since the time of construction. This station does not have an adequate generator. This rehabilitation project will include the installation of an adequate generator that will be capable of providing back up electrical power during periods of interruption. This station does not have adequate storage for Personal Protective Equipment required by suppression staff. This project will include an adequate storage area for all Personal Protective Equipment which is currently being stored in close proximity to the exhaust outlet for the trucks and as such accumulates dirt and particulate that potentially carry carcinogens which can be dangerous to staff. Adequate space is required to safely store all of the equipment to ensure that it is not compromised in any way and continues to provide the necessary protection to the suppression staff.

Service Impact

This initiative will address accessibility, health and safety and lifecycle issues that exist at this site. This station has had no significant structural changes since its construction and as the City continues to grow, these modifications are required to accommodate changes to the staffing mix and public accessibility as well as address safety concerns as a result of the age of this building.

Comments

Accessible, barrier free washrooms are not available in this building and will be added to meet accessibility guidelines. As the staffing mix continues to change within the Fire Department, adequate washroom facilities for women are also required as the number of female firefighters continues to increase. The age of this building highlights both structural safety issues as well as deficiencies that were not considered to be such at the time of construction.

Business Plan and Budget

City of Mississauga

Budget Request # 48

Description of Proposed Initiative

Additional Prevention Vehicle

Service Area

Fire & Emergency Services

Department

Community Services

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	0	0	0	0	0
Net Cost Funded from Tax Levy	0	0	0	0	0
Net Impact on Tax Levy		0.00 %	0.00 %	0.00 %	0.00 %
FTE	0	0	0	0	0
Capital Approved Forecast	255				
Net Incremental Capital	0	0	40	0	0

Details of Service Change

A fourth Fire Prevention supervisors' position was created 5 years ago without the corresponding purchase of an assigned vehicle, as typically provided for this role. The Prevention area supervisors are responsible for a large city district with seven inspection staff assigned.

The purchase and provision of this vehicle will bring this fourth inspection supervisor position in line with other comparable positions that also currently have an assigned vehicle and will right size the vehicle for the position.

Service Impact

Currently, this fourth inspection district supervisor is utilizing a larger department vehicle, normally assigned to staff for conducting Public Education activities. As a result, the availability of staff to convey public education materials, equipment and displays, for the purpose of conducting public education activities is negatively impacted.

Comments

In this proposed year of purchase, we currently have the capitol funding and are scheduled to replace three Prevention supervisor vehicles as a result of the vehicle lifecycle replacement program. With the approval for the addition of this new fourth vehicle, we would be purchasing four vehicles with identical life cycles for the same divisional positions, we would be able to right size the vehcicle to the position, as well as, be able to move to Hybrid vehicles in support of the green strategic pillar.

Business Plan and Budget

City of Mississauga

Budget Request # 55

Description of Proposed Initiative

Station 108 Rehabilitation

Service Area

Fire & Emergency Services

Department

Community Services

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	0	0	0	0	0
Net Cost Funded from Tax Levy	0	0	0	0	0
Net Impact on Tax Levy		0.00 %	0.00 %	0.00 %	0.00 %
FTE	0	0	0	0	0
Capital Approved Forecast					
Net Incremental Capital	0	0	0	0	0

Details of Service Change

This project will allow Mississauga Fire and Emergency Services to address all of the lifecycle and accessibility deficiencies in fire station 108. This building is almost 30 years old and has had no significant structural changes since the time of construction. This station does not have an adequate generator. This rehabilitation project will include the installation of an adequate generator that will be capable of providing back up electrical power during periods of interruption. This station does not have adequate storage for Personal Protective Equipment required by suppression staff. This project will include an adequate storage area for all Personal Protective Equipment which is currently being stored in close proximity to the exhaust outlet for the trucks and as such accumulates dirt and particulate that potentially carry carcinogens which can be dangerous to staff. Adequate space is required to safely store all of the equipment to ensure that it is not compromised in any way and continues to provide the necessary protection to the suppression staff.

Service Impact

This initiative will address health, safety and lifecycle issues that exist at this site. This station has had no significant structural change since its construction. Given the age of this facility and as the City continues to grow, modifications are required to accommodate staff safety and changes to both staffing mix and public accessibility.

Comments

Accessible, barrier free washrooms are not available in this building and will be added to meet accessibility guidelines. As the staffing mix continues to change within the Fire Department, adequate washroom facilities for women are also required as the number of female firefighters continues to increase. The age of this building highlights both structural safety issues as well as deficiencies that were not considered to be such at the time of construction.

Business Plan and Budget

City of Mississauga

Budget Request # 56

Description of Proposed Initiative

Station 109 Rehabilitation

Service Area

Fire & Emergency Services

Department

Community Services

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	0	0	0	0	0
Net Cost Funded from Tax Levy	0	0	0	0	0
Net Impact on Tax Levy		0.00 %	0.00 %	0.00 %	0.00 %
FTE	0	0	0	0	0
Capital Approved Forecast					
Net Incremental Capital	0	0	0	0	0

Details of Service Change

This project will allow Mississauga Fire and Emergency Services to address all of the lifecycle and accessibility deficiencies in fire station 109. This building is over 30 years old and has had no significant structural changes since the time of construction. This station does not have an adequate generator. This rehabilitation project will include the installation of an adequate generator that will be capable of providing back up electrical power during periods of interruption. This station does not have adequate storage for Personal Protective Equipment required by suppression staff. This project will include an adequate storage area for all Personal Protective Equipment which is currently being stored in close proximity to the exhaust outlet for the trucks and as such accumulates dirt and particulate that potentially carry carcinogens which can be dangerous to staff. Adequate space is required to safely store all of the equipment to ensure that it is not compromised in any way and continues to provide the necessary protection to the suppression staff.

Service Impact

This initiative will address accessibility, health and safety and lifecycle issues that exist at this site. This station has had no significant structural changes since its construction and as the City continues to grow, these modifications are required to accommodate changes to the staffing mix and public accessibility as well as address safety concerns as a result of the age of this building.

Comments

Accessible, barrier free washrooms are not available in this building and will be added to meet accessibility guidelines. As the staffing mix continues to change within the Fire Department, adequate washroom facilities for women are also required as the number of female firefighters continues to increase. The age of this building highlights both structural safety issues as well as deficiencies that were not considered to be such at the time of construction.

Business Plan and Budget

City of Mississauga

Budget Request # 57

Description of Proposed Initiative

Station 112 Rehabilitation

Service Area

Fire & Emergency Services

Department

Community Services

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	0	0	0	0	0
Net Cost Funded from Tax Levy	0	0	0	0	0
Net Impact on Tax Levy		0.00 %	0.00 %	0.00 %	0.00 %
FTE	0	0	0	0	0
Capital Approved Forecast					
Net Incremental Capital	0	0	0	0	0

Details of Service Change

This project will allow Mississauga Fire and Emergency Services to address all of the lifecycle deficiencies in fire station 112. This building is almost 25 years old and has had no significant structural changes since the time of construction. This station does not have an adequate generator. This rehabilitation project will include the installation of an adequate generator that will be capable of providing back up electrical power during periods of interruption. This station does not have adequate storage for Personal Protective Equipment required by suppression staff. This project will include an adequate storage area for all Personal Protective Equipment which is currently being stored in close proximity to the exhaust outlet for the trucks and as such accumulates dirt and particulate that potentially carry carcinogens which can be dangerous to staff. Adequate space is required to safely store all of the equipment to ensure that it is not compromised in any way and continues to provide the necessary protection to the suppression staff.

Service Impact

This initiative will address accessibility, health and safety and lifecycle issues that exist at this site. This station has had no significant structural changes since its construction and as the City continues to grow, these modifications are required to accommodate changes to the staffing mix and public accessibility as well as address safety concerns as a result of the age of this building.

Comments

Accessible, barrier free washrooms are not available in this building and will be added to meet accessibility guidelines. As the staffing mix continues to change within the Fire Department, adequate washroom facilities for women are also required as the number of female firefighters continues to increase. The age of this building highlights both structural safety issues as well as deficiencies that were not considered to be such at the time of construction.

Business Plan and Budget

City of Mississauga

Budget Request # 58

Description of Proposed Initiative

Station 114 Rehabilitation

Service Area

Fire & Emergency Services

Department

Community Services

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	0	0	0	0	0
Net Cost Funded from Tax Levy	0	0	0	0	0
Net Impact on Tax Levy		0.00 %	0.00 %	0.00 %	0.00 %
FTE	0	0	0	0	0
Capital Approved Forecast					
Net Incremental Capital	0	0	0	0	0

Details of Service Change

This project will allow Mississauga Fire and Emergency Services to address all of the lifecycle deficiencies in fire station 114. This building is almost 20 years old and has had no structural changes since the time of construction. This station does not have an adequate generator. This rehabilitation project will include the installation of an adequate generator that will be capable of providing back up electrical power during periods of interruption. This station does not have adequate storage for Personal Protective Equipment required by suppression staff. This project will include an adequate storage area for all Personal Protective Equipment which is currently being stored in close proximity to the exhaust outlet for the trucks and as such accumulates dirt and particulate that potentially carry carcinogens which can be dangerous to staff. Adequate space is required to safely store all of the equipment to ensure that it is not compromised in any way and continues to provide the necessary protection to the suppression staff.

Service Impact

This initiative will address accessibility, health and safety and lifecycle issues that exist at this site. This station has had no significant structural changes since its construction and as the City continues to grow, these modifications are required to accommodate changes to the staffing mix and public accessibility as well as address safety concerns as a result of the age of this building.

Comments

Accessible, barrier free washrooms are not available in this building and will be added to meet accessibility guidelines. As the staffing mix continues to change within the Fire Department, adequate washroom facilities for women are also required as the number of female firefighters continues to increase. The age of this building highlights both structural safety issues as well as deficiencies that were not considered to be such at the time of construction.

Business Plan and Budget

City of Mississauga

Budget Request # 59

Description of Proposed Initiative

Station 115 Rehabilitation

Service Area

Fire & Emergency Services

Department

Community Services

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	0	0	0	0	0
Net Cost Funded from Tax Levy	0	0	0	0	0
Net Impact on Tax Levy		0.00 %	0.00 %	0.00 %	0.00 %
FTE	0	0	0	0	0
Capital Approved Forecast					
Net Incremental Capital	0	0	0	0	0

Details of Service Change

This project will allow Mississauga Fire and Emergency Services to address all of the lifecycle and accessibility deficiencies in fire station 115. This building is almost 20 years old and has had no significant changes since the time of construction. This station does not have an adequate generator. This rehabilitation project will include the installation of an adequate generator that will be capable of providing back up electrical power during periods of interruption. This station does not have adequate storage for Personal Protective Equipment required by suppression staff. This project will include an adequate storage area for all Personal Protective Equipment which is currently being stored in close proximity to the exhaust outlet for the trucks and as such accumulates dirt and particulate that potentially carry carcinogens which can be dangerous to staff. Adequate space is required to safely store all of the equipment to ensure that it is not compromised in any way and continues to provide the necessary protection to the suppression staff.

Service Impact

This initiative will address accessibility, health and safety and lifecycle issues that exist at this site. This station has had no significant structural changes since its construction and as the City continues to grow, these modifications are required to accommodate changes to the staffing mix and public accessibility as well as address safety concerns as a result of the age of this building.

Comments

Accessible, barrier free washrooms are not available in this building and will be added to meet accessibility guidelines. As the staffing mix continues to change within the Fire Department, adequate washroom facilities for women are also required as the number of female firefighters continues to increase. The age of this building highlights both structural safety issues as well as deficiencies that were not considered to be such at the time of construction.

Business Plan and Budget

City of Mississauga

Budget Request # 61

Description of Proposed Initiative

Garry W. Morden Centre

Service Area

Fire & Emergency Services

Department

Community Services

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	0	83	0	0	0
Net Cost Funded from Tax Levy	0	83	0	0	0
Net Impact on Tax Levy		0.03 %	0.00 %	0.00 %	0.00 %
FTE	0	2	0	0	0
Capital Approved Forecast	10,856	10,074			
Net Incremental Capital	0	0	0	0	0

Details of Service Change

Occupancy of the Fire Training Centre is expected by the spring of 2012. The operating estimates for this project include the utilities, maintenance of both the building and the track as well as a facility manager, fleet mechanic and admin staff.
The facility will include a 63,000 sq.ft (5852 m2) administration building that will have programmable area for Mississauga Fire and Emergency Service Mechanical and Training divisions, City of Mississauga Information Technology Disaster Recovery and training classrooms, and the Department of National Defence. As a result of funding from the Provincial Government (MIII grant) LEED silver accreditation is being pursued for this facility. The site will include a 1.2 km driver training circuit that will be shared with the Peel Regional Police and Fire Training Props that will include new and improved versions of the smoke tower and burn house as well as adequate training areas for confined space, trench rescue, HAZMAT, auto extrication and structural collapse.

Currently MFES has 30 front line vehicles, 9 reserve vehicles, 7 specialty vehicles and 34 cars and vans. These are all currently serviced by 7 mechanics. Two Hybrid vehicles have been added to the fleet and anticipate adding another 4 and potentially 3 new front line apparatus. The new Garry W. Morden Centre will provide additional bay space and the ability to service more vehicles simultaneously and will accommodate additional staff resources.

Service Impact

This facility will be a state of the art training facility that will provide the best possible training for MFES staff and subsequently increases the safety of both the firefighters in emergency situations as well as the residents and businesses of Mississauga. Given the size of the site and the partnterships, MFES will be able to take full advantage cross training possibilities with ather

energency service providers such as peel police and Department of National Defence.

Comments

Business Plan and Budget

City of Mississauga

Budget Request # 61a

Description of Proposed Initiative

Garry W. Morden Centre

Service Area

Fire & Emergency Services

Department

Community Services

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	0	0	260	97	0
Net Cost Funded from Tax Levy	0	0	260	97	0
Net Impact on Tax Levy		0.00 %	0.08 %	0.03 %	0.00 %
FTE	0	0	0	1	0
Capital Approved Forecast	10,856				
Net Incremental Capital	0	0	0	0	0

Details of Service Change

Occupancy of the Fire Training Centre is expected by the spring of 2012. The operating estimates for this project include the utilities, maintenance of both the building and the track as well as a facility manager, fleet mechanic and admin staff.
The facility will include a 63,000 sq.ft (5852 m2) administration building that will have programmable area for Mississauga Fire and Emergency Service Mechanical and Training divisions, City of Mississauga Information Technology Disaster Recovery and training classrooms, and the Department of National Defence. As a result of funding from the Provincial Government (MIII grant) LEED silver accreditation is being pursued for this facility. The site will include a 1.2 km driver training circuit that will be shared with the Peel Regional Police and Fire Training Props that will include new and improved versions of the smoke tower and burn house as well as adequate training areas for confined space, trench rescue, HAZMAT, auto extrication and structural collapse.

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energency service providers such as peel police and Department of National Defence.

Comments

Business Plan and Budget

City of Mississauga

Budget Request # 65

Description of Proposed Initiative

Building Maintenance Mechanic

Service Area

Fire & Emergency Services

Department

Community Services

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	908	0	97	0	0
Net Cost Funded from Tax Levy	908	0	97	0	0
Net Impact on Tax Levy		0.00 %	0.03 %	0.00 %	0.00 %
FTE	2	0	1	0	0
Capital Approved Forecast					
Net Incremental Capital	0	0	0	0	0

Details of Service Change

Given the significant growth in building inventory, existing staff are not able to adequately to meet MFES maintenance requirements. There have been 4 new stations built and 3 station additions since the last new building maintenance hire in 1995 and as the existing infrastructure continues to age it has become increasingly difficult to keep up with both the demand and preventative maintenance. The Fire Master Planning process has identified the potential need for new infrastructure in the future.

At the present time there are multiple stations in various stages of construction and or renovation. These facilities include the Garry Morden Training Centre, renovation of station 105, construction of station 116 and construction of station 106. These construction projects take many hours of planning, as well as site visits by the building maintenance co-ordinator in order to ensure the interests of the City are met. With the addition of various new construction projects anticipated this will add more pressure on this division.

This initiative will ensure effective maintenance of MFES building assets.

Service Impact

With the relocation of Station 116 as well as additions to existing stations (105 and 106), and the possible relocation of Station 119 from a leased facility to City owned facility, MFES will have added a significant amount of additional inventory to the buidlng maintenence portfolio since the last hire. It is also anticipated that new infrastructure identified in the Fire Master Plan could add a significant amount of space that will require regular and preventative maintenance.

Comments

Business Plan and Budget

City of Mississauga

Budget Request # 73

Description of Proposed Initiative

Fire Prevention Legislation Resourcing

Service Area

Fire & Emergency Services

Department

Community Services

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	4,060	0	99	99	0
Net Cost Funded from Tax Levy	4,060	0	99	99	0
Net Impact on Tax Levy		0.00 %	0.03 %	0.03 %	0.00 %
FTE	10	0	2	0	0
Capital Approved Forecast					
Net Incremental Capital	0	0	0	0	0

Details of Service Change

As a result of considerable growth in population and infrastructure, there is increasing pressure on the ability of prevention staff to maintain current service levels while at the same time responding to new regulatory mandated services. There are several new legislative changes that have recently come into affect, and others that are expected to occur over the next four years, that will even further reduce the capabilities of the division.

- O. Reg. 440/08 which is an amendment to O.Reg. 211/01 the Propane Storage and Handling Regulations, came into affect January 1, 2010 as a result of the Sunrise Propane facility explosion in Toronto. These are new legislative responsibilities for the Fire Services to review and approve, mandatory Risk and Emergency Response Plans for all new and existing TSSA licensed Propane facilities across the city. The review and approval of approximately 41 Mississauga sites, (as identified by TSSA and our Planning Staff in 2008), will affect our ability to maintain current service levels without additional staff resources.
- Ontario Regulation 144/06 passed into law May 3, 2006 is an amending regulation to the Ontario Fire Code addressing Hotel Retrofit. This regulation that has staggered compliance dates, requires the municipal fire prevention section to ensure the 54 hotel operators in the city comply with this legislative mandate beginning January 1, 2010.
- Ontario Building Code amending Regulation 205/08 was filed on June 18, 2008, and applies to all new hig hrise residential construction under building permits applied for on or after April 1, 2010. OBC regulation now mandate residential fire sprinklers for all new hig hrise residential occupancies over three storeys, which will be an added workload increase for Fire Prevention Inspection staff due to the expected development of the downtown core and intensification along the major transit routes and development nodes.
- Coinciding with recent changes to the zoning bylaw to define Lodging Units, there are plans to introduce a lodging house licensing bylaw for the approval and registration of all

accessory dwelling and lodging houses across the city. This licensing bylaw and lodging unit registry is expected to have a fire safety inspection component that will include mandatory fire and life safety inspections being done under the Ontario Fire Code.

In addition to the above new pressures, the Fire Prevention Section continues to have a current backlog of building permit inspections and outstanding violations that require follow up inspections.

A municipal risk assessment, with focussed inspection and education programs targeting, is also being completed as part of the Fire Master Plan process, which is likely to identify other/additional resource requirements.

Service Impact

Service levels in the sections are currently provided based on a demand or request basis. To be able to continue to meet existing service level expectations, and respond to new legislated service needs and obligations. Over the next four years there are several legislative changes expected to occur such as zoning and licensing by-laws for student housing, lodging and accessory dwelling units, mandatory propane licensing, Hotel Retrofit and mandatory sprinklering of new high rise residential buildings. A municipal risk assessment is also being completed as part of the Fire Master Plan process, which is likely to identify other/additional resourcing requirements.

Comments

Business Plan and Budget

City of Mississauga

Budget Request # 74

Description of Proposed Initiative

Station 120- Hurontario and Eglinton area

Service Area

Fire & Emergency Services

Department

Community Services

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	0	0	0	1,440	0
Net Cost Funded from Tax Levy	0	0	0	1,440	0
Net Impact on Tax Levy		0.00 %	0.00 %	0.45 %	0.00 %
FTE	0	0	0	20	0
Capital Approved Forecast					
Net Incremental Capital	0	1,500	700	2,700	0

Details of Service Change

As part of the Fire Master Planning Process this is the first station that has been identified as a requirement for MFES to sustain the current performance level. This station will be located in the Hurontario and Eglinton Area. As this area is on the border of two existing service areas it will present a servicing challenge as the impending development of this area is significant.

The station catchment area would service the Hurontario planning district as identified in the Mississauga Plan. Most of the lands within the Hurontario District have been developed, consisting of mainly low density detached units, semi-detached units, medium density townhouses and walk up apartments and high density apartments. The remaining undeveloped lands are mainly located on the major roads and or major intersections are slated for medium and high density residential uses. At the present time there are three apartment buildings over thirty floors, eight buildings twenty to thirty floors and seven buildings under ten floors. There are currently 4,990 apartment units with a potential for that number to double. The impact of vertical response on the overall response time is a significant factor.

In 2007 and 2008 MFES responded to approximately 2,228 dispatches in this response area and with the additional planned growth for this area, meeting the response time targets will present a challenge. Adding this station has the potential to improve MFES response time not only in the immediate response area but also to adjacent zones.

This station would also allow access to highway 403 from Hurontario both West bound toward Mavis Road and east bound toward Eastgate Parkway.

Service Impact

This station will allow MFES to have a better distribution of its resources in this highly populated residential and older adult node. MFES will be able to better respond to the needs and requests of

the citizens and businesses in the response area. There will be a significant improvement in our ability to meet the first vehicle on scene within this station catchment area.

The addition of new staffing and station locations will allow MFES to continually improve on our in-company inspection program, tactical survey program and home safe home program and will improve our mandated public education programs.

Comments

GC-0413-199 (June 23, 1999) stipulates current response time standards approved by Council

Business Plan and Budget

City of Mississauga

Budget Request # 86

Description of Proposed Initiative

Station 107 Rehabilitation

Service Area

Fire & Emergency Services

Department

Community Services

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	0	0	0	0	0
Net Cost Funded from Tax Levy	0	0	0	0	0
Net Impact on Tax Levy		0.00 %	0.00 %	0.00 %	0.00 %
FTE	0	0	0	0	0
Capital Approved Forecast					
Net Incremental Capital	0	0	0	0	500

Details of Service Change

This initiative was originally planned as an upgrade of fire station 107 that included the installation of an adequate generator that would be capable of providing back up electrical power during periods of interruption. Also a separate room to house personal protective equipment away from the bays as it is currently being stored in close proximity to the exhaust outlet for the trucks and as such accumulates dirt and particulate that potentially carries carcinogens. Adequate washroom facilities are also required as the number of female firefighters continues to increase. The addition of an exercise room is necessary to bring it in line with the other stations as staff is currently using free bay space to set up exercise equipment. This station is 40 years old and as a result the kitchen, workshop and bays also require renovation. The parking lot requires grading and resurfacing and additional work will be required to meet accessibility guidelines.

Service Impact

As part of the City's priority to build for the 21st century this initiative will improve the services that are offered to it residents by providing adequate resources to emergency services staff housed at Station 107. This station has had no significant structural changes since its construction in 1968 and given the age of this facility and as the City continues to grow, modifications are required to accommodate staff safety and changes to both staffing mix and public accessibility.

Comments

Business Plan and Budget

City of Mississauga

Budget Request # 96

Description of Proposed Initiative

Fire Training Officers

Service Area

Fire & Emergency Services

Department

Community Services

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	1,057	0	115	115	115
Net Cost Funded from Tax Levy	1,057	0	115	115	115
Net Impact on Tax Levy		0.00 %	0.04 %	0.04 %	0.03 %
FTE	8	0	1	1	1
Capital Approved Forecast					
Net Incremental Capital	0	0	0	0	0

Details of Service Change

Today the MFES Training Division has 1 Chief Training Officer and a staff compliment of 6 full time training officers to meet the training needs of a total staff of 704. While the overall department size and annual training curriculum has expanded over the last ten years, the training staff compliment has not been increased since 1999.

The Training delivery model relies heavily on approximately 90 shift training instructors working as front line suppression staff. The recommended service level increase is to add three additional Training Officers.

The program areas for the three new Training Officers are as follows:

1) Standards, compliance and testing/certification of staff.
2) Specialized Rescue programs including structural collapse.
3) Information Technology, field automation and new media including web based training.

Service Impact

These additional training officers are required to effectively address the increasing safety training needs of our staff. Ministry of Labour and other regulatory agencies expect safety standards to be met and the current training staff compliment has no capacity to meet the increasing research, program design, delivery and evaluation components for more than 50 core programs. The current training delivery model relies heavily on the use of field shift training instructors and positive labour/management relations.

Comments

Business Plan and Budget

City of Mississauga

Budget Request # 109

Description of Proposed Initiative

Station 123 - Burnhamthorpe and Winston Churchill area

Service Area

Fire & Emergency Services

Department

Community Services

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	0	0	0	0	0
Net Cost Funded from Tax Levy	0	0	0	0	0
Net Impact on Tax Levy		0.00 %	0.00 %	0.00 %	0.00 %
FTE	0	0	0	0	0
Capital Approved Forecast					
Net Incremental Capital	0	0	0	1,000	1,700

Details of Service Change

As part of the Fire Master Planning process this station has been identified as a requirement for MFES to ensure this area of the City is properly serviced. This station will be located in the Burnhamthorpe Road and Winston Churchill Boulevard area. As a result of higher call volumes, population growth and traffic congestion, 2007/2008 actual data indicate that there were 1,645 dispatches in this area. This station will dramatically improve MFES response times in this area.

This station catchment area would cover part of the Erin Mills Planning District and The Western Business Park Planning District. The Erin Mills planning district is comprised mainly of residential properties made up of a combination of low density detached and semi-detached units, medium density townhouses and high density apartment residential development. The Western Business planning district will primarily accommodate business employment uses, with retail commercial development focussed along Dundas Street West. The businesses are diverse and include retail trade, wholesale trade, manufacturing, professional, scientific and technical services, transportation and warehousing.

The resident population in this station catchment area is approximately 25,000 with an employment population of 11,845 in over 1,100 different sites. In addition to this resident population, this station would also serve the Erin Mills older adult community node, five social housing complexes, one nursing home and eight schools.

Service Impact

The addition of new staffing at this location will allow MFES to continually improve on our in-company inspection program, tactical survey program and home safe home program and will continue to improve our mandated public education programs.

This station will allow MFES to better serve the needs of the Western Business Park and the residents in the Erin Mills Planning District. In addition MFES will be better able to assemble an effective fire force in this station catchment area, but also in the surrounding planning districts.

Comments

GC-0413-199 (June 23, 1999) stipulates the current response standard

Business Plan and Budget

City of Mississauga

Budget Request # 110

Description of Proposed Initiative

Station 124- Dundas and Cawthra area

Service Area

Fire & Emergency Services

Department

Community Services

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	0	0	0	0	0
Net Cost Funded from Tax Levy	0	0	0	0	0
Net Impact on Tax Levy		0.00 %	0.00 %	0.00 %	0.00 %
FTE	0	0	0	0	0
Capital Approved Forecast					
Net Incremental Capital	0	0	0	1,000	1,700

Details of Service Change

As part of the fire master planning process this is the third station that has been identified as a requirement to provide adequate coverage in the response in the South East section of the City of Mississauga. There is a population of approximately 25,000 residents living in this station catchment area and an employment population of approximately 6,000.

Based on 2007 /2008 actual call data there were 1,752 dispatches in this response area.

This station catchment area would service part of the Mississauga Valleys, Dixie, Applewood and Cooksville Planning Districts. A station in this area would be responsible for responding to approximately eighteen schools as well as assisting in response to the Mississauga Trillium Hospital. There would be a significant improvement in the response in Station 102 response area for the second vehicle on scene. At the present time this is the only corner of the city without two vehicles assigned to the station. By providing another station location in the vicinity it allows MFES to provide a primary response to the immediate response area, but also allows for better concentration for more effective response As the Lakeview Generating lands get final approval for development, MFES will be positioned to service this area with this station location.

The employment population that will be serviced is diverse and include retail trade, wholesale trade, manufacturing, professional, scientific and technical services, transportation and warehousing. The residential population resides in detached dwellings, semi detached dwellings, town house complexes and apartment buildings. Most of these buildings in this response area have been well established and are over twenty five years old.

Service Impact

This station will improve response and provide assitance to surrounding stations. It will allow MFES to distribute its resources in the south east section of the City of Mississauga. There will be an improved first response to this district and an improvement to the depth of response or

distribution in the surrounding areas.

The addition of new staffing and station locations will allow MFES to continually improve on the in-company inspection program, tactical survey program and home safe home program. This will improve our mandated public education programs.

This station will allow MFES to be positioned to meet the needs in the Lakeview Planning District as the Lakeview generating plant lands are developed by providing a concentration of resources in the surrounding areas.

Comments

GC-0413-199 (June 23, 1999) stipulates response standard approved by Council

Business Plan and Budget

City of Mississauga

Budget Request # 116

Description of Proposed Initiative

Stores/Equipment Clerk

Service Area

Fire & Emergency Services

Department

Community Services

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	0	0	37	37	0
Net Cost Funded from Tax Levy	0	0	37	37	0
Net Impact on Tax Levy		0.00 %	0.01 %	0.01 %	0.00 %
FTE	0	0	1	0	0
Capital Approved Forecast					
Net Incremental Capital	0	0	0	0	0

Details of Service Change

This initiative is has been identified as a growth related issue in the Fire Master Planning process. Currently an Equipment officer manages the set up of new vehicles, liaise with corporate finance and monitors the annual physical mechanical inventory as well as the inventory for clothing and protective equipment for 616 firefighters and 88 non suppression staff. The position is responsible for the following inventory with considerable value:

- Truck Inventory - $4.5M
- Supplementary hose - $500k
- New and spare bunker gear - $1.3M
- Spare equipment - $250k
- SCBA equipment - $2.0M

Since this position was created in 1999, staff compliment has increased by 35%, there have been additional front line vehicles put into service, three new fire stations have opened and a third district was created. As part of the master planning process the potential for additional stations and associated apparatus and equipment have been identified which will further impact this position. In addition to the internal growth related issues, the Corporation introduced a new purchasing by-law (374-06) that changed the roles and responsibilities of divisional staff and downloaded much of the acquisition process to the departments. This has significantly increased the workload of the equipment officer as this position is now responsible for creating and managing the contracts for many of the purchases that are required on an annual basis. Since this process change, the requirement for bid procurement duties has increased significantly from 2 in 2006 to 20 in 2009.

The impact that the growth of the department is having on stores is significant. The suppression

staff is completely dependant on the ability of the stores division to provide well maintained equipment and clothing to do their jobs effectively and ensure their safety at an emergency scene. This position currently has no redundancy and therefore in the event of unplanned absences, there is little to no coverage.

Service Impact

As this position will be a junior position to the Equipment Officer, it will be able to allow for a better distribution of work and allow the equipment officer to spend time on critical tasks that are either being left incomplete or require further investment.

Comments

Business Plan and Budget

City of Mississauga

Budget Request # 144

Description of Proposed Initiative

Data Analyst

Service Area

Fire & Emergency Services

Department

Community Services

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	0	54	54	0	0
Net Cost Funded from Tax Levy	0	54	54	0	0
Net Impact on Tax Levy		0.02 %	0.02 %	0.00 %	0.00 %
FTE	0	1	0	0	0
Capital Approved Forecast					
Net Incremental Capital	0	0	0	0	0

Details of Service Change

As part of the Master Planning process, a significant amount of data relating to dispatch time, preparation time, travel time, occupancies (low, medium and high risk) call volume, call distribution and other information has been collected and analyzed for the purposes of the Master plan. There are several continuous improvement opportunities that have been identified that will require the consistent collection, evaluation and analysis of this data in order to be able to provide reporting on key performance measures on a regular basis. Currently the data is used on an ad hoc basis. In most cases the data is not consistently collected and analyzed.

Service Impact

This position has been clearly identified as a resource requirement in the Fire Master Plan. This position will allow MFES to fully utilize the available data gathered through CAD, AVL, and MAX to maximize the ability to track performance measures and response targets. It is anticipated that this position will be able to maximize and use the data to affect policy that will drive key performance measures and allow for continual measurement. This position will be responsible for working towards and maintaining accreditation in the Commission for Accreditation International (CFAI) which is an international accreditation board for Fire Services. Having a resource responsible for the collection and analysis of data will allow MFES to have a current, consistent and accurate set of data that can be used by all senior staff. It will also be the method by which key performance measures are established and measured on an ongoing basis.

This will allow MFES staff to provide relevant data to LT, Council and each ward councillor on a regular basis. The information provided to the Ward Councillor will be specific to the Ward and will assist in planning and resourcing. This is successfully done in other comparable municipalities and has been identified previously as an internal operational objective.

The Fire Master Planning process that is currently underway will be completed in 2010 but will

require annual updates and assessment to ensure action plans are delivered on and any changes in trends are captured. This position will be assist with this process.

Comments

Business Plan and Budget

City of Mississauga

Budget Request # 158

Description of Proposed Initiative

District Chief Positions

Service Area

Fire & Emergency Services

Department

Community Services

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	1,614	0	0	0	0
Net Cost Funded from Tax Levy	1,614	0	0	0	0
Net Impact on Tax Levy		0.00 %	0.00 %	0.00 %	0.00 %
FTE	12	0	0	0	0
Capital Approved Forecast					
Net Incremental Capital	840	0	0	0	0

Details of Service Change

This initiative requires four District Chiefs to maintain an effective ratio of fire crews to supervisors. The current ratio will be eleven crews to one District Chief once the identified stations have been constructed and staffed. This initiative supports the resources required to maintain response times through City growth. Departments like Toronto and Ottawa maintain a District Chief to suppression crew ratio of one District Chief to seven or eight fire crews.

In order to ensure that there is an even distribution of District Chiefs throughout the City it is expected that the City would be divided into four quadrants'. This would ensure that there is a quick response of a command officer to assist in mitigating the incident. As the incident management system develops there has become a greater emphasis on the District Chief position. MFES currently sends two District Chiefs and a Platoon Chief in order to establish an effective and manageable command team. This leaves one District Chief to cover the City of Mississauga if a second incident occurs simultaneously. Recently through our IMS committee and High Rise committee it has become apparent that there is a need to have a District Chief in a forward position as well as still maintaining the command team. The addition of the fourth district would assist in ensuring that an effective command team is established as well as providing a forward command officer to effectively manage the emergency scene. This position will improve the safety of the residents of Mississauga and the fire crews operating at emergency scenes. This would also allow MFES to expand the command team as an incident escalates and still allow MFES to provide coverage for the rest of the city.

At the present time there are many initiatives within MFES including station construction and rehabilitation. Stations that have been identified as potential locations to divide the City of Mississauga into four equal quadrants include the north east district at new station 116, the north west district at station 118 or station 108, the south west district at the renovated or rebuilt station 107, and the south east district at station 101.

This initiative would ensure that occupational health and safety is addressed ensuring that all precautions are taken for the safety of the worker under the circumstances. As the city continues to grow, MFES needs to continue to expand its resources in order to meet the needs of this complex city. This position is a key component in succession planning within MFES, as these new members will be able to assist in program development, assessing current capabilities, as well as mentoring subordinates.

Service Impact

The internal service impact is that there will be an effective supervisor to employee ratio so that there can be mentorship and data analysis. This will assist in identifying individuals for project assignments and succession planning.
The external service impact is that MFES will be able to establish effective command teams in order to mitigate emergency incidents.

Comments

This initiative has never been seen by the LT or Council.

Business Plan and Budget

City of Mississauga

Budget Request # 163

Description of Proposed Initiative

Deputy Chief Position

Service Area

Fire & Emergency Services

Department

Community Services

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	172	0	92	91	0
Net Cost Funded from Tax Levy	172	0	92	91	0
Net Impact on Tax Levy		0.00 %	0.03 %	0.03 %	0.00 %
FTE	1	0	1	0	0
Capital Approved Forecast					
Net Incremental Capital	80	0	68	0	0

Details of Service Change

As part of the succession planning review that was completed in 2009 for MFES, the requirement for 2 additional deputy chief positions was identified for a total of 3. One of those positions was created in and filled in January 2010 with the other remaining position proposed for 2011. As part of a review completed by an external consultant, the organizational makeup of comparable municipal Fire Departments were reviewed and the recommendation was that for a department the size of Mississauga, a total of three Deputy Chiefs were necessary as a result of internal re-organization. Current data for Missisauga and comparable muncipalities as follows:

Mississauga
Total Population 720,000
616 Suppression Staff
2 Deputies

Calgary
Total Population 1,296,000
1126 Suppression Staff
8 Deputies

Edmonton
Total Population 785,000
944 Suppression Staff
3 Deputies

Vancouver
Total Population 630,000
741 Suppression Staff
4 Deputies

Service Impact

This position will bring MFES in line with other Fire departments of similar size.

Comments

Business Plan and Budget

City of Mississauga

Budget Request # 164

Description of Proposed Initiative

Emergency Management Officer

Service Area

Fire & Emergency Services

Department

Community Services

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	138	0	31	120	0
Net Cost Funded from Tax Levy	138	0	31	120	0
Net Impact on Tax Levy		0.00 %	0.01 %	0.04 %	0.00 %
FTE	1	0	0	1	0
Capital Approved Forecast					
Net Incremental Capital	0	0	45	0	0

Details of Service Change

Currently, the Emergency Management Office consists of the Community Emergency Management Coordinator (CEMC) and that position is responsible for all of the Emergency Management programs and requirements set out by the Province. A review of staffing levels in other Ontario municipalities has indicated that the City is under resourced in this area.

An additional resource is required to manage the operations of the Emergency Management office and ensure that all functions and requirements of the City are met as well as liaison with all stakeholders, preparing and conducting communications during emergency preparedness week, and providing guidance to the CEMC. This initiative would bring Mississauga in line with other municipalities.

EOC also requires additional IT equipment for use during emergency and training exercises including laptops, map plotter and smartboard (Estimated cost of $45,000.) These gaps have been identified in recent training exercises.

Current operating budget is not adequate to support imporved training for City employees and for the maintenance of EOC and asscoiated supplies.

Service Impact

An additional resource is required to provide assistance to the CEMC. The position would be a co-ordinator position and would be responsible for both administrative and technical components required by the CEMC as well as provide depth to the Emergency Management Office. There are a number of City wide plans that require work and this resource would provide the opportunity to allow the CEMC to focus on major strategic initiatives and future planning. The addition of a co-ordinator to the emergency management office will allow the existing CEMC to focus on

performing legislated duties and provide population specific Community Emergency Management Programs as currently outlined by Emergency Management Ontario. This initiative will provide some added depth and resources to the Emergency management office and allow for a broader, more robust training.

Comments

Business Plan and Budget

City of Mississauga

Budget Request # 169

Description of Proposed Initiative

Laptops in Fire Trucks

Service Area

Fire & Emergency Services

Department

Community Services

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	0	0	0	0	0
Net Cost Funded from Tax Levy	0	0	0	0	0
Net Impact on Tax Levy		0.00 %	0.00 %	0.00 %	0.00 %
FTE	0	0	0	0	0
Capital Approved Forecast					
Net Incremental Capital	0	400	0	0	0

Details of Service Change

Laptops in each front line vehicle will allow staff to be able to access data quickly and accurately prior to arriving on scene that will better prepare them for the emergency and decrease overall response time. This technology will:

- calculate and display routes
- display location specific data such as aerial views, building contents and tactical plans
- have the capability of loading other pertinent data such as water supply

Most urban fire departments as well as other agencies are already using this technology such as Toronto Fire, Brampton Fire, Peel Police and Peel Paramedic Services.

Service Impact

Will help offset response time increases arising from traffic congestion, construction,call volume and training demands.

Comments

Business Plan and Budget

City of Mississauga

Budget Request # 180

Description of Proposed Initiative

Fire 911 Voice Logger Replacement

Service Area

Fire & Emergency Services

Department

Community Services

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	0	0	0	0	0
Net Cost Funded from Tax Levy	0	0	0	0	0
Net Impact on Tax Levy		0.00 %	0.00 %	0.00 %	0.00 %
FTE	0	0	0	0	0
Capital Approved Forecast					
Net Incremental Capital	0	0	34	0	0

Details of Service Change

This device records 911 calls and emergency response radio transmissions and the technology must remain current for reliability and support reason. The existing voice logger is 7 years old and technology has changed significantly leaving system at end of life. The current version archives to DVD-Ram disks which are no longer produced in the market place and the vendor will not support this system format in future years. There is significant liability to the City if this system is not maintained to current standards.
Existing product has been reliable and user friendly. Suggested methodology is simple upgrade to newer hardware.

Service Impact

Reliability of voice logging functions is maintained. Low risk project to replace however the existing technology is not sustainable owing to the progress of computer technology. Reliability of recorded voice data for emergency response support, court purposes and internal review is critical.

Comments

Business Plan and Budget

City of Mississauga

Budget Request # 190

Description of Proposed Initiative

VCOM Radio System Upgrade

Service Area

Fire & Emergency Services

Department

Community Services

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	0	0	0	0	0
Net Cost Funded from Tax Levy	0	0	0	0	0
Net Impact on Tax Levy		0.00 %	0.00 %	0.00 %	0.00 %
FTE	0	0	0	0	0
Capital Approved Forecast				2,978	
Net Incremental Capital	0	200	275	-1,978	725

Details of Service Change

Replacement of existing VCOM infrastructure and user gear with APCO 25 compliant analog or digital system using existing Industry Canada spectrum allocation. Project could involve partnering outside the Region of Peel to improve emergency interoperability with Toronto, York, Durham etc..

Service Impact

This project will ensure emergency communications are supported and operating at industry best practice levels. Safety for all users will be enhanced and shared user costing will maximize available benefits to local taxpayers.

Comments

Business Plan and Budget

City of Mississauga

Budget Request # 191

Description of Proposed Initiative

Disability Management Coordinator

Service Area

Fire & Emergency Services

Department

Community Services

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	0	0	96	0	0
Net Cost Funded from Tax Levy	0	0	96	0	0
Net Impact on Tax Levy		0.00 %	0.03 %	0.00 %	0.00 %
FTE	0	0	1	0	0
Capital Approved Forecast					
Net Incremental Capital	0	0	0	0	0

Details of Service Change

The Fire Attendance Management Co-ordinator will be an employee who will report directly to EHS. The position will manage/support the WFI steering Committee and all the elements within the WFI model including:

1. Absence Management (both compensable and non compensable) and return to work co-ordination. Thereby supporting the Deputy Fire Chiefs with attendance management issues and assisting with ongoing modified work plans. This is a position which was identified and recommended to the Leadership Team as a necessary position to support the continuation of the Centralization of Disability Management throughout the City.
2. Confirmation and administration of any medical and physical testing which requires further research and analysis.
3. Supporting, monitoring and managing the behavioural component of WFI which includes all elements of mental wellbeing including: Substance Abuse; Post Traumatic Stress Programs, participation in EAP and Peer Support Programs.
4. Co-ordination of the Peer Fitness Program and Trainers.

The Disability Management Centralization process recognized the need for assistance in Mississauga Fire and Emergency Services to provide reactive services for the purpose of managing attendance and return to work issues. With the anticipated approval of the WFI model the reactive elements of a traditional disability management program, as articulated above, will be infused with the proactive elements of the WFI philosophy creating a comprehensive Health and wellness program for the City's most at risk employees.

Service Impact

The containment of costs should be realized under each of the different elements of the WFI model:

1. Absence Management should see a containment of lost time costs, a reduction in the time required on modified work as an employee transitions to full regular duties.

2. Medical Issues should see the early identification and subsequent treatment leading to improved physical health.

3. Mental Health issues should be identified and treated leading to reductions in stress related claims and ultimately improved performance.

4. Peer Fitness Programs will improve the level of fitness for all employees

Comments

Business Plan and Budget

City of Mississauga

Budget Request # 201

Description of Proposed Initiative

Hazmat Mass Decon Shelter

Service Area

Fire & Emergency Services

Department

Community Services

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	0	0	0	0	0
Net Cost Funded from Tax Levy	0	0	0	0	0
Net Impact on Tax Levy		0.00 %	0.00 %	0.00 %	0.00 %
FTE	0	0	0	0	0
Capital Approved Forecast					
Net Incremental Capital	0	0	40	0	0

Details of Service Change

MFES hazmat teams currently prepare to conduct mass decontamination using field expedient measures such as salvage tarps hung between fire apparatus with low pressure water streams to create a private area for clothing to be removed and gross decontamination to occur. Commercial tents and heated water supply systems are available to conduct a much more effective means of mass decontamination. The new equipment would be stored and deployed from our hazmat teams located in Fire Stations 114 and 109.

Service Impact

The impact of this equipment procurement will be positive for members of the public impacted by a hazardous chemical release. The heated tent can also be used as a field shelter for MFES crews while engaged in training scenarios in cold weather conditions.

Comments

Business Plan and Budget

City of Mississauga

Budget Request # 202

Description of Proposed Initiative

Reachlift-front end loader Garry Morden Center

Service Area

Fire & Emergency Services

Department

Community Services

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	0	0	0	0	0
Net Cost Funded from Tax Levy	0	0	0	0	0
Net Impact on Tax Levy		0.00 %	0.00 %	0.00 %	0.00 %
FTE	0	0	0	0	0
Capital Approved Forecast	16,748				
Net Incremental Capital	0	0	100	0	0

Details of Service Change

At the present time MFES does not have access to a heavy piece of equipment in order to facilitate operations at the training centre. The Garry W. Morden Training Centre is designed with firefighting prop capabilities on upper floors of the structure. Prop set up includes furniture movement such as couches, beds and dressers along with various appliances. This piece of heavy equipment will also be used at the new training center to move large loads of skids to above grade entry points on the burn building. Presently training officers are used to carry these supplies to the required location, which could result in injury. This will assist in creating realistic fire scenarios in order to train new recruit's and members of MFES. At the present time there are 120 fire crews using this facility, one to two recruit classes annually, and external users such as community colleges.

Training for automobile accidents includes basic automobile extrication drills that all fire crews participate in. There are also advanced drills that specialized vehicles participate in that require vehicles
to be flipped and placed on their sides.

Service Impact

Using a front end loader that will be able to access upper floors at the Garry W. Morden Training Centre will ensure that prop set up is done effectively and safely in the burn building and the auto extrication pit. To manually move skids to the burn building would take a considerable length of time for training officers to do when the burn building is in operation. The front end loader would make this task more efficient for training officer's whose time is valuable for program development.

Cleaning of the six burn rooms will take an extensive length of time and produce large quantities of waste. The front end loader would assist in moving the waste materials to the garbage area. This vehicle will also be used to manoeuvre large props such as confined space tunnels, forcible

entry door prop, hydro poles and roof ventilation prop from the storage area to the training location. MFES is currently seeking additional props from various vendors to be donated to this facility to enhance training programs.

Set up of vehicles for auto extrication will be facilitated by the front end loader and will make the process more efficient and safer. At the present time MFES has no capabilities to move vehicles from the extrication pit after they have been used to a storage area so that new vehicles can be placed in the auto extrication pit. Presently MFES has to wait for the contracted towing companies to move the vehicles. A front end loader would allow MFES to operate the auto extrication pit during peak demand.
In providing this vehicle MFES will have met some operational objectives in protecting the employee from hazards due to heavy lifting. In addition there will be an additional time savings for the training division.

Comments

Business Plan and Budget

City of Mississauga

Budget Request # 204

Description of Proposed Initiative

Fire Rehab Container

Service Area

Fire & Emergency Services

Department

Community Services

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	0	0	0	0	0
Net Cost Funded from Tax Levy	0	0	0	0	0
Net Impact on Tax Levy		0.00 %	0.00 %	0.00 %	0.00 %
FTE	0	0	0	0	0
Capital Approved Forecast					
Net Incremental Capital	0	0	25	0	0

Details of Service Change

MFES currently provides a cache of rest and rehab equipment during high temperature months deployed in the back of one of two department pickup trucks. The equipment includes tents to provide a shaded area for firefighters undergoing rehab and active cooling equipment that safely lowers the body core temperature of firefighters who have been exposed to extreme temperatures during active firefighting operations. The current equipment does not provide for any air conditioned area.

The proposed rehab container would be deployed using an existing special operations vehicle. The container design would provide for a private rehab area with active cooling equipment and air conditioning. This area could also be used to conduct crew debriefings on scene which is an integral part of our ongoing system evaluation.

This rehab container would compliment existing apparatus with a purpose built container to address staff health and safety needs at emergency incidents.

Service Impact

Improved health and safety of front line staff exposed to extreme weather conditions during cold and hot weather operations.

Comments

Business Plan and Budget

City of Mississauga

Budget Request # 206

Description of Proposed Initiative

Upgrade to Backup Fire Communications Centre

Service Area

Fire & Emergency Services

Department

Community Services

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	0	0	0	0	0
Net Cost Funded from Tax Levy	0	0	0	0	0
Net Impact on Tax Levy		0.00 %	0.00 %	0.00 %	0.00 %
FTE	0	0	0	0	0
Capital Approved Forecast					
Net Incremental Capital	0	0	0	0	171

Details of Service Change

Existing backup Communications room at 15 Fairview Road West requires numerous equipment upgrades. With opening of Fire Training Centre, floor space at Fairview will be adequate to retain a backup facility. It will require 8 backup positions. Project timing should follow VCOM system upgrade. Industry best practices dictate this type of emergency systems redundancy. Last update performed in 1998 after introduction of VCOM system.

This system is shared with Brampton Fire and Caledon Fire and costs are recoverd at 43%. Current facility at Mississauga Fire HQ is approximately 400 square feet and has 7 work stations including 911 compatible telephones, Fire CAD, fire hall alerting capability, VCOM radio and Telus backup radio. (ie. all the systems available at the primary Communications Centre)

Service Impact

Will maintain current capability to utilize backup facility in event primary facility is unavailable for any reason. This is a critical emergency service capacity that allows servicing of the primary facility and/or provides secondary facility in the event of fire, equipment failure, hazmat event etc affecting the primary facility.

Comments

Business Plan and Budget

City of Mississauga

Budget Request # 286

Description of Proposed Initiative

Electronic Vehicle Inspection Reporting System

Service Area

Fire & Emergency Services

Department

Community Services

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	0	12	0	0	0
Net Cost Funded from Tax Levy	0	12	0	0	0
Net Impact on Tax Levy		0.00 %	0.00 %	0.00 %	0.00 %
FTE	0	0	0	0	0
Capital Approved Forecast					
Net Incremental Capital	0	50	0	0	0

Details of Service Change

This initiative would allow for more efficient and effective vehicle inspection and maintenance, ensuring that all MFES vehicles continue to be in a state of good repair when called to respond to an emergency.

The current process involves the driver completing a 4 page paper-based form and sending it to the mechanical unit for review and storage. Major issues are reported via telephone or e-mail. The process results in the need to retain and store over 10,000 pieces of paper annually. Along with these issues, there are a number of other issues in this process, including:

- Communication between the drivers and mechanical unit is ineffecient - relying on e-mails and a paper forms that may take in excess of 4 days to arrive at MFES Headquarters.
- The current process does not allow for the effective communication of mechanical issues between shifts, resulting in under and over reporting of mechanical issues.
- Paper forms can be lost, misplaced or destroyed -creating a number of liability issues.
- Limited data integrity and data management, as well as a lack of vehicle specific history.
- No ability to develop benchmarks or reports. The data is never transferred to a digital database, due to the volume of data entry required.

Service Impact

The electronic vehicle inspection and reporting system has two key elements:

1) A hand held device - docked in the cabin of the vehicle - for the driver to carry out the inspection.
2) A web-based data reporting and management software application.

Daily vehicle inspections are mandated by the MTO for all front line vehicles, and the MTO requires
these records be maintained for 7 years.

The new electronic system would improve on the current process in a number of fundamental ways and the benefits include:

- Each vehicle inspection will be time/date stamped, as well as have a driver associated to the report, improving driver accountability.
- Inspection results will be communicated to all required staff simultaneously and in real time.
- Integration with FASTER will allow for work orders to be automatically generated, improving communication and response times to mechanical issues.
- Vehicle history will be available for review on the device by each shift, prior to completing their daily inspection, improving communication between shifts.
- Greatly improved data integrity, as information will be automatically captured and stored digitally.
- For the first time MFES will be able to develop reports and metrics - both for staff and vehicles -in order to proactively manage the process.

As a result of implementing this initiative MFES will be able to improve vehicle maintenance and staff management in a cost effective manner, while at the same time reducing the departments exposure to liability

Comments

Business Plan and Budget

City of Mississauga

Budget Request # 598

Description of Proposed Initiative

Station 101 Rehabilitation

Service Area

Fire & Emergency Services

Department

Community Services

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	0	0	0	0	0
Net Cost Funded from Tax Levy	0	0	0	0	0
Net Impact on Tax Levy		0.00 %	0.00 %	0.00 %	0.00 %
FTE	0	0	0	0	0
Capital Approved Forecast					
Net Incremental Capital	0	0	0	500	700

Details of Service Change

This project will allow Mississauga Fire and Emergency Services to address all of the lifecycle deficiencies in fire station 101 as well as provide leasable space to Peel EMS for the purposes of a satellite station. The current mechanical facility at this station will be relocating to the Garry W. Morden Centre in late 2011 or early 2012. This space could potentially be renovated to accomodate EMS. The stores and building maintenance divisions will relocate to the main floor which will make movement of inventory easier and more efficient and will free up space for administration offices.

This station was built in 1975 and does not have adequate storage for Personal Protective Equipment required by suppression staff. This project will include adequate storage area for all Personal Protective Equipment which is currently being stored in close proximity to the exhaust outlet for the trucks and as such accumulates dirt and particulate that potentially carry carcinogens which can be dangerous to staff. Adequate space is required to safely store all of the equipment to ensure that it is not compromised in any way and continues to provide the necessary protection to the suppression staff. The station is not currently barrier free and therefore the addition of an elevator and barrier free washooms will be necessary to meet accessibility guidelines.

Service Impact

This initiative will address accessibility, health and safety and lifecycle issues that exist at this site and address available space for an EMS satellite station. This station has had no significant structural changes since its construction and as the City continues to grow, these modifications are required to meet public accessibility guidelines as well as address safety concerns as a result of the age of this building.

Comments

This intitiative is currently in the unfunded portion of the MFES capital budget.

Mississauga Transit - Service Summary 2011-2014

Category	FTE	2011	2012	2013	2014	Total Operating	Total Capital
Operating Impacts from Cap Projects	42	0	0	5,504	(706)	4,798	276
Efficiencies	1	(167)	22	0	0	(145)	0
Growth	142	1,983	2,317	2,153	1,845	8,298	(4,008)
New Service Levels	8	1,821	464	(32)	(131)	2,122	15,960
New Revenues	0	(970)	(2,040)	(1,320)	(1,650)	(5,980)	0
Capital Only	0	0	0	0	0	0	12,880
Total Service Budget Impact	**193.5**	**2,667**	**763**	**6,305**	**(642)**	**9,093**	**25,108**

Mississauga Transit - Service Summary 2011-2014

BR#	Service	Initiative Description	Category	FTE	2011	2012	2013	2014	Total Operating	Capital 2011-2014
104	Mississauga Transit	BRT Operation and Maintenance	Operating Impacts from Cap Projects	42.0	0	0	5,504	(706)	4,798	276
509	Mississauga Transit	Reduce Transit Route Map Annual Print Production	Efficiencies	1.0	(31)	22	0	0	(9)	0
607	Mississauga Transit	Reduction in Business Services Division -	Efficiencies	0.0	(136)	0	0	0	(136)	0
		Subtotal	**Efficiencies**	**1.0**	**(167)**	**22**	**0**	**0**	**(145)**	**0**
294	Mississauga Transit	Transit Organizational Development	Growth	1.0	123	25	0	0	148	0
423	Mississauga Transit	Transit Use of Radio Data Channel	Growth	1.0	0	0	51	17	68	0
453	Mississauga Transit	Transit Operations Information System - [TOS	Growth	0.3	69	23	0	(75)	17	400
477	Mississauga Transit	Ridership Growth Strategy II - Scope Reduction	Growth	75.0	1,718	2,244	2,102	0	6,064	(4,216)
478	Mississauga Transit	Post-BRT Transit Service Plan	Growth	64.0	0	0	0	1,903	1,903	(192)
627	Mississauga Transit	Health & Safety Specialist	Growth	1.0	73	25	0	0	98	0
		Subtotal	**Growth**	**142.3**	**1,983**	**2,317**	**2,153**	**1,845**	**8,298**	**(4,008)**
242	Mississauga Transit	Hurontario Corridor Implementation	New Service Levels	0.0	0	0	0	0	0	12,000
418	Mississauga Transit	iBus project - ITS (intelligent transportation	New Service Levels	2.0	583	74	17	0	674	1,500
422	Mississauga Transit	GTA Farecard - Presto	New Service Levels	0.0	1,165	(6)	(200)	(50)	909	2,700
465	Mississauga Transit	Transit Security Program	New Service Levels	2.3	0	174	47	(81)	140	(240)

Mississauga Transit - Service Summary 2011-2014

BR#	Service	Initiative Description	Category	FTE	2011	2012	2013	2014	Total Operating	Capital 2011-2014
507	Mississauga Transit	Transit re-organization	New Service Levels	4.0	43	246	104	0	393	0
568	Mississauga Transit	Mississauga Transit Operator Recruitment	New Service Levels	0.0	30	(30)	0	0	0	0
588	Mississauga Transit	Convert Contract Human Resources Consultant to	New Service Levels	0.0	0	6	0	0	6	0
		Subtotal	**New Service Levels**	**8.3**	**1,821**	**464**	**(32)**	**(131)**	**2,122**	**15,960**
390	Mississauga Transit	Transit Fare Strategy	New Revenues	0.0	(970)	(2,040)	(1,320)	(1,650)	(5,980)	0
505	Mississauga Transit	Transit Bus Fleet Replacement	Capital Only	0.0	0	0	0	0	0	12,880
Total Service Budget Impact				**193.5**	**2,667**	**763**	**6,305**	**(642)**	**9,093**	**25,108**

Business Plan and Budget

City of Mississauga

Budget Request # 104

Description of Proposed Initiative

BRT Operation and Maintenance

Service Area

Mississauga Transit

Department

Transportation and Works

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	0	0	0	5,504	-706
Net Cost Funded from Tax Levy	0	0	0	5,504	-706
Net Impact on Tax Levy		0.00 %	0.00 %	1.72 %	-0.21 %
FTE	0	0	0	42	0
Capital Approved Forecast			0	0	0
Net Incremental Capital	0	0	268	0	8

Details of Service Change

Current Service Level:

- Mississauga Transit currently provides municipal transit service
- GO Transit currently provides inter-regional transit service

Customers:

The Mississauga Bus Rapid Transit (BRT) project will see the creation of a dedicated east-west transit corridor (busway) across Mississauga which will run along the Highway 403 (combining the use of the existing bus by-pass shoulders), Eastgate Parkway and Eglinton Avenue corridors connecting Winston Churchill Boulevard in the west to Renforth Drive in the east. Once operational, busway services will complement and connect with local bus service, inter-regional transit service and the TTC linking high-density development and employment centres across Mississauga.

Construction will start in 2010 and with the first components to be complete in late 2012. The full busway will be complete and operational in 2013. The new busway will be 12 kms in length, with 11 BRT stations and includes 23 new bridge/culvert structures. The City is responsible for funding 7km of busway in the BRT East as well as 9 BRT stations. GO, a division of Metrolinx, is responsible for 2.5 km of busway and 2 BRT Stations. 15 buses will also be acquired as part of the Mississauga BRT Project to support Mississauga Transit operations.

Risk Management:

The Mississauga BRT project is utilizing a comprehensive risk management program throughout the design and construction phase of the project. A commissioning phase for the busway will be developed for all users (transit service providers, maintenance staff, enforcement and emergency service providers) of the busway to mitigate risks of busway operations.

Existing Capital Budget:

The existing capital program for the Mississauga BRT Project is presented with the annual breakdown from 2006 as follows ($000's):

- 2006 $500
- 2007 $12,005
- 2008 $21,120
- 2009 $20,970
- 2010 $105,413

Future Maintenance & Operating Costs:

Future maintenance and operating costs of the busway will be influenced by the following elements:

- Maintenance of BRT East busway - 9.5 km, of which a cost recovery arrangement is in place with GO for 2.5 km.
- Parking lots for BRT East - 350 spaces
- Maintenance and operating costs for 9 BRT East stations
- Enforcement and Security Officers which includes vehicles and related equipment - complement of 4 FTEs
- Transit Operations labour which includes Bus Operators (32 FTE), Route Supervisors (3 FTE), Mechanics (2 FTE) and General Service Person (1 FTE)
- Commissioning which includes one time training cost for transit operators
- Operating costs for ITS / Passenger Information System

Future Capital Costs:

Future capital costs of the busway will be influenced by the following elements:

- Presto support which includes acquisition of Presto units for BRT Stations
- Asset Management which includes bridge condition surveys
- Associated capital costs for vehicles and equipment for Route Supervisors and Enforcement and Security Officers.

Future Revenue:

Future revenue from the busway will be influenced by the following elements:

- Fare box revenue from new ridership
- Advertising revenue from BRT station advertising

Service Impact

- The Mississauga BRT Project is projected to be complete and operational in 2013.
- The Mississauga BRT Project will complement existing Mississauga Transit and GO Transit services by providing a dedicated ROW for bus operations.
- Operating costs are required for: infrastructure maintenance and operations (busway, parking lots, stations), enforcement and security, transit operations and associated support and project commissioning.
- Capital associated with operating is required for enforcement and security, transit supervision, Presto hardware and asset management.
- 42 FTE's are required (32 transit operators, 4 enforcement and security, 3 transit supervisors, 2 mechanics and 1 GSP.

Comments

The Mississauga BRT Project is a partnership between Canada, Ontario, Metrolinx and the City of Mississauga.

Business Plan and Budget

City of Mississauga

Budget Request # 242

Description of Proposed Initiative

Hurontario Corridor Implementation

Service Area

Mississauga Transit

Department

Transportation and Works

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	0	0	0	0	0
Net Cost Funded from Tax Levy	0	0	0	0	0
Net Impact on Tax Levy		0.00 %	0.00 %	0.00 %	0.00 %
FTE	0	0	0	0	0
Capital Approved Forecast	4,950				
Net Incremental Capital	0	6,000	6,000	0	0

Details of Service Change

Initiate the transformation of Hurontario Street into a 21st Century Main Street with an integrated higher-order transit system supported by an appropriate land use and built form framework.

Building upon the completion of the Hurontario-Main Street Study in 2010 as well as the Metrolinx Benefits Case Assessment (BCA) review, the next phases requires undertaking the preliminary design for light rail transit and completing the Environmental Assessment (EA) or new Transit Project Assessment Process (TPAP). Although the TPAP process is short (6 months), significant preliminary design work must be completed in order to successfully apply. Additional studies will be required on specific issues such as noise, vibration, assessment of the various road/transit related alternatives that surround Highway 403 interchange crossing, etc. Funding is in place to move forward with the EA-related studies but not preliminary design. The $12 million funding request for 2011 and 2012 will cover design costs; it is anticipated that $ 8 million (or two thirds of the total) will be recovered from the provincial and/or federal governments.

This project supports all the Strategic Actions in some form, but the primary focus is on moving people and city-building. The necessary land use and urban design framework must be incorporated into City planning documents, which will require some Planning and Building Department resources in 2011 and beyond. The adoption of the land use framework must be phased appropriately with project funding timing. This will require further effort to determine the phasing of planning controls. The City must complete sufficient planning and show their commitment to this endeavour in order to position themselves for project funding and the development of implementation partnerships.

Other complementary activities include launching new initiatives to enhance project communications, building interim transit services to grow ridership, examining build/maintain/operation alternatives/partnerships and securing the required project funding.

Service Impact

The implementation studies will not have an immediate impact on transit service but its roll out will require significant reconfiguration of Mississauga Transit services and operations.

Business Plan and Budget

City of Mississauga

Budget Request # 294

Description of Proposed Initiative

Transit Organizational Development

Service Area

Mississauga Transit

Department

Transportation and Works

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	774	123	25	0	0
Net Cost Funded from Tax Levy	774	123	25	0	0
Net Impact on Tax Levy		0.04 %	0.01 %	0.00 %	0.00 %
FTE	9	0.75	0.25	0	0
Capital Approved Forecast					
Net Incremental Capital	0	0	0	0	0

Details of Service Change

One of the Strategic Pillars for Change in the City of Mississauga's Strategic Plan is: Developing a Transit Oriented City. A perquisite to developing a transit oriented City is the operation of a transit system that provides high quality service on a consistent basis by a fully engaged work force. In addition, extensive work has been conducted to develop a strategic plan for Mississauga Transit with aligns with the City of Mississauga's strategic plan.

In 2009 Mississauga Transit delivered 99.6% of the scheduled service. However, based on how Mississauga Transit is resourced, structured, and organized, particularly at the non union level, this level of performance is not sustainable and to continue "at this pace" will result in burnout of non union employees. In addition, with the launch of the BRT in 2013 and given the significant investment in transit, it is paramount that the provision of consistent, high quality service be used as tool to grow ridership by attracting people to public transit who would normally take their personal vehicle, as well as maintaining existing customers. Also, as part of the E3 Program, Management Consulting conducted a review of Mississauga Transit, and recommended fundamental changes in the manner in which Mississauga Transit is structured and organized and the way it conducts business.

Strategic organizational and cultural transformation is paramount to enabling the vision for Mississauga Transit. Organizational effectiveness impacts the employee experience, contribution and ultimately, the customer.

Mississauga Transit requires a Change Management Leader committed to organizational assessment; strategy development; transformation process elements of structures, systems, processes, tasks and people; organizational & role design; and, talent assessment, succession planning, employee and leadership development with the objective of strategic and cultural transformation. It also includes project planning, design, development, training, facilitation and communications support. Currently, the resource available to Mississauga Transit, although highly competent, is shared within the rest of theTransportation and Works Department, as well as corporately, putting severe limitations on the ability to complete transit projects in a timely and effective manner.

Service Impact

The deliverables include final reports and implementation plans for the various sections of Mississauga Transit.

The deliverables will position Mississauga Transit to grow ridership by fully engaging its workforce to consistently provide high quality service, in a sustainable manner, to attract and retain the choice rider and to maintain the captive rider. In addition, the deliverables will position Mississauga Transit to have high and consistent levels of employee and customer satisfaction.

Comments

Business Plan and Budget

City of Mississauga

Budget Request # 390

Description of Proposed Initiative

Transit Fare Strategy

Service Area

Mississauga Transit

Department

Transportation and Works

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	-61,879	-970	-2,040	-1,320	-1,650
Net Cost Funded from Tax Levy	-61,879	-970	-2,040	-1,320	-1,650
Net Impact on Tax Levy		-0.32 %	-0.66 %	-0.41 %	-0.50 %
FTE	0	0	0	0	0
Capital Approved Forecast					
Net Incremental Capital	0	0	0	0	0

Details of Service Change

N/A

Service Impact

N/A

Comments

Mississauga Transit last increased fares on January 26, 2009.

The proposed 2011 operating plan for Mississauga Transit provides for cost increases for labour, fuel and maintenance costs to operate the system at current service levels. During the last several years, the system has operated with a revenue-to-cost (R/C) ratio of approximately 50 per cent. The primary source of revenues are fare payments.

In order to fund the planned level of service and to maintain the R/C ratio at approximately 50%, a fare increase is required. At the same time, fares for Students and Children are proposed to be frozen for the next four years to support the Youth Strategy. Highlights of the proposed changes to the fare structure from 2011 to 2014 are as follows:

-Cash Fares - to be increased by 25 cents in 2012 (to $3.25) and 2014 (to $3.50);
-Adult Ticket Fares - $0.10/ticket annual increases, from $2.40 in 2010 to $2.50 in 2011, $2.60 in 2012, $2.70 in 2013 and $2.80 in 2014;
-Student and Child Ticket and Pass Fares - **frozen for the next four years to support the City's Youth Strategy;**
-Senior Tickets - $0.05/ticket annual increases, from $1.65 in 2010 to $1.70 in 2011, $1.75 in 2012, $1.80 in 2013 and $1.85 in 2014;
-Adult and Senior Passes - increases of $2 for adult weekly passes, $9 for adult monthly passes and $3 for senior monthly passes.

The proposed fare increase for 2011 would be effective April 4, 2011. Plans for future increases will be reviewed annually and, if necessary, revised as required to ensure alignment with updated business plans and strategic goals.

A Corporate Report on this matter will be prepared for Budget Committee in late 2010 or early 2011 detailing all of the proposed changes to transit fares and related charges.

Business Plan and Budget

City of Mississauga

Budget Request # 418

Description of Proposed Initiative

iBus project - ITS (intelligent transportation systems) for Transit

Service Area

Mississauga Transit

Department

Transportation and Works

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	0	583	74	17	0
Net Cost Funded from Tax Levy	0	583	74	17	0
Net Impact on Tax Levy		0.19 %	0.02 %	0.01 %	0.00 %
FTE	0	1	1	0	0
Capital Approved Forecast	8,500	3,500	1,500		
Net Incremental Capital	0	0	0	1,500	0

Details of Service Change

Intelligent Transportation Systems (ITS) represent a group of technologies that combine *Global Positioning System* (GPS) with bus equipment and software applications assigned to monitor bus' on-street performance.

The iBus project objective is to implement selected ITS technology and develop the necessary organizational skills to provide three important benefits to customers:

1. **Make automated next stop announcements** both visually and audibly.
2. **Track schedule adherence** against the published routes schedules.
3. **Produce current bus arrival information** instead of the planned and static information available today.

Additionally, bus diagnostics sensors will be installed to improve Mississauga Transit maintenance ability to prevent on-street break downs.

Service Impact

In 2011 all Mississauga Transit buses will make automated next stop announcements, in compliance with the Accessibility for Ontarians with Disabilities Act (AODA).

In three years time, customers will have access to current bus arrival information on their personal devices and at selected terminals.

Over time, customers' experience on Mississauga Transit will improve thanks to on-going analysis of its service reliability (measured in terms of schedule adherence), seating capacity per route, and on-street bus performance.

Comments

The iBus is a multi-phase project. Phase #1, deployment of next stop announcements, is well under way with completion expected by spring 2011. Next phases will see the installation of traffic signal priority, passenger counters, and BRT functionality.

Business Plan and Budget

City of Mississauga

Budget Request # 422

Description of Proposed Initiative

GTA Farecard - Presto

Service Area

Mississauga Transit

Department

Transportation and Works

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	0	1,165	-6	-200	-50
Net Cost Funded from Tax Levy	0	1,165	-6	-200	-50
Net Impact on Tax Levy		0.39 %	0.00 %	-0.06 %	-0.02 %
FTE	0	2.6	0.4	-2.4	-0.6
Capital Approved Forecast	7,490				
Net Incremental Capital	0	1,700	0	0	1,000

Details of Service Change

Presto is an initiative led by Metrolinx, its purpose is to develop and implement a smart card for the collection of transit fare media and replace current paper based products, i.e. tickets and passes. GO Transit, Greater Toronto Area (GTA) and Hamilton service providers plus Ottawa are so far the signatories committed to the roll out of Presto in the next couple of years.

The Presto project objectives are:

- **Replace paper media.** Eliminating the cost of printing, distributing, controlling, and counting tickets and passes.
- **Reduce counterfeiting**. As smart cards are significantly harder to counterfeit.
- **Reduce the cost of cash handling**. As Presto is adopted and customers rely less on cash fares.

Service Impact

Presto is more convenient for transit customers. Presto users do not have to line up to buy tickets or passes, no longer need exact change, or to carry fare media from various service providers.

Comments

&
&Provincial Gas Tax funding is conditional upon the City's participation in Presto.
&
&Presto is one of the largest and most complex technology projects implemented by a government agency in Ontario; therefore, Mississauga's approach is to follow a rigorous risk management process, which implements the Presto fare card in stages by providing limited functionality (adult cards and GO co-fare) and limited routes (GO Shuttles) until system stability is achieved. Additional routes and fare types (i.e. concessions and passes) will be added in a structured manner until full functionality across the transit network is achieved.

Business Plan and Budget

City of Mississauga

Budget Request # 423

Description of Proposed Initiative

Transit Use of Radio Data Channel

Service Area

Mississauga Transit

Department

Transportation and Works

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	11,952	0	0	51	17
Net Cost Funded from Tax Levy	11,952	0	0	51	17
Net Impact on Tax Levy		0.00 %	0.00 %	0.02 %	0.01 %
FTE	33	0	0	1	0
Capital Approved Forecast		2,500	0	0	0
Net Incremental Capital	0	-2,500	2,500	0	0

Details of Service Change

The radio system is the cornerstone of Mississauga Transit on-street communication and emergency assistance systems; it is also used to communicate with the public through the public address system.

The introduction of intelligent transportation systems (ITS) to Mississauga Transit will increase the amount of data transmitted between Mississauga Transit's control room and buses; for example, vehicle location and rules of engagement for traffic signal priority will be information continuously exchange throughout a regular day.

In the short-term this communication exchange is planned to take place over a cellular network. The objective of this initiative is to replace cellular based communications with radio.

Service Impact

This change will be transparent to the general public and system users but will reduce operating costs by eliminating cellular charges.

Comments

This initiative is dependent on the Region of Peel own radio network upgrade project.

Business Plan and Budget

City of Mississauga

Budget Request # 453

Description of Proposed Initiative

Transit Operations Information System - [TOS Replacement]

Service Area

Mississauga Transit

Department

Transportation and Works

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	1,024	69	23	0	-75
Net Cost Funded from Tax Levy	1,024	69	23	0	-75
Net Impact on Tax Levy		0.02 %	0.01 %	0.00 %	-0.02 %
FTE	7	0.75	0.25	0	-0.75
Capital Approved Forecast	280		0	0	0
Net Incremental Capital	0	0	400	0	0

Details of Service Change

&
&The Transit Operations Information System (TOS) is Mississauga Transit workforce management software for Operations. TOS supports every aspect of operators' responsibilities, from work package selection and attendance, to bus allocation, to record of on-street changes and hours log for payroll purposes. The current system was developed in-house in 1984 and, as per Corporate I.T. Horizons Plan, the City's plan is to eliminate the need to support legacy systems.
&
&The objectives of the TOS replacement project are:
&

- &**&Consistent Operator administration**&; the rules build into the application will guide Operation Support Supervisors, Route Supervisors, Report Clerks, Allocators, Control Room Supervisors, and Operators to perform procedures in a consistent manner.
  &
- &**&Timely access to information**&; the new Transit Operations Information System has build-in report capabilities.
  &
- &**&Convenient operator interface**&; the new Transit Operations Information System will allow operators to sign up for their work and make vacation selections from their home.

&

- &**&Improved decision-making**&; the combination of easy and timely access to relevant information for supervisors and managers will add speed and accuracy to the ability to monitor performance and act/implement corrective actions.

Service Impact

Implementation of TOS is transparent to transit customers. Operations staff will need to undergo training as the new application is different than the current one.

Comments

Replacement of Transit's Operations Information System is required to make bus schedule adherence possible, this project is link to the iBus project and the implementation of intelligent transportation systems (ITS).

Business Plan and Budget

City of Mississauga

Budget Request # 465

Description of Proposed Initiative

Transit Security Program

Service Area

Mississauga Transit

Department

Transportation and Works

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	255	0	174	47	-81
Net Cost Funded from Tax Levy	255	0	174	47	-81
Net Impact on Tax Levy		0.00 %	0.06 %	0.01 %	-0.02 %
FTE	15.5	0	2.75	0.25	-0.75
Capital Approved Forecast		100	100	100	100
Net Incremental Capital	0	-90	50	-100	-100

Details of Service Change

Additional resources to perform bus marshalling duties (on-bus patrol); which include a pair of Transit Enforcement Services (TES) Officers (2 FTEs') working as a team.

Bus marshalling has been an effective tool in reducing criminal activity on Mississauga Transit's system, and is a proactive, rather than reactive, approach to address transit safety and security. The existing TES operation provides for 40 hours per week of bus marshalling activity, which requires two, dedicated regular full-time TES Officers, as the Officers are required to work in pairs for effectiveness and safety.

In addition, these resources will also be required to retrieve recorded data, as required by law, captured by the installation of interior bus cameras in accordance with Mississauga Transit and Corporate policies and procedures for the recording, securing, and accessing of recorded data. The bus cameras are targeted for implementation in late 2010.

Additional resources are also required to document policies, procedures, and standard practice instructions to incorporate the recommendations of the Threat Risk Assessment and Comprehensive Security Plan performed by the Transportation Resource Associates Inc. (security consultants) in late 2007 as part of Transport Canada's Transit-secure Program.

Service Impact

- Increase capacity to perform bus marshalling efforts, which are proven as effective crime reduction measures; currently, the TES resources limits its ability to consistently deploy bus marshals.
- Provide capacity for the effective use of bus cameras, including recording, securing, and accessing recorded data in accordance with Mississauga Transit and Corporate policies and procedures.
- Increase security in the Mississauga Transit.
- Higher employee and customer satisfaction as it is clear that the City is acting on its commitment to employees and customers.
- Provide resources to effectively respond and address the policy and procedural changes required as part of the Mississauga Transit Threat Risk Assessment and Comprehensive Security Plan.

Comments

This budget request is independent of the request to provide enforcement services for the BRT (bus rapid transit).

Business Plan and Budget

City of Mississauga

Budget Request # 477

Description of Proposed Initiative

Ridership Growth Strategy II - Scope Reduction

Service Area

Mississauga Transit

Department

Transportation and Works

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	35,732	1,718	2,244	2,102	0
Net Cost Funded from Tax Levy	35,732	1,718	2,244	2,102	0
Net Impact on Tax Levy		0.57 %	0.72 %	0.66 %	0.00 %
FTE	1,170	28	26	21	0
Capital Approved Forecast	4,040	3,832	4,072	4,072	
Net Incremental Capital	0	48	-4,072	-192	0

Details of Service Change

Due to the exhaustion of provincial gas tax funding, Phase II of the Ridership Growth Strategy (RGS) has been scaled down in total scope and the implementation period extended for two years, ending on December 2013.

The original annual growth rate of 7% (80,000 hours) planned from 2007 to 2012 has been brought down to only 2.3% (30,000 additional service hours) per year, delivered over a longer time frame. The net result is that, by the end of 2013 we will have achieved a delivery rate of 120,000 annual service hours short of the original plans.

The capital requirement for new buses has been reduced from the original 15/year to a new basic support of 8 new buses per year, anchored on DC charges. Due to the arrival of the BRT buses in 2012 no DC funded buses are required.

By asking for lower funding levels, more in line with the City's financial capacity, certain limitations in project scope are also being accepted:

- 80% of the major local and express routes will continue to offer less than desirable peak frequencies above the 15 minutes span between buses;
- The layer of limited-stops routes supporting the Bus Rapid Transit should be completed, but will be offering a limited span of hours, focussed on weekday peak times only;
- Efforts to continue improving network connectivity will strictly rely on service/routes redesign, without asking for additional resources.

One third of the annual additional output will be applied to maintain existing frequencies accounting for increased trip run times resulting from growing traffic congestion. Another third will be allocated to relieve route overcrowding issues, responding to existing customer expectations.

As we approach the launch of the full BRT service - in the Fall of 2013 - our ability to grow will be limited to a maximum of 40 additional daily hours every year. This will not permit us to meet the high public expectation the opening of the BRT is certain to generate, and overall progress towards a transit oriented City will be stalled.

Efficiencies of scale, grounded on external factors not directly under our control (new Transitway infrastructure, Regional Renforth transit hub, Kipling Station Bus Terminal, and the like) will be sought. They will provide some relief but not nearly enough of a foundation to reach either the original RGS II service plateau or to offer a complete transit network, competitive enough to attract and retain “choice” riders.

Our inability to provide adequate support to the new BRT infrastructure will likely compromise the long term success of that initiative, as:

- Most of the limited-stops network will be limited to weekday peak hours service only;
- Local community feeder routes will not be in place, resulting in poor connectivity to the BRT.
- Service on core routes will not improve in frequency.
- Weekend and off-peak service will remain inadequate.

As we will not be meeting residents’ expectations, revenue ridership growth will be dependent upon the uncertain post-recession job market characteristics, most likely limiting our role to continue providing transportation to mostly “captive” segments.

Without this initiative, we may be confronted with progressive, irrecoverable, losses of ridership and revenue streams. With the requested funding, though, Transit can create a basic level of support for the new BRT Transitway and remain on a holding pattern until sustainable funding sources at a higher level are secured.

Service Impact

Comments

Business Plan and Budget

City of Mississauga

Budget Request # 478

Description of Proposed Initiative

Post-BRT Transit Service Plan

Service Area

Mississauga Transit

Department

Transportation and Works

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	35,732	0	0	0	1,903
Net Cost Funded from Tax Levy	35,732	0	0	0	1,903
Net Impact on Tax Levy		0.00 %	0.00 %	0.00 %	0.58 %
FTE	1,170	0	0	0	64
Capital Approved Forecast					4,072
Net Incremental Capital	0	0	0	0	-192

Details of Service Change

In a post-BRT environment, attracting and retaining new customers will only come through further transit growth which is currently beyond our financial means.

Speed and frequency of service will become critical factors to achieve the service levels envisioned in the Strategic Plan (Move, Connect, Prosper). Even the adoption of transit priority measures will not suffice to achieve service levels leading us to attract and retain choice riders.

The launch of the BRT will completely change the traditional transit network, polarized around the City Centre and a TTC Subway transit terminal (Islington or Kipling). But the BRT will languish without an extensive underlying web, from local circulators (feeders) and strong major corridors to a spine of week-long limited-stop routes.

Without that service context, which would overwhelm the City's limited resources, the transit network will not be complete, the BRT infrastructure will not realize its potential, and operating costs of this major enhancement to public transportation will become an unsustainable burden.

On its own, the City should support the BRT in 2014 by adding 29,500 annual service hours designed to attain a 2.0-2.5% increase in ridership, handle additional congestion and overcrowding, including a minimal improvement to peak hours frequencies in major corridors, but without considering any expansion to off-peak or weekend resources. This approach would require 8 new (DC funded) buses, and 22 more employees (18 Transit Operators plus 4 support staff).

Such a step will be barely sufficient to show a degree of commitment towards the City strategic goals. As other major initiatives, such as Downtown 21 as well as the Hurontario HOT, promote a new approach to land-use and population densities, we will be faced with new public transportation demand levels which can only be answered by suitable and financially viable supply solutions.

Only if additional operational funding is obtained from the Provincial level, other steps could and should be taken to support the BRT, each of them addressing a specific gap in service levels:

- To ensure the long term success of the BRT and provide credibility to the overall network, we need to improve our market share of the transportation demand, tapping into the choice rider segment while relieving pressures on major local corridors. Matching the BRT midday and off-peak frequencies at the limited-stops route level (where service is currently limited to weekday peak-hours only) would be achieved by adding 27,400 new annual service hours and 20 Transit Operators, without requiring additional buses;
- To enhance the transportation options, support network credibility, relieve growing pressures on existing local services by offering faster travel times, we will need to match the BRT's weekend service levels at the limited-stops routes layer, presently limited to weekday peak hours only. This will require 20,000 new annual service hours and 12 Transit Operators, but will no additional buses will be needed;
- If connecting and completing our communities is to become one of the City's pillars, the transit network will need to be consolidated with an underlying layer of local circulators (feeders). Downtown, Cooksville, Meadowvale, Malton and Clarkson have already been identified as the most pressing areas, capable of supporting local circulators. This would free up resources for reassignment to major corridors which would then be brought up to acceptable service standards and, ultimately complete the last layer in our transit network. 16,700 new annual service hours, 10 Transit Operators and 7 additional buses will be required.

Implementation of these last three initiatives could be advanced if external funding becomes available earlier than 2014. There will be a time lag of at least a year before such resources are put to use (recruitment and procurement processes are involved) after they become available.

Service Impact

Comments

Business Plan and Budget

City of Mississauga

Budget Request # 505

Description of Proposed Initiative

Transit Bus Fleet Replacement

Service Area

Mississauga Transit

Department

Transportation and Works

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	0	0	0	0	0
Net Cost Funded from Tax Levy	0	0	0	0	0
Net Impact on Tax Levy		0.00 %	0.00 %	0.00 %	0.00 %
FTE	0	0	0	0	0
Capital Approved Forecast	29,695	10,765	5,554	8,921	6,768
Net Incremental Capital	0	4,340	2,230	3,590	2,720

Details of Service Change

Service Impact

A dynamic bus replacement program contributes to improved bus reliability for on-street service and contains costs as maintenance efforts are mainly focused on preventative measures rather than consumed with major repairs or management of constant break downs typical of older fleets.

The existing bus replacement program will maintain current service levels and standards.

Comments

Mississauga Transit has a well established bus retirement and replacement program. The existing bus replacement plan, which is based on a twelve year life cycle for low floor buses, allows Mississauga Transit to maintain on-street reliability and contain maintenance costs. Customers benefit from safe and reliable buses that comply with the latest environmental and disability legislation. In 2010 and beyond emission requirements change dramatically. Both the Nitrogen Oxides (NOx) and Particulated Matter (PM) are reduced by 90% from 2004 levels.

The financial sustainability of this plan was significantly impacted earlier this year when the province announced the cancellation of the Ontario Bus Replacement Program (OBRP) in their spring budget. This program provided one third of the funding for bus replacement costs. Final payments by the province covering commitments up to and including 2010 totalling $12.37 million will be made this year.

The elimination of the OBRP program has necessitated a major review of certain key elements of Mississauga Transit's capital program to assess the feasibility and impact of options to cover the approximately $50 million funding loss. The most likely adjustment to the capital plan will involve the reallocation of funding that was ear marked for future higher order transit projects, likely on Hurontario Street, to the bus replacement program. The recommended option will be incorporated into the 2011-2014 Business Plan and Budget.

In addition, a review of the current bus replacement strategy will be recommended for 2011. The review will examine the existing and alternate strategies and the related operating and financial implications.

This budget request confirms that the existing capital plan, in conjunction with the annual adjustment for current replacement costs and fleet technology upgrades, will allow Mississauga Transit to maintain on-street
reliability and contain maintenance costs.

Business Plan and Budget

City of Mississauga

Budget Request # 507

Description of Proposed Initiative

Transit re-organization

Service Area

Mississauga Transit

Department

Transportation and Works

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	35,732	43	246	104	0
Net Cost Funded from Tax Levy	35,732	43	246	104	0
Net Impact on Tax Levy		0.01 %	0.08 %	0.03 %	0.00 %
FTE	1,170	1	3	0	0
Capital Approved Forecast					
Net Incremental Capital	0	0	0	0	0

Details of Service Change

The Transit e-3 review recommended reorganizing the Transit Division to provide a clearer accountability framework. Additional complement (4) were identified in the areas of decision support, managerial accounting and Market Intelligence/customer outreach which are currently not be performed in this Division.

Service Impact

The Transit Division is the largest division in the city with the largest revenue budget. Delivering customer focussed services tailored to meet the needs of new markets (choice rider) is essential if the city is to meet the objectives of the Move pillar and remain financially sustainable. The division lacks the capacity to identify new markets (business intelligence), designing products (fares) and services (routes) to meet these emerging demands and the ability to successfully market them.

The growth of the Division

Comments

The e-3 report identified the following areas for improvement in this service:

1. Align revenue, marketing, and all aspects of service delivery under a single director and enhance staffing levels in community outreach and decision-support.
2. Deliver transit service within minimum service levels for route coverage, hours of operation, service frequency and connectivity with GO and neighbouring transit system to effectively support the diverse service requirements of a greater proportion of the population for local travel. (Community Outreach/ Market Intelligence)
3. Pro-actively expand the market demand for local public transit within the City of Mississauga to reduce the overall dependence of the community on the private automobile, increase the proportion of Mississauga rush-hour commuters that choose to take public transit, and increase the revenue potential of service growth. (Community Outreach/ Market Intelligence)
4. Manage growth in transit capacity to effectively serve increased ridership within the City's financial

limitations. (Decision Support/Managerial Accounting

Business Plan and Budget

City of Mississauga

Budget Request # 509

Description of Proposed Initiative

Reduce Transit Route Map Annual Print Production

Service Area

Mississauga Transit

Department

Transportation and Works

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	1,410	-31	22	0	0
Net Cost Funded from Tax Levy	1,410	-31	22	0	0
Net Impact on Tax Levy		-0.01 %	0.01 %	0.00 %	0.00 %
FTE	6	1	0	0	0
Capital Approved Forecast					
Net Incremental Capital	0	0	0	0	0

Details of Service Change

The current annual Transit Route Map press run totals 200,000 at a cost of approximately $32,000. Route and information changes that occur after each May and October printings render the publication inaccurate until the next printing. There is a high degree of wastage as customers often use the free map only once and then discard it.

Up to date, accurate travel information is not an issue with the Transit website as it can be posted immediately for customers. The move from traditional print communications to digital media is evident in the number of hits the Mississauga Transit website receives - the highest number of hits on the corporate website.

The suggestion is to reduce the production quantity by 50% and charge a minimal fee for each map thereby raising the perceived value of the map with it less likely to be discarded. A reduction in maps will likely drive more customers to the website where information is current and up to date.

With the redesign of Transit's website for the October 2010 launch of the new Transit brand, the new site will introduce the first transit app of its kind in the GTA featuring bus departure times for all Mississauga bus stops available on iPhones and iPods. Further, a Transit micro-site and simplified trip planning features are being developed for other popular mobile devices.

T&W is currently pushing out up to date city snow clearing information on Twitter and is investigating communicating planned and unplanned traffic/construction/detour information through RSS feeds to customers and residents.

As customer demand for information and service moves from traditional print to digital communications, it will be necessary to acquire staff that are specialized in the design, development and ongoing management of these types of new social media. The development and delivery of digital customer information becomes increasingly more necessary as we move toward the opening of the BRT and the implementation of the iBus project. The recommendation is to hire an Information Coordinator (Labour Grade E, April 1, 2011 start date) to support basic web design and post digital communications for T&W customers.

Service Impact

Increase the accuracy of customer information.
Increase the number of avenues customers have available to receive essential travel information.
Reduce print production costs.
Generate new revenue by charging $2 each for the printed map.
Attract 'choice' riders to the transit system.

There is the potential that in acquiring a Web Application Specialist more communications can be developed and pushed out to residents and customers, thereby further reducing the cost of producing other print publications in T&W.

Comments

Annual savings in reducing print production costs = approx. $16,000
Revenue generation estimated at $80,000 (charging for Transit Route Map)
Further savings could be realized if print communication collateral is reduced and this information migrates to digital communications through the web and personal mobile devices.
Green initiative.

Business Plan and Budget

City of Mississauga

Budget Request # 568

Description of Proposed Initiative

Mississauga Transit Operator Recruitment

Service Area

Mississauga Transit

Department

Transportation and Works

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	0	30	-30	0	0
Net Cost Funded from Tax Levy	0	30	-30	0	0
Net Impact on Tax Levy		0.01 %	-0.01 %	0.00 %	0.00 %
FTE	0	0	0	0	0
Capital Approved Forecast	0	0	0	0	0
Net Incremental Capital	0	0	0	0	0

Details of Service Change

One of the Strategic Pillars for Change in the City of Mississauga's Strategic Plan is Developing a Transit Oriented City. A pre-requisite to developing a transit oriented City is the operation of a transit system that provides high quality service on a consistent basis by a fully engaged work force. In addition, extensive work has been conducted to develop a strategic plan for Mississauga Transit which aligns with the City of Mississauga's strategic plan.

It is paramount that the provision of consistent, high quality service be used as tools to grow ridership by attracting people to public transit who would normally take their personal vehicle, as well as maintaining the existing customer base. As part of the E3 Program, Management Consulting conducted a review of Mississauga Transit, and recommended fundamental changes in the manner in which Mississauga Transit is structured, organized and the way it conducts business.

In the past four years, Mississauga Transit has experienced an average turnover rate of approximately 12.35% of its new hires. This is a significant number, considering the average turnover in the entire Transportation and Works Department is approximately 5%. Turnover has a significant financial impact on the overall operations of Transit. The recruitment costs of hiring a new employee is approximately 30% of their annual salary. In addition, the indirect cost includes the loss of productivity, over-time and the overall impact on moral.

Based on all this information, there is a need to improve our recruitment process by increasing the quality of hire, decreasing recruitment time and addressing inconsistencies.

T&W Human Resources gathered data through an interview process with various operational levels in Transit and identified the following themes as common issues in Transit Operators' performance: attendance, shift work/vacation, customer service and driving.

Our current transit operator recruitment process is composed of nine steps. One of those steps is the testing stage. It includes two tests that assess Customer Service and Driving skills. After the testing stage, a screening is conducted and typically 50% of the tested candidates who meet the required scores are invited for an interview. This results in a significant amount of candidates being interviewed and some qualified candidates being selected out through our current testing program. In addition, the testing tools

were acquired in the 90's and there is limited information regarding the reliability and validity of the testing at predicting future success.

Due to the Transit growth in previous years, the recruitment process included external market recruitment campaigns and extensive advertising. This resulted in a lengthy process and a higher time-to-fill average. Due to the economy and the need to develop a transit oriented city, there is a requirement to adjust our processes and look for efficiencies to ensure that we hire the most qualified candidate with the highest potential for success.

The Canadian Urban Transit Association (CUTA) Human Resources Committee initiated a project with Assess Systems (Consulting firm) to develop the STRADA Recruitment Toolkit. Initiated by the industry, for the industry and built by the industry, STRADA is a reliable, integrated hiring solution designed to increase the probability of selecting the best candidates for the position of Transit Operator, to reduce staff time in the recruitment process and to reduce costs associated with recruitment as well as budget lost through training unsuccessful candidates.

The STRADA Recruitment Toolkit proposes a six step recruitment process. The toolkit assesses competencies such as Personal Management, Professionalism, Customer Service, Vehicle Monitoring and Driving and Basic Qualifications. Therefore, the scope of the candidates' assessment is more extensive than our current practice and addresses the operational themes/issues identified in Transit.

One of the key components of the new testing stage is an online survey that focuses on key competencies and predicts candidate success in the role. It provides a realistic job preview and assists with basing our hiring on job competency framework for best job fit. This test has been validated by a concurrent assessment and validation process. Close to 500 operators from coast to coast at Transit systems of all sizes, representing all geographic regions took the online test. Supervisors of each individual then filled out two assessments for each test taker: one was an objective assessment of their job performance (attendance records, commendations, complaints, performance issues) and the other a subjective evaluation of the employee and fit of the job requirements. A cross reference of this data against the competencies being measured created the benchmarks for the testing.

Service Impact

A more consistent and efficent process to hire Mississauga Transit Operators. This will improve the quality of candidates and reduce recruitment and training costs.

Comments

Resources need to be provided in 2011 to Mississauga Transit in the form of $30,000 dollars to acquire the STRADA Recruitment Toolkit. This is a one time cost. It is recognized that funding is limited.

Business Plan and Budget

City of Mississauga

Budget Request # 588

Description of Proposed Initiative

Convert Contract Human Resources Consultant to Permanent FTE

Service Area

Mississauga Transit

Department

Transportation and Works

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	774	0	6	0	0
Net Cost Funded from Tax Levy	774	0	6	0	0
Net Impact on Tax Levy		0.00 %	0.00 %	0.00 %	0.00 %
FTE	9	0	0	0	0
Capital Approved Forecast					
Net Incremental Capital	0	0	0	0	0

Details of Service Change

Transportation & Works has grown by approximately one third in the past five years. To support the growth, a permanent Human Resources Consultant is requested.

Over the last two years there has been an addition of 159 positions in Transportation & Works which has had an over all impact on all HR staff resources, the majority of which have been related to Mississauga Transit. Further growth is anticipated over the next four years. Considering the departmental Human Resources workplan, this HR Consultant position will focus 30% of their time on Recruitment & Selection. This includes assisting in the job design/integration through to hire and supporting the managers with developing structured plans for employee success. Salary and Benefits will comprise of 10%, notably addressing an increase in requests for job evaluation and individual salary equity reviews. Labour Relations/Employee Relations/Respectful Workplace Investigations will be 40%, providing advice and guidance to employees and management on various issues on a required and ad hoc basis. Support to the work plan and special projects will be 20%; this includes both departmental initiatives and Corporate HR initiatives.

Over the last five years, we have seen a shift in generalist demand and the need for more senior HR expertise. This is attributed to the roll out of Corporate Initiatives such as the Respectful Workplace Policy and Alternative Work Arrangement.

There is continued pressure for Human Resources to be a strategic business partner by providing a more efficient service model. The introduction of a permantent HR Consultant will lay the foundation to support these service expectations and assist HR in moving to a more proactive strategic HR program.

Over the last year the HR department has been able to increase the service level to the stakeholders of Transportation & Works. Having three HR consultants ensures that all six divisions receive consistent service by splitting up the client groups equally among the three employees. This is best reflected in the reduction of our hiring process by over 25 days which has resulted in increased customer service and significant cost savings to the department. Metrics continue to improve through a more senior human resources presence.

Another example of how effective this type of model can be to the overall operational success of

Transportation & Works is best illustrated in the Enforcement Division. Increased availability of an HR Consultant has contributed to the shift from reactive HR Management to a more proactive and systematic approach. The added resource has focused on succession management, team development and the roll out of consistent and fair performance management processes to continue to build employee engagement in Enforcement. The Enforcement management team sees the consultant as a value added resource that supports them in their day to day operational needs.

One of the Strategic Pillars for Change in the City of Mississauga's Strategic Plan is Developing a Transit Oriented City. A pre-requisite to this is developing transit operations that provide high quality service on a consistent basis by a fully engaged work force. This requires the strategic partnership of HR and Mississauga Transit. Departmental HR dedicates approximately 75% of their resources at assisting Mississauga Transit at driving this strategic pillar. Through the introduction of permanent resources, HR will be able to shift from a reactive to a more proactive program that assists in growing ridership and attracting the choice rider.

Service Impact

To make the current contract HR Consultant permanent.

Comments

Business Plan and Budget

City of Mississauga

Budget Request # 607

Description of Proposed Initiative

Reduction in Business Services Division - Transportation and Works Department

Service Area

Mississauga Transit

Department

Transportation and Works

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	2,303	-136	0	0	0
Net Cost Funded from Tax Levy	2,303	-136	0	0	0
Net Impact on Tax Levy		-0.05 %	0.00 %	0.00 %	0.00 %
FTE	16	0	0	0	0
Capital Approved Forecast					
Net Incremental Capital	0	0	0	0	0

Details of Service Change

The components of the proposed $136K budget reduction are as follows:

- Agent Commissions - $54K
- Armoured Courier contract - $40K
- Transit advertising - $42K

These reductions can be implemented with minimal impact as they will bring the 2011 budgets in these areas in line with forecasted expenditures based on 2010 costs, new contract rates and a decrease in advertising requirements.

Service Impact

The proposed reductions will impact Transit's Revenue Services and Marketing Services. Budgets for commissions payable to agents selling transit fare media and the armoured courier contract can be reduced based on existing fare media sales patterns for tickets and passes and new contract pricing, respectively. The Transit advertising budget can be decreased due to a reduction in advertising in the Mississauga News as well as reductions in the number of route changes planned in 2011.

Comments

Business Plan and Budget

City of Mississauga

Budget Request # 627

Description of Proposed Initiative

Health & Safety Specialist

Service Area

Mississauga Transit

Department

Transportation and Works

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	0	73	25	0	0
Net Cost Funded from Tax Levy	0	73	25	0	0
Net Impact on Tax Levy		0.02 %	0.01 %	0.00 %	0.00 %
FTE	0	1	0	0	0
Capital Approved Forecast					
Net Incremental Capital	0	0	0	0	0

Details of Service Change

One of the Strategic Pillars for Change in the City of Mississauga's Strategic Plan is: Developing a Transit Oriented City. A perquisite to developing a transit oriented City is the operation of a transit system that is reliable and accessible, and is perceived to be reliable and accessible by its users, general public, and employees. Likewise, the most significant operating cost for Mississauga Transit is the cost of employee labour. Employee labour costs must be managed and contained to ensure transit remains accessible. The following issues are affecting Mississauga Transit's ability to provide reliable service:

1. Increases in operator absenteeism are creating an excessive amount of open work which must be covered using operators at overtime rates, as operator relief pools are insufficient to cover the open work. The number of transit operators absent from work (for all reasons) has increased on average from 92.51 to 116.68 per day from 2007 to 2009 or by 18.5%.

   This has had an adverse impact on the overtime budget as this open work must be covered on overtime to ensure service reliability on the street.. The actual expenditures is overtime have increased from $4,207,399 to $5,663,323 from 2007 to 2009. This is 34% above budget.

   Covering open work using operators on overtime is unreliable, given that overtime work is voluntary, and increases the potential for service cancellations. Likewise, covering open work using overtime is labour intensive for Report Clerks and Controllers. The requirement of staff to continue to cover open work on overtime is unsustainable, given the magnitude of open work.

   In 2009 Mississauga Transit provided 99.6% of the scheduled service. Lost service as a result of no operator available accounted for 23,008 minutes of the total service minutes lost of 200,267, representing 11.5% of the total service minutes lost in 2009. In 2010, there is a risk that Mississauga Transit's percentage of scheduled service minutes delivered will decline as a result of increases in service minutes lost due to no operator available; and/or operator overtime costs will continue to rise.

2. It is anticipated that Bill 168, An Act to amend the Occupational Health & Safety Act with respect to violence and harassment in the workplace and other matters, will have a negative impact on Mississauga Transit's rates of operator absenteeism.

3. During the last five years Mississauga Transit's weekly indemnity costs have more than doubled. The increase is a result of both a higher number of claims (frequency) and an increase in the length of claims (severity). During the last five years, on average, frequency has increased by 19.5% per year while severity has increased, on average, by 6.5% per year. In addition, over the last three years, Mississauga Transit's employee headcount has increased by 142, or 14.3%, as follows: 2007 – 993, 2008 – 1,051, 2009 – 1,097, and 2010 – 1,135.

4. The number of hours operators have returned to work from a medical absence to perform non-driving work (known as"modified" or "light" duties) has increased from 16,438.08 hours in 2008 to 29,338.57 hours in 2009, an increase of 12,950.49 hours or 78.8%

5. Operator absenteeism and operators at work but performing non-driving functions, affect Mississauga Transit's ability to provide required training to existing operators which has a direct impact on service quality, including customer service, driving performance, employee and public safety, and service reliability.

6. Operator relief pools have changed from 75 operators in 2007, 76 in 2008, and 84 in 2009. Notwithstanding the increase over the last three years, the number of operators in the relief pool is insufficient.

7. To facilitate a timely return to work by operators to their full driving duties and to address the issues outlined in the first section of the budget request, Mississauga Transit requests one dedicated HR Health & Safety Specialist, which will report to T&W HR, to:

- process the application of W.I. claims in a timely manner;
- determine and maximize return to work opportunities;
- manage requests for long term accommodation, ensuring a speedy and effective return to either own job or permanent alternate job within Mississauga Transit or within the Corporation in accordance with the requirements of the Ontario Human Rights Code and Workplace Safety & Insurance Board; and,
- assess and manage wellness initiatives which will reduce both the frequency and severity of claims.

Service Impact

Mississauga Transit is, and continues to be perceived by its users, general public, and employees to provide reliable and accessible service. Incidences of service cancellations due to no operator available are minimal and the cost of employee labour is managed and contained.

Comments

Recreation & Parks - Service Summary 2011-2014

Category	FTE	2011	2012	2013	2014	Total Operating	Total Capital
Operating Impacts from Cap Projects	31	615	373	168	386	1,542	1,150
Efficiencies	(2)	(744)	(66)	(10)	0	(820)	300
Service Level Adjustments	(7)	(303)	(233)	(23)	(23)	(582)	0
Growth	3	64	141	85	0	290	200
New Service Levels	20	844	390	9	(61)	1,182	9,035
New Revenues	0	(74)	(159)	(100)	(85)	(418)	0
Capital Only	0	0	0	0	0	0	459
Total Service Budget Impact	**45.7**	**402**	**446**	**129**	**217**	**1,194**	**11,144**

Recreation & Parks - Service Summary 2011-2014

BR#	Service	Initiative Description	Category	FTE	2011	2012	2013	2014	Total Operating	Capital 2011-2014
271	Recreation & Parks	Mississauga Celebration Square Base Operating Impacts	Operating Impacts from Cap Projects	8.2	512	354	0	0	866	0
312	Recreation & Parks	Malton Community Centre Pool	Operating Impacts from Cap Projects	1.8	(5)	(14)	(10)	(10)	(39)	0
316	Recreation & Parks	Mississauga Valley Community Centre Therapy Pool	Operating Impacts from Cap Projects	3.3	0	(18)	0	0	(18)	1,150
319	Recreation & Parks	Clarkson Community Centre Pool	Operating Impacts from Cap Projects	5.0	(8)	(29)	(20)	(10)	(67)	0
415	Recreation & Parks	Parkland Growth	Operating Impacts from Cap Projects	12.5	116	80	198	406	800	0
		Subtotal	**Operating Impacts from Cap Projects**	**30.8**	**615**	**373**	**168**	**386**	**1,542**	**1,150**
187	Recreation & Parks	Self Service Kiosks	Efficiencies	0.0	0	0	0	0	0	200
200	Recreation & Parks	Community Groups On-line Services	Efficiencies	(1.0)	0	(66)	0	0	(66)	100
215	Recreation & Parks	Rental Contract Processing Automation	Efficiencies	(0.5)	0	0	(10)	0	(10)	0
216	Recreation & Parks	Reduce Cost of ACTIVE MISSISSAUGA guide	Efficiencies	0.0	(40)	0	0	0	(40)	0
234	Recreation & Parks	Operator 1 Rationalization	Efficiencies	0.0	0	0	0	0	0	0
285	Recreation & Parks	Reduce Office Supplies and Mileage Budget	Efficiencies	0.0	(87)	0	0	0	(87)	0
288	Recreation & Parks	Reduce Utility budget for Recreation and Parks	Efficiencies	0.0	(600)	0	0	0	(600)	0
315	Recreation & Parks	Outdoor Pool Operating budget reduction	Efficiencies	0.0	(17)	0	0	0	(17)	0
		Subtotal	**Efficiencies**	**(1.5)**	**(744.0)**	**(66.0)**	**(10.0)**	**0.0**	**(820.0)**	**300.0**

Recreation & Parks - Service Summary 2011-2014

BR#	Service	Initiative Description	Category	FTE	2011	2012	2013	2014	Total Operating	Capital 2011-2014
227	Recreation & Parks	Organizational Review	Service Level Adjustments	(7.0)	(303)	(233)	(23)	(23)	(582)	0
476	Recreation & Parks	Asset Management Program	Growth	3.0	64	141	85	0	290	200
221	Recreation & Parks	Street Tree Replacement	New Service Levels	0.0	0	0	0	0	0	2,400
221a	Recreation & Parks	Street Tree Replacement	New Service Levels	0.0	0	0	0	0	0	0
223	Recreation & Parks	Hershey Centre POS Replacement	New Service Levels	0.0	0	0	0	0	0	300
225	Recreation & Parks	Plant a Million Trees in 10 Years	New Service Levels	1.0	0	87	28	0	115	1,050
226	Recreation & Parks	Smart Phone Applications	New Service Levels	0.0	0	0	0	0	0	50
229	Recreation & Parks	Woodland Hazardous Tree Maintenance	New Service Levels	0.0	50	50	0	0	100	0
322	Recreation & Parks	Youth Plan	New Service Levels	7.5	80	100	100	80	360	0
367	Recreation & Parks	Older Adult plan	New Service Levels	0.0	0	0	0	0	0	0
369	Recreation & Parks	Bell Gairdner Estate	New Service Levels	1.0	0	22	(40)	9	(9)	950
414	Recreation & Parks	North West Community Centre as Partnership	New Service Levels	0.0	0	0	0	0	0	1,400
421	Recreation & Parks	Debris Management - Cooksville Creek	New Service Levels	1.0	214	21	0	0	235	0
506	Recreation & Parks	Street Tree Block Pruning	New Service Levels	1.0	0	464	21	0	485	0
567	Recreation & Parks	Digital Advertising in Community Centres and Libraries	New Service Levels	1.0	(5)	(10)	(10)	(25)	(50)	0
586	Recreation & Parks	Backlit Advertising in Community Centres and Libraries	New Service Levels	1.0	0	(27)	(15)	(25)	(67)	0

Recreation & Parks - Service Summary 2011-2014

BR#	Service	Initiative Description	Category	FTE	2011	2012	2013	2014	Total Operating	Capital 2011-2014
629	Recreation & Parks	Dome Field at Hershey SportZone (Hershey #1)	New Service Levels	2.9	(113)	(267)	0	0	(380)	2,885
640	Recreation & Parks	Mississauga Celebration Square Events and Programs	New Service Levels	4.0	618	(50)	(75)	(100)	393	0
		Subtotal	**New Service Levels**	**20.4**	**844**	**390**	**9**	**(61)**	**1,182**	**9,035**
230	Recreation & Parks	User Fee Rationalization	New Revenues	0.0	0	(70)	(70)	(70)	(210)	0
276	Recreation & Parks	Cellular Towers on Community Services lands	New Revenues	0.0	0	(15)	(30)	(15)	(60)	0
491	Recreation & Parks	Mississauga Celebration Square Gateway Sign	New Revenues	0.0	(74)	(74)	0	0	(148)	0
		Subtotal	**New Revenues**	**0.0**	**(74)**	**(159)**	**(100)**	**(85)**	**(418)**	**0**
005	Recreation & Parks	Natural Heritage System Strategy	Capital Only	0.0	0	0	0	0	0	300
210	Recreation & Parks	CLASS On-line Service Modules	Capital Only	0.0	0	0	0	0	0	59
317a	Recreation & Parks	Clarkson School Pool and Malton School Pool Shutdown	Capital Only	0.0	0	0	0	0	0	0
520	Recreation & Parks	Wall of Fame on Celebration Square	Capital Only	0.0	0	0	0	0	0	100
		Subtotal	**Capital Only**	**0.0**	**0**	**0**	**0**	**0**	**0**	**459**
Total Service Budget Impact				**45.7**	**402**	**446**	**129**	**217**	**1,194**	**11,144**

Business Plan and Budget

City of Mississauga

Budget Request # 5

Description of Proposed Initiative

Natural Heritage System Strategy

Service Area

Recreation & Parks

Department

Community Services

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	0	0	0	0	0
Net Cost Funded from Tax Levy	0	0	0	0	0
Net Impact on Tax Levy		0.00 %	0.00 %	0.00 %	0.00 %
FTE	0	0	0	0	0
Capital Approved Forecast					
Net Incremental Capital	0	0	300	0	0

Details of Service Change

The current Natural Area Strategy reviews individual natural area sites and provides details on their current state. The proposed plan is to undertake a "systems" approach to the Natural Heritage and how the individual natural areas can be connected and managed as one overall natural area system. This will entail expanding on the work undertaken through the Natural Area Survey with a view of harmonizing the activities in the City in concert with the initiatives of the Conservation Authorities and the Region. The objectives include creating a natural area evaluation tool, review official plan policies, review/ develop corporate policies, examine the feasibility for expanding the Provincial Greenbelt along the Credit Valley corridor, land securement, identification of areas appropriate for naturalization and restoration, woodlot and natural area management plans, developing target achievements, and identifying resource requirements.

Service Impact

The study will be undertaken by a consultant and managed through existing staff complement within Park Planning and will require involvement of staff from several other sections and departments including Policy Planning, Development and Design, Parks (Forestry), and Environmental Management.

Comments

At this time the Natural Area Study outputs have not been reviewed by Council. The action is identified through Future Directions.

Business Plan and Budget

City of Mississauga

Budget Request # 187

Description of Proposed Initiative

Self Service Kiosks

Service Area

Recreation & Parks

Department

Community Services

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	1,700	0	0	0	0
Net Cost Funded from Tax Levy	1,700	0	0	0	0
Net Impact on Tax Levy		0.00 %	0.00 %	0.00 %	0.00 %
FTE	56.7	0	0	0	0
Capital Approved Forecast					
Net Incremental Capital	0	0	0	100	100

Details of Service Change

Service Kiosks in all community centres will allow for self-service registration and membership/pass management. This initiative is subject to a review and confirmation that the cost/ use of self-serve kiosks would streamline customer service hours at existing locations. Staff will complete a review of existing service hours and develop a cost/ benefit rationale for executing Service Kiosks in 2011.

The 2010 budget has $1.7 million in part time labour at Community Centres that provide services to over 11 million annual visitors and helps support gross revenues of $43 million. An estimated 10% labour savings in 2015 would be equivalent to $172,000. The capital investment would not proceed unless there was an operating cost pay back on the investment.

This project would place 20 self service kiosks within Community Centres in the City. The capital budget estimate is $200,000 and additional information on cost details is included in the financial summary.

This initiative requires a successful implementation of Budget Request 210 - CLASS Online Services Modules. These modules provide the necessary software upgrades to support internet service delivery of services that are currently only handled through in-person customer service staff.

Service Impact

This initiative will need to provide a reasonable point of purchase service option for customers in less busy periods where customer service desk labour reductions may be feasible. The 2011 review will focus on the ability to reduce part time hours of direct support for recreation and park program registration.

It will also mitigate service lines in busy periods by providing customers an alternative.

Comments

Business Plan and Budget

City of Mississauga

Budget Request # 200

Description of Proposed Initiative

Community Groups On-line Services

Service Area

Recreation & Parks

Department

Community Services

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	66	0	-66	0	0
Net Cost Funded from Tax Levy	66	0	-66	0	0
Net Impact on Tax Levy		0.00 %	-0.02 %	0.00 %	0.00 %
FTE	1	0	-1	0	0
Capital Approved Forecast					
Net Incremental Capital	0	75	25	0	0

Details of Service Change

This system will completely automate administrative requirements and service requests from over 400 community and affiliated groups. Functionality includes: online applications and approvals, web-flow for internal processing, self-management and updating of profile information, email communications and web directory updating.

Online services to include:

- user password access,
- online grant applications and approval notice,
- sport field / facility rental allocation requests,
- special event permits,
- reader board message request.

The development of this system will likely require phasing over a two year period. Labour impact involves the elimination of one Grade B position in 2012 at max plus 22% benefits in 2010 dollars - $66K.

Capital development costs are estimated at $100K for software development and integration with E-City.

Service Impact

This initiative will improve and speed up services provided to community and affiliated groups. It will reduce administrative support requirements currently dedicated to processing applications and handling service requests from groups which are primarily paper-based.

Comments

Business Plan and Budget

City of Mississauga

Budget Request # 210

Description of Proposed Initiative

CLASS On-line Service Modules

Service Area

Recreation & Parks

Department

Community Services

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	0	0	0	0	0
Net Cost Funded from Tax Levy	0	0	0	0	0
Net Impact on Tax Levy		0.00 %	0.00 %	0.00 %	0.00 %
FTE	0	0	0	0	0
Capital Approved Forecast					
Net Incremental Capital	0	59	0	0	0

Details of Service Change

The initiative implements 5 additional online service modules that sell and administer recreation products. IT technical support is required to work with staff to implement:

1. Quick Reservations: book and pay for simple rentals such as gyms, rooms, squash courts and picnic shelters
2. Membership & Pass Services: enables customers to purchase, renew and upgrade fitness, active living and aquatic memberships online.
3. Gift / Cash Card: build in administration of pre-paid cash/gift cards using new scanners. Similar in concept to Tim Horton's pre-loaded cash card.
4. League / Team management: allows online team/individual registration and payment for sport leagues
5. Dashboard Performance Report: this new module real-time key performance metrics for managers, supervisors and executives. New server required.

This smart note requests the budget and IT support required to implement the change. Implementation of these updates are needed prior to implementation of self-serve kiosks could be considered [Budget Request #187].

Service Impact

This initiative enables customers to buy and self-manage purchase of recreation products in an online environment.
These modules enhance ease of payment and purchase, are becoming standard protocols for purchasing of services and supports our objective of positioning online services as a convenient and efficient alternative to in-person service.
The Division goal is to achieve 65% of business transactions online by 2012 (currently 53%) with a longer term objective to automate 70% of registration activity by 2014.

Comments

Business Plan and Budget

City of Mississauga

Budget Request # 215

Description of Proposed Initiative

Rental Contract Processing Automation

Service Area

Recreation & Parks

Department

Community Services

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	754	0	0	-10	0
Net Cost Funded from Tax Levy	754	0	0	-10	0
Net Impact on Tax Levy		0.00 %	0.00 %	0.00 %	0.00 %
FTE	16.5	0	0	-0.5	0
Capital Approved Forecast					
Net Incremental Capital	0	0	0	0	0

Details of Service Change

This initiative would automate the process of issuing, requesting signatures, handling and archiving rental contracts for facility rentals resulting in administrative efficiencies in the customer service centre of $25K.

Web-based, third party solutions existing that can be implemented easily and integrated with existing business practices and CLASS - a possible vendor is www.echosign.com . A contract with sampled service providers is estimated at $15K.

The CSC processes 22,500 unique rental contracts annually.

Service Impact

This initiative will expedite contract settlement for the customer. Customers without access to or use of a computer will not be able to use this service.

Comments

Business Plan and Budget

City of Mississauga

Budget Request # 216

Description of Proposed Initiative

Reduce Cost of ACTIVE MISSISSAUGA guide

Service Area

Recreation & Parks

Department

Community Services

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	250	-40	0	0	0
Net Cost Funded from Tax Levy	250	-40	0	0	0
Net Impact on Tax Levy		-0.01 %	0.00 %	0.00 %	0.00 %
FTE	0	0	0	0	0
Capital Approved Forecast					
Net Incremental Capital	0	0	0	0	0

Details of Service Change

To reduce the Active Mississauga brochure production cost by $40 thousand. The savings will be achieved through reducing the brochure print run by approximately 50,000 copies from 105,000 to 80,000 each issue [there are two ACTIVE Guides printed per year].

Concurrent with reducing production and print costs of the ACTIVE MISSISSAUGA Guide, resources will be re-allocated to increasing the volume of sales offers and communications that our customer base receives through email and emerging social networking channels [Facebook, RDS/ Twitter].

Electronic communication through email will feature personalized content based on customer participation preferences, account activity and program selection history.

Service Impact

This initiative will decrease the cost of communications by $40 thousand and features a migration to electronic sales communications with R&P customers. Over the course of the 2011-2014 business plan electronic communication channels [email, web, iphone and other new media] will be in place to replace print material and costs related to ACTIVE MISSISSAUGA.

Comments

The printing of the Recreation and Parks ACTIVE Guide is contracted to a third-party vendor through an RFP process.

Business Plan and Budget

City of Mississauga

Budget Request # 221

Description of Proposed Initiative

Street Tree Replacement

Service Area

Recreation & Parks

Department

Community Services

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	135	0	0	0	0
Net Cost Funded from Tax Levy	135	0	0	0	0
Net Impact on Tax Levy		0.00 %	0.00 %	0.00 %	0.00 %
FTE	3	0	0	0	0
Capital Approved Forecast					
Net Incremental Capital	0	600	600	600	600

Details of Service Change

Due to annual street tree mortality, 1500 caliper replacement trees are required to be planted every year to maintain the street tree inventory, meet resident requests and allow for a sustainable Urban Forest for future generations.

	Qty	Cost	Total
Trees	1,500	$400.	$600,000
Total Funding Required Annually			$600.000

Tree planting operations are completed by contractors, who supply, plant and provide a two year warranty on each tree.

The Urban Forestry Unit is responsible for the preservation, protection and maintenance of all City owned trees, including 250,000 street trees. Each year operations staff removes approximately 1500 trees (1% of the street tree inventory) from boulevards and road right of ways throughout the City. These trees have died due to pest infestation, disease, construction damage, infrastructure replacement, environmental impacts or they are at the end of their life-cycle.

Service Impact

Funding approval will ensure that the street tree replacement program will continue in 2011 and into the future. The ability to plant caliper trees improves the overall sustainability of our urban forest, has positive impacts on the urban eco-system and is aligned to the direction, principle and strategic goals of the “Living Green “ Strategic Pillar for Change.
Funding over the four year budget cycle will maintain our street tree inventory and protect our existing canopy cover of approximately 14%.

Comments

Business Plan and Budget

City of Mississauga

Budget Request # 221a

Description of Proposed Initiative

Street Tree Replacement

Service Area

Recreation & Parks

Department

Community Services

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	0	0	0	0	0
Net Cost Funded from Tax Levy	0	0	0	0	0
Net Impact on Tax Levy		0.00 %	0.00 %	0.00 %	0.00 %
FTE	0	0	0	0	0
Capital Approved Forecast					
Net Incremental Capital	0	0	0	0	0

Details of Service Change

Due to annual street tree mortality, 1500 caliper replacement trees are required to be planted every year to maintain the street tree inventory, meet resident requests and allow for a sustainable Urban Forest for future generations.

	QTY	COST	TOTAL
TREES	1500	$400	$600,000
TOTAL FUNDING REQUIRED ANNUALLY			**$600,000**

Tree planting operations are completed by contractors, who supply, plant and provide a two year warranty on each tree.

The Urban Forestry Unit is responsible for the preservation, protection and maintenance of all City owned trees including 250,000 street trees. Each year operations staff removes approximately 1500 trees (1% of the street tree inventory) from boulevards and road right of ways throughout the City. These trees have died due to pest infestation, disease, construction damage, infrastructure replacement, environmental impacts or aare at the end of their life-cycle.

Service Impact

Funding approval will ensure that the street tree replacement program will continue in 2011 and into the future. The ability to plant caliper trees improves the overall sustainability of our urban forest, has positive impacts on the urban eco-system and is aligned to the direction, principle and strategic goals of the “Living Green “ Strategic Pillar for Change.

Funding over the four year budget cycle will maintain our street tree inventory and protect our existing canopy cover of approximately 14%.

Comments

Business Plan and Budget

City of Mississauga

Budget Request # 223

Description of Proposed Initiative

Hershey Centre POS Replacement

Service Area

Recreation & Parks

Department

Community Services

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	0	0	0	0	0
Net Cost Funded from Tax Levy	0	0	0	0	0
Net Impact on Tax Levy		0.00 %	0.00 %	0.00 %	0.00 %
FTE	0	0	0	0	0
Capital Approved Forecast					
Net Incremental Capital	0	0	0	150	150

Details of Service Change

This initiative will replace existing point of sale (POS) units at the Hershey Centre concessions and box offices. The system is integral to event operations at the Hershey Centre and is owned by the City. The POS units are at the end of their lifecycle and vendor is phasing out the service of these units. It is anticipated that the replacement system will have a 10-12 year life-cycle.

There are 33 POS units in place with an estimated replacement cost [inclusive of accessories and server requirements] of $9,000 per unit.

Service Impact

This initiative will ensure that the Hershey Centre maintains its existing service levels.

Comments

Business Plan and Budget

City of Mississauga

Budget Request # 225

Description of Proposed Initiative

Plant a Million Trees in 10 Years

Service Area

Recreation & Parks

Department

Community Services

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	0	0	87	28	0
Net Cost Funded from Tax Levy	0	0	87	28	0
Net Impact on Tax Levy		0.00 %	0.03 %	0.01 %	0.00 %
FTE	0	0	1	0	0
Capital Approved Forecast	188	188	108	108	108
Net Incremental Capital	0	0	350	350	350

Details of Service Change

The Million Tree Program will help to green our City and is aligned to the City Living Green strategic pillar. Additional tree planting will increase the existing Urban Forest Canopy. The target is to plant 100,000 trees annually for 10 years allowing for 1 Million trees to be planted.

Existing City programs plant approximately 25,000 trees annually on public lands by contractors and volunteers. The objective of the Million Trees initiative is to engage the community, private landowners and the private sector in facilitating the planting of an additional 75,000 trees per year on both public and private lands.
The investment in this initiative will provide:

1. A Program Co-ordinator to develop, communicate and engage the community (residents and corporate sector) in the implementation of the program;
2. Provide funding for additional plant material to be planted by community volunteer. This funding grows the community volunteer plantings from 20,500 on an annual basis to 55,500 providing the funding for 35,500 new plantings.

	2010 Tree Planting	2012 Proposed
City	4,500	4,500
Community Volunteers	20,500	55,500
Private	unknown	40,000
Total	25,000	100,000

Service Impact

The investment toward planting one million trees is an objective within the Living Green strategic pillar. In addition, the program supports the Belong and Connect pillars of the plan as it will engage the community and the private sector in tree planting activities that helps the City of Mississauga complete its neighbourhoods.

Business Plan and Budget

City of Mississauga

Budget Request # 226

Description of Proposed Initiative

Smart Phone Applications

Service Area

Recreation & Parks

Department

Community Services

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	0	0	0	0	0
Net Cost Funded from Tax Levy	0	0	0	0	0
Net Impact on Tax Levy		0.00 %	0.00 %	0.00 %	0.00 %
FTE	0	0	0	0	0
Capital Approved Forecast					
Net Incremental Capital	0	0	50	0	0

Details of Service Change

This initiative will see development of mobile applications (HTML, iPhone, iPod and Blackberry, and others) that deliver of information and transactional services for business on customer's mobile phones - particularly youth and young adults. Consumer technology is quickly evolving because of the very low cost of acquiring smart-phones, the rapid replacement rate of mobile phones (usually upgraded every two years).

Services to be configured for mobile phone devices include building applications for the following:

1. Scanable membership/pass barcodes to pay for youth and adult drop in programs
2. Registered program searches and payment processing
3. Golf tee-time bookings
4. Find-a-park and community facilities - directions, locations, amenities
5. Sport league registration and stats

Each of the above would be added as a separate application to a future www.mobile.mississauga.ca site.

This initiative should be developed in partnership with the Library, Mississauga Transit and other service areas that see future demand for services delivered on Smartphone's. A single application for the City of Mississauga is preferred to multiple service areas developing and marketing their own applications

Service Impact

This initiative is related to customer service excellence. Digital media has already allowed the Division to reduce production of print material.

Comments

Business Plan and Budget

City of Mississauga

Budget Request # 227

Description of Proposed Initiative

Organizational Review

Service Area

Recreation & Parks

Department

Community Services

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	40,000	-303	-233	-23	-23
Net Cost Funded from Tax Levy	40,000	-303	-233	-23	-23
Net Impact on Tax Levy		-0.10 %	-0.08 %	-0.01 %	-0.01 %
FTE	507	-4	-3	0	0
Capital Approved Forecast					
Net Incremental Capital	0	0	0	0	0

Details of Service Change

An organizational review will be initiated in 2010 to determine the impact of retirements and manage a succession plan**-** with support from HR. The existing structure will be reviewed as well as the opportunity for process improvements.

Service Impact

The objective of the review is to maintain existing day to day operations (i.e. maintenance, program delivery, etc.) while maximizing service efficiency.

Comments

Business Plan and Budget

City of Mississauga

Budget Request # 229

Description of Proposed Initiative

Woodland Hazardous Tree Maintenance

Service Area

Recreation & Parks

Department

Community Services

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	992	50	50	0	0
Net Cost Funded from Tax Levy	992	50	50	0	0
Net Impact on Tax Levy		0.02 %	0.02 %	0.00 %	0.00 %
FTE	0	0	0	0	0
Capital Approved Forecast					
Net Incremental Capital	0	0	0	0	0

Details of Service Change

Funding would provide for hazardous tree mitigation within woodlots and natural areas as per recommendations from the Royal Botanical Gardens Coroners Inquest. This would also align Parks services to industry norms.

Funding in 2010 was provided through capital sources. There is a need for ongoing operating funding to hire contract staff to carry out the work in future years. The scope of work will include the pruning and removal of hazardous trees within woodlots and natural areas where there is a high public use.

Existing Contract Management staff would provide direction and oversee the daily activities of the contractor.

Service Impact

Funding will provide proactive hazardous tree mitigation to be carried out in our woodland and natural areas.

Comments

Business Plan and Budget

City of Mississauga

Budget Request # 230

Description of Proposed Initiative

User Fee Rationalization

Service Area

Recreation & Parks

Department

Community Services

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	-1,190	0	-70	-70	-70
Net Cost Funded from Tax Levy	-1,190	0	-70	-70	-70
Net Impact on Tax Levy		0.00 %	-0.02 %	-0.02 %	-0.02 %
FTE	0	0	0	0	0
Capital Approved Forecast					
Net Incremental Capital	0	0	0	0	0

Details of Service Change

Recreation and Parks is currently conducting a review of user fees, with the objective to:

- Develop Consistent Pricing:through applying a methodology for all Recreation & Parks' fees
- Simplify the Pricing Structure: for Memberships
- Reduce the Number of Price Categories:for sports field and room rentals
- Rationalize Fee Structure: to be consistent with the manner in which facilities and services are utilized

This will have a number of benefits, including:

- Streamline Approval: reduce the number of fee categories and the price listings in the fee by-laws
- Facilitate Migration to On-Line Rentals: by simplifying the pricing structure, removing the need for manual intervention where feasible
- Identify Areas for Fee Adjustments beyond Annual Economic adjustments: through benchmarking and assessing current subsidy level of programs/ services.

Service Impact

The intent of this effort is to streamline pricing and create greater opportunity for on-line bookings. However, reducing the number of price points and price categories has the potential to increase/ decrease fees which may result in some phasing of fee adjustments. Specifically, changes under review, include:

1. Reduce Rental Rates**:** from 4 categories to 3, and assess how to execute one price point that would allow "on-line" booking of facilities and sports fields.
2. Review Membership Fees:for fitness and drop-in admission fees.
3. Cluster Recreational Program Fees:into a number of broad categories with associated hourly rates. For example;

    - General Programs
    - Sport Programs

- Specialty Programs
- Camps, etc.

Comments

Implementation of any recommendations will not be in place until 2012 as a result of the introduction of the HST, on July 1st 2010 and the need to bring forward reports to LT and Council.

Business Plan and Budget

City of Mississauga

Budget Request # 234

Description of Proposed Initiative

Operator 1 Rationalization

Service Area

Recreation & Parks

Department

Community Services

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	0	0	0	0	0
Net Cost Funded from Tax Levy	0	0	0	0	0
Net Impact on Tax Levy		0.00 %	0.00 %	0.00 %	0.00 %
FTE	0	0	0	0	0
Capital Approved Forecast					
Net Incremental Capital	0	0	0	0	0

Details of Service Change

Note: This has been integrated with SN227 Organizational Review.

Service Impact

Comments

Business Plan and Budget

City of Mississauga

Budget Request # 271

Description of Proposed Initiative

Mississauga Celebration Square Base Operating Impacts

Service Area

Recreation & Parks

Department

Community Services

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	776	512	354	0	0
Net Cost Funded from Tax Levy	776	512	354	0	0
Net Impact on Tax Levy		0.17 %	0.11 %	0.00 %	0.00 %
FTE	13.4	6	2.2	0	0
Capital Approved Forecast					
Net Incremental Capital	0	0	0	0	0

Details of Service Change

The Civic Square project is receiving 66% of the capital cost through Infrastrucuture Stimulus funds (ISF). The completion of renovations to the ISF funded Celebration Square and city investment in related infrastructure and parks in the downtown creates the opportunity to provide a focus on downtown Mississauga. Celebration Square will become an exciting and iconic centrepiece to the City Centre and surrounding area. Distinctive high quality events and programming will make the Celebration Square a popular destination for residents and visitors and will transform the square into one of the premier public spaces in the Greater Toronto Area.

New components on the Square will include;
- A new larger than Olympic sized seasonal rink, which is more than twice the size of the previous rink
- An expanded and modernized water fountain that will enable public interactivity;
- A new permanent stage with a state of the art sound and lighting system;
- Digital program screens, that will provide high resolution video program and public art for visitors;
- An open-air amphitheatre incorporating a new sound and lighting system;
- Expanded gardens, horticulture and increased lawns that are 2.5 times the current footprint;
- A new one-storey glass pavilion and elevator;
- A new Memorial Monument.

Expanded Support and Maintenance

The collective impact of these new amenities and public use will increase operational, maintenance, utilities and custodial requirements.

Service Impact

The Civic Square redevelopment will require increased maintenance, horticultural and day-to-day care of the upgraded amenities and new features. The increased annualized base costs with the new square can be summarized into the following categories;

1) Rink Operations - $343,000: Due to the increase in size of the compressor units associated with the new rink, (2) full time staff with specific certification (B-Ticket) are legislatively required to support the new rink. Additional, part-time rink patrol staff are required to ensure the appropriate ratio of staff to

patrons is maintained in accordance with the City's operating standards. Winter maintenance duties include rink boiler inspections, fuel costs, ice resurfacing blades and snow removal.

2) Expanded Fountain - $23,000: Total costs are based on maintenance contracts and chemical treatment to allow for safe use of the expanded features of this new water feature.
3) Screens & Stage - $223,700: The new screens will allow for high resolution viewing of the concert stage, and display daily digital programming and art within the square. In order to service this amenity, (2) full-time staff are required to oversee the technical aspect and scheduling of the digital screens and stage.
4) Maintenance and Horticulture - $125,000: General labour, contract and supply increases are required due to the increase size of the new gardens, new turf and irrigation systems.
5) Custodial - $151,000: Custodial includes; Facilities and Property Management Custodial and Maintenance Labour, contracts for plumbing, electrical, lighting, fountain, etc.

Comments

Business Plan and Budget

City of Mississauga

Budget Request # 276

Description of Proposed Initiative

Cellular Towers on Community Services lands

Service Area

Recreation & Parks

Department

Community Services

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	0	0	-15	-30	-15
Net Cost Funded from Tax Levy	0	0	-15	-30	-15
Net Impact on Tax Levy		0.00 %	0.00 %	-0.01 %	0.00 %
FTE	0	0	0	0	0
Capital Approved Forecast					
Net Incremental Capital	0	0	0	0	0

Details of Service Change

To obtain an annual revenue through allowing the placement of cell towers on Community Services lands in acceptable locations to Council and community.

Service Impact

These are outdoor cell towers which can also serve as a flag pole. The placement of cell towers will generate an annual revenue of approximately $15,000 per location.

Comments

Communication towers subject to Council Recommendation CPD 19-92 and Official Plan policies and Council approval.

Business Plan and Budget

City of Mississauga

Budget Request # 285

Description of Proposed Initiative

Reduce Office Supplies and Mileage Budget

Service Area

Recreation & Parks

Department

Community Services

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	335	-87	0	0	0
Net Cost Funded from Tax Levy	335	-87	0	0	0
Net Impact on Tax Levy		-0.03 %	0.00 %	0.00 %	0.00 %
FTE	0	0	0	0	0
Capital Approved Forecast					
Net Incremental Capital	0	0	0	0	0

Details of Service Change

Reduce Division wide spending for office supplies by $53k [a 26% reduction from 2010 budget] and mileage account spending by $34k [a 26% reduction from 2010 budget].

Service Impact

Reducing office supplies is consistent with Living Green principle of reduce, re-use and re-cycle.

Mileage reduction means more conference call meetings and scheduling meeting on a longer time interval [i.e. formal team meetings every 6 weeks versus once a month and/ or schedule a meeting via conference call].

Comments

Business Plan and Budget

City of Mississauga

Budget Request # 288

Description of Proposed Initiative

Reduce Utility budget for Recreation and Parks

Service Area

Recreation & Parks

Department

Community Services

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	7,180	-600	0	0	0
Net Cost Funded from Tax Levy	7,180	-600	0	0	0
Net Impact on Tax Levy		-0.20 %	0.00 %	0.00 %	0.00 %
FTE	0	0	0	0	0
Capital Approved Forecast					
Net Incremental Capital	0	0	0	0	0

Details of Service Change

Reduce Utility budget for Recreation and Parks to align with actual costs.
In 2009 the actual Utility costs for Recreation and Parks was $6.3M [versus a budget of $7.5M]. For 2010 utility costs are budgeted at $7.18M with an estimated actual cost of $6.4M. In 2011 Recreation and Parks are requesting that the utility costs be adjusted downward and align to the actual cost range of $6.5M assuming a nominal increase in actual costs over the previous year.

Service Impact

None

Comments

Business Plan and Budget

City of Mississauga

Budget Request # 312

Description of Proposed Initiative

Malton Community Centre Pool

Service Area

Recreation & Parks

Department

Community Services

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	145	-5	-14	-10	-10
Net Cost Funded from Tax Levy	145	-5	-14	-10	-10
Net Impact on Tax Levy		0.00 %	0.00 %	0.00 %	0.00 %
FTE	6	0.8	1	0	0
Capital Approved Forecast					
Net Incremental Capital	0	0	0	0	0

Details of Service Change

The existing school pool facilities are under utilized. The Aquatic Study identified the need for increased day time programming . Infrastructure Stimulus funding has made it possible to add a 25 m lap pool and a therapy pool to the Malton Community Centre. It is predicted that the pool will attract a higher degree of use and have a design that better serves community needs over the next 40 years. The addition of a four lane 25 m pool and therapy pool to the Malton Community Centre will result in an increase in the programmable day time hours at the pool. The addition of a warm water therapy tank will allow for additional aqua fit , therapeutic and preschool programming. The addition will result in the loss of Hall B and a reduction in the square footage of Hall A.

Service Impact

The addition of daytime use and a warm water/ therapeutic tank will increase available programmable hours, accommodate for an increase in older adult warm water therapeutic programming, result in a higher degree of use by the community and result in increased gross revenues.

Comments

Business Plan and Budget

City of Mississauga

Budget Request # 315

Description of Proposed Initiative

Outdoor Pool Operating budget reduction

Service Area

Recreation & Parks

Department

Community Services

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	235	-17	0	0	0
Net Cost Funded from Tax Levy	235	-17	0	0	0
Net Impact on Tax Levy		-0.01 %	0.00 %	0.00 %	0.00 %
FTE	10	0	0	0	0
Capital Approved Forecast					
Net Incremental Capital	0	0	0	0	0

Details of Service Change

Outdoor Pools require significant renovation in order to continue to meet the needs of the community for the next 25 years. The rehabilitation of 6 Outdoor Pools which include replacement of existing pool buildings and replacement/repair of pool tanks through the Recreation Infrastructure Funding [RInC]. Buildings will be designed with energy efficient features, updated mechanical/electrical systems and the pool tanks will be fully accessible.

The savings in 2011 are a result of utility efficiencies and operating expense savings.

Service Impact

The six Outdoor Pools that received RInC funding will be closed for rehabilitation during the 2010 summer season and re-open for the summer of 2011.

Comments

Business Plan and Budget

City of Mississauga

Budget Request # 316

Description of Proposed Initiative

Mississauga Valley Community Centre Therapy Pool

Service Area

Recreation & Parks

Department

Community Services

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	-33	0	-18	0	0
Net Cost Funded from Tax Levy	-33	0	-18	0	0
Net Impact on Tax Levy		0.00 %	-0.01 %	0.00 %	0.00 %
FTE	9	0	3.25	0	0
Capital Approved Forecast					
Net Incremental Capital	0	1,150	0	0	0

Details of Service Change

Background studies and the Aquatic Study identified the need for increased day time programming that is able to accommodate the aging population. Adding a warm water/ therapy tank to the Terry Fox pool will increase the ability to serve the community and will increase program flexibility to attract greater use.

The scope of work for the addition of the therapy pool will include upgraded air handling systems, repairs to the existing pool building and cost estimates for the therapy pool.

Service Impact

The addition of a warm water/ therapeutic tank will increase available programmable hours, increase the number of older adult warm water therapeutic programs and result in a higher degree of use by the community.

Comments

Business Plan and Budget

City of Mississauga

Budget Request # 317a

Description of Proposed Initiative

Clarkson School Pool and Malton School Pool Shutdown

Service Area

Recreation & Parks

Department

Community Services

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	0	0	0	0	0
Net Cost Funded from Tax Levy	0	0	0	0	0
Net Impact on Tax Levy		0.00 %	0.00 %	0.00 %	0.00 %
FTE	0	0	0	0	0
Capital Approved Forecast		200	200		
Net Incremental Capital	0	0	0	0	0

Details of Service Change

The existing school pool facilities are under utilized. The Aquatic Study identified the need for increased day time programming. Infrastructure Stimulus funding has made it possible to add a 25m lap pool and a therapy pool to the Malton and Clarkson Community Centres. These new pools will attract a higher degree of use and have designs to better serve community needs over the next 40 years.

Discussions with the Peel District School Board and other community based organizations for alternative use needs to evolve. As this occurs [and on an interim basis] draining the existing pool tanks and closing the school pools is a practical approach. As alternative use strategies evolve a recommendation for the existing space will develop.

The existing 10 year Capital forecast identifies $400K to support this transition/ re-use.

Service Impact

Relocation of the pool operations to the community centres will increase available programmable hours and will attract a higher level of use by the community.

In the short term turning the school pools “dark” will not have a significant cost – other than the need to pay a portion of the utility bills for the space.

Other Notes:

- leave financial numbers for 2011/ 2012 [$200k of capital funding]
- remove additional $530k in expenses and evaluate once alternative use is in place and has support – Director, Commissioner, LT and Council

Comments

Business Plan and Budget

City of Mississauga

Budget Request # 319

Description of Proposed Initiative

Clarkson Community Centre Pool

Service Area

Recreation & Parks

Department

Community Services

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	114	-8	-29	-20	-10
Net Cost Funded from Tax Levy	114	-8	-29	-20	-10
Net Impact on Tax Levy		0.00 %	-0.01 %	-0.01 %	0.00 %
FTE	6.5	2	3	0	0
Capital Approved Forecast					
Net Incremental Capital	0	0	0	0	0

Details of Service Change

The Aquatic study identified the need for increased day time programming. Infrastructure Stimulus funding made it possible to add a 25 m lap pool and warm water leisure/ therapy pool to the Community Centre. It is predicted that the pool will attract a higher degree of use and have a design that better serve community needs over the next 40 years.

Service Impact

The addition of a 5 lane 25 m pool and leisure/ therapy pool to the Clarkson Community Centre will result in an increase in the programmable day time hours, allow for additional aquafit , therapeutic and preschool programming. The end result will be a higher degree of community use and an increase in gross revenues.

Comments

Business Plan and Budget

City of Mississauga

Budget Request # 322

Description of Proposed Initiative

Youth Plan

Service Area

Recreation & Parks

Department

Community Services

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	218	80	100	100	80
Net Cost Funded from Tax Levy	218	80	100	100	80
Net Impact on Tax Levy		0.03 %	0.03 %	0.03 %	0.02 %
FTE	6	2	2	2	1.5
Capital Approved Forecast					
Net Incremental Capital	0	0	0	0	0

Details of Service Change

The Youth Plan identified the need to execute a plan to address the full range of youth needs and interests recognizing youth diversity. The implementation of the Youth Plan will reach out to different organizations across the City.

Through internal re-alignment Recreation and Parks has allocated a full time position to execute and facilitate the implementation of Youth Plan. In the next few years the following changes will occur:

- Establish an internal training module on "working effectively with Youth"

- &Youth focus groups and advisory committees &will inform and be involved in all aspects of youth programs and services

- Recreation and Parks will increase the number of "drop-in" youth programs across the City

- Develop stronger alliances with community partners and increased communication of partner programs that serve youth needs

The Youth plan identified the following programs to be implemented:

1. Expand low cost and no charge drop-in programs& directed at youth age 15-17
2. Allocate additional annual operating budget to support city-initiatives for youth event programming and drop-in programs targeted at youth age 18-24 across the City
3. Expand the Walmart At Play &program and develop a mentoring component in priority neighbourhoods for youth age 10-14
4. Increase the Corporate Grant Program &to support new partnership initiatives that address youth age 15-24 needs across the City

Programs will be established incrementally over the 4 years on the basis of opportunity and demand.

Each program will be evaluated on a number of criteria, including:

- Trends and opportunities
- Number of partnerships developed to deliver programs
- Participation numbers - with established minimums for operating the program
- Participant satisfaction - with established minimums for operating the program

Recreation and Parks is well positioned to establish youth advisory groups and expand the number of "drop-in" programs offered throughout the City over the short term. The greater challenge will be to establish partnerships, and the ongoing effort required to nurture alliances, allowing for a holistic approach to the delivery links of youth programs through other organizations.

Service Impact

The service impacts will include:

- Develop new youth advisory committees and focus groups to establish a model that will sustain the ongoing participation of youth in identifying program/service opportunities - including how to measure/ monitor the success of efforts
- An increase in the number of diverse, affordable and "drop in" programs for youth aged 15-24 at 23 new locations across the City
- Expand the Walmart at Play after school program at 8 locations from the current 1 day per week to 3 days per week
- Increase the corporate grant funding to support new initiatives that address youth needs age 15-24 by $50k in 2012
- Establish links and partnerships to enhance the benefits of the programs

Comments

Business Plan and Budget

City of Mississauga

Budget Request # 367

Description of Proposed Initiative

Older Adult plan

Service Area

Recreation & Parks

Department

Community Services

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	0	0	0	0	0
Net Cost Funded from Tax Levy	0	0	0	0	0
Net Impact on Tax Levy		0.00 %	0.00 %	0.00 %	0.00 %
FTE	0	0	0	0	0
Capital Approved Forecast					
Net Incremental Capital	0	0	0	0	0

Details of Service Change

Through internal re-alignment Recreation and Parks has allocated a full time position to executing and facilitating the implementation of the Older Adult Plan recommendations. In the next few years the following changes will occur;

- An Older Adult Advisory/ Focus group will be established to provide direction and comments on program development looking for opportunities to fill "gaps" to attract increased participation, partnerships with other organizations for new health related programs, diversity of programs to attract participation from varying demographic groups, volunteerism and the financial implications/ resources to implement change;
- Partnership with health organizations [Region of Peel, LHIN, Hospitals] to extend the breadth of programs for Older Adults. i.e. Stroke Breakers, Next Steps to Active Living, Sweet Success program (diabetes), Fall Prevention for Seniors, Transition Programs, foot clinics, income tax sessions.
- Ensure City facilities adapt their space to be age friendly for Older Adults [versus just building additional space]
- Support and facilitate the development of local community groups focused on healthy active living. For example, staff have worked with two existing Older Adults groups that utilize existing facility space and applied to the Province to be recognized as Elderly People Centres [EPC] which, if approved, could provide additional grant funding.

The objective is to increase the breadth of services and community connections to foster healthy active living for Older Adults within the community. Recreation and Parks will strike a balance between direct deliver and facilitation of 3rd party delivery of older adult services. In essence implementing the Older Adult plan is intended to increase the effectiveness of service and at the same time enhance efficiency.

Service Impact

Service impacts will include;

1. An increase in the breadth of program to Older Adults [measurements/ tracking will need to be put in place]. For example therapy pools will deliver increasing number of programs for this age group,

recreation programs staff will offer more programs, fees that are still discounted based on age will need to be adjusted to align to existing adult fees [example: fitness memberships];
2. Older Adult Advisory Committee will be utilized for feedback on programming, partnerships and communications.
3. Increased access for Older Adults to health related services provided by external agencies;
4. The ability of Older Adults to age in place and access services through community "nodes";
5. Increasing opportunities for volunteerism;
6. Ongoing review of ACTIVE ASSIST to ensure it remains relevant to Older Adult demographics and attracts residents

Comments

Business Plan and Budget

City of Mississauga

Budget Request # 369

Description of Proposed Initiative

Bell Gairdner Estate

Service Area

Recreation & Parks

Department

Community Services

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	0	0	22	-40	9
Net Cost Funded from Tax Levy	0	0	22	-40	9
Net Impact on Tax Levy		0.00 %	0.01 %	-0.01 %	0.00 %
FTE	0	0	0.3	0	0.7
Capital Approved Forecast	2,285	530			
Net Incremental Capital	0	950	0	0	0

Details of Service Change

The Bell Gairdner Estate was purchased by the City in 1999 and is located on Lakeshore Road West near the Mississauga/ Oakville boundary. The site has a main house, coach house and 18 hectares of woodlot and open space. In December 2008, Council approved a request to designate the Bell Gairdner Estate as a heritage property for its physical design, historical value and contextual importance.

In the summer of 2009 a market study was performed by a consulting firm which identified the site suitable for a wedding reception site in summer and small meeting site in winter.
The proposed re-development includes:
- Renovating the main house;
- Renovating the Coach House including washrooms, boardroom/ bride's room, reception/ bar area, warming kitchen and entranceway to a tent area
-Tent and site works suitable for wedding ceremony with a capacity of 200 [May 1 through September 30].

Contract labour to administer the site is forecast at $70k and parks maintenance is forecast at $40k to maintain the grounds. The cost of the later is included in Budget Request #415 [Parkland Growth].

Service Impact

Facility will become an increasingly popular destination for weddings and corporate events.

The first phase of the re-development would focus on renovations to the main house to maintain structural integrity, re-development of the Coach house to support weddings/ rentals and establishing landscape/ plantings and flower beds in an area close to the Coach house for photography. These changes mean:

1. Additional capital investment in the property is required;
2. There will be operating costs to establish the wedding/ rental market activity. A contract staff to administer and look after day to day operations during prime rental season activity including third party contract for food services, utility costs, advertising , building maintenance, building expenses and cleaning. In the first 18-24 months of operations this staff position will be re-allocated from the Meadowvale CC during its shutdown and renovation;

3. Parks will need to establish a regular maintenance program on the site to maintain the plantings and the grounds.

It is anticipated that start up costs will be incurred for 2012.

Comments

Business Plan and Budget

City of Mississauga

Budget Request # 414

Description of Proposed Initiative

North West Community Centre as Partnership

Service Area

Recreation & Parks

Department

Community Services

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	0	0	0	0	0
Net Cost Funded from Tax Levy	0	0	0	0	0
Net Impact on Tax Levy		0.00 %	0.00 %	0.00 %	0.00 %
FTE	0	0	0	0	0
Capital Approved Forecast					
Net Incremental Capital	0	0	0	0	1,400

Details of Service Change

Population growth in the north-west of Mississauga continues to happen faster than anticipated. In the Churchill Meadows and Lisgar communities there were about 10,500 children and youth (0-19 years) in 2004. Recent estimates, 2009, indicated this number has increased to over 21,000. Consequently, traditional amenities such as indoor pools are in demand. The two pools in proximity to this area, located at Meadowvale CC and Erin Meadows CC respectively, are already at or near capacity.

The Future Directions Master Plan advocates a provision by opportunity to partner approach to provide a new Community Centre in the northwest area of the City. A partnership approach is a good fit for this area given: evidence of latent demand; lack of access for residents in this area despite not yet attaining complete population thresholds for City wide facility provision standards; and fiscal responsibility.

Service Impact

This new facility will increase the city wide provision of: major community centres from 11 to 12; indoor pools from 11 to 12; and fitness centres from 7 to 8.

Future Directions recommends that this partnership model should ensure residents can access services at this new facility in a similar manner to other City facilities. Residents will have daily access to: fitness equipment; fitness classes; aquatic lessons; length swims; and aquatic fitness classes.

There will be operating, capital and FTE budget impacts. These impacts cannot be calculated until a framework for a partnership has been determined. It is unclear at this time as to the type of operating model that will emerge from partnership discussions.

Comments

The Future Directions Master Plan for Recreation was received for information in the Spring of 2010. Provision of a community centre in the northwest area of the City provided in partnership is one of the recommendations contained within the Future Directions Master Plan.

Business Plan and Budget

City of Mississauga

Budget Request # 415

Description of Proposed Initiative

Parkland Growth

Service Area

Recreation & Parks

Department

Community Services

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	14,389	116	80	198	406
Net Cost Funded from Tax Levy	14,389	116	80	198	406
Net Impact on Tax Levy		0.04 %	0.03 %	0.06 %	0.12 %
FTE	254.5	2	1	3.5	6
Capital Approved Forecast					
Net Incremental Capital	0	0	0	0	0

Details of Service Change

New parkland to be maintained during the 2011 - 2014 business cycle requires funds for materials, equipment and staff.
Note: Net operating impacts reflect labour start date of May 1.

During the 2011 - 2014 time frame the following parkland growth is projected:

- 2011: 44.9 acres at cost of $134,700 (5 community parks)
- 2012: 3.5 acres at cost of $61,100 (1 community park and 2 high profile at 2.3 acres per $25K/acre)
- 2013: 78.5 acres at cost of $235,500 (2 community parks)
- 2014: 38.7 acres at cost of $387,000 (1 high profile park at 38.7 acres per $10K/acre)

Overall, 165.6 acres of parkland that will come on stream between 2011 - 2014.

- The costs were calculated based on the varying levels of service required for community parks and for high profile parks:$3000/acre for community parks - contain general passive areas and secondary playing facilities. Typically neighbourhood parks and parkettes
- These parks require the following level of service: 10 day turf cutting cycle; weekly site inspection; weekly sanitation; standard design park furniture; horticultural infrastructure requiring weekly level of maintenance and; secondary ice/snow clearing.

The formula has been enhanced for high profile parks requiring a higher level of maintenance.

- $10,000/ acre and $25,000/acre for high profile parks.
- For these parks the benchmark has been Community Common at $25,500/acre for the NEW park College Common in 2012 and Fusion/Bell Gairdner and;
- Port Credit Memorial at $10,000/acre for the NEW Arsenal Park in 2014 requiring an enhanced level of service.
- The services required are: daily site inspection; enhanced turf cutting (once per week/as required); sanitation every second day (litter & cans); horticultural infrastructure requiring enhanced levels of

maintenance; regular irrigation monitoring and programming; enhanced/ unique quality and /or design park furniture; enhanced level of sport facility infrastructure requiring appropriate maintenance levels and; high priority ice/snow clearing.

Service Impact

To maintain current service levels in parks operations, it is necessary to fund parkland growth using the established formula for community parks and high profile parks.

Not obtaining the funding will mean that service levels will decline due to greater demand on existing resources.

Comments

Business Plan and Budget

City of Mississauga

Budget Request # 421

Description of Proposed Initiative

Debris Management - Cooksville Creek

Service Area

Recreation & Parks

Department

Community Services

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	2,520	214	21	0	0
Net Cost Funded from Tax Levy	2,520	214	21	0	0
Net Impact on Tax Levy		0.07 %	0.01 %	0.00 %	0.00 %
FTE	25	1	0	0	0
Capital Approved Forecast					
Net Incremental Capital	0	0	0	0	0

Details of Service Change

Parks and Forestry are responsible for the clean up and maintenance of publicly owned lands adjacent to watercourses including woodlots, parks, trails and natural areas.

Due to a storm event on August 4th, 2009 and subsequent flooding, increased inspections and maintenance have been requested to deal with critical areas within Cooksville Creek.

The following are recommendations within a draft Woody Debris Management Strategy jointly developed between Transportation and Works and Community Services:

- identification of critical areas/special management zones;
- an increase in existing Parks and Forestry service levels
- additional service levels

Changes that will occur for the maintenance of Cooksville Creek based on the funding;

- proactive identification of critical areas/special management zones
- annual inspections of entire natural corridor of Cooksville Creek
- monthly inspections of critical areas/special management zones
- identified works as per inspections to be completed on a priority basis
- dead, hazardous trees dealt with on a site specific basis
- fallen trees or sections of trees will be removed from the creek, then removed from site completely or at least to a minimum of 3m from the edge of the creek
- accumulated woody debris piles to be removed from site completely

Service Impact

If funding is not approved, the existing resources will not be able to provide proposed new service level.

Comments

Cooksville Creek Debris Management Strategy was approved at General Committee on March 3, 2010

(GC-0118-2010)

Business Plan and Budget

City of Mississauga

Budget Request # 476

Description of Proposed Initiative

Asset Management Program

Service Area

Recreation & Parks

Department

Community Services

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	0	64	141	85	0
Net Cost Funded from Tax Levy	0	64	141	85	0
Net Impact on Tax Levy		0.02 %	0.05 %	0.03 %	0.00 %
FTE	0	1	1	1	0
Capital Approved Forecast					
Net Incremental Capital	0	0	100	100	0

Details of Service Change

Community Services is responsible for more than 6,600 acres of parkland, 223 km of trails, 225 soccer pitches, 150 ball diamonds, 138 tennis courts, 255 play sites, pedestrian bridges, golf courses, marinas, vehicles and equipment. The value of these assets exceeds $200M.

Currently there are a variety systems and methods to collect asset information, however many of the inventories are in antiquated databases or use labour intensive procedures. Also, there is no automated system to forecast and prioritize future capital replacements and spending.

A review is underway to develop a Capital Planning Group to better manage Community Services assets.

This initiative will be phased-in over three years to align with expected system implementation schedules.

Phase I: 2011

Convert the Contract Capital Asset Inventory Co-ordinator position to permanent. This position is needed to maintain the legislated tangible capital asset reporting for the Community Services Department. Corporate Finance requires departmental experts or representatives to assist with ongoing asset expenditure analysis and liaising with Project Managers regarding project expenditures and status.

It should be noted that this position is a "hot spot" and staff retention and recruiting suitable candidates has been challenging in 2009.

Phase II: 2012

Develop the Capital Planning Group within the PDBS management structure. Hire (1) permanent Manager of Capital Planning. Realign existing asset inventory staff throughout PDBS/ R&P into Capital Planning Group. Also, by the third quarter of 2012 it is expected that the Hansen system will be ready to accept the pathway and trail network inventory data. Capital funds have been allocated for the project management of the coordination and implementation of this new database.

Phase III: 2013

Add (1) permanent Capital Asset & Compliance Coordinator position. This position will track tender cost trends and project management allocations to forecast future cost estimates and labour requirements.

Also, to complete the pathway and trail network database, an audit will be required to identify the type, location and condition of each trail segment. A Capital funding request has been made to perform a comprehensive trail audit.

By implementing a Capital Planning Group, there will be sufficient resources to standardize inventory collection methods and provide long term forecasting/ prioritization of asset replacement to maximize capital spending. In addition, this group will ensure that all necessary PSAB data collection and reporting requirements are met. The Capital Planning Group has been modelled after F&PM's organizational structure.

Service Impact

This initiative will provide detailed information to operating divisions and decision makers to improve the prioritization of future capital spending and assist in the development of an asset management program which will define capital planning and reporting.

In addition, there will be resources available to track and record all new development assets implemented through Capital Development and assist with the uploading of information into the Hansen system.

This program will also ensure the continued adherence to PSAB reporting requirements.

Comments

Business Plan and Budget

City of Mississauga

Budget Request # 491

Description of Proposed Initiative

Mississauga Celebration Square Gateway Sign

Service Area

Recreation & Parks

Department

Community Services

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	0	-74	-74	0	0
Net Cost Funded from Tax Levy	0	-74	-74	0	0
Net Impact on Tax Levy		-0.02 %	-0.02 %	0.00 %	0.00 %
FTE	0	0	0	0	0
Capital Approved Forecast					
Net Incremental Capital	0	0	0	0	0

Details of Service Change

This initiative delivers a feature digital gateway sign at the northwest corner of Burnhamthorpe Rd and Duke of York Blvd at no cost to the City. The feature gateway will communicate square programming and events on digital ribbon reader boards and display third-party content on large-format digital screens. The project would be fully capitalized and operated by a third-party under contract to the city.

Service Impact

This initiative will deliver a vibrant, exciting downtown gateway that welcomes visitors and communicates upcoming events.

Comments

Business Plan and Budget

City of Mississauga

Budget Request # 506

Description of Proposed Initiative

Street Tree Block Pruning

Service Area

Recreation & Parks

Department

Community Services

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	1,128	0	464	21	0
Net Cost Funded from Tax Levy	1,128	0	464	21	0
Net Impact on Tax Levy		0.00 %	0.15 %	0.01 %	0.00 %
FTE	3	0	1	0	0
Capital Approved Forecast					
Net Incremental Capital	0	0	0	0	0

Details of Service Change

Increase existing funding by $400 thousand to a total of $600 thousand annually for street tree block pruning. This work will be completed by contractors. It will allow a higher volume of trees to be pruned on an annual basis with an improved cost per tree.

The change in funding will allow pro-active, systematic pruning of trees within a defined geographic zone versus a reactive approach whereby inspections and pruning of trees is completed based on resident requests from sites across the city. The later means staff travel across the city on an ad hoc basis, The former provides a planned approach to pruning.

The cost to prune 40,000 trees using a proactive approach @$15 per tree is $600 thousand. The cost to prune 40,000 trees using a reactive approach @$300 per tree is $12 million.

Contractors completing street tree pruning will be supervised by a contract manager to ensure that the work is completed according to standards and the terms of the contract are being fulfilled.

Service Impact

Urban Forestry is responsible for the maintenance, preservation and protection of all City owned trees. Mississauga's Urban Forest consists of more than 2 million trees on public and private lands. Publicly owned trees are located within parks, woodlots, greenbelts, cemeteries etc as well as on our streets (250,000 trees). The majority of Urban Forestry work orders are reactive based on individual resident requests.

The requested funding will enable Urban Forestry to implement a proactive maintenance model reducing the volume of reactive requests for work.

Comments

Business Plan and Budget

City of Mississauga

Budget Request # 520

Description of Proposed Initiative

Wall of Fame on Celebration Square

Service Area

Recreation & Parks

Department

Community Services

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	0	0	0	0	0
Net Cost Funded from Tax Levy	0	0	0	0	0
Net Impact on Tax Levy		0.00 %	0.00 %	0.00 %	0.00 %
FTE	0	0	0	0	0
Capital Approved Forecast					
Net Incremental Capital	0	0	0	100	0

Details of Service Change

The re-developed Civic Square is scheduled to open in April 2011 with many additional and improved elements to host events and programs. A request to include a "Wall of Fame" to recognize significant achievements of Mississauga Residents was received from the Mayor's office in late 2009. A response to the Mayor to create a "Wall of Fame" in the area of the Civic Centre's south west façade was favourably received. Early concepts provided by the Consulting Architects propose a combination of cast or etched glass panels inserted into a metal frame super-structure. This element would also be illuminated for night time viewing. It is anticipated that the structure would be populated with the glass panels over a period of many years to recognize existing and future achievements.

Anticipated Order of Magnitude costs: $100,000. Funding is not within scope of ISF Civic Square redevelopment.

Service Impact

Enhancement to service levels by recognizing outstanding achievements by Mississauga residents. Provides an additional Place making element and draw for the Civic Square.

Comments

A new Corporate Policy will be required to fully define a criteria for recognition on new "Wall of Fame". Linkages with existing recognition programs is required.

Business Plan and Budget

City of Mississauga

Budget Request # 567

Description of Proposed Initiative

Digital Advertising in Community Centres and Libraries

Service Area

Recreation & Parks

Department

Community Services

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	0	-5	-10	-10	-25
Net Cost Funded from Tax Levy	0	-5	-10	-10	-25
Net Impact on Tax Levy		0.00 %	0.00 %	0.00 %	-0.01 %
FTE	0	1	0	0	0
Capital Approved Forecast					
Net Incremental Capital	0	0	0	0	0

Details of Service Change

New larger scale community facilities [Magna Centre in Newmarket, Iroquois Park in Whitby, Legends in Oshawa] have digital monitors that provide program, dressing room assignments and other information to facility visitors.

These facilities attract a volume of activity and patron foot traffic that space on the digital monitors is provided for third party advertising, as well as deliver utilize the space for community centre information/ corporate messages. These advertising revenues enhance the gross revenue generated within a building. The City of Mississauga has a number of recreational facilities with a volume of activity that could build this revenue stream. Based on five advertisers paying $100 @ month a facility could generate $6,000 per year [which would be consistent with the arena rink board advertising].

Funding for digital monitors [previously TV screens] is contained within the existing 10 year capital cost forecast for Recreation and Parks.

Service Impact

The use of digital monitors enhance the messages and information available to recreation and library patrons. In addition, facilities will yield new advertising revenues. Gross advertising revenues are expected to develop over a 3-5 year time frame, with a cost/ revenue benefit achieved within 24 months of execution.

Comments

Business Plan and Budget

City of Mississauga

Budget Request # 586

Description of Proposed Initiative

Backlit Advertising in Community Centres and Libraries

Service Area

Recreation & Parks

Department

Community Services

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	-352	0	-27	-15	-25
Net Cost Funded from Tax Levy	-352	0	-27	-15	-25
Net Impact on Tax Levy		0.00 %	-0.01 %	0.00 %	-0.01 %
FTE	2	0	1	0	0
Capital Approved Forecast					
Net Incremental Capital	0	0	0	0	0

Details of Service Change

Community Centres, Arenas and Library facilities attract a volume of activity and foot traffic through central entrance points that are attractive to advertisers and can create new revenues. There are sixty-five sign locations that have been identified for back lit advertising signs. The objective of this program would be to locate two advertisers per facility with the Central Library having up to five advertisers.

Depending on the location and the foot traffic through a building the advertisers would pay between $1,500 to $3,500 a sign per year. The fee structure is consistent with the Recreation and Parks Arena advertising program which generates gross revenues of $120,000 per year.

Financial estimates are based on selling 70% of capacity, back lit sign sales will create gross revenues of $100,000 @ year by 2015 creating net revenue of $63,000 [excluding initial capital cost to install back lit hardware].

Service Impact

The gross revenue stream will develop beginning in 2012. Break-even point will be achieved within 24 months.

The capital cost of setting up these signs needs to be confirmed through supplier quotes and will vary by the size and location of the sign.

Comments

Business Plan and Budget

City of Mississauga

Budget Request # 629

Description of Proposed Initiative

Dome Field at Hershey SportZone (Hershey #1)

Service Area

Recreation & Parks

Department

Community Services

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	0	-113	-267	0	0
Net Cost Funded from Tax Levy	0	-113	-267	0	0
Net Impact on Tax Levy		-0.04 %	-0.09 %	0.00 %	0.00 %
FTE	0	1.1	1.8	0	0
Capital Approved Forecast					
Net Incremental Capital	0	2,885	0	0	0

Details of Service Change

This dome structure will effectively double the number of prime time hours of turf field capacity during the November through April period to facilitate training and competition for turf based sports groups. Available unused time (i.e. not used by affiliated groups) will be utilized by City programmers to expand league play for Hershey SportZone Indoor Soccer League and other indoor youth and adult leagues and will be available for rent by other individuals and groups. The dome will be erected in November and taken down in April, making use of Hershey Field 1 and the ancillary facilities (change house and parking area) on site on a year round basis. The costs of erecting and tearing down/storage of the dome structure are included in the annual operating expenses of the dome.

Service Impact

The desire for additional indoor turf field capacity has been raised by the local affiliated soccer clubs over the past 24 months. This will double the number of prime time hours of indoor turf time from the present situation in response to the issues of youth training raised repeatedly by the six affiliated soccer clubs in the city. A number of the clubs have committed to enter into agreements with the City to guarantee a minimum annual utilization of the dome facilities. The dome has a 10 to 15 year service life and a 12 year service life is anticipated before the structure (bubble) will need to be replaced.

Comments

The final agreement to resolve the Clubs' support of the City in operating the indoor soccer league at the Hershey Sports Complex was approved by Council on October 14, 2009, GC-0602-2009. Recommendation 1 references an agreement between six affiliated soccer clubs and the City, Article 18 of the agreement references the resolution of Youth Training issue, which was to be resolved by the parties to the agreement. Initiating this project will close this issue to the satisfaction of the clubs.

The North Mississauga Soccer Club was the catalyst for this solution since the west end turf fields and indoor facility, identified initially in the 2004 Future Directions for Recreation and Parks Services and subsequently identified in the 2004 Capital Budget and Forecast (as a 2005 project) has been deferred to potential construction between 2013-15 in the present capital forecast. NMSC and the other clubs most impacted by the lack of indoor training facilities suggested the dome at Hershey 1 as an immediate solution which could be portable and may be relocated to the west end site when it is eventually completed.

Business Plan and Budget

City of Mississauga

Budget Request # 640

Description of Proposed Initiative

Mississauga Celebration Square Events and Programs

Service Area

Recreation & Parks

Department

Community Services

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	0	618	-50	-75	-100
Net Cost Funded from Tax Levy	0	618	-50	-75	-100
Net Impact on Tax Levy		0.21 %	-0.02 %	-0.02 %	-0.03 %
FTE	0	4	0	0	0
Capital Approved Forecast					
Net Incremental Capital	0	0	0	0	0

Details of Service Change

The program plan for Celebration Square creates an exciting and vibrant activity in the downtown core. Mississauga's Celebration Square will become an exciting and iconic centrepiece to the City Centre and the surrounding area. Distinctive high quality events and programming will make the Celebration Square a popular destination for residents and visitors and will transform the square into one of the premier public spaces in the Greater Toronto Area.

The upgraded amenities will provide for more comprehensive programming, and greater utilization of the square by external groups to host events. The new Square will include:

- A new larger than Olympic sized seasonal rink, which is more than twice the size of the previous rink;
- An expanded and modernized water fountain that will enable public interactivity;
- A new permanent stage with a state of the art sound and lighting system;
- Digital program screens, that will provide high resolution video program and public art for Civic Square visitors;
- An open-air amphitheatre incorporating a new sound and lighting system;

Service Impact

To realize the full potential of the City, Federal and Provincial investment in Celebration Square, an enhanced, comprehensive year-round schedule of events, programs and activities will take place on the square.

Signature Events (more than 25,000 in attendance per day)
Current: (1) Canada Day
2011: (2) Canada Day, New Year's Eve Celebration
2012: (4) Canada Day, New Year's Eve Celebration, New Signature Evens (Pan Am Games/Taste of Mississauga)

Class A Events (Between 5,000 – 24,999 in attendance per day)
Current: (3) Mosaic, South Asian Heritage Festival, Mississauga Rotary Ribfest, Pakistan Independence Day

2011: (8) Mosaic, South Asian Heritage Festival, Mississauga Rotary Ribfest, Pakistan Independence Day, Muslim Fest, Viet Fest, Mississauga Tree Lighting Celebration, International Indian Film Awards, Memorial Cup
2012: (7) Mosaic, South Asian Heritage Festival, Mississauga Rotary Ribfest, Pakistan Independence Day, Muslim Fest, Viet Fest, Mississauga Tree Lighting Celebration, Below Zero Winterfest (Skating and Screen Programming)

Class B Events (Between 1,000 – 4,999 in attendance per day)
Current: (5) Muslimfest, Viet Summerfest, Indian Heritage Festival, Community Crime Awareness Day

2011: (14) Friday Night Concert Series, Fiesta ng Kalayaan, India Heritage Festival, Culture Division Event, NBA FanFest, New Corporate Event, Mississauga, International Drum and Dance Festival, Community Crime Awareness Day, Tour de Mississauga, National Culture Day.
2012: (21) Friday Night Concert Series, Fiesta ng Kalayaan, India Heritage Festival, Culture Division Event, NBA FanFest, New Corporate Event, Mississauga, International Drum and Dance Festival, Community Crime Awareness

Day, Tour de Mississauga, National Culture Day, Alfa Romeo of Canada Rally Event, Euro Cup Soccer Event, Summer Olympics, Film Festival Event.

Class C Events (Between 200 – 999 in attendance per day)
Current: (19) 20 Min. Makeover, Litter not Clean-Up, Public Works Family Fun Day, United Way Pancake Breakfast, Bike to Work Day, Relay for Life, Amica at the Park, My Mississauga Concert Events (5), My Mississauga Movie Nights (4), Culture Division Event
2011: (35) 20 Min. Makeover, Litter not Clean-Up, Public Works Family Fun Day, United Way Pancake Breakfast, Bike to Work Day, Mayor's Levee, Relay for Life, Amphitheatre Unplugged (13), Thursday Movie Nights (11), Run for the Cure, Fall Market, Remembrance Day, Skating Rink Opening.
2012: (43) 20 Min. Makeover, Litter not Clean-Up, Public Works Family Fun Day, United Way Pancake Breakfast, Bike to Work Day, Mayor's Levee, Relay for Life, Amphitheatre Unplugged (13), Thursday Movie Nights (15), Run for the Cure, Fall Market, Remembrance Day, March Break Event, Now Playing Screen Events, Spring Market, Halloween Event, Literary Festival.

Activities (Less than 199 in attendance per day)
Current: (0)
2011: (27) Tues. Seniors Days (9 days), Wed., Fresh Air Fitness (8 evenings), Thurs. Bark in the Park (6 evenings), Thurs. Kids Camp Days (4 days)
2012: (43) Tues. Seniors Days (13 days), Wed., Fresh Air Fitness (10 evenings), Thurs. Bark in the Park (12 evenings), Thurs. Kids Camp Days (8 days), St. Michael's Majors Outdoor Practices, Dance practice on the Square, Cricket Club Demos, Martial Arts Demos, AGM Outdoor Gallery, Teen Poetry Readings

Total Events
Current: 27 Events; **2011:** 86 Events; **2012:** 118 Events
Total Days
Current: 38 Days; **2011:** 101 Days; **2012:** 144 Days
Other Activities
Current: 0 Days
2011: 365 Days. Program Screens Content, Outdoor Reading Room, Outdoor Foosball, Chess, Checkers, Rink Days
2012: 365 Days. Program Screens Content, Outdoor Reading Room, Outdoor Foosball, Chess, Checkers, Rink Days

Total Attendance
Current: 300,000; **2011:** 500,000; **2012:** 800,000; **2013:** 1,100,000; **2014:** 1,400,000
Seasons of Programming
Current: 3 months; **2011:** 12 months; **2012:** 12 months

Comments

Mississauga Library - Service Summary 2011-2014

Category	FTE	2011	2012	2013	2014	Total Operating	Total Capital
Efficiencies	(3)	(160)	(55)	3	0	(212)	0
Service Level Adjustments	(14)	0	58	(178)	(316)	(436)	296
Growth	0	0	42	57	309	408	2,322
New Service Levels	3	0	95	190	(334)	(49)	0
New Revenues	0	(104)	(103)	0	0	(207)	0
Capital Only	0	0	0	0	0	0	597
Total Service Budget Impact	**(13.5)**	**(264)**	**37**	**72**	**(341)**	**(496)**	**3,215**

Mississauga Library - Service Summary 2011-2014

BR#	Service	Initiative Description	Category	FTE	2011	2012	2013	2014	Total Operating	Capital 2011-2014
125	Mississauga Library	Consolidated Service Delivery	Efficiencies	(2.0)	(135)	(45)	0	0	(180)	0
129	Mississauga Library	Rationalize Sunday Staffing Levels	Efficiencies	(0.5)	(14)	(10)	0	0	(24)	0
145	Mississauga Library	Lower Lease Cost - Sheridan Branch Library	Efficiencies	0.0	(11)	0	3	0	(8)	0
		Subtotal	**Efficiencies**	**(2.5)**	**(160)**	**(55)**	**3**	**0**	**(212)**	**0**
147	Mississauga Library	Self Serve Check-Out	Service Level Adjustments	(14.0)	0	58	(178)	(316)	(436)	296
174	Mississauga Library	Library Collection Growth Funding	Growth	0.0	0	42	57	59	158	1,722
328	Mississauga Library	Electronic Strategy	Growth	0.0	0	0	0	250	250	600
		Subtotal	**Growth**	**0.0**	**0**	**42**	**57**	**309**	**408**	**2,322**
114	Mississauga Library	Coordinated Library Services for Youth	New Service Levels	1.0	0	95	0	0	95	0
159	Mississauga Library	Meadowvale Branch Library Relocation /Redevelopment	New Service Levels	0.0	0	0	0	(334)	(334)	0
454	Mississauga Library	Coordinated Library Services for Older Adults	New Service Levels	1.0	0	0	95	0	95	0
464	Mississauga Library	Coordinated Library Services for Newcomers	New Service Levels	1.0	0	0	95	0	95	0
		Subtotal	**New Service Levels**	**3.0**	**0**	**95**	**190**	**(334)**	**(49)**	**0**
298	Mississauga Library	Burnhamthorpe Branch Library - Dixie Bloor Neighbourhood Drop-In Centre - Lease	New Revenues	0.0	(104)	(103)	0	0	(207)	0

Mississauga Library - Service Summary 2011-2014

BR#	Service	Initiative Description	Category	FTE	2011	2012	2013	2014	Total Operating	Capital 2011-2014
131	Mississauga Library	Central Library Revitalization	Capital Only	0.0	0	0	0	0	0	570
239	Mississauga Library	Add Twenty Public Computer Internet Workstations	Capital Only	0.0	0	0	0	0	0	27
		Subtotal	**Capital Only**	**0.0**	**(104)**	**(103)**	**0**	**0**	**(207)**	**597**
Total Service Budget Impact				**(13.5)**	**(264)**	**37**	**72**	**(341)**	**(496)**	**3,215**

Business Plan and Budget

City of Mississauga

Budget Request # 114

Description of Proposed Initiative

Coordinated Library Services for Youth

Service Area

Mississauga Library

Department

Community Services

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	0	0	95	0	0
Net Cost Funded from Tax Levy	0	0	95	0	0
Net Impact on Tax Levy		0.00 %	0.03 %	0.00 %	0.00 %
FTE	0	0	1	0	0
Capital Approved Forecast					
Net Incremental Capital	0	0	0	0	0

Details of Service Change

In response to the Strategic Plan, the Youth Plan, and the *2009 Future Directions Master Plan for Library Services*, the Library is looking to coordinate the delivery, leadership, and implementation of strategies and programs relating to youth. Creating a coordinator position will allow the Library to fully deliver on its commitments.

Under the Youth Plan, the Library has been asked to offer regular drop-in programming in at least 8 priority neighbourhoods, as well as art, mentoring, and volunteerism programs. A dedicated staff member would allow the Library to deliver on these by coordinating the partnerships, space, staff training, guests/performers, resources and outreach needed. As well, the coordinator would in some cases deliver programming directly, leveraging a considerable time investment to develop activities, presentations, and facilitated discussions to engage youth at multiple sites and provide a model by which library staff could continue to deliver programming. The coordinator would deliver some training to youth volunteers directly.

The proposed expenditure is $95,000, including up to $3,000 in operating expenses.

Service Impact

The number of opportunities for serving the youth population would be significantly improved. Special events would be expected to double, a regular drop-in program would be held at each location where the need exists (minimum 8), Reading Buddies programs would be expanded and Homework Clubs instituted, multiplying by at least 6 the number of volunteer opportunities provided.

Comments

The Youth Plan and the 2009 Future Directions Master Plan for Library Services have been approved by LT, the Library Board and Council.

Business Plan and Budget

City of Mississauga

Budget Request # 125

Description of Proposed Initiative

Consolidated Service Delivery

Service Area

Mississauga Library

Department

Community Services

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	180	-135	-45	0	0
Net Cost Funded from Tax Levy	180	-135	-45	0	0
Net Impact on Tax Levy		-0.05 %	-0.01 %	0.00 %	0.00 %
FTE	4	-2	0	0	0
Capital Approved Forecast					
Net Incremental Capital	0	0	0	0	0

Details of Service Change

The Library will be undertaking a Service Delivery Model Review in 2010 to respond to challenges, opportunities, and pressures on its labour budget. All services will be examined to determine how best to address future needs. With changing demands and expectations it is anticipated that efficiencies can be gained, including the identification of locations in which service points can be consolidated due to changing customer behaviour and the ongoing redesign of service desks. For example, the Burnhamthorpe Library, currently under redevelopment, will combine its check-in and check-out desks into one, providing a materials return slot rather than a dedicated check-in counter. This will allow check-in tasks to be performed by staff at a lower level with no customer contact required.

The estimate for these reductions is $180,000.

Service Impact

There are minimal public service impacts expected as these efficiencies are implemented. Internal impacts will include changes to staffing complements and potentially changes to job descriptions.

Comments

Business Plan and Budget

City of Mississauga

Budget Request # 129

Description of Proposed Initiative

Rationalize Sunday Staffing Levels

Service Area

Mississauga Library

Department

Community Services

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	216	-14	-10	0	0
Net Cost Funded from Tax Levy	216	-14	-10	0	0
Net Impact on Tax Levy		0.00 %	0.00 %	0.00 %	0.00 %
FTE	4	-0.3	-0.2	0	0
Capital Approved Forecast					
Net Incremental Capital	0	0	0	0	0

Details of Service Change

With the opening of all Library branches seasonally (October to May) on Sundays in 2010, an opportunity exists to reduce the staffing levels at the locations that previously were the only locations open on Sundays. This is due to the anticipated redistribution of the demand for Sunday service.

Total savings of $24,000 will result. This initiative will also reduce the number of staff required to work on Sundays now that service has been expanded to all locations.

The Library will be monitoring the Sunday usage activity in 2010 and 2011 to ensure that this re-allocation is effective.

Service Impact

Users of circulation and information services may experience slightly increased wait times at those library locations where reductions will occur as there will be fewer staff available. Over time this impact will be reduced as it is anticipated that usage will be redistributed across the larger number of locations.

Staff scheduled to work may experience an increased volume of work: however with all branches open, it is anticipated that customers will visit their neighbourhood branches rather than focus on the larger locations.

Comments

N/A

Business Plan and Budget

City of Mississauga

Budget Request # 131

Description of Proposed Initiative

Central Library Revitalization

Service Area

Mississauga Library

Department

Community Services

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	0	0	0	0	0
Net Cost Funded from Tax Levy	0	0	0	0	0
Net Impact on Tax Levy		0.00 %	0.00 %	0.00 %	0.00 %
FTE	0	0	0	0	0
Capital Approved Forecast					
Net Incremental Capital	0	0	180	130	260

Details of Service Change

Over the past 20 years, since the opening of Mississauga's flagship Central Library, there have been a number of significant changes in the nature and delivery of library services. In order to continue to meet the needs of its users, the 177,000 square foot Central Library facility requires the reconfiguration of some of its key spaces.

Then
In 1991 when the Central Library opened, it served a City population of 364,000. The Library was largely surrounded by green space with few people living or working in the immediate area. The Internet was a newly emerging concept.

Now
Today, Mississauga's Central Library is one of the busiest in Canada, serving a population of over 720,000. Development of the City Centre is well underway and thriving with activity. A significant residential and commercial population now exists in immediate proximity to the Library.

Other key changes over the past 20 years in the delivery of library services:

- Not only is the Internet now a reality, it is provided wirelessly in all Mississauga library locations.
- Customers bring and use their own laptops to the Library
- A range of e-library services are now provided online
- Libraries must meet a variety of needs from quiet study spaces to places that the community gathers, shares, learns and "belongs".
- Library services are also now increasingly designed and delivered to specific users such as newcomers, youth, and older adults.

Future
The redevelopment of the Civic Square adjacent to the Library and the new Sheridan Campus in the City Centre, will bring additional focus, opportunity, and demands to the Central Library.

Library Spaces

The original layout and spaces within the Central Library are not designed to effectively meet the needs of today's library user. A modest plan for reconfiguration of Central Library spaces in 2008 was funded from within the existing annual capital program allocations for the library system. A number of initiatives have been implemented over the past couple of years, including the relocation of popular collections to the main floor close to the checkout for customer convenience and the introduction of merchandizing fixtures to more prominently feature collections to library users.

In order to undertake the remaining more significant phases for improving the functionality of spaces within the Central Library, additional short term capital program funding is required over a 5-year period (2012-2016).

The key elements of the revitalization include:

1. Study & Lounge Space $360k
2. Youth Space $130k
3. Public Art Space $ 80k
4. Children's Space $130k

$700k

The scope of this initiative focuses on fixtures, furnishings, and minor renovations (e.g. use-appropriate study space furniture, enhanced lighting, electrical connections for notebooks, fixtures for showcasing local artists, authors and performers). It provides for additional study spaces, re-positioned public workstations, and zoned areas for youth and children.

If other opportunities arise for more significant space alterations, these will need to be addressed as they occur. For instance, if the existing Arts & Culture office on the Central Library 4th floor is vacated, the space can be reconfigured to once again serve library customers and an opportunity to explore potential partnership and/or sponsorship (eg.Sheridan College) could be considered.

Implementation of these functional improvements within Mississauga's flagship Central Library will ensure that it continues to fulfill its commitment to the residents and businesses of Mississauga to be:

- a place for all to meet and learn
- an actively programmed spaces, reflective of the community
- a dynamic facility that meets the needs of all users

Service Impact

Revitalization of the city's flagship Central Library will ensure that it remains relevant and a 'destination of choice' for Mississauga's library users and appropriate to its function within a major Canadian urban centre.

As a 20 year old facility within the downtown core and adjacent to the revitalized Civic Square, the Central Library needs to remain a relevant, efficient, dynamic, modern facility in meeting the needs of its customers.

Addressing technological deficiencies, space concerns and noise issues, will have a positive impact on the community. Use will continue to increase and the demands of new users including additional Sheridan College students will be met.

Comments

Business Plan and Budget

City of Mississauga

Budget Request # 145

Description of Proposed Initiative

Lower Lease Cost - Sheridan Branch Library

Service Area

Mississauga Library

Department

Community Services

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	188	-11	0	3	0
Net Cost Funded from Tax Levy	188	-11	0	3	0
Net Impact on Tax Levy		0.00 %	0.00 %	0.00 %	0.00 %
FTE	0	0	0	0	0
Capital Approved Forecast					
Net Incremental Capital	0	0	0	0	0

Details of Service Change

The City has negotiated a lease for the Sheridan Branch Library at the Sheridan Centre with a long term vision for a non-leased location in partnership with the Region of Peel and other government or non-governmental agencies.

The Sheridan Branch Library was tied to a lease of approximately $188,000 a year that expired in March 2010. As there is limited space currently available for lease outside of the Sheridan Centre, Realty Services has secured a five year lease at the existing site with more favourable terms than the previous lease. The renegotiated lease is estimated to save $11,000 in the first two years. The cost will then increase slightly but will remain less than current level.

A lease extension is a short term solution. The City has already initiated discussions with a number of government and non-governmental agencies with respect to land purchase of a non-leased location to implement a community hub with an alternative library model.

Service Impact

There will be some changes in library service, beginning during the extension of the lease and accelerating with the move to non-leased space.

Research conducted as a component of the *2009 Future Directions Master Plan for Library Services* process indicates that a traditional library is not the optimal solution in the Sheridan community. Rather, an alternative community library model that addresses specific community needs, works with partner agencies and provides select library services is the best course to follow.

Implementation of such a partnership provides synergies with community agencies, permits deferral of construction costs and allows for an alternative library that can be built at a reduce costs. The result is a library that is more sustainable and responsive to the community.

Some customers will perceive that they are getting a lesser service than is provided at other locations as the branch transitions to the new, more responsive service model. A more traditional service is available to these customers at the Lorne Park, Clarkson, or South Common Branch Libraries.

Comments

A Corporate Report titled *Sheridan Branch Library Lease and Partner Negotiations* was approved In Camera at Council on August 5, 2009. In addition to authorizing lease negotiations related to the current library space at the Sheridan Centre, the Corporate Report advocated a co-location plan between the Region of Peel and the City of Mississauga with respect to the Sheridan Branch Library.

Business Plan and Budget

City of Mississauga

Budget Request # 147

Description of Proposed Initiative

Self Serve Check-Out

Service Area

Mississauga Library

Department

Community Services

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	2,796	0	58	-178	-316
Net Cost Funded from Tax Levy	2,796	0	58	-178	-316
Net Impact on Tax Levy		0.00 %	0.02 %	-0.06 %	-0.10 %
FTE	59	0	0	-8	-6
Capital Approved Forecast	1,044		256	460	490
Net Incremental Capital	0	141	155	0	0

Details of Service Change

Self service check-out of library materials will allow library customers to check out their own materials, providing a more convenient, faster service with better inventory control, and cost-effectiveness. Currently, the handling of library materials for check out at the Library's 18 locations is labour intensive and as a result, can be inconvenient for customers. Many commercial organizations and libraries are implementing self-service technology.

Implementation of self serve check-out is scheduled to follow the replacement of the Integrated Library System (ILS) in 2011, as the two systems are integrally linked.

Introducing self serve technology is a significant business process change for both staff and customers.

The total cost of this initiative is $2.25 million and funds have been previously identified in the 10-year capital plan and within ISF project funding. A small amount of additional funding ($296,000) has been requested for project-related labour including that required to apply RFID tags to the Library's collection of 1.5 million items. Previously, the plan had been to use surplus staff available during library renovations but the timing of this opportunity has not aligned.

Post implementation, self serve check-out is anticipated to result in staff reductions of approximately 14 FTEs (four percent of existing library FTE) as fewer staff are required to perform circulation functions. Every attempt will be made to manage staff reductions through attrition and management of vacancies.

Service Impact

Initially many customers may perceive the change to self serve check-out as a reduction of service. Other customers will appreciate the added convenience and faster service.

By phasing in this technology over a period of time (2012-13), both customers and staff will have the opportunity to become accustomed to the change. The Library will actively support customers through the transition. Ultimately, self serve check-out of materials will provide faster, more convenient and efficient service to customers.

The anticipated reduction in staffing levels will be a concern to staff and the union. Customers as well,

may be concerned about staff losing their jobs. Every attempt will be made to manage staff reductions through attrition and management of vacancies.

Ultimately, the implementation of self service check-out will provide an improved level of service and convenience for library customers with the ability to check out their own materials.

Comments

Business Plan and Budget

City of Mississauga

Budget Request # 159

Description of Proposed Initiative

Meadowvale Branch Library Relocation/Redevelopment

Service Area

Mississauga Library

Department

Community Services

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	334	0	0	0	-334
Net Cost Funded from Tax Levy	334	0	0	0	-334
Net Impact on Tax Levy		0.00 %	0.00 %	0.00 %	-0.10 %
FTE	0	0	0	0	0
Capital Approved Forecast	748		2,876	2,876	
Net Incremental Capital	0	0	0	0	0

Details of Service Change

Relocating the Library to the Meadowvale Community Centre was recommended by the *2009 Future Directions Master Plan for Library Services*. Meadowvale Branch Library is currently located at the Meadowvale Town Centre. The relocation would allow for the elimination of the ongoing lease cost. The hours of operation would not be affected by the relocation to the Community Centre. The current lease cost is $20 per square foot for 19,799 square feet for a total lease cost of $395,980 plus a per square foot operating expense. 3,080 square feet are sub-leased to other organizations.

The net savings are $334,000.

Capital funding for the design was approved in 2009 ($100,000) and funds for construction are identified in the 2010-2019 capital plan as follows with 90% of the project budget funded through DCA-LIB:

- 2009 - $100k (design)
- 2010 - $648k (design)
- 2012 - $2,876k (construction)
- 2013 - $2,876k (construction)

Service Impact

Relocating the Meadowvale Branch Library to the Meadowvale Community Centre would allow both parties to realize synergies from common customers and shared goals. Library and community centre co-locations are successful at six other locations across the City. In two additional locations, Recreation and Parks and Library also successfully share space. Residents benefit from having access to multiple services within one City facility.

The Meadowvale Branch Library is currently located at the Meadowvale Town Centre. The proximity to a major transit hub and the people traffic attracted by the retail and other tenants do benefit the Library. If the Library is relocated to the Community Centre some customers may feel that they have to go out of their way to visit. Others are already users of the Community Centre and will not be affected.

Comments

The relocation of the Meadowvale Branch Library to the Meadowvale Community Centre appeared in *Future Directions* in 1999 and 2004. It is also contained in the 2009-10 Library Services Business Plan and the *2009 Future Directions Master Plan for Library Services.*

Business Plan and Budget

City of Mississauga

Budget Request # 174

Description of Proposed Initiative

Library Collection Growth Funding

Service Area

Mississauga Library

Department

Community Services

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	2,392	0	42	57	59
Net Cost Funded from Tax Levy	2,392	0	42	57	59
Net Impact on Tax Levy		0.00 %	0.01 %	0.02 %	0.02 %
FTE	0	0	0	0	0
Capital Approved Forecast					
Net Incremental Capital	0	442	395	430	455

Details of Service Change

The Mississauga Library System holds a collection of 1,333,243 items, serving a population of 727,700 (2009). Canadian libraries serving comparable size populations averaged 2.8 volumes per capita (2007). Mississauga's standard, adopted by the Library Board and the CIty, is 2.2 items per capita. This provision standard has been reconfirmed as desirable in the *2009 Future Directions Master Plan for Library Services*.

The Mississauga Library collection is currently at 1.8 items per capita or 268,000 units below the standard of 2.2. Over the past five years, the City's population grew at a faster than anticipated rate of 4.2%.

The risk of allowing the collection size to continue to fall below the approved standard is that the collection asset deteriorates more quickly and begins to lose its ability to effectively serve library users. Circulation and turnover rates for Mississauga's collection indicate that it is currently one of the hardest working collections amongst large urban library systems.

In order to bring the library collection to standard, a phased-in approach is recommended, to manage the additional units within existing resources. Within the current business plan (2011-2014) the approach will bring the collection to 2.0 items per capita, assuming population projections are realized. A similar approach will be required during the next business plan to bring the collection to 2.2 items per capita.

The approach includes a combination of growth-related capital (to increase the base number of volumes) as well as annual increases to the operating replacement budget as the collection size increases.

Service Impact

Library customers will see improved relevance and availability of library materials. Growth funding will enable a number of core library collections (eg children's books, DVDs, e-collections) that are not keeping pace with demand, to be provided at a more appropriate level for a city of Mississauga's size.

In addition, the general condition of library materials will improve, since the level of use of the existing collection has been so high, causing excessive wear and tear on materials and shortened shelf-life.

Comments

Business Plan and Budget

City of Mississauga

Budget Request # 239

Description of Proposed Initiative

Add Twenty Public Computer Internet Workstations

Service Area

Mississauga Library

Department

Community Services

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	0	0	0	0	0
Net Cost Funded from Tax Levy	0	0	0	0	0
Net Impact on Tax Levy		0.00 %	0.00 %	0.00 %	0.00 %
FTE	0	0	0	0	0
Capital Approved Forecast					
Net Incremental Capital	0	27	0	0	0

Details of Service Change

The 2009 Future Directions Master Plan for Library Services speaks to the benefits of computers for public use and how the Mississauga Library System is currently deficient in the provision of public-use computers.

High rates of use mean many customers do not get timely access to the information they need. Customers are often frustrated by the wait times.

This initiative proposes to add a total of 20 public computer Internet workstations at various locations (Burnhamthorpe, Malton, Meadowvale, Frank McKechnie, and South Common Branches).

Service Impact

Increasing the number of public computer Internet workstations would have an immediate and positive effect on the customers of the Burnhamthorpe, Malton, Meadowvale, Frank McKechnie and South Common Branch Libraries.

In particular, this initiative benefits the youth, older adult and newcomer customers and supports the Library's service focus to these groups.

Customers would no longer have to wait long periods of time for Internet service. As more and more vital information on topics such as citizenship, job hunting, health and housing is solely published on the Web, timely access is an essential service.

Comments

Business Plan and Budget

City of Mississauga

Budget Request # 298

Description of Proposed Initiative

Burnhamthorpe Branch Library - Dixie Bloor Neighbourhood Drop-In Centre - Lease

Service Area

Mississauga Library

Department

Community Services

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	0	-104	-103	0	0
Net Cost Funded from Tax Levy	0	-104	-103	0	0
Net Impact on Tax Levy		-0.03 %	-0.03 %	0.00 %	0.00 %
FTE	0	0	0	0	0
Capital Approved Forecast					
Net Incremental Capital	0	0	0	0	0

Details of Service Change

Renovations at the Burnhamthorpe Branch Library have been under consideration for a number of years. As part of the renovation, Dixie Bloor Neighbourhood Centre (DBNC) approached the City about the possibility of consolidating a number of their programs and services on the Library site, similar to what was done for the Malton Neighbourhood Services in 2004. DBNC has been in operation for approximately 21 years and is funded by the Federal and Provincial governments, Region of Peel and the United Way. It offers a wide range of services for newcomers to Canada to assist their transition to Canada. In 2009, the DBNC issued a letter of intent to the City confirming interest in leasing approximately 14,000 sq. ft. of space from the City to be used as offices, meeting space and consultation areas. Infrastructure Stimulus Funding for the Burnhamthorpe Branch Library redevelopment has enabled the development of this partnership.

City Council approved negotiation and execution of a management agreement between the City and the Dixie Bloor Neighbourhood Centre that will generate benefits to both parties. The City will be able to maximize the space at the Burnhamthorpe Branch Library while generating additional revenues. The DBNC will be able to centralize their office space and programming in the area. This arrangement will create a hub in the community for learning and leisure services.

Service Impact

The Burnhamthorpe Branch Library had surplus space based on population projections. The Library will be reduced by 3,000 square feet to bring it in line with per capita space requirements. This area will be reallocated to DBNC and 11,000 sq. ft. of new space in a 2 storey addition is being constructed to provide a total of 14,000 sq. ft. It is anticipated that the reduction in square footage will not impact the library service provided to residents of the area.

This arrangement with DBNC will also generate increased traffic through the library. Proximity of the DBNC to the library will encourage newcomers to Mississauga to more fully utilize the services that are offered at the branch.

Comments

City Council approved that Realty Services be authorized to enter into negotiation for a Management and Operation Agreement between the City and DBNC for proposed new space in September 2009.

Reduction of 3,000 square feet is likely to provide very minimal impact on energy costs. The increased shared lobby space, will have proportionate sharing of costs by DBNC, Library and Theatre Alliance.

Business Plan and Budget

City of Mississauga

Budget Request # 328

Description of Proposed Initiative

Electronic Strategy

Service Area

Mississauga Library

Department

Community Services

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	0	0	0	0	250
Net Cost Funded from Tax Levy	0	0	0	0	250
Net Impact on Tax Levy		0.00 %	0.00 %	0.00 %	0.08 %
FTE	0	0	0	0	0
Capital Approved Forecast					
Net Incremental Capital	0	0	100	250	250

Details of Service Change

The Mississauga Library faces challenges with its technology infrastructure ranging from the need to provide more information in electronic formats to the need for a faster e-based response time and an adequate supply of modernized computer work stations for public use. The Library's web presence is limited in design and not easily navigable. A coordinated electronic approach will build on the existing Library electronic platform and will include measures to alleviate these challenges through a focused concerted effort. Elements will include:

- larger e-collections with expanded access
- improved access to social networking and web-based interactive tools
- updated technology
- improved technology infrastructure in response to accessibility standards and user demands
- continued migration to e-services
- continued digitization
- improvements to the Library's website
- a more sophisticated user-friendly online catalogue system
- expanded e-based programs for all demographics.

Preliminary capital cost estimates include:

- 2012 - $100k (project leader and/or consultant)
- 2013 - $250k (hardware/software)
- 2014 - $250k (hardware/software)
- 2014 - $250k (operating - IT support/licencing fees/virtual reference support etc)

Service Impact

By implementing the coordinated electronic strategy, the Mississauga Library will provide:

- more accessible technology
- a more relevant and robust Library web site
- faster e-based response time; broader bandwidth
- more consistent up time for work stations
- adequate supply of modernized computer work stations for public use

Providing a greater range of e-services, collections, and programs will significantly add value to

Library users. Residents will be more connected through ‘just in time’ 24/7 access to information. Service levels will improve with more updated technology. Having a robust electronic platform will ensure that the Mississauga Library remains relevant in the 21st century to its urban and diverse population.

Comments

Business Plan and Budget

City of Mississauga

Budget Request # 454

Description of Proposed Initiative

Coordinated Library Services for Older Adults

Service Area

Mississauga Library

Department

Community Services

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	0	0	0	95	0
Net Cost Funded from Tax Levy	0	0	0	95	0
Net Impact on Tax Levy		0.00 %	0.00 %	0.03 %	0.00 %
FTE	0	0	0	1	0
Capital Approved Forecast					
Net Incremental Capital	0	0	0	0	0

Details of Service Change

In response to the Strategic Plan, the Older Adult Plan, and the 2009 Future Directions Master Plan for Library Services, the Library is looking to deliver fully developed services and programs relating to older adults. Creating a coordinator position will allow the Library to fully deliver on its commitment.

Under the Older Adult Plan, the Library has committed to providing Older Adult Information Resource Centres in large branches, offering programs in at least eight priority locations, and increasing education programs offered through partnerships. A dedicated staff member would allow the Library to deliver on these by coordinating the partnerships, space, training, volunteers, guest speakers, resources and outreach needed. As well, the coordinator would in some cases deliver programming and staff/volunteer training directly, providing a model for front-line staff. The coordinator would be able to expand existing programs, such as computer instruction basics, by engaging community partners to provide volunteers.

The proposed expenditure is $95,000, including up to $3,000 in operating expenses.

Service Impact

The addition of an Older Adult coordinator would enable the Library to multiply by five the number of Internet/e-mail basics programs offered; offer regular drop-in, book club, and educational programs in at least the eight priority locations (at least 15 per year per location, compared to one to two currently); and provide Resource Centres in at least eight large branches (where there currently are none). Operating costs will increase by $95,000.

Comments

The Older Adult Plan and the 2009 Future Directions Master Plan for Library Services have both been approved by the Library Board, LT and Council.

Business Plan and Budget

City of Mississauga

Budget Request # 464

Description of Proposed Initiative

Coordinated Library Services for Newcomers

Service Area

Mississauga Library

Department

Community Services

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	0	0	0	95	0
Net Cost Funded from Tax Levy	0	0	0	95	0
Net Impact on Tax Levy		0.00 %	0.00 %	0.03 %	0.00 %
FTE	0	0	0	1	0
Capital Approved Forecast					
Net Incremental Capital	0	0	0	0	0

Details of Service Change

In response to the Strategic Plan and the Library Master Plan, the Library is looking to create a coordinator position to lead and implement strategies and programs relating to newcomers. The Library is also taking the lead on the development of a Newcomer Strategy for the City as per the Strategic Plan.

A dedicated staff member would allow the Library to deliver on this potential by coordinating the volunteers, training, resources and outreach needed to expand on the existing partnerships and to develop new community connections. The coordinator would in some cases deliver programming directly, leveraging a considerable time investment to develop activities and presentations for multiple sites and provide a model by which library and partner staff could continue to deliver programming. The coordinator would be able to fully develop the relationships with Malton Neighbourhood Services and Dixie Bloor Neighbourhood Centre, as well as at the Sheridan Branch Library as part of its alternative community-based model.

The proposed expenditure is $95,000, including up to $3,000 in office and professional expenses.

Service Impact

As a result of this coordinated approach, the Library would be able to offer, at least 12 locations with identified newcomer populations:

- Newcomer Information Centres, staffed by partners and volunteers
- English conversation and literacy programs, at least once per week
- Educational workshops, at least once per month
- Newcomers accessing any of these locations will feel welcome and engaged in the city.

Creating this position will allow the Library to expand programming, information services, and partnerships to all newcomers, and will enable the development of a Newcomer Strategy for the City of Mississauga. Operating costs will increase by $95,000.

Comments

Land Development Services - Service Summary 2011-2014

Category	FTE	2011	2012	2013	2014	Total Operating	Total Capital
Efficiencies	(10)	(388)	(578)	0	0	(966)	0
New Service Levels	0	246	(95)	(50)	0	101	623
New Revenues	0	0	0	0	(250)	(250)	0
Reserve Fund Transfers	0	0	0	0	0	0	100
Total Service Budget Impact	**(10.0)**	**(142)**	**(673)**	**(50)**	**(250)**	**(1,115)**	**723**

Land Development Services - Service Summary 2011-2014

BR#	Service	Initiative Description	Category	FTE	2011	2012	2013	2014	Total Operating	Capital 2011-2014
184	Land Development Services	Three Year Plan - Labour Reductions in Planning & Building	Efficiencies	(10.0)	(338)	(578)	0	0	(916)	0
184a	Land Development Services	Three Year Plan - Reduction in Mileage Costs	Efficiencies	0.0	(50)	0	0	0	(50)	0
342	Land Development Services	Field Computing & Enhanced Automation - Building Inspection Services	Efficiencies	0.0	0	0	0	0	0	0
		Subtotal	**Efficiencies**	**(10.0)**	**(388)**	**(578)**	**0**	**0**	**(966)**	**0**
13	Land Development Services	Green Development Strategy Recommendations - Implementation	New Service Levels	0.0	5	0	0	0	5	0
16	Land Development Services	Downtown21 - Regulatory Implementation	New Service Levels	0.0	0	0	0	0	0	0
151	Land Development Services	Web Specialist (conversion from existing vacant complement)	New Service Levels	0.0	0	0	0	0	0	0
189	Land Development Services	Modernization of Planning Databases & Information Management Software	New Service Levels	0.0	0	(115)	0	0	(115)	548
194	Land Development Services	Quantitative Measure of the Strategic Plan Successes	New Service Levels	0.0	0	0	0	0	0	75

Land Development Services - Service Summary 2011-2014

BR#	Service	Initiative Description	Category	FTE	2011	2012	2013	2014	Total Operating	Capital 2011-2014
197	Land Development Services	Re-Establishment of Zoning By-law Team	New Service Levels	0.0	241	20	(50)	0	211	0
347	Land Development Services	Affordable Housing Strategy and Action Plan Implementation	New Service Levels	0.0	0	0	0	0	0	0
		Subtotal	**New Service Levels**	**0.0**	**246**	**(95)**	**(50)**	**0**	**101**	**623**
258	Land Development	Fees and Charges Review	New Revenues	0.0	0	0	0	(250)	(250)	0
192	Land Development Services	Growth Forecast	Reserve Fund Transfers	0.0	0	0	0	0	0	0
193	Land Development Services	Implementation of Community Impact Assessment Database/System	Reserve Fund Transfers	0.0	0	0	0	0	0	0
212	Land Development Services	Ninth Line Corridor Review	Reserve Fund Transfers	0.0	0	0	0	0	0	100
214	Land Development Services	Malton Area Plan Review	Reserve Fund Transfers	0.0	0	0	0	0	0	0
364	Land Development Services	Municipal Comprehensive Review of Employment Lands	Reserve Fund Transfers	0.0	0	0	0	0	0	0

Land Development Services - Service Summary 2011-2014

BR#	Service	Initiative Description	Category	FTE	2011	2012	2013	2014	Total Operating	Capital 2011-2014
365	Land Development Services	Community Improvement Plans	Reserve Fund Transfers	0.0	0	0	0	0	0	0
426	Land Development Services	Parking Standards Review Study to Implement the City Structure	Reserve Fund Transfers	0.0	0	0	0	0	0	0
		Subtotal	**Reserve Fund Transfers**	**0.0**	**0**	**0**	**0**	**0**	**0**	**100**
Total Service Budget Impact				**(10.0)**	**(142)**	**(673)**	**(50)**	**(250)**	**(1,115)**	**723**

Business Plan and Budget

City of Mississauga

Budget Request # 13

Description of Proposed Initiative

Green Development Strategy Recommendations - Implementation

Service Area

Land Development Services

Department

Planning and Building

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	0	5	0	0	0
Net Cost Funded from Tax Levy	0	5	0	0	0
Net Impact on Tax Levy		0.00 %	0.00 %	0.00 %	0.00 %
FTE	0	0	0	0	0
Capital Approved Forecast					
Net Incremental Capital	0	0	0	0	0

Details of Service Change

City Council on July 7, 2010 adopted the Green Development Strategy to be implemented over the next five years. The Strategy has been developed to:

- Create green development standards in order to encourage developers to achieve sustainability through the performance of their proposed buildings and site works. The standards aspire to LEED (NC) - Silver Certification, the same level of performance imposed on City buildings and lands.
- Develop incentives to encourage developers to initiate technologies and methods of construction that will make their development proposals more sustainable.
- Institute valid approaches to educating and informing corporate leaders, staff, applicants and the general public on the true value of green development.

A Green Development Task Force will be established consisting of key City staff and industry experts, responsible for overseeing the implementation and long-term maintenance of the strategy.

Primarily, the development and building industry (and to a lesser extent, the City's Facilities & Property Management) are affected by the Green Development Strategy. Selected City staff from each department will be empowered to oversee the strategy, as it affects their jurisdiction. Examples of how departments will be involved include:

Planning and Building: encourage alternative 'green building performance standards'; engaging, educating and assisting applicants and the general public; and preparing green development policies.
Transportation and Works: implementation of public infrastructural improvements; and opportunities to implement and integrate green standards for projects such as BRT and LRT.
Community Services: setting standards for innovative surfaces for pedestrian and cycling routes.

The financial commitment expected from the implementation of the strategy will be incremental over five years. In 2011, the strategy components that require some financial commitment are: establishment of a Resource Centre; development of education seminars; and awareness and promotional material. These elements will help encourage green development within the development industry, along with informing the public on the initiative. It is suggested that $5,000 be included in the Division's operating budget.

The creation of the centre would be undertaken by existing staff and Web Specialist position identified in Budget Request #151. The $5,000 included in the Division's operating budget is for chargeback by Creative Services for updates to the virtual centre.

Service Impact

Perceived ‘added’ expense will impact development industry. In reality, once ‘green’ practices are integrated into the business culture, costs are incorporated into the overall project costs, and in many cases, result in longer term operational savings.

Current business practices need to evolve to include this additional layer of requirements. This will be supported with the Green Development Standards to help guide applicants. Another tool that will expedite cultural change in the development industry will be the type of incentives the City is prepared to offer. This package will be developed in detail in the first few years of the implementation plan.

Selected City staff, stakeholders, political and community leaders and the general public will benefit from training and education on the overriding merits of building ‘green’ and why the City imposes Green Building Standards.

Comments

Business Plan and Budget

City of Mississauga

Budget Request # 16

Description of Proposed Initiative

Downtown21 - Regulatory Implementation

Service Area

Land Development Services

Department

Planning and Building

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	0	0	0	0	0
Net Cost Funded from Tax Levy	0	0	0	0	0
Net Impact on Tax Levy		0.00 %	0.00 %	0.00 %	0.00 %
FTE	0	0	0	0	0
Capital Approved Forecast					
Net Incremental Capital	0	0	0	0	0

Details of Service Change

The Downtown21 Master Plan was designed to achieve a particular set of economic development, environmental, transportation, placemaking and urban objectives by providing greater clarity to direct development in a coordinated fashion and was developed after extensive consultation. Amendments to the Official Plan and Zoning By-law and the creation of new urban design controls are now required to implement the Downtown21 Master Plan.

This Budget Request covers both, the project managing and facilitation of various pieces of work that will be undertaken to lead up to the implementation of the Downtown21 Plan (refer to Service Impact of this Budget Request) and the regulatory framework that must be developed to implement the Downtown21 Plan consisting of Official Plan Policy, zoning and the design guidelines. The first layer of implementation will address the land use decisions that have emanated from studies underway such as: Hurontario Transit Study; Community Improvement Plans; Cycling Master Plan and the Arts and Culture Master Plan to develop the urban design context based on the Downtown21 Master Plan. Some of the Downtown21 implementation will occur through the creation of specific projects such as the Main Street District Strategy (Budget Request #39) so this Budget Request has a direct link to those projects, helps to support those projects, but does not duplicate the work that has been identified to happen as part of those projects.

The work will commence in 2010 to develop the broad district policy framework, associated zoning and design guidelines to be completed in late 2011. As the support work needed for the implementation tools is completed, the same resources will become responsible for drafting downtown policy and zoning, holding necessary public meetings, preparing corporate reports, OPAs, By-laws, design guidelines and providing OMB defence.

Staffing:
The Downtown21 Implementation Team will consist of the following FTE: 1 Policy Planner; 1 Urban Designer; 2 Development Planners; 0.5 Landscape Architect; 0.5 GIS Technologist; 0.5 Administrative Assistant.

For the past 18 months the Development and Design Division has operated with 8 Development Planners instead of 10 as 1 position was assigned to Strategic Community Initiatives, CMO and 1 position is a LTD

vacancy. In order to provide the necessary labour support to the Downtown21 Implementation the two following conditions apply: 8 Development Planners remain sufficient to support development application review and there is no increased pressure to process development applications above the first quarter 2010 volumes; and, that the 1 Development Planner position currently assigned to Strategic Community Initiatives be backfilled and the LTD vacancy be backfilled or the individual returns. With appropriate allocation of the 2 Development Planner resources, the Downtown21 Implementation Team can be supported with existing FTE.

This initiative would benefit from the creation of an information website that will be overseen by a Web Specialist position identified in (Budget Request #151) and would benefit by the re-establishment of the Zoning By-law Team (Budget Request #197).

Service Impact

The following studies will be carried out in 2012 and the applicable costs will be included in the 2012 Budget:

1. Climatic Studies (Sun, Shadow & Wind): Climatic Studies may be needed to test, evaluate and qualify the recommended performance standards set-up within the Urban Design Strategy/Downtown21 Master Plan.
2. Building & Way Finding Signage: A study to determine the approach to commercial signage on buildings in the broader downtown urban context and including a coordinated approach to way finding signage in the downtown.
3. Public Realm Plan: A study which refines, analyzes and provides the basis for public realm standards in the downtown on a district-by-district basis.
4. Downtown Illumination/Lighting Study: A study to identify ambient and functional illumination requirements for the public realm.
5. Urban Design Controls: Outside consultant to advise and provide peer review on City generated Urban Design Controls.
6. Transportation Studies to Effect Downtown Master Plan: Studies to evaluate and provide policies with respect to transportation components of the Downtown21 Master Plan. This includes the development of a Downtown Functional Plan, and a Mobility Hub study (Budget Request #121).
7. CIP Policy: Through study, identify any required CIP policy and incentives to deal with broader downtown context.
8. Stormwater and Infrastructure: A comprehensive investigation to determine infrastructure and stormwater requirements in the downtown.

The following are anticipated to be carried out in 2013 and associated costs will be included in the 2013 Budget:

9. Appeals to OMB (OP/Zoning): Defence of appeals to the Ontario Municipal Board
10. Administrative Costs: Costs required for printing, advertisements and communications in support of *Planning Act* legislated advertising of statutory public meetings and anticipated workshops.

* NOTE: Linkage to other Budget Requests, #38 (DT21 - Establish Relationship Models for Land Revitalization and Mobility Hubs Projects) and #39 (DT21 - Main Street District Implementation), #52 (DT21 Office and Parking Incentive)

Comments

On January 15, 2009, the Leadership Team approved the Downtown21 Project Plan. Stages One and Two were to develop a conceptual Master Plan for the Downtown while Stage Three is to develop the mechanisms, policies and regulations to implement the Master Plan.

On July 8, 2009 City Council passed Resolution No. 0139-2009 on July 8, 2009, recommending:
That the report titled, “Downtown21 - Conceptual Master Plan and Directions Report”, be received for information. That staff be directed to proceed with the Implementation phase of the Downtown21 Master Plan.

This initiative aligns with the Strategic Plan Pillars Move, Belong, Connect and Green.

Business Plan and Budget

City of Mississauga

Budget Request # 151

Description of Proposed Initiative

Web Specialist (conversion from existing vacant complement)

Service Area

Land Development Services

Department

Planning and Building

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	0	0	0	0	0
Net Cost Funded from Tax Levy	0	0	0	0	0
Net Impact on Tax Levy		0.00 %	0.00 %	0.00 %	0.00 %
FTE	0	0	0	0	0
Capital Approved Forecast					
Net Incremental Capital	0	0	0	0	0

Details of Service Change

It has been identified that a weakness for the Service Area is that Planning and Building does not have any dedicated resources to marketing and communications.

A dedicated Web Specialist is needed to centralize and champion communications in the Planning and Building Department. The Specialist would serve as the communications lead within the Department; be responsible for the maintenance of internal and external websites; and develop communication and marketing strategies to support various departmental initiatives. The Web Specialist would be a strong promoter of engagement by promoting citizen participation through the development of an improved website that provides the public with information and guidance.

Currently, a number of staff administer the various communication elements in addition to their actual job responsibilities and as a result there is a lack of consistency, direction and focus. Due to workload pressures staff are unable to give priority to updates and can only respond to requests rather than have the opportunity to be proactive, creative and innovative and remain current with respect to new technologies and emerging social media opportunities. The department requires an individual who will be the communication lead and will be responsible for promoting and maintaining the web, which is an important departmental asset.

The benefits of the new position include:

- A cohesive and integrated up-to-date web presence will allow staff to focus on core job responsibilities and less time providing information to clients and residents.
- Ensure compliance with and explore opportunities under the Customer Service Strategy and Internal Communication Strategy.
- Promote and ensure the seamless delivery of information service across Land Development Services.
- The Plan and Build eCity content can be closely linked to the Call Centre Knowledge Base to ensure that telephone clients receive consistent information that is updated and maintained by a single source.
- Will aid in educating and engaging the community in planning and building business.
- Identify online service delivery opportunities, resulting in improved customer service and reduced

service cost delivery.
- Reduced staff pressures as a result of fewer visits to City Hall as clients can obtain information online.

The off-loading of content management to a single person will ensure that ePlan and Build content is up-to-date, consistent and accurate, resulting in a reduction in risk to the Corporation. Citizen engagement could also be encouraged and promoted through the use of social media hosted on eCity.

It is proposed that the full-time position, Grade E, be filled from the existing complement, through conversion of 1 existing Grade D complement (currently at top of range and vacant) to a Grade E (at mid-range) resulting in no net increase to labour costs. Capital costs of $7,000 will be required to purchase the necessary notebook computer hardware and software. If the position cannot be filled in 2011 from the existing complement, a refresh may be submitted in 2012 requesting funds for the position.

Service Impact

Current communications and web updates in the Planning and Building Department are undertaken by a number of people in addition to their primary responsibilities. As staffing levels are reduced, it will become a challenge for staff to find time for non-core activities. When information on the external website, such as fees, application forms, deadlines and procedures are inaccurate and outdated, the Corporation could be at risk. Up-to-date information on the external website results in a reduction in the number of inquiries received via phone and email, which has a positive impact on staff workload.

A Web Specialist will centralize the communication and web content function within the department, resulting in efficiencies, consistency and accountability. A dedicated Web Specialist position will provide the Planning and Building Department with the opportunity to make use of the emerging social media outlets and develop initiatives in keeping with the City's Communication and Customer Service Strategies.

Without a Web Specialist, the Planning and Building Department will continue to fall behind other departments which are currently making use of new communication tools such as Twitter and Facebook and may be unable to fulfill its obligations under the Customer Service and Communication Strategies. The timeliness of maintaining the existing information on internal and external websites may further decline.

Comments

Business Plan and Budget

City of Mississauga

Budget Request # 184

Description of Proposed Initiative

Three Year Plan - Labour Reductions in Planning & Building

Service Area

Land Development Services

Department

Planning and Building

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	16,803	-338	-578	0	0
Net Cost Funded from Tax Levy	16,803	-338	-578	0	0
Net Impact on Tax Levy		-0.11 %	-0.19 %	0.00 %	0.00 %
FTE	0	-4	-6	0	0
Capital Approved Forecast					
Net Incremental Capital	0	0	0	0	0

Details of Service Change

In the past, development related revenues substantially covered operating costs and allowed for the contribution to reserves. The recent economic downturn has significantly reduced development related revenues.

Although it is expected that development activity will increase with economic recovery, the volumes and development types experienced in the past will not return. The City will transition to a new normal in terms of development activity based on where the City is in its evolution.

The goal is to identify and achieve operating savings that will assist in eliminating reserve transfers and reduce the tax rate impact over the three year period. In addition steps will be taken to ensure maximization of cost recovery ratio. This initiative will reduce the Department's labour costs in 2011 and 2012.

Service Impact

The delivery of the Land Development Service will not be significantly impacted.

Comments

Planning and Building presented a report to Budget Committee on November 27, 2009 outlining a plan to address decreases in development related revenues. The initiative, known as the Three Year Plan, contains operating reductions in labour, mileage costs and Planning application fee allocations and revenue increases from increased development related application fees and increased portable sign revenues. This Budget Request addresses the labour reductions only.
Commitments in the Three Year Plan will be used to address the LT directed 3 percent reduction in gross operating costs for 2011.

Business Plan and Budget

City of Mississauga

Budget Request # 184a

Description of Proposed Initiative

Three Year Plan - Reduction in Mileage Costs

Service Area

Land Development Services

Department

Planning and Building

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	0	-50	0	0	0
Net Cost Funded from Tax Levy	0	-50	0	0	0
Net Impact on Tax Levy		-0.02 %	0.00 %	0.00 %	0.00 %
FTE	0	0	0	0	0
Capital Approved Forecast					
Net Incremental Capital	0	0	0	0	0

Details of Service Change

Based on a review of actual expenditures for mileage reimbursement in the Department over the last two years and based on trending for 2010, it is reasonable to reduce this cost element by $50,000.

Based on current pace, it is expected that 2010 actual costs will be $99,093.

Mileage Budget Reduction Amount $50,000

Service Impact

No service delivery impact.
Aligning actuals to budget.

Comments

Business Plan and Budget

City of Mississauga

Budget Request # 189

Description of Proposed Initiative

Modernization of Planning Databases & Information Management Software

Service Area

Land Development Services

Department

Planning and Building

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	0	0	-115	0	0
Net Cost Funded from Tax Levy	0	0	-115	0	0
Net Impact on Tax Levy		0.00 %	-0.04 %	0.00 %	0.00 %
FTE	0	0	0	0	0
Capital Approved Forecast					
Net Incremental Capital	0	259	85	157	47

Details of Service Change

Discussions have taken place between the Regional Information System Working Group (RISWG) and a number of Provincial Ministries regarding the sale of portions of our Employment Database. Discussions will continue to take place on this matter.

Problem:

While Information Planning has great quality inventories, we are not maximizing the use of this data internally or externally. We are also missing out on potential revenue generating opportunities.

Solution:

The solution to solve this problem includes:
1. Modernize the Database Environment, by upgrading from MS Access 97 to MS SQL Server (or Oracle).
2. Integrate Information Planning Databases with Geomatics Base Mapping.
3. Implement Desktop GIS for Information Planning Staff.
4. Implement Desktop GIS viewing software for the Planning and Building Department.
5. Development of Specialized Map Based Information Planning Reports (2013 - Geomatics/IT).
6. Publish key Information Planning Databases on a web based mapping system for the public (2012 - Geomatics).
7. Modernize the annual Employment Survey through the Implementation of Mobile technologies (2012 - IT/Geomatics).
8. Embrace open source technologies in an effort to curb software cost increases.
9. Investigate open data for the City of Mississauga.

These key initiatives are identified in a plan titled, "Information Planning - Moving Forward 2009".

Deliverables:

The Planning and Building Department, in addition to other departments, will have easy access to the following databases/mapping:

- Statistics Canada Data/Mapping
- Mississauga Employment Data/Mapping
- Growth Forecast Data/Mapping
- Natural Area Survey Data/Mapping
- Existing Land Use Data/Mapping
- Multi Unit Residential Inventory Data/Mapping
- Mixed Residential/Retail Data/Mapping
- Major/Minor Office Data/Mapping
- Retail Commercial Data/Mapping
- Vacant Lands Data/Mapping

This will reduce staff time in preparing statistical work for various projects/requests, reduce labour costs and perhaps generate revenue opportunities.

Background:

The Information Planning section receives over 100 requests per year for information and analysis, most of which are unplanned. An example of the requests received in 2009 is one that required approximately $20,000 of staff time to complete. It is anticipated that if these types of requests were automated by utilizing GIS/IT technologies, the staff time cost could be reduced to approximately $2,000 for the same request.

The vision of the recently reorganized Information Planning section is to, “Deliver the most innovative and professional information products that are valued by our ever increasing client base.” The intent of this initiative is to expand the use of our information products across the organization and to the public by utilizing a self serve (or enterprise) model over a five year period and to make it easy for our clients to access and use this information.
The new mandate of the section is to make our information more widely available to staff within the Planning and Building Department, other departments, and the public using a self serve model.

The customers positively impacted by this proposal are: staff, Council, and the public, other levels of government, businesses in the real estate industry, planning consultants, the development sector and others. Specific departments/initiatives positively impacted by this are: Planning and Building Department, Economic Development Office (EDO), Strategic Planning, Culture Master Plan, Future Directions Master Plan, Transportation Planning, Financial Development Charges By-law Review, Transit Planning, Fire Master Plan, MBEC, Mississauga Libraries, Credit Valley Hospital, Region of Peel, Geomatics and other governments.

This plan does have potential revenue associated with it.

There is potential for the annual sale of our data products:

- Mississauga Employment Database to the Province of Ontario (see report titled, "GREATER GOLDEN HORSESHOE: EMPLOYMENT SURVEY BUSINESS CASE, The Regional Information Systems Working Group (RISWG)" (Estimated $85,000 per year)
- Partnership with Geomatics by selling Information Planning data as a bundle with Geomatics base data (Estimated $30,000 per year)

Service Impact

During the anticipated one time automation period (approximately six month period), some requests may be delayed as we will not be increasing any FTE count. For this one time period we will need to dedicate our existing resources to this automation process. We do not anticipate that these minor delays would cause a reaction internally or externally. Geomatics/IT Support: Geomatics and IT are essential in preparing and setting up this technology that is required for this initiative.

Comments

Business Plan and Budget

City of Mississauga

Budget Request # 192

Description of Proposed Initiative

Growth Forecast

Service Area

Land Development Services

Department

Planning and Building

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	0	0	125	0	0
Net Cost Funded from Tax Levy	0	0	0	0	0
Net Impact on Tax Levy		0.00 %	0.00 %	0.00 %	0.00 %
FTE	0	0	0	0	0
Capital Approved Forecast					
Net Incremental Capital	0	0	0	0	0

Details of Service Change

It is essential that the City of Mississauga update its housing, population and employment forecasts in 2013 to provide revised projections to 2046. This Growth Forecast is required for:

- Strategic Plan Monitoring
- Mississauga Official Plan Review/Monitoring
- City Budget Process
- Development Charges By-law Review
- Transportation Studies
- Fire Master Plan
- Future Directions Master Plan (Libraries, Recreation, Parks and Natural Areas)
- Application in various other City projects
- Input to the Region of Peel Official Plan Review

This growth forecast is required every five years.

Unlike previous growth forecast exercises, this review will need to consider how development in a post-greenfield environment will proceed. As such, assumptions regarding redevelopment capacity and demand for redevelopment sites across the City will form part of the study. The last growth forecast performed in 2008 cost approximately $90,000. It is estimated that the proposed growth forecast will cost $125,000 to compensate for a new model to be developed. The Policy Division recommends starting one year earlier to develop the model and in the subsequent two year period calculate the supply/demand and forecast. The $125,000 is for consultants to develop the model, calculate the demand and report the forecasts. Information Planning will calculate the supply and manage the overall project.

Service Impact

A minimal service impact is anticipated during this project as one of our existing staff members will be dedicated to this project nearly on a 100 percent basis. Geomatics Support: This initiative will rely on Geomatics expertise in supporting this project. Budget Requests #84 and #160 will support this initiative.

Comments

Business Plan and Budget

City of Mississauga

Budget Request # 193

Description of Proposed Initiative

Implementation of Community Impact Assessment Database/System

Service Area

Land Development Services

Department

Planning and Building

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	0	0	0	75	0
Net Cost Funded from Tax Levy	0	0	0	0	0
Net Impact on Tax Levy		0.00 %	0.00 %	0.00 %	0.00 %
FTE	0	0	0	0	0
Capital Approved Forecast					
Net Incremental Capital	0	0	0	0	0

Details of Service Change

Problem:

The new Mississauga Official Plan recognizes community infrastructure as a vital part of complete communities, contributing to the quality of life and well-being of residents. It is essential in meeting social, cultural, educational, recreational and spiritual needs for a growing and multicultural resident population. In addition to the services provided by the City, community infrastructure is also provided by other agencies, levels of government and the private sector. The City of Mississauga does not have a database or system required to generate these Community Impact Assessments for significant developments.

Solution:

The solution is to create a city-wide database of services that may be impacted by a significant development. In addition, a system that is geographic based will need to be created to produce a report that shows the impact that a significant development will have on nearby community services. Consulting Services will be required in 2013 so that this application is ready for 2014.

Deliverables:

The deliverables of this project will consist of the following:

- A city-wide database of community services by geographic area.
- A GIS based software program that generates a predefined community impact assessment report.
- Ongoing maintenance of the database by existing City staff in Information Planning via partnerships/data sharing with the Region of Peel and potentially other levels of government.
- Staff training on how to use these tools.

Service Impact

Geomatics Support: As with Budget Request #189, this initiative will rely on Geomatics expertise. Several Budget Requests will support this initiative, namely Budget Requests #84 and #160. Geomatics currently has sufficient staffing to meet service needs in the maintenance and provision of products related to the Official Plan.

Business Plan and Budget

City of Mississauga

Budget Request # 194

Description of Proposed Initiative

Quantitative Measure of the Strategic Plan Successes

Service Area

Land Development Services

Department

Planning and Building

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	0	0	0	0	0
Net Cost Funded from Tax Levy	0	0	0	0	0
Net Impact on Tax Levy		0.00 %	0.00 %	0.00 %	0.00 %
FTE	0	0	0	0	0
Capital Approved Forecast					
Net Incremental Capital	0	75	0	0	0

Details of Service Change

Problem:

The City of Mississauga is required to provide a quantitative assessment to measure the success of the Strategic Plan as identified in the quote taken from page 53 of the Action Plan,

> "We will document the progress of our actions in an annual Progress Report for Council's and community's review. The Progress Report will let us see where we stand on the indicators for each Strategic Pillar for Change, the individual actions related to each pillar, the specific targets for each action, and the "cool city" indicators. By setting the right priorities, creating achievable actions, and tracking our progress against our strategic goals, we will realize Mississauga's potential to be a great 21st century city."

Currently the City has no automated way to perform this task on an annual basis for the next 40 years during the life of the Strategic Plan.

Solution:

This solution is to provide a quantitative assessment of the progress made on the Strategic Plan. This can be achieved by assembling and leveraging the data inventories from Information Planning/Geomatics including: population (Belong), housing (Connect), employment (Prosper), environment (Green), and transportation (Move). Once these meaningful datasets/maps are assembled a quantitative assessment can be performed by the Strategic Planning Division.

Deliverables:

- The provision of data from Information Planning using tools identified in Budget Request #189 (prerequisite).
- Communications/Creative Services providing communications advice.
- IT/Geomatics providing an automated solution that our community can use to consume this information over the web. This includes embedded web based mapping and interactive information

graphics/objects.

Geomatics/IT Support: Geomatics and IT are essential in preparing and setting up this technology that is required for this initiative.

Service Impact

Information Planning - Moving Forward Plan Budget Request #189 is a prerequisite of this Budget Request.

Comments

Business Plan and Budget

City of Mississauga

Budget Request # 197

Description of Proposed Initiative

Re-Establishment of Zoning By-law Team

Service Area

Land Development Services

Department

Planning and Building

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	0	241	20	-50	0
Net Cost Funded from Tax Levy	0	241	20	-50	0
Net Impact on Tax Levy		0.08 %	0.01 %	-0.02 %	0.00 %
FTE	2	0	0	0	0
Capital Approved Forecast					
Net Incremental Capital	0	0	0	0	0

Details of Service Change

When the new Mississauga Official Plan, outstanding District Plan Reviews and studies such as Hurontario Higher Order Transit, Lakeview/Port Credit, Ninth Line and Mobility Hubs are approved, amendments to the Zoning By-law are required. In 2005, Bill 51 amended the *Planning Act* to require Zoning By-laws be in conformity with Official Plans within three years of approval. The Development and Design Division does not have the capacity to support the magnitude of work associated with delivering the regulatory zoning framework to support the various Official Plan changes within three years of their approval.

The initiative is to permanently establish a Zoning By-law Team. From 2002 to 2007, a team of three Planners and an Administrative Assistant worked full-time on the new Comprehensive Zoning By-law which was approved by Council in June 2007. During this time period they were supported by a Manager/Supervisor, a Zoning Plans Examiner, a Lawyer on retainer and one to two GIS Technologists from Geomatics. This approach proved to be effective and successful.

Like the former Zoning By-law Team, the responsibility will be to draft zoning provisions, convene required public meetings, prepare corporate reports, by-laws and provide OMB defence.

Staffing: The Zoning By-law Team will consist of the following FTE: 2 Planners (use temporary labour budget to fund).

Geomatics: Current staffing is in place to support the initiative.

Zoning: Based on current volumes of development applications and building permits remaining the same, staffing would be available to support the initiative.

Legal Services: Lawyer on retainer - money to be included for professional services as required.

Service Impact

The re-establishment of the team would:

- Fulfill the legislated requirements of the *Planning Act* ensuring that the Zoning By-law is kept up-to-

date and in conformity with the Official Plan.
- Build on the success of the Comprehensive Zoning By-law Review and use the expertise and knowledge gained.
- Ensure the efficient and timely implementation of new Official Plan Policies, District Plans, and/or Studies.

Comments

Business Plan and Budget

City of Mississauga

Budget Request # 212

Description of Proposed Initiative

Ninth Line Corridor Review

Service Area

Land Development Services

Department

Planning and Building

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	0	200	0	0	0
Net Cost Funded from Tax Levy	0	0	0	0	0
Net Impact on Tax Levy		0.00 %	0.00 %	0.00 %	0.00 %
FTE	0	0	0	0	0
Capital Approved Forecast					
Net Incremental Capital	0	100	0	0	0

Details of Service Change

The Ninth Line Corridor lands are located on the west side of Ninth Line, between Ninth Line and Highway 407, from just south of Eglinton Avenue West and north to Highway 401. These lands became part of the City of Mississauga on January 1, 2010 based on a boundary adjustment agreement between the Region of Halton, Town of Milton, Region of Peel and City of Mississauga.

The current documents guiding land use in this area are the Halton Region Official Plan and Town of Milton Official Plan and Zoning By-law. The new Region of Peel Official Plan identifies the Ninth Line lands for information and indicates an amendment will be brought forward in the future to incorporate Regional policies. The Ninth Line Corridor Review will incorporate the Ninth Line lands into the City of Mississauga Official Plan and Zoning By-law. The study will be phased as follows:

Phase One - Environmental and Servicing Review:

The Ninth Line Corridor contains lands within the floodplain for Sixteen Mile Creek, with the exact limits to be determined through a sub-watershed study. This impacts the amount of developable land within the corridor and informs the land use and policy phase of the study. In addition, an investigation into servicing requirements to these lands, from the Region of Peel and City of Mississauga, is required.

Phase Two - Land Use and Policy:

Based on the results of Phase One and in consideration of Halton Official Plan Amendment 28 and existing development on the east side of Ninth Line, Phase Two will determine the appropriate land uses and policies to guide development. Transportation studies will be conducted as needed and consideration of land requirements for the Highway 407 Transitway. Phase Two will also address Provincial policies and Region of Peel Official Plan policies related to an urban boundary expansion. Recommendations in the Future Directions Report on parks, facilities and natural areas, and the Culture Master Plan will also be considered.

Deliverable:

The outcome of the Ninth Line Corridor Review is a clear regulatory framework in the form of policies in

the Region of Peel Official Plan, City of Mississauga Official Plan and Zoning By-law to guide development within the corridor.

Service Impact

The Ninth Line Corridor Review is required to put in place an appropriate policy and land use framework in which to review development proposals within the corridor, including significant lands owned by the City of Mississauga.

This project was not anticipated for the 2010 business cycle, therefore, resources and budget were not allocated. Requested funding would facilitate retaining a consultant to undertake the study. Budget for the review includes the following components:

Phase One - Environmental and Servicing Review $100,000 (to undertake a sub-watershed study)

Phase Two - Land Use and Policy Review:

- Land Use, Policy, Provincial and Region of Peel Official Plan Conformity $100,000.
- Transportation Studies related to Corridor $100,000 (identified by Transportation and Works and may be revised when study scope is confirmed).

Total Initiative Cost: $300,000

Comments

Several reports on the Ninth Line Boundary Adjustment were presented to LT and City Council throughout 2009. City Council received the final report on compensation in November 2009.

Business Plan and Budget

City of Mississauga

Budget Request # 214

Description of Proposed Initiative

Malton Area Plan Review

Service Area

Land Development Services

Department

Planning and Building

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	0	0	200	0	0
Net Cost Funded from Tax Levy	0	0	0	0	0
Net Impact on Tax Levy		0.00 %	0.00 %	0.00 %	0.00 %
FTE	0	0	0	0	0
Capital Approved Forecast					
Net Incremental Capital	0	0	0	0	0

Details of Service Change

A comprehensive review of the Malton District Policies of Mississauga Plan has not occurred since 2003. A review is required to update and align the policies with the recently approved Strategic Plan and Mississauga Official Plan.

The Malton area has an unique community profile in terms of ethnicity, immigrants and visible minority population compared to other areas in the City of Mississauga. The Malton Area Plan Review will be a non-traditional land use study, combining social planning elements and land use planning to identify ways to improve the quality of life in the Malton area. The social planning elements include identifying social, economic and cultural opportunities and constraints as a means to ensure the built environment is responsive in addressing community needs. The City will work closely with the Region of Peel and community groups in the area through the review process. This review will also address recommendations in the Future Directions report, Culture Master Plan and the feasibility of establishing a heritage district for the Victory Village cultural landscape area. Transportation studies will be conducted as needed to support the development of land use and Official Plan policies.

Deliverable:

The outcome of the Malton Area Plan Review are updated policies and zoning in the Mississauga Official Plan and Zoning By-law to guide development in the area.

Service Impact

To complete the Malton Area Plan Review and anticipated scope of work, expertise in the field of land use and social planning are required. The cost of this study is beyond the base budget allocation for community planning reviews.

Budget request in 2012:

$100,000 land use and social planning
$100,000 transportation studies (identified by Transportation and Works and may be revised when study scope is confirmed)

Comments

The Future Directions interim reports were presented to City Council in September 2009 and Culture Master Plan was endorsed in June 2009. These reports will provide background and items to be considered in the review.

Business Plan and Budget

City of Mississauga

Budget Request # 258

Description of Proposed Initiative

Fees and Charges Review

Service Area

Land Development Services

Department

Planning and Building

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	0	0	0	50	-250
Net Cost Funded from Tax Levy	0	0	0	0	-250
Net Impact on Tax Levy		0.00 %	0.00 %	0.00 %	-0.08 %
FTE	0	0	0	0	0
Capital Approved Forecast					
Net Incremental Capital	0	0	0	0	0

Details of Service Change

- A new fee structure and rates for planning applications were implemented in 2009 based on a study carried out by a consultant to identify the costs associated with processing planning applications.
- The recommended fee schedule recovers approximately 70 percent of total costs.
- The 30 percent gap recognized the implementation of organization changes in 2008, potential future efficiencies through e3 Reviews and sensitivity to the recession in 2009 and economic recovery in 2010/11.
- It is intended to carry-out a review in 2013 and recommend/implement changes in 2014 to reflect changes in the cost of processing development applications and to increase the cost recovery between 70 and 100 percent.
- The allocation percentage to each of the Departments involved in the processing of development applications would also be reviewed and adjusted accordingly.

The costing model developed by the consultants has been provided to the City to update/revise. The consulting fees were approximately $75,000. It is estimated that $50,000 will be required for a peer review and/or consulting services depending on the complexity of the changes in the cost of processing development applications.

Service Impact

- Reviewing and updating the fee structure and rates enables the City to identify the cost of processing development applications based on the organization structure and processes in place at the time of the review and to recover the full cost or close to full cost.
- The allocation percentage to each of the Departments could remain the same, increase or decrease depending on the effort expended in the development application process.

Comments

Council passed By-laws 0057-2009 and 0193-2009 on February 11, 2009 and June 24, 2009 amending the Fees and Charges By-law.

Business Plan and Budget

City of Mississauga

Budget Request # 342

Description of Proposed Initiative

Field Computing & Enhanced Automation - Building Inspection Services

Service Area

Land Development Services

Department

Planning and Building

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	0	0	0	0	0
Net Cost Funded from Tax Levy	0	0	0	0	0
Net Impact on Tax Levy		0.00 %	0.00 %	0.00 %	0.00 %
FTE	0	0	0	0	0
Capital Approved Forecast					
Net Incremental Capital	0	0	0	0	0

Details of Service Change

This Budget Request is a Placeholder. Timing of this project will be determined after further investigation and possible linkages to similar projects in other departments are determined.

Enhance the "economy, efficiency and effectiveness" of the delivery of building inspection services through field computing and enhanced automation which will increase productivity of staff in the field, facilitate move toward real time data collection in the field and improved service delivery to clients.

Field Computing:

- Leverage the existing Inspectors' laptop computers, the City's expanding Wi-Fi Network (shared wireless service for municipal use) and the recently launched MAX Web application.

Enhanced Automation:

- Further to the automation of recording building permit inspection results, expand automation of reporting to include all other inspection reporting: complaint investigation reports; order follow-up reports; and other building related clearance reports.

Deliverables:

- Access Building Permit, Property and Building Code related information in the field.
- Record building permit and related inspection results, complaint investigation findings and all other inspection reports in the field.

Service Impact

- Improved service delivery to clients is anticipated.
- Increase in service delivery efficiency and effectiveness should result in workload capacity increase per Inspector FTE.

- Reduction in manual file processing and administration should result in reduction of administrative support requirements.
- Reduction in manual reporting and printing of daily work planners will result in a significant reduction in paper consumption.
- Enhanced automation will result in further IT (MAX) development and support costs.
- Inspector laptop computers away from the office may be subject to increase risk to theft/loss and damage, resulting in additional IT hardware costs.

Comments

Business Plan and Budget

City of Mississauga

Budget Request # 347

Description of Proposed Initiative

Affordable Housing Strategy and Action Plan Implementation

Service Area

Land Development Services

Department

Planning and Building

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	0	0	0	0	0
Net Cost Funded from Tax Levy	0	0	0	0	0
Net Impact on Tax Levy		0.00 %	0.00 %	0.00 %	0.00 %
FTE	0	0	0	0	0
Capital Approved Forecast					
Net Incremental Capital	0	0	0	0	0

Details of Service Change

Housing Choices, an affordable housing strategy and action plan is being prepared. It is expected to result in the need for the implementation of a number of changes to policies and procedures, zoning regulations and licensing requirements in relation to housing. Possible elements of the strategy to be implemented include:

- Secondary Suites - changes to zoning and licensing by-laws. Implementation might include registration and licensing of secondary suites requiring additional Compliance and Licensing Enforcement and Fire Prevention FTE with costs to be offset by revenues.
- Affordable Housing Targets - amendments to existing policies are envisioned to address housing needs in Mississauga and conform to Provincial and Regional housing policies. Implementation of targets may involve providing incentives through various planning tools.
- Rental Housing Protection - stronger rental housing protection policies. Implementation might also include incentives to encourage identified housing forms.
- Inclusionary Zoning - inclusionary zoning policies. Implementation may have cost implications yet to be determined.
- Monitoring of Housing Market - a process for monitoring the housing market in the City. Implementation may require additional consulting resources.

A cross-departmental Technical Committee has been established to provide input into the strategy development and implementation. In addition, it is anticipated that the Compliance and Licensing Enforcement Division, Transportation and Works Department and Fire and Emergency Services, Community Services Department will be Supporting Business Areas in the implementation of licensing of Secondary Suites. It is expected that additional enforcement related costs will be offset by revenues from licensing fees. Details will be provided and requests made when regulations and licensing requirements have been determined.

Service Impact

It is expected that both support and concerns will be identified related to components of the strategy. Public communication and consultation sessions will be required.

Housing Choices, an affordable housing strategy and action plan will assist in addressing housing needs

as identified in the Strategic Plan and housing needs studies undertaken as part of the Regional Official Plan Review.

The strategy and action plans will be implemented by Policy Planning, Development and Design, Zoning, Licensing and Enforcement and Fire Prevention.

Comments

Work is proceeding on several fronts for Housing Choices:

- Technical Advisory Committee established.
- Engaged consultants on retainer in February 2010 to assist with components of the strategy and action plans.
- Report to LT in May 2010 on implementation of Secondary Suites.
- Continue to monitor upper levels of government's work on affordable housing.
- Continue development of various components of the strategy.

Business Plan and Budget

City of Mississauga

Budget Request # 364

Description of Proposed Initiative

Municipal Comprehensive Review of Employment Lands

Service Area

Land Development Services

Department

Planning and Building

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	0	0	100	0	0
Net Cost Funded from Tax Levy	0	0	0	0	0
Net Impact on Tax Levy		0.00 %	0.00 %	0.00 %	0.00 %
FTE	0	0	0	0	0
Capital Approved Forecast					
Net Incremental Capital	0	0	0	0	0

Details of Service Change

Section 26(1)(b) of the *Planning Act* requires municipalities with Official Plan Policies dealing with areas of employment to review its employment policies no less frequently than every five years. This review is to confirm or amend the designation of employment lands and policies regarding the removal of lands designated for employment purposes.

Further, a municipal comprehensive review (MCR) for the conversion of employment lands is required by the Provincial Policy Statement (2005) (Section 1.3.2) and the Growth Plan for the Greater Golden Horseshoe (Section 2.2.6.5). Also, the new Region of Peel Official Plan and the new Mississauga Official Plan contain requirements regarding an employment lands MCR.

As part of the work program for the Mississauga Official Plan Review, Hemson Consulting Ltd. was retained to prepare the Employment Land Review Study to fulfill the requirements for a MCR. This study was presented to Planning and Development Committee in June 2008. As such, the next MCR must occur no later than June 2013.

Service Impact

The employment lands MCR will determine where development applications for employment land conversions can be processed. The MCR will also be used in the preparation of local area planning studies for areas containing employment lands.

Budget requested in 2012: $100,000

The MCR for employment lands will be presented to the Leadership Team and Planning and Development Committee. A public consultation program will also be required to allow representatives from the development industry, community groups and other stakeholders to provide comment on the recommendations of the MCR.

Comments

The recommendations of the MCR may result in amendments to the Official Plan which can be appealed to the Ontario Municipal Board.

Business Plan and Budget

City of Mississauga

Budget Request # 365

Description of Proposed Initiative

Community Improvement Plans

Service Area

Land Development Services

Department

Planning and Building

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	0	100	100	100	100
Net Cost Funded from Tax Levy	0	0	0	0	0
Net Impact on Tax Levy		0.00 %	0.00 %	0.00 %	0.00 %
FTE	0	0	0	0	0
Capital Approved Forecast					
Net Incremental Capital	0	0	0	0	0

Details of Service Change

This Budget Request is a Placeholder. More information will be available following the completion of the Planning Tools study in the Fall 2010.

The *Planning Act* requires that Community Improvement Plans (CIPs) be approved by City Council and if financial incentives are proposed, approval is also required by the Ministry of Municipal Affairs and Housing. The *Planning and Conservations Land Statute Law Amendment Act* (aka Bill 51) introduced changes that allow regional governments to participate in CIPs.

CIPs were used in Mississauga in the early 1980s to be eligible for funding provided by the Provincial Commercial Area Improvement Program. Since that time Mississauga has not prepared a CIP. The Assessing Planning Tools Study is currently underway to create the policy framework in which the City will utilize CIPs to achieve current community improvement objectives. Similarly, the Region of Peel is currently undertaking a study regarding how it may become involved in CIPs.

CIPs are used by many municipalities to couple the benefits of private sector investment with the interests of locally identified needs and opportunities for community improvement. A number of planning studies have identified the need to prepare CIPs to achieve the City's vision in various areas of the City. In particular, CIPs are proposed for the following areas:

- Downtown Core - The Downtown21 Master Plan, Hurontario Main Street Corridor Master Plan, Office Strategy and Parking Strategy recommended a CIP for this area. A CIP that addresses the various issues raised in these studies and presents a coordinated plan is required, particularly in light of the importance of this area to city building initiatives and the substantial investments proposed. This is linked to Budget Request #39 Launch Downtown21: Mainstreet District Strategy Implementation.
- Port Credit and Lakeview - Community planning studies for this area are underway and have recommended a CIP be prepared to implement the community vision. Further, tertiary plans for key waterfront sites are proposed and may require a CIP for the implementation of recommendations.
- Hurontario Main Street - A CIP will be prepared to implement recommendations from the study outside of the Downtown and Port Credit areas.

- Other areas (e.g., Malton, Dundas Corridor) - CIP's may be a recommendation from other Local Area Plans to further implement the vision.

Service Impact

The CIPs will facilitate the achievement of the vision established in various planning studies by establishing an investment strategy and prioritizing resources. This will be used in budget planning and creating a transparent community investment framework for stakeholders.

Budget Request:

- Downtown Core, Year 2011, $100,000 (one time transfer from Planning Process Update Reserve).
- Lakeview and Port Credit, Year 2012, $100,000 (one time transfer from Planning Process Update Reserve).
- Hurontario Main Street Study, Year 2013, $100,000 (one time transfer from Planning Process Update Reserve).
- Other Areas (Malton, Dundas Corridor), Year 2014, $100,000 (one time transfer from Planning Process Update Reserve).

This initiative aligns with the Strategic Plan Pillar Connect and Action Plans C1 and C3.

Comments

Business Plan and Budget

City of Mississauga

Budget Request # 426

Description of Proposed Initiative

Parking Standards Review Study to Implement the City Structure

Service Area

Land Development Services

Department

Planning and Building

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	0	0	0	125	0
Net Cost Funded from Tax Levy	0	0	0	0	0
Net Impact on Tax Levy		0.00 %	0.00 %	0.00 %	0.00 %
FTE	0	0	0	0	0
Capital Approved Forecast					
Net Incremental Capital	0	0	0	0	0

Details of Service Change

Parking standards in the existing Zoning By-law are based on a suburban context. As the City of Mississauga moves towards a more urban mixed-use form of development and an urban hierarchy (e.g. Downtown, Major Nodes, Community Nodes), residential and non-residential parking standards require review in order to support and facilitate this context.

Phase One of the Mississauga Parking Strategy sets the framework for Mississauga's parking philosophy to transition from a suburban to urban parking context. This philosophy is incorporated into the new Mississauga Official Plan through a section on Parking in the chapter Create a Multi-Modal City.

To implement parking policies, facilitate intensification in appropriate locations and support the City Structure in the Official Plan, the Parking Standards Review Study will review residential and non-residential parking standards to determine if current parking standards are supportive of the vision for the City Structure elements. The study will focus on Major Nodes and Community Nodes throughout the city and include an assessment of cultural uses, responding to recommendations in the Culture Master Plan.

Deliverable:

The outcome of the Parking Standards Review Study will be revised parking standards in the Zoning By-law for elements of the urban hierarchy.

Service Impact

To complete the initiative Parking Standards Review Study, consultant expertise in parking policies, standards and Transportation Demand Management techniques, in an urban setting, is required. The budget requested is reflective of the scope of the study and required expertise and is beyond base budget allocation.

Budget requested in 2013: $125,000

Comments

Phase One of the Mississauga Parking Strategy was endorsed by City Council in February 2009. The Draft Mississauga Official Plan Report on Comments was adopted by Council on July 7, 2010.

Legislative Services - Service Summary 2011-2014

Category	FTE	2011	2012	2013	2014	Total Operating	Total Capital
Efficiencies	0	3	0	(5)	10	8	25
Service Level Adjustments	(1)	(88)	(12)	0	0	(100)	0
New Service Levels	2	73	43	45	65	226	42
Reserve Fund Transfers	6	0	0	0	0	0	0
Total Service Budget Impact	**7.0**	**(12)**	**31**	**40**	**75**	**134**	**67**

BR#	Service	Initiative Description	Category	FTE	2011	2012	2013	2014	Total Operating	Capital 2011-2014
284	Legislative Services	Enhanced Access to Agendas/Minutes	Efficiencies	0.0	3	0	(5)	10	8	25
441	Legislative Services	2011 Cost Control Options-Legislative Services	Service Level Adjustments	(1.0)	(88)	(12)	0	0	(100)	0
320	Legislative Services	Electronic Records Management Support	New Service Levels	0.0	30	0	0	0	30	42
353	Legislative Services	Privacy Compliance Strategy and Initiative	New Service Levels	1.0	43	43	0	0	86	0
616	Legislative Services	Establishment of a Mississauga Citizenship Program	New Service Levels	1.0	0	0	45	65	110	0
		Subtotal	**New Service Levels**	**2.0**	**73**	**43**	**45**	**65**	**226**	**42**
247	Legislative Services	Municipal Elections	Reserve Fund Transfers	6.0	0	0	0	0	0	0
Total Service Budget Impact				**7.0**	**(12)**	**31**	**40**	**75**	**134**	**67**

Business Plan and Budget

City of Mississauga

Budget Request # 247

Description of Proposed Initiative

Municipal Elections

Service Area

Legislative Services

Department

Corporate Services

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	1,836	0	0	65	2,400
Net Cost Funded from Tax Levy	0	0	0	0	0
Net Impact on Tax Levy		0.00 %	0.00 %	0.00 %	0.00 %
FTE	5	0	0	1	5
Capital Approved Forecast					
Net Incremental Capital	0	0	0	0	0

Details of Service Change

Municipal Elections are legislated by the Province through the Municipal Elections Act. Regular Elections are held every four years however the MEA regulates the requirements to hold by-elections within the four year term. Municipal Elections not only capture our corporate values of Trust, Quality, and Excellence, but more importantly is a unique process that falls in line with the City of Mississauga's Strategic Priorities such as the focus on leadership, being an employer of choice and building a city for the 21st century.

Municipal Elections is perhaps the most unique project a municipality must undertake. It is a project that is Corporate wide and effects almost every department in the City. The City also undertakes this initiative on behalf of the four school boards which fall within the jurisdiction of Mississauga This mandated initiative has very unique qualities:

- It is a project where success can not be measured until after event takes place.
- It is a project that does not allow for dress rehearsals.
- It is a project that is conducted under public scrutiny
- It is a project that is dependent on many unknowns, such as turnout, legislative change, social pressures, technological changes/pressures, MPAC changes, quality and number of candidates, vendor deliverabilities, quality of election workers, natural disasters etc

Service Impact

The next scheduled election will take place in 2014. The City of Mississauga is the sixth largest City in Canada and our growth has been tremendous in the last 20yrs yet our election administrative structure has never been reviewed nor has it developed in comparison to the City's growth. Executing a successful election requires years of strategic planning. The stages of planning and implementation are defined as a 4 year election plan/cycle as noted below:

· YEAR 1 (2011) - 2010 ELECTION WRAP UP

- YEAR 2&3 (2012-2013) - 2014 ELECTION PREPARATION
- YEAR 4 (2014) - 2014 ELECTION YEAR

YEAR 1- Consists of wrapping up all legislative requirements/processes in relation to the 2010 election. The legislative requirements include: the startup of the Election Campaign Finance Committee, filing of Candidate Financial Statements, destruction of election records, election room cleanup and inventory.

YEARS 2&3 - Preparation begins for the following election. This is perhaps the most crucial stage of this 4 year plan/cycle since this is where the foundation is built and the main strategy is set for the next election.

The planning stage has the opportunity to bring financial benefits as it did in 2008-2009.
With the assistance of I.T., an in-house worker/voters' list module was developed and used in the 2010 Election. The purpose/goal was to develop a system that is custom designed for Mississauga and that replaces a vendor module (Powerprofile) for which I.T has paid annual maintenance and licensing fees.
Approx Savings: -$15,000 (commencing 2011). This savings is captured in the IT Business Plan .

2013 - $65,000 will be required for pre election preparation.

2014 - $550,000 labour costs and $1.85 million for other election expenses.

This 4 year plan/cycle does not include any by-elections that may take place within this cycle.
The cost of the Election is funded through an Election Reserve. Annual contributions of $450,000 are made to this reserve through the non-departmental budget. There is approximately $1,363,000 left in this reserve after funding 2010 Election related costs.

Comments

Business Plan and Budget

City of Mississauga

Budget Request # 284

Description of Proposed Initiative

Enhanced Access to Agendas/Minutes

Service Area

Legislative Services

Department

Corporate Services

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	803	3	0	-5	10
Net Cost Funded from Tax Levy	803	3	0	-5	10
Net Impact on Tax Levy		0.00 %	0.00 %	0.00 %	0.00 %
FTE	12	0	0	0	0
Capital Approved Forecast					
Net Incremental Capital	0	0	0	25	0

Details of Service Change

Over the term of the 2006-2010 Council, the City has seen a significant increase in the number of Committees and meetings supported by the Legislative Services Division. At present, the Legislative Services Division functions as secretariat for Council and its Committees, including standing, advisory and the fourteen (14) related subcommittees. These committees include the Committee of Adjustment, Traffic Safety Council, Accessibility Advisory Committee, Canada Day Committee, Environmental Advisory Committee, Property Standards Committee, Mississauga Cycling Advisory Committee, Museums of Mississauga Advisory Committee, Public Vehicle Advisory Committee, Heritage Advisory Committee, Safe Driving Committee, Festival Funding Committee, the Committee of Revision, Election Campaign Finance Committee, Mississauga Appeal Tribunal, Property Standards Committee, Healthy Cities Stewardship and the fourteen (14) associated subcommittees. The Division also supports Council's Standing Committees (Audit, Budget, Planning and Development and General Committee). The demands on staffing are reaching a critical point such that the addition of further committees or the expansion of Committee mandates will necessitate additional staffing resources.

To mitigate the existing situation, Legislative Services will adjust service levels, undertake a realignment of committee support and review the committee structure with the goal of improving service delivery and maximizing the effectiveness of the committee process. In addition to presenting recommendations to Council for the restructuring of committees, this will also entail a review of the budgets for each committee to ensure consistency, and a review of the support levels provided to the committees and subcommittees with the objective of streamlining and rationalizing service delivery while reducing costs where possible. Specifically, the Division will examine new and innovative ways to support those committees and offer a greater transparency by internet streaming of meetings, electronic posting and distribution of agenda packages and minutes, etc. via the city website. (Streaming of certain Committees such as Planning Committee, Budget Committee, General Committee and Committee of Adjustment and subsequent archiving of the meetings is being pursued by the Corporate Services Communications Division under Budget Request # 486.) It should be noted that $3,000 will be required for investigation and research on electronic meeting management systems and software upgrades to facilitate the preliminary transition to e-agendas in 2011. From 2013 onward savings of approximately $5,000 in cost savings will be realized in printing, postage and courier costs.

Associated with this review, will be an assessment of technical solutions that would allow the embedding

of links within written minutes to the correlating segments of video from the meeting. Preliminary estimates of this cost are $2000 initially and a monthly licensing fee of approximately $900, however these costs will be assessed and closely scrutinized as a part of the review. Capital costs for a meeting management system are estimated at $25,000 for software.

Additionally, in 2010 a Council approved Legislative Services recommendations to streamline the committee appointment process. A comprehensive orientation program will be devised for newly appointed committee members to facilitate a smooth transition and an uninterrupted flow of business with the commencement of the new term of Council.

The net result will be an improvement to the services currently provided and a greater transparency for Council and Committees.

Service Impact

-Finance all Citizen Member Committees with their own budget.
-There may be concern expressed by Council, Committee members and the public with respect to these changes however, this is expected to diminish after an initial adjustment period.
-Making more agenda information (including reports) and minutes (including video of deliberations) available in electronic for is a service improvement for the public.

Comments

-Preliminary feedback has been sought from Councillors in regards to proposed changes.

Business Plan and Budget

City of Mississauga

Budget Request # 320

Description of Proposed Initiative

Electronic Records Management Support

Service Area

Legislative Services

Department

Corporate Services

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	0	30	0	0	0
Net Cost Funded from Tax Levy	0	30	0	0	0
Net Impact on Tax Levy		0.01 %	0.00 %	0.00 %	0.00 %
FTE	0	0	0	0	0
Capital Approved Forecast					
Net Incremental Capital	0	14	14	14	0

Details of Service Change

Proposed End State

Program development to support both electronic and paper based information. Utilizing existing staff, technology, and operational costs; support for electronic information will include:

- Technology
- Training Plan (Records Mgmt staff and City staff)
- Community of Practice (strategic alignment, policy review, change mgmt, prioritization for pilots)
- Processes to migrate business and information online
- Email Management Support
- Security and privacy control
- Auditing provisions (verification privacy and awareness of electronic sources)

**** With electronic information management support in place, we can provide support for:

- Quicker access to records
- Minimize costs and time with printing, storage, search and retrieval
- Online collaboration and version control
- Privacy and security audits.
- Accountability / Awareness for electronic assets

Current Service Levels:

Support for paper based records only. Emails are printed and stored in paper folders.

- Lifecycle Management of paper documents 21,000 boxes / 63 million documents (1.2% growth annually)
- No electronic documents management of 6.8 TB (K Drive 1.8 TB - 25% growth annually)
- No email management support (1.3 TB)
- Limited privacy auditing and control over electronic content

Risk Mitigation

- Pilot implementations to test/evaluate.
- Staff Job Shadowing
- Benefits Realization Strategy - Alignment to strategic, operational, and ease of use goals
- User adoption / Change management strategy
- Post implementation monitoring and support

Cost Estimates

- Data Storage (production SAN storage + backup) 2011-2013 200 GB = $14,000. 2014 revisit storage capacity planning based on growth trends.
- Professional Services for training and implementation support OR Labour costs for IT development resources estimated. (estimate 200 hours per year) for 2011- 2013 will be $30,000 each year.
- Scanning software acquired through preapproved acquisition of MFD's including cost of plug-in utility to Sharepoint.

Service Impact

User Adoption - Clients transitioning to electronic file management will need to gain familiarity with the system in order to conduct their work. Through training and support we can assist in the transition.

Change Management - Prior to implementation we will assess clients' business goals (compliance, cost, communication, continuity) to determine their 'readiness' to move electronic. Through Awareness, Desire, Knowledge, Acceptance and Reinforcement exercises (ADKAR Change Mgmt model), we will identify a business units progress through the change lifecycle and provide adequate nurturing exercises and statistics to strengthen process adoption.

Records Mgmt (RM) Staff Competencies - RM staff have strong knowledge of RM fundamentals however are not fully exposed to developing electronic solutions nor transitioning client to a new way of working. Through group and individual training sessions, coupled with job shadowing opportunities, staff will gradually become more confident with providing both paper based and electronic records management solutions.

Demand Increase - Once a few key pilots have been implemented, neighbouring Divisions will identify the enhancements to business and service and inherently want a new level of service for their area as well. A validation and prioritization process will need to be developed to prioritize user demand for service in conjunction with resource availability

Comments

A business unit managing information electronically will experience the following growth over time:

1. **Management** (Green)
    - Lifecycle management (controls data storage costs), reduced printing, increases awareness of information assets, enhanced privacy protection, no 'lost documents', integration with email.
2. **Sharing and Access**;
    - Simultaneous access, 24/7 remote availability, quicker retrieval, online collaboration, version control, email links to files (instead of attachments), minimized administrative file mgmt cost and time
3. **Decision Making - Faster Service** (Prosper)
    - Quicker decision making, higher evidential weight (integrity), completeness of record (full history), reliability (available, accurate and up to date record)

The evolution starts by efficiently (1) managing information which enables (2) Sharing and Access, which in turn enables faster (3.) decision making.

Business Plan and Budget

City of Mississauga

Budget Request # 353

Description of Proposed Initiative

Privacy Compliance Strategy and Initiative

Service Area

Legislative Services

Department

Corporate Services

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	0	43	43	0	0
Net Cost Funded from Tax Levy	0	43	43	0	0
Net Impact on Tax Levy		0.01 %	0.01 %	0.00 %	0.00 %
FTE	0	1	0	0	0
Capital Approved Forecast					
Net Incremental Capital	0	0	0	0	0

Details of Service Change

Since the enactment of the Municipal Freedom of Information and Protection of Privacy Act (MFIPPA), the emphasis of the public has typically been directed at preserving the right of access to information. However, with the advent of a computerized workplace and a greater emphasis on the protection of personal information, the privacy aspects of the legislation have become more significant. Although the City has yet to be subject of a large or wide scale privacy breach, the threat and ramifications of such a breach are significant and could have a devastating impact on the City's reputation and the trust that the public has in the administration of the City. Comparatively speaking, losing reputation, trust, credibility and other intangible assets is not unlike what has gone on in other organizations, such as in the automobile industry, manufacturers have experienced large scale recalls of vehicles as of late. However, unlike the automobile industry, once a privacy breach has occurred, the City has no ability to 'recall' the information or otherwise eliminate the potential damages.

The Legislative Services Division has been focussed almost exclusively on responding to requests under the Act and addressing any breaches of privacy on a reactive basis. To mitigate the potential risks to the Corporation, it is critical for the City to develop a privacy strategy and intiative including proactively reviewing systems and practices to eliminate the potential for breaches and devloping policies and practices to safeguard corporate documents. Included within this is the recognized need to comprehensively educate and inform staff.

Internal Audit has recently completed a privacy review and the recommendations will require additional resources in order to implement.

Service Impact

Enhanced protection of privacy of personal information and knowlwdge of these requirements by staff in developing systems and processes within the organization.

Comments

Business Plan and Budget

City of Mississauga

Budget Request # 441

Description of Proposed Initiative

2011 Cost Control Options-Legislative Services

Service Area

Legislative Services

Department

Corporate Services

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	713	-88	-12	0	0
Net Cost Funded from Tax Levy	713	-88	-12	0	0
Net Impact on Tax Levy		-0.03 %	0.00 %	0.00 %	0.00 %
FTE	0	-0.75	-0.25	0	0
Capital Approved Forecast					
Net Incremental Capital	0	0	0	0	0

Details of Service Change

Due to a requirement to cut the gross operating budget for 2011 several actions which are either Opportunities for Improvement or Opportunities to Cut Costs have been identified.

Opportunities for Improvements: Re-use File storage boxes-$5,000; Re-engineer records centre/imaging process resulting in elimination of a long term contract position that is presently staffed-$46,500; Provide electronic agendas to internal departments in the place of paper agendas-$8,000. These are all recommended.

Opportunities to Reduce Costs- Purchase the correct number of marriage licences to better reflect changing demand by closely monitoring requirements- $5,000; reduce budgeted court hours to level that more closely reflects actual court hours and does not make provision for new judicial resources being made available- 175 hours or $35,000. Both of these are recommended.

Service Impact

Some of the changes may affect the ability to re-act to increases in volumes or changes in demand.

Comments

These items have not been presented to council on previous occasions.

Business Plan and Budget

City of Mississauga

Budget Request # 616

Description of Proposed Initiative

Establishment of a Mississauga Citizenship Program

Service Area

Legislative Services

Department

Corporate Services

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	0	0	0	45	65
Net Cost Funded from Tax Levy	0	0	0	45	65
Net Impact on Tax Levy		0.00 %	0.00 %	0.01 %	0.02 %
FTE	0	0	0	1	0
Capital Approved Forecast					
Net Incremental Capital	0	0	0	0	0

Details of Service Change

The creation of a Citizenship Program is a new initiative of the City identified in the Strategic Plan. It is designed to encourage civic engagement and provide new immigrants with a fundamental understanding of the inner workings and impact of local government. The goal of the Citizenship Program is to recruit new immigrants to serve on municipal boards, committees, agencies and commissions.

Introduction of the initiative will occur within three years with development of the program in 2013 culminating in the recognition of 100 participants per year beginning in 2014. The implementation of the program will coincide with the next municipal election and therefore will offer participants the opportunity to apply for positions on the various City committees appointed for that term of Council. One element of the development of the program will be a review of the City of Mississauga's corporate policy on Citizen Appointments which sets Canadian citizenship as one of the criteria for appointment to a committee of council. The ten year time horizon specifies an expansion of the program to include recognition of 150 newcomers on an annual basis. A challenge will be in the outreach process of the program with respect to identifying participants, however, staff will be working with community groups, social services agencies, provincial and federal governments. As per the Strategic Plan, operating funds are to be the responsibility of the City but external funding will be sought through partnerships with other levels of government.

Service Impact

In order for this initiative to succeed, resources are needed beginning with research and development of the framework for the program in 2013. This is to include input from new immigrants, politicians and staff with respect to program components, the most effective mode of delivery, frequency, etc..

Figures are preliminary at this stage however, one Grade D FTE at an estimated cost of $80,000 including benefits will be required. It is critical for the success of this program to ensure that the right individuals are retained to facilitate and champion the program. It is anticipated that a printing and promotional budget of $5000 will also be necessary in this initial year.

With implementation begining in 2014, an additional budget amount will be needed to provide for program costs and ensure proper community outreach in the form of promotional open houses with space rental,

refreshments, program materials etc.. This may also include outreach in the form of video or online documentation, classroom-style information sessions and/or face-to-face meetings. Again, due to the preliminary nature of this initiative, finalized costs are not available at this juncture.

This program is a positive initiative and it is anticipated to be well received by the public and well supported by community groups.

Comments

Arts & Culture - Service Summary 2011-2014

Category	FTE	2011	2012	2013	2014	Total Operating	Total Capital
Service Level Adjustments	0	(67)	0	0	0	(67)	0
Growth	1	305	303	0	0	608	0
New Service Levels	11	251	297	288	147	983	6,580
Capital Only	0	0	0	0	0	0	3,810
Total Service Budget Impact	**12.0**	**489**	**600**	**288**	**147**	**1,524**	**10,390**

Arts & Culture - Service Summary 2011-2014

BR#	Service	Initiative Description	Category	FTE	2011	2012	2013	2014	2011-2014 Operating	Capital 2011-2014
245	Arts & Culture	3% Budget Reduction	Service Level Adjustments	0.0	(67)	0	0	0	(67)	0
103	Arts & Culture	Programs and Service Manager	Growth	1.0	70	68	0	0	138	0
243	Arts & Culture	Increase Grants to Culture Groups	Growth	0.0	235	235	0	0	470	0
		Subtotal	**Growth**	**1.0**	**305**	**303**	**0**	**0**	**608**	**0**
82	Arts & Culture	New Cultural Programs Through Partnerships	New Service Levels	0.0	25	25	25	0	75	0
98	Arts & Culture	Film Business Development	New Service Levels	1.0	21	26	0	0	47	0
99	Arts & Culture	Interactive Culture Website	New Service Levels	1.0	44	44	0	0	88	300
101	Arts & Culture	Artifact Preservation and Storage Facility	New Service Levels	2.0	0	0	58	136	194	2,850
106	Arts & Culture	Implement Cultural Facilities and Spaces Policy	New Service Levels	1.0	0	72	24	0	96	50
108	Arts & Culture	Art Gallery of Mississauga	New Service Levels	0.0	0	0	0	0	0	2,255
118	Arts & Culture	Public Art Program	New Service Levels	1.0	4	11	85	0	100	700
123	Arts & Culture	Hyde Mill Ruins Accessible to the Public	New Service Levels	0.0	0	0	0	0	0	100
124	Arts & Culture	Strengthen Heritage Planning	New Service Levels	0.0	0	0	0	0	0	0
130	Arts & Culture	Heritage Plans for Mississauga's Villages	New Service Levels	0.0	0	0	0	0	0	0
133	Arts & Culture	Mississauga Cultural Map	New Service Levels	1.0	50	16	0	0	66	125
137	Arts & Culture	Preventative Maintenance of Heritage Facilities	New Service Levels	1.5	49	49	40	0	138	200

Arts & Culture - Service Summary 2011-2014

BR#	Service	Initiative Description	Category	FTE	2011	2012	2013	2014	2011-2014 Operating	Capital 2011-2014
142	Arts & Culture	Technical Support at Meadowvale Theatre	New Service Levels	1.0	44	43	0	0	87	0
143	Arts & Culture	Program Development at Meadowvale Theatre	New Service Levels	1.0	0	0	56	11	67	0
321	Arts & Culture	Permanent Administrative Assistant position	New Service Levels	0.0	2	1	0	0	3	0
510	Arts & Culture	City-wide Museum Programs	New Service Levels	0.5	12	10	0	0	22	0
		Subtotal	**New Service Levels**	**11.0**	**251**	**297**	**288**	**147**	**983**	**6,580**
081	Arts & Culture	Replace Stage Lighting at Meadowvale Theatre	Capital Only	0.0	0	0	0	0	0	200
087	Arts & Culture	Life-Cycle Renovation of Meadowvale Theatre	Capital Only	0.0	0	0	0	0	0	3,360
120	Arts & Culture	5 Year Update of the Culture Master Plan	Capital Only	0.0	0	0	0	0	0	250
246	Arts & Culture	Living Arts Centre (LAC) / Meadowvale Theatre (MT) Study	Capital Only	0.0	0	0	0	0	0	0
		Subtotal	**Capital Only**	**0.0**	**0**	**0**	**0**	**0**	**0**	**3,810**
Total Service Budget Impact				**12.0**	**489**	**600**	**288**	**147**	**1,524**	**10,390**

Business Plan and Budget

City of Mississauga

Budget Request # 81

Description of Proposed Initiative

Replace Stage Lighting at Meadowvale Theatre

Service Area

Arts & Culture

Department

Community Services

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	0	0	0	0	0
Net Cost Funded from Tax Levy	0	0	0	0	0
Net Impact on Tax Levy		0.00 %	0.00 %	0.00 %	0.00 %
FTE	0	0	0	0	0
Capital Approved Forecast					
Net Incremental Capital	0	200	0	0	0

Details of Service Change

Current lighting is 20 years old and has deteriorated beyond repair to the point of being a health and safety issue. Further repair or replacement of current parts and individual lights cannot be done as the lighting system as a whole is obsolete. This has a negative impact on the effectiveness of the lighting quality of theatre productions for Music Theatre Mississauga groups and other theatre users, as well as reducing the ability of audiences to enjoy productions.

Service Impact

Theatre will have reliable and industry standard lighting which is a necessary tool to produce a high quality theatre productions. This is a one time gross capital cost of $250K, with the Meadowvale Theatre Advisory Board applying for an Ontario Trillium Foundation grant to offset $50K, resulting in a budget request for $200K. Upgrade will take place during dark days in summer, so no loss in revenue.

Comments

The Meadowvale Theatre Advisory Board endorses this initiative. It reflects the Culture Master Plan recommendation 23.

Business Plan and Budget

City of Mississauga

Budget Request # 82

Description of Proposed Initiative

New Cultural Programs Through Partnerships

Service Area

Arts & Culture

Department

Community Services

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	100	25	25	25	0
Net Cost Funded from Tax Levy	100	25	25	25	0
Net Impact on Tax Levy		0.01 %	0.01 %	0.01 %	0.00 %
FTE	1	0	0	0	0
Capital Approved Forecast					
Net Incremental Capital	0	0	0	0	0

Details of Service Change

Currently offer a menu of 8 annual free programs (e.g. Jane's Walk, Doors Open, Art's Birthday) plus 3 additional opportunity-driven programs in 2009, all developed in partnership with local communities and Not-For-Profits. Programs attracted 17,000 attendees primarily in the summer months in Port Credit and City Centre. The investment in these programs is approximately $10K per program for artists' fees, supplies and logistics. Demonstrated success points to need for additional programs of this nature.

Service Impact

Increase number of fully accessible, event-based cultural programs spread across the city and throughout the year. Funding provides partnership program opportunities with the new components of the Culture Division (Museums, Meadowvale Theatre). Allows for increased opportunities and participation by diverse audiences. Request to phase in increase programming funds of $25K per year over 3 year period resulting in approximately 9 new programs by 2013 (e.g Music Monday, Dumpling Fest, Salmon Run).

Comments

Culture Master Plan - Strategic Direction 1 - Strengthen Arts, Heritage and Culture
Culture Master Plan charges division to be a facilitator and work collaboratively with a wide variety of partners (CMP pg 13) and to develop partnership with local communities (pg 17).

Business Plan and Budget

City of Mississauga

Budget Request # 87

Description of Proposed Initiative

Life-Cycle Renovation of Meadowvale Theatre

Service Area

Arts & Culture

Department

Community Services

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	0	0	0	0	0
Net Cost Funded from Tax Levy	0	0	0	0	0
Net Impact on Tax Levy		0.00 %	0.00 %	0.00 %	0.00 %
FTE	0	0	0	0	0
Capital Approved Forecast					
Net Incremental Capital	0	0	0	200	3,160

Details of Service Change

Meadowvale Theatre will be 25 years old in 2014. As the theatre ages, various components of the building structure require replacement and upgrades to current standards including accessibility, improved lobby space, etc. Efforts to attract and retain clients will be negatively impacted by tired facility.

Service Impact

Facility will need to be temporarily closed for duration of renovation, and although efforts will be made to do the majority of the work during normal dark times, some theatre groups may be displaced to alternate venues. This will be mitigated through a strong communication plan.

Gross cost is estimated at $8M with the opportunity to reduce the net cost by 33% to $5.4M via Cultural Spaces federal grant which is available until 2015.

YEAR	ITEM	COST (in thousands)
2013	Concept Design	200
2013	Capital Request	-200
2013	Grant Application	-2,640
2014	Detail Design	600
2014	Construction	7,200
2014	Capital Request	-5,160

Comments

Supported by Culture Master Plan recommendation 23.
Opportunities to pursue naming rights for lobby and proposed outdoor patio.

Business Plan and Budget

City of Mississauga

Budget Request # 98

Description of Proposed Initiative

Film Business Development

Service Area

Arts & Culture

Department

Community Services

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	74	21	26	0	0
Net Cost Funded from Tax Levy	74	21	26	0	0
Net Impact on Tax Levy		0.01 %	0.01 %	0.00 %	0.00 %
FTE	1	1	0	0	0
Capital Approved Forecast					
Net Incremental Capital	0	0	0	0	0

Details of Service Change

The Film Officer is responsible for attracting, retaining, processing and day-to-day administration of all aspects of this business, including cash handling administration. The high demand nature of this business and the fact that it operates 24/7 results in significant over-time and requires Film Officer to be on call most evenings, weekends and vacations. There is fierce competition to attract these lucrative business opportunities as evidenced by number of FTE staff in: Hamilton (2), Sudbury (2 + PT admin), Toronto (9), Ottawa (2). The inability to meet the industry's demands will result in loss of business. Currently 1 staff member is responsible for development of the film and TV industry in Mississauga.

Service Impact

In order to proactively attract film and television productions to Mississauga, the film office must be relieved of low level administration tasks. An additional staff position will perform administrative functions, coordinate logistics (e.g. process all permits, provide appropriate notification to residents and stakeholders etc) and provide research and background information to the Film Officer.

This will allow the Film Officer to focus on business and cultural development and building relationships. New initiatives such as International Indian Film Awards, student, not-for-profit and community screen-based projects would not receive support without additional staffing therefore limiting Mississauga's ability to create a media-friendly cultural and business environment.

1 FTE and workstation in 2011 (5k for IT requirement, 8k for furniture and equipment requirement.)&

Comments

Supports Culture Master Plan - Strategic Direction 1 - Strengthen Arts, Heritage and Culture.

Business Plan and Budget

City of Mississauga

Budget Request # 99

Description of Proposed Initiative

Interactive Culture Website

Service Area

Arts & Culture

Department

Community Services

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	0	44	44	0	0
Net Cost Funded from Tax Levy	0	44	44	0	0
Net Impact on Tax Levy		0.01 %	0.01 %	0.00 %	0.00 %
FTE	0	1	0	0	0
Capital Approved Forecast					
Net Incremental Capital	0	300	0	0	0

Details of Service Change

Proactively and continually engaging youth in Mississauga's culture will support keeping young people in the city. The current lack of web-based communication options is compounded by the lack of daily commercial media in Mississauga. This presents challenges for the Culture Division to reach out and engage youth, especially students from post-secondary institutions like University of Toronto at Mississauga and Sheridan College.

This results in the need to design and build an interactive web site and a staff resource to manage it on a daily basis to ensure up to date, relevant information and tracking of issues and cultural discussion forums.

Service Impact

Building an interactive culture website presents opportunities to engage youth in real time discussions on cultural issues and provide information on cultural events and activities. This requires a one time investment to create the site which can be offset through funds from the Arts Reserve (305195).
Staff resource is required to create and post content such as "feature" articles to make connections with, and, between artists and residents, as well as promote city operated events. Results in a more dynamic presence (including video streaming, live feeds, Twitter etc), and the ability to communicate quickly to an audience that is currently not being reached. With the growing use of social media and continually evolving technology this position will ensure we will remain current and connect with youth in Mississauga.

1 FTE for 2011, and workstation and computer

Comments

Implements recommendation 35 of the Culture Master Plan
LT has endorsed use of social media pilot project of which the culture division is one of the participants.

Business Plan and Budget

City of Mississauga

Budget Request # 101

Description of Proposed Initiative

Artifact Preservation and Storage Facility

Service Area

Arts & Culture

Department

Community Services

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	0	0	0	58	136
Net Cost Funded from Tax Levy	0	0	0	58	136
Net Impact on Tax Levy		0.00 %	0.00 %	0.02 %	0.04 %
FTE	0	0	0	1	1
Capital Approved Forecast					
Net Incremental Capital	50	0	0	200	2,650

Details of Service Change

Currently the Museums have a "dire shortage" of appropriate artifact collection space for the number, quantity and condition of artfacts owned by the City of Mississauga. (Source: Canadian Conservation Institute Report). Consequently many artifacts are not stored with the environmental controls recommended by the Ministry of Culture's Standard for Community Museums and the City is unable to actively collect artifacts that reflect the scope and breadth of Mississauga's history. As a result, there is a perception that the City is not committed to preserving and sharing its own history.

Service Impact

Construction of a 20,000 sq ft environmentally-controlled Artifact Collection Preservation and Storage Facility to meet the current and future storage needs of the Museums and related partners (ie a, Heritage Planning, Mississauga Library System). Will allow the Museums to accept significant artifact donations, such as a number of significant aboriginal archaeological collections, that could otherwise be lost to private collections or allowed to deteriorate beyond any cultural value. Captial costs, currently show in the capital budget in 2012 as unfunded.

YEAR	ITEM	COST: (in thousands)
2010	Feasibility Study (approved)	50
2011	Concept Design	200
2011	Capital Request	-200
2011	Grant Application	-4,000
2014	Detail Design	1,000
2014	Construction	10,800
2014	Capital Request	-6,800

Operating costs include utilities ($70k)and two additional staff resources. One positon is a Collections Assistant (2013) to do accessioning, digitalizing, researching, and exhibiting the collections and one to provide facility maintenance (2014) of this and other city-owned heritage facilities.

2 FTE and workstations

Comments

Implements recommendations 18 and 22 of the Culture Master Plan.
The Museums of Mississauga Advisory Committee and the Friends of the Museums of Mississauga have expressed growing concerns over this issue. See MOMAC-0012-2007; MOMAC-0003-2008; MOMAC-0013-2009. The ideal plan includes partnerships with a variety of internal and external users who have a need for environmentally-controlled storage, as this will make the project more cost effective and more likely to receive Provincial or Federal grants.

Business Plan and Budget

City of Mississauga

Budget Request # 103

Description of Proposed Initiative

Programs and Service Manager

Service Area

Arts & Culture

Department

Community Services

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	0	70	68	0	0
Net Cost Funded from Tax Levy	0	70	68	0	0
Net Impact on Tax Levy		0.02 %	0.02 %	0.00 %	0.00 %
FTE	0	1	0	0	0
Capital Approved Forecast					
Net Incremental Capital	0	0	0	0	0

Details of Service Change

With the transfer of the Film Office, Museums of Mississauga, Heritage Planning and Meadowvale Theatre to the Culture Division the number of staff has increased by 200% and the director has 10 direct reports. This requires the director to focus on many management issues instead of providing the neccessary long term direction for the division and to fully engage in corporate-wide initiatives. The impact on staff is difficulty in scheduling appointments to receive day to day guidance.
Request is to hire a middle manager to relieve this staffing pressure.

1 FTE and workstation

Service Impact

Based on the recommendations of the Culture Master Plan, the division clearly has planning and operational responsibilities. In order to relieve the director of day to day management of this large staffing group, there is a need to create managers for both sections. The planning manager position can be created from within the exisiting complement through a restructuring of duties. The programs and service manager is a new position.

Comments

Supports Culture Master Plan and Employer of Choice initiatives

Business Plan and Budget

City of Mississauga

Budget Request # 106

Description of Proposed Initiative

Implement Cultural Facilities and Spaces Policy

Service Area

Arts & Culture

Department

Community Services

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	0	0	72	24	0
Net Cost Funded from Tax Levy	0	0	72	24	0
Net Impact on Tax Levy		0.00 %	0.02 %	0.01 %	0.00 %
FTE	0	0	1	0	0
Capital Approved Forecast					
Net Incremental Capital	0	0	0	50	0

Details of Service Change

The Culture Master Plan (CMP) clearly outlines that city hall should not be solely responsible for developing cultural facilities and spaces. Rather a collaborative multi-party approach is required to develop much-needed cultural facilities and spaces in Mississauga. Partners include: community and cultural leaders, municipal, provincial and federal governments, philanthropic donors, non-profit and private sector organizations. In addition the cultural perspective to municipal planning studies needs to be represented through participation and input into the Official Plan, district plans, Future Directions etc

This initiative includes introducing a new position that will have the expertise in capital partnership building and hands-on development within the cultural sector as well as municipal cultural planning and cultural policy development. The position will reside in the Culture Division but will liaise with relevant City departments and external stakeholders (CMP rec #19).

Service Impact

Unlike other facilities such as libraries and community centres, there is no strategy or standard for the development of cultural facilities within the city. A staff position is required to develop and implement the Cultural Facilities and Spaces Policy (CMP rec #36). The policy will identify: community needs, potential partners, funding models and development opportunities. The policy will be created in-house, but will undergo an external peer review, with the one time cost of 50k for the review offset by the Arts Reserve (305195).

The position will work with cross-departmental team to ensure a cultural lense is applied to planning studies and reviews done by all areas. They will also be required to work with the culture community and others to understand artists needs and opportunities to meet them in an appropriate and cost effective way.

1 FTE, workspace

Comments

The creation of this position is key to implementing 9 recommendations in the Culture Master Plan: 15-20, 36, 37 and 42.

Business Plan and Budget

City of Mississauga

Budget Request # 108

Description of Proposed Initiative

Art Gallery of Mississauga

Service Area

Arts & Culture

Department

Community Services

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	0	0	0	0	0
Net Cost Funded from Tax Levy	0	0	0	0	0
Net Impact on Tax Levy		0.00 %	0.00 %	0.00 %	0.00 %
FTE	0	0	0	0	0
Capital Approved Forecast					
Net Incremental Capital	0	0	0	500	1,755

Details of Service Change

The Art Gallery of Mississauga does not have exterior visibility or access making it difficult for the public to know the Gallery exists and how to get to it. As the City's major public art gallery it provides a per capita space of 0.67m. The next similar size gallery in the GTA is the Varley Art Gallery in Markham at 5.33m per capita.

At this current size the Gallery is not big enough to host national or international exhibits. As well it does not meet updated conservation technology set by the Canadian Conservation Institution.

Service Impact

Enhancement to service levels by addressing the need for a public art gallery that is larger and has a greater profile for a city the size of Mississauga.
Closure of Civic Centre exhibit space during renovation. Higher participation and engagement of residents and stakeholders upon project completion.

Comments

Implements recommendation 23 of Culture Master Plan.
Council approved corporate report on September 16, 2009 (Art Gallery of Mississauga application to the ISF for not-for-profit organizations) GC 0563-2009

Cultural Spaces federal grant program available until 2015, allowing for 33% (2.245M) funding of project and projected $1M in fundrasing to support renovation by the Gallery Board of Directors.

Business Plan and Budget

City of Mississauga

Budget Request # 118

Description of Proposed Initiative

Public Art Program

Service Area

Arts & Culture

Department

Community Services

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	78	4	11	85	0
Net Cost Funded from Tax Levy	78	4	11	85	0
Net Impact on Tax Levy		0.00 %	0.00 %	0.03 %	0.00 %
FTE	1	0	0	1	0
Capital Approved Forecast					
Net Incremental Capital	0	100	200	200	200

Details of Service Change

To date any public art in the city has come from private developers that understand the importance of contributing to the pubic realm in this manner. The city needs to lead the way and demonstrate the importance of public art by contributing to it in order to leverage further support from private developers and businesses. Management of the public art program requires staff resources with specific expertise. A temporary Public Art Coordinator, with appropriate budget for the position is in place, but the HR complement is required to confirm the position as permanent. A second Public Art Coordinator position needs to be created in 2013 to grow the program.

Service Impact

Fund of $200K is required to commission small to medium-scale temporary and/or permanent public art for spaces identified in the Public Art Framework Plan. The objective is to contribute to creating a vibrant public realm and a distinct identity for the City that will attract people to Mississauga.

Confirmation of the permanent complement for the Public Art Coordinator is required to retain staff with the required expertise in this field. 1 temporary FTE converted to permanent.

From 2013, a second Public Art Coordinator will provide the following services: 1). develop and run an education program and tours on public art and urban design for a general audience; 2.) create resources and best practice guidance for private developers and businesses commissioning public art.

1 FTE and workstation

Comments

Implements recommendations 40 and 41 of the Culture Master Plan
Development of Public Art Policy is in the workplan for 2010.

Business Plan and Budget

City of Mississauga

Budget Request # 120

Description of Proposed Initiative

5 Year Update of the Culture Master Plan

Service Area

Arts & Culture

Department

Community Services

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	0	0	0	0	0
Net Cost Funded from Tax Levy	0	0	0	0	0
Net Impact on Tax Levy		0.00 %	0.00 %	0.00 %	0.00 %
FTE	0	0	0	0	0
Capital Approved Forecast					
Net Incremental Capital	0	0	0	0	250

Details of Service Change

The City's first Culture Master Plan was completed and approved by City Council in June 2009. The Plan provides a long range vision for the development of culture in Mississauga. It contains 44 recommendations for implementation between 2009 and 2014. Once these recommendations are completed it will be important to consult with the public and culture stakeholders to determine the next steps and to update the plan to reflect any changes or new trends or ideas.

Service Impact

Review and update the Culture Master Plan in the year 2014, as recommended in the Culture Master Plan. p. 11, "The Culture Master Plan, the role of Mississauga Culture Division and the Division's programs should be reviewed in 5 years. Improvement of the efficiency and quality of the Culture Division in 5 years time.

Funding is available through the Arts Reserve 305195.

Comments

Existing plan has a five-year implementation plan and will require assessment and updating to remain current and proactive as outlined in the Culture Master Plan, page 11. Funding is available from the Arts Reserve account # 25113

Business Plan and Budget

City of Mississauga

Budget Request # 123

Description of Proposed Initiative

Hyde Mill Ruins Accessible to the Public

Service Area

Arts & Culture

Department

Community Services

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	0	0	0	0	0
Net Cost Funded from Tax Levy	0	0	0	0	0
Net Impact on Tax Levy		0.00 %	0.00 %	0.00 %	0.00 %
FTE	0	0	0	0	0
Capital Approved Forecast					
Net Incremental Capital	0	0	0	100	0

Details of Service Change

Currently, the Hyde Mill ruins present a potential public safety risk as it is partly in the Credit River in the Streetsville area. Proposal is to make Hyde Mill ruin a vibrant interpretive centre and destination along the Credit River and in Streetsville.

Service Impact

Stabilization of this heritage ruin allows public access, creates educational and public program opportunities, and supports tourism. Develop an interpretive plan for City parks that have a significant heritage component

Comments

Assists in the implementation of recommendation 23 and Strategic Direction 3 (Strengthen Cultural Infrastructure) in the Culture Master Plan.
Hyde Mill ruin has been noted in the Capital Budget.

Business Plan and Budget

City of Mississauga

Budget Request # 124

Description of Proposed Initiative

Strengthen Heritage Planning

Service Area

Arts & Culture

Department

Community Services

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	183	0	0	0	0
Net Cost Funded from Tax Levy	183	0	0	0	0
Net Impact on Tax Levy		0.00 %	0.00 %	0.00 %	0.00 %
FTE	2	0	0	0	0
Capital Approved Forecast					
Net Incremental Capital	0	0	0	0	0

Details of Service Change

Currently 2 staff in this area are only able to react to issues as they arise instead of proactively pursuing opportunities. There is a need to educate and promote heritage planning and of the City's obligations under the Ontario Heritage Act, Provincial Policy Statement and Official Plan to all stakeholders.

Service Impact

The additional staff person is required to promote heritage planning obligations and initiatives, support implementation of Heritage Advisory Committee directives and conduct research in order to preserve our heritage assets. This will result in increased and improved compliance with legislated heritage policies and planning.

1 FTE and workstation

Comments

Implements recommendation 9 in the Culture Master Plan

Business Plan and Budget

City of Mississauga

Budget Request # 130

Description of Proposed Initiative

Heritage Plans for Mississauga's Villages

Service Area

Arts & Culture

Department

Community Services

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	0	0	162	0	-162
Net Cost Funded from Tax Levy	0	0	0	0	0
Net Impact on Tax Levy		0.00 %	0.00 %	0.00 %	0.00 %
FTE	0	0	2	0	-2
Capital Approved Forecast					
Net Incremental Capital	0	0	0	0	0

Details of Service Change

Existing conservation district plans are important to preserving the character of Mississauga's villages. The Meadowvale Plan was completed in 1980 and needs to be updated in accordance with the 2005 amendments to the Ontario Heritage Act in order to ensure the village character is preserved as development opportunities increase. In the event of a challenge to the existing conservation plan at either the Conservation Board or the OMB, the city is likely to lose because the current plan is outdated and does not conform to the 2005 amendments.

A feasibility study of Streetsville is needed to determine if it merits designation as a heritage conservation area. It is expected that it will take two years to do these studies. Current staff resources do not allow for these plans to be completed.

Service Impact

Retaining two contract positions, each for two years will allow for the review and updating of the Meadowvale Village Heritage Conservation District Plan. This review will require the expertise from both a planning and heritage planning perspective, along with skills in public consultation. Two contract staff, working full time on this project can complete the process to ensure the HCD Plan is in keeping with the requirements of the Ontario Heritage Act, which is currently lacking. The secondary project would be to produce a feasibility study to determine the merit of designating Streetsville as a Heritage Conservation District. The same expertise will be used to assist Planning and Building staff with the Malton Area Plan Review to determine the feasibility of the Malton Victory Housing area as a heritage district.

2.0 contract FTE for 2 years, and workstations

As this supports the Culture Master Plan, funding is available through the Arts Reserve (305195).

Comments

The 2005 amendments to the Ontario Heritage Act enable the City to significantly strengthen heritage conservation district plans. Plans adopted under the current amended Act have power over zoning and other by-laws in the event of conflict. The Meadowvale Plan is currently 30 years out of date. It is only a matter of time before Streetsville, currently not a heritage district, falls prey to significant unsympathetic development which has also occurred in the Malton Victory Housing area.

Business Plan and Budget

City of Mississauga

Budget Request # 133

Description of Proposed Initiative

Mississauga Cultural Map

Service Area

Arts & Culture

Department

Community Services

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	0	50	16	0	0
Net Cost Funded from Tax Levy	0	50	16	0	0
Net Impact on Tax Levy		0.02 %	0.01 %	0.00 %	0.00 %
FTE	0	1	0	0	0
Capital Approved Forecast					
Net Incremental Capital	0	35	20	70	0

Details of Service Change

There is lack of a "one-stop-shop" access for cultural resources in Mississauga. As a result of this, the ability to understand, utilize and analyze our cultural sector is basically impossible. Culture Master Plan recommended that a cultural map be created to become a one stop shopping inventory of cultural resources in Mississauga. This will broaden understanding of the Mississauga culture sector, improve access to cultural resource information and help to inform municipal policy development. The map will require regular updating to remain current and relevant. Initial information for the map was developed with the use of volunteers which is not sustainable in the long run.

Capital Requirements:
$35K capital funds are required in 2011 to hire a program consultant (remaining $40K will be funded through a Ministry of Culture grant).
$20K in 2012 for additional data inputting, program evaluation
$70K in 2013 for server ($20K) required due to database size and upgrades to system ($50K), including interactive capabilities and links to social media.

Service Impact

An appropriate qualified IT program consultant is needed to develop the cultural map and ensure integration with city systems. Staffing resources will be required to update database, liaise with internal and external stakeholders, promote awareness, use and growth of the cultural database and mapping, promote the policy applications and their role in achieving strategic corporate goals. Cultural Mapping will also allow for the creation and ongoing measurement of the successes and the state of culture in Mississauga through an annual Culture Report Card (CMP rec 33). It also promotes the development and sustainability of partnerships with major data providers, as well as fostering research-related initiatives with various stakeholders.

1 FTE and workstation

Comments

Supports and implements recommendations 30, 31, 33, 34 of the Culture Master Plan

Business Plan and Budget

City of Mississauga

Budget Request # 137

Description of Proposed Initiative

Preventative Maintenance of Heritage Facilities

Service Area

Arts & Culture

Department

Community Services

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	0	49	49	40	0
Net Cost Funded from Tax Levy	0	49	49	40	0
Net Impact on Tax Levy		0.02 %	0.02 %	0.01 %	0.00 %
FTE	0	1	0	0.5	0
Capital Approved Forecast					
Net Incremental Capital	0	50	50	50	50

Details of Service Change

The City owns 47 heritage structures, including the Museums and there is no trained person responsible for ensuring that all legal, City, and Health and Safety Standards are maintained at heritage structures, to provide appropriate repairs and maintenance for heritage structures, or to liaise with FPM for Capital Projects. Many of these structures have Heritage Designations while a few have Heritage Easements with the Ontario Heritage Trust, and there are legal obligations. Both financial and staff resources are required to rectify this situation.

Service Impact

City owned heritage buildings, including the 3 museums will receive timely and appropriate preservation of the heritage components of their facility. A Supervisor of Heritage Operations will ensure the City meets the Heritage Property By Law standards and the requirements of the Heritage Easements with the Ontario Heritage Trust on several city properties. This position will liaise with FPM and provide expertise in heritage building programs, ensure appropriate maintenance and minor capital improvements for designated building, supervise pt operations staff (starting in 2013 after opening of Artifact Preservation and Storage Facility).

Position will also be responsible to ensure proper day-to-day physical operations and maintenance of the City's significant designated heritage buildings.

1.5 FTE and one workstation plus captial funding to support maintenance and minor heritage-specific repairs.

Comments

Supports implementation of recommendations 9, 10, 16, 22, 17, 19, 23 in the Culture Master Plan. Both the Heritage Advisory Committee and the Museums of Mississauga Advisory Committee have repeatedly expressed concerns about the City's ability to appropriately maintain its designated buildings. The Culture Master Plan identifies concerns about "empty" and "deteriorating" buildings as a "serious challenge" (page 36). FPM had a Heritage Property Specialist, but that position was eliminated in 2003.

Business Plan and Budget

City of Mississauga

Budget Request # 142

Description of Proposed Initiative

Technical Support at Meadowvale Theatre

Service Area

Arts & Culture

Department

Community Services

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	70	44	43	0	0
Net Cost Funded from Tax Levy	70	44	43	0	0
Net Impact on Tax Levy		0.01 %	0.01 %	0.00 %	0.00 %
FTE	1	1	0	0	0
Capital Approved Forecast					
Net Incremental Capital	0	0	0	0	0

Details of Service Change

Originally there were 2 theatre technicians at Meadowvale Theatre. A previous theatre manager had a technician background and so eliminated one position approximately 8 years ago in order to reduce operating costs.

There is only one full time theatre technician at Meadowvale Theatre to supervise part time staff and ensure compliance with health and safety regulations and corporate policies and procedures. Based on the hours of operation of the theatre, the existing technician is required to work over time on an on-going basis. As a result, technical maintenance and client support is only available on a reactive basis.

The LAC/Meadowvale Theatre study currently underway is anticipated to recommend the need for a second theatre technician.

Service Impact

Second technician will result in significant reduction in overtime hours at an average of $11,120 per year and reduction in over expenditure of part time technical hours of at an average cost of $25,000 per year and bring actual expenditures in line with budget.
Allows for a proactive approach to servicing existing client and provides technical support required to expand public education activities, cultural events and programming for residents. Improves the quality and efficiency of service delivery and ensures compliance to industry standards and corporate policies.

1 FTE and workstation

Comments

Anticipated recommendation out of LAC/Meadowvale Theatre study
Supported by Meadowvale Theatre Advisory Board

Business Plan and Budget

City of Mississauga

Budget Request # 143

Description of Proposed Initiative

Program Development at Meadowvale Theatre

Service Area

Arts & Culture

Department

Community Services

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	2	0	0	56	11
Net Cost Funded from Tax Levy	2	0	0	56	11
Net Impact on Tax Levy		0.00 %	0.00 %	0.02 %	0.00 %
FTE	1.5	0	0	1	0
Capital Approved Forecast					
Net Incremental Capital	0	0	0	0	0

Details of Service Change

There is one full time administrative coordinator and one half time box office clerk at Meadowvale Theatre. Based on the hours of operation of the theatre, these staff are required to work overtime on an on-going basis. As a result, client support is only available on a reactive basis.

The LAC/Meadowvale Theatre study currently underway is anticipated to recommend the need for additional administrative staff.

Service Impact

The new position achieves two things: 1) Brings budget in line with actual expenditures by allowing for significant reduction in overtime hours at an annual average of $5000 fulltime and $8000 over expenditure of part-time hours , 2) increases our service and value to our community through new educational and cultural initiatives that require a dedicated staff person. This will be achieved through the administration of partnership program contracts; school and community groups liaison; administration of marketing and promotions activities through our Box Office System capabilities. Increased program revenue of $10K in each of 2011 and 2012, plus a further $5K in 2013.

1 FTE and workstation

Comments

Business Plan and Budget

City of Mississauga

Budget Request # 243

Description of Proposed Initiative

Increase Grants to Culture Groups

Service Area

Arts & Culture

Department

Community Services

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	1,629	235	235	0	0
Net Cost Funded from Tax Levy	1,629	235	235	0	0
Net Impact on Tax Levy		0.08 %	0.08 %	0.00 %	0.00 %
FTE	0	0	0	0	0
Capital Approved Forecast					
Net Incremental Capital	0	0	0	0	0

Details of Service Change

Both the Arts Review Task Force and the Culture Master Plan identified that Mississauga does not provide support to cultural groups at the same level as other large cities in Canada. Council approved recommendation # 1 of the Culture Master Plan brings per capita grant funds to $3.00 by 2012. This is less than half of the amount provided by Canada's other large cities, but recognizes Mississauga's unique position as an edge city to Toronto.

Festivals Ad Hoc Committee confirmed this need and recommended increased funding of $117.5K for 2011 and 2012 to support growth in festivals. The remianing funding ($117.5 per year) is to support arts and culture organizations.

Culture groups expect increased funding will be available to them to support their growth and provide tangible evidence of the City's commitment to fostering the development of a culturally significant community.

Service Impact

$235K is required in 2011 and 2012 to bring grant funding envelope to approved levels.

Comments

Implements recommendation 1 in the Culture Master Plan.
Need to phase in increased funding over a 4 year period was approved by Council through GC848-2008.

Business Plan and Budget

City of Mississauga

Budget Request # 245

Description of Proposed Initiative

3% Budget Reduction

Service Area

Arts & Culture

Department

Community Services

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	106	-67	0	0	0
Net Cost Funded from Tax Levy	106	-67	0	0	0
Net Impact on Tax Levy		-0.02 %	0.00 %	0.00 %	0.00 %
FTE	0	0	0	0	0
Capital Approved Forecast					
Net Incremental Capital	0	0	0	0	0

Details of Service Change

In order to meet tax rate expectations, sustainable reductions to the 2010 budget are required.

Service Impact

Cost	Item	Impact
22K	eliminate horse and wagon ride from museum events	Horse and wagon are annually featured in media at no charge to museums. This free promotional opportunity will be lost.
45K	reduce all print promotion and use of road sign signs,	The web site will be the only means of promoting programs, services and events. Residents that do not access this information will not be aware of, and therefore lose opportunities to participate in cultural activities.
67K	TOTAL	The Culture Division will not be able to service and promote culture in Missisauga as outlined in the Culture Master Plan resulting in stakeholders questioning the sincerity of the City's committment to the arts.

Comments

Based on the approval of the Culture Master Plan and the directive to grow culture in Mississauga these reductions are counter-productive and impede the ability of the Culture Division to meet its mandate.

Business Plan and Budget

City of Mississauga

Budget Request # 246

Description of Proposed Initiative

Living Arts Centre (LAC) / Meadowvale Theatre (MT) Study

Service Area

Arts & Culture

Department

Community Services

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	150	0	0	0	0
Net Cost Funded from Tax Levy	0	0	0	0	0
Net Impact on Tax Levy		0.00 %	0.00 %	0.00 %	0.00 %
FTE	0	0	0	0	0
Capital Approved Forecast					
Net Incremental Capital	0	0	0	0	0

Details of Service Change

Recommendation 24 of the Culture Master Plan identifies the need for an independent review of the future role of the LAC. Meadowvale Theatre is included in the study to determine its role in supporting culture and how it should work with both the LAC and the culture community.

Service Impact

Draft recommendations for this study are not anticipated until June 2010. Anticipate impact to operating budget only beginning in 2011.

Comments

Implements recommendation 24 in Culture Master Plan

Business Plan and Budget

City of Mississauga

Budget Request # 321

Description of Proposed Initiative

Permanent Administrative Assistant position

Service Area

Arts & Culture

Department

Community Services

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	46	2	1	0	0
Net Cost Funded from Tax Levy	46	2	1	0	0
Net Impact on Tax Levy		0.00 %	0.00 %	0.00 %	0.00 %
FTE	1	0	0	0	0
Capital Approved Forecast					
Net Incremental Capital	0	0	0	0	0

Details of Service Change

Existing contract Administrative Assistant oversees the day-to-day administrative needs of the Arts & Culture Programming team, their events and public programs, including grant administration. The position supports the Manager, Arts and Culture Programs, three (3) Program Supervisors, and the Grants Officer, and also provides back-up support to the Director's Administrative Coordinator. This contract position, funded through part-time labour, has existed since 2008. Culture has lost two previous incumbents because the position was contract and they moved to permanent jobs within the City.

Service Impact

Improved service to both internal and external customers and stakeholders through continuity of staffing resources. Back-up for interactive website and social media applications.

Funding is in part time budget for 1 FTE at Grade B - require complement and small amount for the fringe difference.

Comments

Added staff complement improves service through continuity of staffing resources.

Business Plan and Budget

City of Mississauga

Budget Request # 510

Description of Proposed Initiative

City-wide Museum Programs

Service Area

Arts & Culture

Department

Community Services

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	0	12	10	0	0
Net Cost Funded from Tax Levy	0	12	10	0	0
Net Impact on Tax Levy		0.00 %	0.00 %	0.00 %	0.00 %
FTE	0	0.5	0	0	0
Capital Approved Forecast					
Net Incremental Capital	0	0	0	0	0

Details of Service Change

Currently the Museums do not deliver programs beyond their own facilities. As well, there is no ability to develop or deliver programs at the at the Leslie Log House (IOA funded renovation to be completed December 2010). Mississauga has many historical villages and communities with many opportunties to develop and deliver programs that reflect the 10,000 years of history of each area.

Service Impact

Creation of a new Museums Programmer position to develop and coordinate the expansion of delivery of curriculum-based educational programming, pre-registered programs including day camps, as well as heritage family programming, at the Leslie Log House/Pinchin Property and at at Community Centres and Libraries across Mississauga to celebrate local history of our historic villages.

0.5 FTE and one workstation

Comments

Implementation of Rec. 9 and 17 of the Culture Master Plan. This position will provide programming for the Leslie Log House project which has capital funding from Ward 8 IOA, but does not have any operational funding associated with it, as well as providing for an expansion of heritage-related program delivery across the City of Mississauga, helping to create neighbourhoods and a sense of community.

Regulatory Services - Service Summary 2011-2014

Category	FTE	2011	2012	2013	2014	Total Operating	Total Capital
Efficiencies	0	22	0	0	0	22	0
Growth	2	66	0	90	0	156	30
New Service Levels	0	0	0	0	0	0	340
Total Service Budget Impact	**2.4**	**88**	**0**	**90**	**0**	**178**	**370**

Regulatory Services - Service Summary 2011-2014

BR#	Service	Initiative Description	Category	FTE	2011	2012	2013	2014	Total Operating	Capital 2011-2014
297	Regulatory Services	Mobile Automation Project-Computers in Cars for MLEO's	Efficiencies	0.0	30	0	0	0	30	0
435	Regulatory Services	Cost Savings, Staff Complement Conversion, Parking Enforcement	Efficiencies	0.0	(8)	0	0	0	(8)	0
		Subtotal	**Efficiencies**	**0.0**	**22**	**0**	**0**	**0**	**22**	**0**
309	Regulatory Services	Animal Services Officer, Pet Owner Recovery Position.	Growth	1.0	66	0	0	0	66	0
310	Regulatory Services	Additional FT Animal Services Officer	Growth	1.0	0	0	75	0	75	30
437	Regulatory Services	Customer Inquiries Clerk - 5 Month Seasonal Contract, Parking	Growth	0.4	0	0	15	0	15	0
		Subtotal	**Growth**	**2.4**	**66**	**0**	**90**	**0**	**156**	**30**
594	Regulatory Services	Increase On line Services, Dog & Cat Licenses, Animal Services.	New Service Levels	0.0	0	0	0	0	0	100
595	Regulatory Services	On line licence renewal for Mobile Licensing and Compliance and Licensing	New Service Levels	0.0	0	0	0	0	0	240
		Subtotal	**New Service Levels**	**0.0**	**0**	**0**	**0**	**0**	**0**	**340**
Total Service Budget Impact				**2.4**	**88**	**0**	**90**	**0**	**178**	**370**

Business Plan and Budget

City of Mississauga

Budget Request # 297

Description of Proposed Initiative

Mobile Automation Project- Computers in Cars for MLEO's

Service Area

Regulatory Services

Department

Transportation and Works

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	0	30	0	0	0
Net Cost Funded from Tax Levy	0	30	0	0	0
Net Impact on Tax Levy		0.01 %	0.00 %	0.00 %	0.00 %
FTE	0	0	0	0	0
Capital Approved Forecast					
Net Incremental Capital	0	0	0	0	0

Details of Service Change

Today an officer in the field takes printed complaints or receives complaints over the radio. Officers attend, investigate and must return to the office to update data on the various software in use across the various Divisions. Also officers must return to the office to verify or obtain information in order to complete the call.

Staff will realize increased efficiency and reduced travel time. This will provide better customer service to the residents of the City. Financial impact is not known at this date.

Service Impact

The officers will have quicker access to information leading to a potential shortened completion time for requests. A more productive use of the officers shift allowing them to remain in the field without returning to the office for paperwork completion. Managers, officers and administrative staff will have real time access to enforcement activity.

Officers are limited to checking their email accounts at the start and end of their ten hour shifts, which can result in a delay of important information. Instead, officers will have access to their email during the day and can be updated on any urgent requests from City staff, Mayor or Councillors.

Field automation will also provide a GPS capability which can be accessed in the case of an emergency to locate the officer requiring assistance.

Comments

Business Plan and Budget

City of Mississauga

Budget Request # 309

Description of Proposed Initiative

Animal Services Officer, Pet Owner Recovery Position.

Service Area

Regulatory Services

Department

Transportation and Works

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	1,918	66	0	0	0
Net Cost Funded from Tax Levy	1,918	66	0	0	0
Net Impact on Tax Levy		0.02 %	0.00 %	0.00 %	0.00 %
FTE	25	1	0	0	0
Capital Approved Forecast					
Net Incremental Capital	0	0	0	0	0

Details of Service Change

This position has been manned by FT shelter staff from day one. The main desk handles lost & found and tracks down any and all identification that is found on domestic animals, contacts the owners wherever possible so that the animal can be claimed, or signed over to the City. This process applies to all living domestic animals, as well as injured & deceased animals. The main desk keeps tabs on the animal while it is impounded along with any veterinary, impound and per diem fees that may be applicable upon claiming. The service delivery will not change but the efficiency will be enhanced by eliminating the frequent rotation of the main desk duties among staff, reducing the possibility of errors.

Service Impact

The service change will further reduce the possibility of errors resulting in mistaken euthanasia of companion animals. By assigning the main desk duties to a dedicated FT staff member Monday to Friday the frequency of errors resulting in the hand off of duties will be greatly reduced. There has been no reaction to this change from the community during the pilot period and none is expected going forward. Internaly it represents an improvement over past practices reducing the chance of error and mistaken euthanasia as was the case in 2005. The matter was investigated by an outside source appointed by the City who put forward the recomendation of a FT dedicated staff person to the duty of tracing, tracking and completing the owner recovery process. This position has been piloted as a contract position over the past year from gapping and part time dollars.

Comments

This matter has been before Council as a result of the original incident and the subsequent investigation into the matter by an independent source. The report was circulated containing this recommendation.

Business Plan and Budget

City of Mississauga

Budget Request # 310

Description of Proposed Initiative

Additional FT Animal Services Officer

Service Area

Regulatory Services

Department

Transportation and Works

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	1,968	0	0	75	0
Net Cost Funded from Tax Levy	1,968	0	0	75	0
Net Impact on Tax Levy		0.00 %	0.00 %	0.02 %	0.00 %
FTE	25	0	0	1	0
Capital Approved Forecast					
Net Incremental Capital	0	0	0	30	0

Details of Service Change

The addition of one FT officer will allow Animal Services to maintain call response times and improve services moderately, allowing for timely completion of bite investigations and deliver on enforcement through enhanced presence in the community. The City's population continues to grow as does the dog and cat population. For the period 2004 through 2009 Animal Services officers attended some 50,000 calls. Call response times are for the most part being maintained however, traffic, call complexity, and investigations are taking more time. People are less inclined to cooperate than in the past in particular if there is a monitary penalty or fee involved. Seasonal spike in workload starts mid to late March and runs through October. This overlaps the peak demand period for staff vacactions.

Service Impact

The City has been providing quality Animal Services since October of 1979. Animal Services is an essential service, Many of the calls deal with live creatures who in some cases need veterinary treatment. It is an ever increasing challenge to maintain call response times for the reasons mentioned. The public will likely notice a decline in responce times as animals are involved, and in particular where injured animals are involved. Some additional enforcement and licensing revenues will be realized but will not signifcantly offset the salary and benefit costs. Further capital costs in the form of 1 additional vehicle will be required.

Comments

A budget request was approved in 2005 for 2 addtional officers in response to the additional workload resulting from amendments to the Dog Owners Liability Act which included legislation dealing with Pit Bull type dogs. In response to budget pressure requests one postion was withdrawn in 2007.

Business Plan and Budget

City of Mississauga

Budget Request # 435

Description of Proposed Initiative

Cost Savings, Staff Complement Conversion, Parking Enforcement

Service Area

Regulatory Services

Department

Transportation and Works

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	3,209	-8	0	0	0
Net Cost Funded from Tax Levy	3,209	-8	0	0	0
Net Impact on Tax Levy		0.00 %	0.00 %	0.00 %	0.00 %
FTE	0	0	0	0	0
Capital Approved Forecast					
Net Incremental Capital	0	0	0	0	0

Details of Service Change

Currently Parking Enforcement has 6 FTE complements at a Supervisory level (Grade E - under JE Appeal). Since October 2009 we have been running a pilot project of 4 Supervisors and 6 Team Leader/2IC contract positions. We propose to convert the two FTE Supervisory positions (Grade E) to two FTE Team Leader positions (Grade D + 5%) which will result in a savings of $7,589 in labour costs.

Service Impact

This staff complement conversion will result in a reduction in labour costs of a total of $12,238.28. There will be no impact on service level. The conversion will create a permanent developmental opportunity for staff to gain supervisory/leadership experience and builds an in house succession plan.

Comments

Business Plan and Budget

City of Mississauga

Budget Request # 437

Description of Proposed Initiative

Customer Inquiries Clerk - 5 Month Seasonal Contract, Parking Enforcement

Service Area

Regulatory Services

Department

Transportation and Works

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	289	0	0	15	0
Net Cost Funded from Tax Levy	289	0	0	15	0
Net Impact on Tax Levy		0.00 %	0.00 %	0.00 %	0.00 %
FTE	11	0	0	0.4	0
Capital Approved Forecast					
Net Incremental Capital	0	0	0	0	0

Details of Service Change

Currently two Parking Enforcement Customer Inquiries Clerks provide counter services at the Courthouse. If either of them are on vacation/sick the volume is becoming too high for one staff person to manage. Reassigning any other staff person at the courthouse results is a backlog in trial scheduling or a potential loss of revenue in First Attendance or additional requests for trial if a First Attendance Administrator is unavailable. A six month seasonal contract position Grade A would provide additional administrative support during the summer months when full time staff are on vacation etc.

Service Impact

Maintain customer service levels during peak demand times.

Comments

Business Plan and Budget

City of Mississauga

Budget Request # 594

Description of Proposed Initiative

Increase On line Services, Dog & Cat Licenses, Animal Services.

Service Area

Regulatory Services

Department

Transportation and Works

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	0	0	0	0	0
Net Cost Funded from Tax Levy	0	0	0	0	0
Net Impact on Tax Levy		0.00 %	0.00 %	0.00 %	0.00 %
FTE	0	0	0	0	0
Capital Approved Forecast					
Net Incremental Capital	0	0	100	0	0

Details of Service Change

Animal Services introduced on -line dog license renewals starting in April 2007. Since that time residents have completed 5,800 transactions totalling $149,000. Public has expressed interest in the purchase of new dog & cat licenses on line. The City of Toronto has had new on line dog & cat license purchase ability for a number of years and its use and the revenues have grown steadily. This change would impact all new and unlicensed dog & cat owners in the City. The added convienience would be appreciated and should result in increased revenues over time.

Service Impact

Dog & cat licensing is mandatory and represents the main revenue stream for Animal Services. At present it is estimated that Animal Services licenses approximately 15% of the dog population and 7% of the cat population. There is a large amount of untapped revenue within the City. Over the years Animal Services has tried different incentives and programs to increase voluntary license compliance. Initiatives such as lifetime tags did not result in any increase in compliance rates. Door to Door license officers have been working the City since July 2007 and the program is producing results. The option of on- line convienience has proven to be successfull both here in Mississauga and in Toronto. Providing the ability to purchase new first -time licenses on line should bolster voluntary compliance and assist the Door to Door program and further enhance results.

Comments

Business Plan and Budget

City of Mississauga

Budget Request # 595

Description of Proposed Initiative

On line licence renewal for Mobile Licensing and Compliance and Licensing

Service Area

Regulatory Services

Department

Transportation and Works

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	0	0	0	0	0
Net Cost Funded from Tax Levy	0	0	0	0	0
Net Impact on Tax Levy		0.00 %	0.00 %	0.00 %	0.00 %
FTE	0	0	0	0	0
Capital Approved Forecast					
Net Incremental Capital	0	0	0	240	0

Details of Service Change

Develop and implement service level changes to the existing software for the Amanda licensing program to allow for on -line business and mobile licence renewals. IT is aware of this project request and the eCommerce stats show a significant use of the existing on line services provided by the City

Service Impact

Reduce line ups at existing service counters. Enhance customer service. Improve existing customer service levels.

Comments

Facilities & Property Management - Service Summary 2011-2014

Category	FTE	2011	2012	2013	2014	Total Operating	Total Capital
Efficiencies	0	(180)	(70)	(3)	0	(253)	0
Service Level Adjustments	0	(36)	(51)	0	0	(87)	0
Growth	3	105	132	91	42	370	2,240
New Service Levels	6	88	364	143	(49)	546	6,040
Total Service Budget Impact	**9.0**	**(23)**	**375**	**231**	**(7)**	**576**	**8,280**

Facilities & Property Management - Service Summary 2011-2014

BR#	Service	Initiative Description	Category	FTE	2011	2012	2013	2014	Total Operating	Capital 2011-2014
97	Facilities & Property Management	Improved Utility Procurement Strategy	Efficiencies	0.0	(180)	(70)	0	0	(250)	0
443	Facilities & Property Management	Implement Field Computing for Facilities Maintenance	Efficiencies	0.0	0	0	(3)	0	(3)	0
		Subtotal	**Efficiencies**	**0.0**	**(180)**	**(70)**	**(3)**	**0**	**(253)**	**0**
589	Facilities & Property Management	Lower winter heating Temp. by 1 deg.C and raise summer cooling to 25 deg.C to save energy	Service Level Adjustments	0.0	(36)	(51)	0	0	(87)	0
327	Facilities & Property Management	Support Growing Portfolio of Building Assets	Growth	1.0	43	41	0	0	84	40
338	Facilities & Property Management	Facility Asset Management Program	Growth	2.0	62	91	91	42	286	500
579	Facilities & Property Management	Food Service Improvements in the Civic Precinct	Growth	0.0	0	0	0	0	0	1,700
		Subtotal	**Growth**	**3.0**	**105**	**132**	**91**	**42**	**370**	**2,240**
90	Facilities & Property Management	Expand Energy Management Capabilities	New Service Levels	2.0	42	14	(7)	(49)	0	0
208	Facilities & Property Management	Purchase an Incident Database for Corporate Security Applications	New Service Levels	0.0	0	8	0	0	8	40

Facilities & Property Management - Service Summary 2011-2014

BR#	Service	Initiative Description	Category	FTE	2011	2012	2013	2014	Total Operating	Capital 2011-2014
622	Facilities & Property Management	Office Accommodation to Support Departmental Requests	New Service Levels	0.0	0	300	150	0	450	6,000
635	Facilities & Property Management	Project Management Support for Requested Capital Program	New Service Levels	4.0	46	42	0	0	88	0
		Subtotal	**New Service Levels**	**6.0**	**88**	**364**	**143**	**(49)**	**546**	**6,040**
Total Service Budget Impact				**9.0**	**(23)**	**375**	**231**	**(7)**	**576**	**8,280**

Facilities & Property Management - Service Summary 2011-2014

Category	FTE	2011	2012	2013	2014	Total Operating	Total Capital
Efficiencies RE4	0	(180)	(70)	(3)	0	(253)	0
Service Level Adjustments RE3	0	(36)	(51)	0	0	(87)	0
Growth RE5	3	105	132	91	42	370	2,240
New Service Levels RE1	6	88	364	143	(49)	546	6,040
Total Service Budget Impact	**9.0**	**(23)**	**375**	**231**	**(7)**	**576**	**8,280**

Business Plan and Budget

City of Mississauga

Budget Request # 90

Description of Proposed Initiative

Expand Energy Management Capabilities

Service Area

Business Services & Corporate Assets | Facilities & Property Management

Department

Corporate Services

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	12,750	42	14	-7	-49
Net Cost Funded from Tax Levy	12,750	42	14	-7	-49
Net Impact on Tax Levy		0.01 %	0.00 %	0.00 %	-0.01 %
FTE	0	1	0	1	0
Capital Approved Forecast					
Net Incremental Capital	0	0	0	0	0

Details of Service Change

The City of Mississauga developed a comprehensive Energy Management Plan in 2001. The goal was to reduce energy costs by $600,000 (five percent of the utility costs in 2002) and reduce Green House Gas (GHG) emissions by 4,000 tonnes per year. Total utility cost savings in the last seven years has actually added up to $11.7 million and GHG reduction of 18,400 tonnes, far in excess of the goals.

Recent new developments related to the environment and climate change necessitate more aggressive Energy Management services. These new developments are:

- Green Pillar of the City's Strategic Plan provides the long term goal of a "zero carbon" City.
- The Province's new Green Energy Act requires every municipality to have energy conservation plans and provide annual progress reports.
- Incentives from higher levels of governments and utilities to harness solar energy and wind power have become more attractive.
- The City adopted new Green Building Standards for its facilities to demonstrate leadership in the community.
- The City is in the final stages of developing a "Green Development Strategy" to motivate Mississauga developers towards environmentally friendly options in the City's growth.

Since 2004, the two staff and one contract employee have focused on energy bill verification, effective commodity purchasing strategies, conservation advise and capital project implementation. Recently pressure to explore and pilot technologies has exploded while turnover in contract employees has adversely affected the units ability to respond. With one new position in each of 2011 and 2013 and the conversion of the existing contract position to full time in 2012 the following expansions to service levels will result:

- Provide leadership and implement Green Building standard and support Facilities Planning and Development in Leadership in Energy and Environmental Design (LEED) certification of selected new projects
- Meet new mandatory requirement as per Bill 21 for preparing Energy Management Plans and subsequent regular reporting of progress
- Support Finance in decentralizing utility budgets and expense reporting to better reflect operating costs of various city services
- Evaluate renewable energy projects like solar water heating, solar lighting, fuel cells etc., develop

business case, justify and implement projects
- Respond to requests from the Environmental Advisory Committee
- Evaluate smart metering and time of use rates for electricity accounts when introduced by the Province
- Implement new software for energy monitoring and demand management and issue monthly energy consumption reports instead of current quarterly reports for prompt attention to correcting deficiencies
- Issue reports on green-house gas emissions from energy use in buildings
- Support the Environmental Section in development of the Environmental Master Plan
- Support Planning and Building in development of the Green Development Strategy
- Investigate, justify and implement energy and water efficiency in parks including lighting and automatic irrigation systems
- Evaluate storm water and splash pad water collection systems for re-use in irrigation
- Conduct pilot project for solar lighting in parks
- Participate in the LEED Complete program for energy certification of existing City buildings
- Investigate and implement energy efficient pathway and parking lot lights
- Evaluate programs for carbon credits, develop and implement policy on acquiring, retiring or selling carbon credits
- Improve energy awareness through seminars and workshops. Select and train energy champions at each facility
- Review operation of energy consuming equipment and controls and improve energy awareness
- Investigate, acquire and implement automatic electrical demand reduction software for automatic load shedding during high price periods
- Develop demand reduction programs with City's emergency back-up generators
- Develop and Implement a plan for re-commissioning existing buildings
- Revisit District Energy Systems and co-generation
- Represent the City at energy forums promoting sustainability to enhance the City's image
- Distribute a monthly newsletter on energy and the environment with support from Communications group
- Organize an annual energy efficiency and environmental seminar and workshop along with Enersource to promote environmental awareness among city businesses and industry
- Evaluate the feasibility of an energy management program for business, industry and multi-residential facilities similar to Toronto's Better Building Partnership
- Establish benchmarking data of city buildings for comparison with other public buildings in Ontario

Service Impact

The potential for energy savings and GHG reduction with the implementation of these future initiatives will far outweigh the additional staffing costs as demonstrated in the last seven years. Utility operating costs are expected to reduce by two percent with enhanced Energy Management Services offsetting the tax based increases for labour. Adding the requested resources will enhance our ability to address regulated requirements without having to decrease service levels in areas which have yielded cost savings and new revenues. Without these resources the availability of staff to review and implement new initiatives will be curtailed and opportunities for grants will be lost. Overall reductions in energy consumption cost abatement will be diminished.

Comments

Business Plan and Budget

City of Mississauga

Budget Request # 97

Description of Proposed Initiative

Improved Utility Procurement Strategy

Service Area

Business Services & Corporate Assets

Facilities & Property Management

Department

Corporate Services

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	12,528	-180	-70	0	0
Net Cost Funded from Tax Levy	12,528	-180	-70	0	0
Net Impact on Tax Levy		-0.06 %	-0.02 %	0.00 %	0.00 %
FTE	0	0	0	0	0
Capital Approved Forecast					
Net Incremental Capital	0	0	0	0	0

Details of Service Change

The present procurement strategy for electricity requires buying a portion during on-peak hours through forward fixed price contracts to provide price stability and avoid wide cost fluctuations.

An analysis was performed to determine the additional cost that the City has incurred in fixed forward price contracts as compared to spot market prices since market deregulation in 2002. The City has paid an additional $483,000 from 2002 to 2009 for price stability. The City saved money in 2002 and 2005 through fixed price forward contracts, however spent additional amounts from 2006 to 2009.

It is proposed that the City buy its electricity requirement on the spot market and not enter into forward fixed price contracts. The small accounts continue to provide benefit on the Regulated Price Plan.

Current market regulations will still require enrolment of non-interval accounts with a retailer who will charge a service fee for pass through invoicing at the spot market price. The requirement for enrolment with a retailer is expected to be dropped sometime in the future.

Prior to implementation, there will be a requirement to establish a price stabilization reserve and write a policy for its operation to address annual fluctuations.

Additionally, the City has been buying most of its natural gas requirement in the forward fixed price market since deregulation in 1991. Staff analysed records since November 2003 and compared the contracted price with the published spot market price at the Alberta hub (AECO). The results of analysis indicate that the City would have saved $1.5 million since November 2003 had all the gas been purchased on the spot market. The forward contract price provided savings over the spot price in 2005 and 2008 but the City paid more money in all other years.

The proposed strategy is that the City buy all natural gas at the spot market price and not enter into forward fixed price contracts. Prior to implementation, there will be a requirement to establish a price stabilization reserve and write a policy for its operation to address annual fluctuations.

Service Impact

There will be fluctuations in utility costs from year to year depending on weather, economic cycles, world politics and conflict in the Middle East. It is proposed that these fluctuations be accommodated through a utility reserve fund.

Comments

The proposed utility procurement strategy with no forward purchases has the potential for saving $930,500 thousand from 2011 through 2014. The savings are estimated to average about $250,000 each year, with the 2011 amount adjusted for the currently existing fixed contract for 50 percent of the City's natural gas up until October 31, 2011. Two thirds of the savings are estimated to be coming from gas, and one third from electricity.

Business Plan and Budget

City of Mississauga

Budget Request # 208

Description of Proposed Initiative

Purchase an Incident Database for Corporate Security Applications

Service Area

Business Services & Corporate Assets | Facilities & Property Management

Department

Corporate Services

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	0	0	8	0	0
Net Cost Funded from Tax Levy	0	0	8	0	0
Net Impact on Tax Levy		0.00 %	0.00 %	0.00 %	0.00 %
FTE	0	0	0	0	0
Capital Approved Forecast					
Net Incremental Capital	0	40	0	0	0

Details of Service Change

The current Security tracking and reporting software system is antiquated and was developed as an interim in-house solution that has surpassed its abilities and current business requirements. It is recommended that a new system be procured that would improve abilities to allow for tracking, monitoring, and incident trend analysis. This will enhance the ability to prepare specialized summary reports for Council and allow Security to identify where resources are most needed in order to deter re-occurring trends and minimize any potential increases in incidents.

Service Impact

Monthly reports can be created and distributed to identify trends, and track the performance of previously implemented strategies. This will create new value for the security service by utilizing currently gathered statistical information and converting the data into a strategic management tool whereby monthly goals can be established which highlight areas for improvement and clearly outline expectations.

Comments

Allows optimal use of existing resources and provides a consistent measurement tool in which to monitor it over time.

Business Plan and Budget

City of Mississauga

Budget Request # 327

Description of Proposed Initiative

Support Growing Portfolio of Building Assets

Service Area

Business Services & Corporate Assets | Facilities & Property Management

Department

Corporate Services

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	1,287	43	41	0	0
Net Cost Funded from Tax Levy	1,287	43	41	0	0
Net Impact on Tax Levy		0.01 %	0.01 %	0.00 %	0.00 %
FTE	0	1	0	0	0
Capital Approved Forecast					
Net Incremental Capital	0	40	0	0	0

Details of Service Change

In-house HVAC (Heating, Ventilation, Air Conditioning) resources carry out preventative maintenance on equipment, respond to service requests on a priority basis and provide preliminary diagnosis of system problems. Where resources allow, demand maintenance is performed in-house, however this service delivery model is augmented by outsourced resources, overseen by Contract Coordinators. Due to response times dictated by our service levels and the complexities brought on by energy efficiency technologies, meeting the ongoing demands of our growing portfolio is more economically and effectively achieved by adding in-house resources as opposed to additional contracted outsourced trades.

Twenty six new facilities have been added since 2000 covering approximately 1.3 million additional square feet with no additional HVAC complement. The expanded Transit facility is now added into the portfolio, Fire Training Centre and BRT completion are expected within the business plan time frame.

Timely preventative maintenance/operational adjustments carried out in accordance with manufacturers' recommendations and best practices not only prolong the life of the equipment, but also protect the integrity of warranties. Maintenance is also essential in ensuring the proper function of equipment to support the uses of facilities for programs and services as well as maximizing the complete lifecycle of the assets.

Service Impact

In 2008 Transit Campus redevelopment increased the number of HVAC assets from 149 to 526. This equipment requires a higher knowledge due to its sophisticated arrangement and more detailed attention due to its electronic sensitivity with the building automation and inter-connection of other systems. In 2009 a ruling from TSSA (Technical Standards and Safety Authority) now requires that only licensed gas technicians can change belts on gas fired equipment. This has placed resource pressures on staff to remain compliant and properly administer the warranty of new equipment. Without the additional resources equipment life cycle will be reduced, higher reactive costs will be incurred and facility and operational impacts will affect all Departmental service deliveries.

Comments

One HVAC staff position was proposed in the 2009 business plan, however was deferred at that time. There has been a service level impact on section to maintain new transit facilities and meet warranty

Business Plan and Budget

City of Mississauga

Budget Request # 338

Description of Proposed Initiative

Facility Asset Management Program

Service Area

Business Services & Corporate Assets

Facilities & Property Management

Department

Corporate Services

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	0	62	91	91	42
Net Cost Funded from Tax Levy	0	62	91	91	42
Net Impact on Tax Levy		0.02 %	0.03 %	0.03 %	0.01 %
FTE	0	0	1	1	0
Capital Approved Forecast					
Net Incremental Capital	0	0	0	0	500

Details of Service Change

The City owns and operates a portfolio of buildings totalling approximately 4.8 million square feet. The 256 buildings have an asset inventory of approximately 13,000 various building systems. FPM is responsible for the capital planning and maintenance of these facilities. Prior to 2010 planning and budgeting for renewal of these assets was a completely manual process involving a reactive request based system of identifying, validating and prioritizing the capital maintenance budget on an annual basis. There was no proactive long range plan and forecast for the capital requirements needed to sustain this portfolio.

In 2009 a Facility Asset Management Program was initiated. A life cycle software system was installed and building condition audits were carried out and entered into the system for the entire portfolio. It is now possible to determine the capital renewal needs of the inventory using objective technical data and thereby establish an annual budget and long term forecast to achieve a target condition index. Sustaining the program over time requires additional staff resources. The conversion of a contract position which was used to develop the system into a full time equivalent position in 2011 will allow for the ongoing refinement of the processes used to establish priorities, validate capital maintenance programs and develop the annual capital budget for renewal. Further additions of staff in 2012 and 2013 will provide for the ongoing updating of condition assessments ensuring that current data is used in managing the program over time.

Service Impact

The value of the program lies in the fact that more effective capital maintenance of City facility infrastructure will result leading to more timely preventative spending which will reduce operating maintenance costs and emergency repairs affecting service delivery. The program will be an ongoing initiative requiring resources to maintain and update the condition information and life cycle software to manage the 70 per cent increase in assets that will be tracked relative to the previous manual system. Additional staff resources will provide the capacity to model various spending or condition target scenarios to achieve a balance between condition and cost. Better budgeting will be possible with long term forecasts based on the predictive powers of the software and better integration with capital budgeting decision making in client departments will lead to more efficient and less disruptive renewals.

Comments

The Facility Asset Management Program was initiated in 2009 as an approved capital project. The initial

project provides a baseline of condition data to allow FPM to realize their capital planning goals. However, in order to continue realizing the benefits of the program, ongoing resources are required to maintain, update and effectively utilize the valuable information collected. The initiative outlined in this budget request details the efforts required and resulting impact for ongoing maintenance of the Facility Asset Management Program.

Business Plan and Budget

City of Mississauga

Budget Request # 443

Description of Proposed Initiative

Implement Field Computing for Facilities Maintenance

Service Area

Business Services & Corporate Assets

Facilities & Property Management

Department

Corporate Services

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	38	0	0	-3	0
Net Cost Funded from Tax Levy	38	0	0	-3	0
Net Impact on Tax Levy		0.00 %	0.00 %	0.00 %	0.00 %
FTE	0	0	0	0	0
Capital Approved Forecast					
Net Incremental Capital	0	0	0	0	0

Details of Service Change

Currently, Facilities Maintenance has a manual process for tracking labour, and closing work orders. There are over 16,000 preventative work orders issued annually along with 7,000 demand work orders to trades staff. A work order requires administration time to print, issue, fill out, and close. Trades staff are allocated 30 minutes of time each day to allow the manual completion of time sheets and paperwork. Trade staff do not have desks, phones or computers and have minimal access to walk up computers. When staff are issued their work in the morning it is difficult for the Lead Hands and Supervisor to track their location and schedule for the next day as they are not aware what was completed until day's end. With field computing implemented, work orders would be closed in real time allowing for higher efficiencies and immediate information availability.

Administration staff spend an average of 380 hours a year closing work orders and an additional 390 hours closing time sheets. Trades staff spend collectively 1900 hours performing daily paper work. These costs amount to over $100,000 per year to perform.

Field Computing will allow staff to close the work orders electronically "on the fly" while performing the service, removing the requirement for daily time sheets and eliminating the 30 minutes required for completing paperwork daily. This will increase productivity and efficiencies allowing for 7 hours per day scheduling from 6.5 per day. Paper savings are estimated to be $3,000 starting in 2013.

All information will be in real time allowing Lead Hands and Supervisor to more effectively schedule work for the next day. It will also provide real time updates on the Hansen system for client information.

Service Impact

Will increase effectiveness of Facilities Maintenance in achieving mandate as well as, decrease future resource pressures on trades and administration.

Comments

Currently Information Technology is installing the infrastructure, and Recreation and Parks are implementing this project for 2010.

Business Plan and Budget

City of Mississauga

Budget Request # 579

Description of Proposed Initiative

Food Service Improvements in the Civic Precinct

Service Area

Business Services & Corporate Assets

Facilities & Property Management

Department

Corporate Services

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	0	0	0	0	0
Net Cost Funded from Tax Levy	0	0	0	0	0
Net Impact on Tax Levy		0.00 %	0.00 %	0.00 %	0.00 %
FTE	0	0	0	0	0
Capital Approved Forecast					
Net Incremental Capital	0	1,200	500	0	0

Details of Service Change

Implement improved access to food services for the public at street level. Provide more variety, selection and improved quality at all points of service within the precinct. Increase activity over a greater period of time and a greater sense of community in the area.

The existing food service agreement with Tower Garden expires at the end of 2011. They have contractual rights to be the exclusive provider of food services within City Hall and the Central Library. They do not have exclusive rights outside of the precinct buildings.

The concept for the Civic Square improvements includes the provision of food services on the ground level in association with the public spaces being developed. Space accommodation plans for city staff have a variety of flexible staff spaces that include access to food in a number of possible locations. Catering to meetings and events within City Hall and the Central Library is an ongoing need. Selection and quality issues over the past term of the contract with Tower Garden have resulted in a desire to explore alternate means of meeting the wide range of food service needs of a diverse group of stakeholders. In response to this, and in preparation for the expiration of the current contract, a study was commissioned that looked at supply and demand factors in the context of the spaces that are or could be made available in City owned facilities with a view to implementing the recommendations through a request for proposal process beginning late in 2010. This would position the City to be prepared to transition to a new service delivery model through 2011 in time for a January 1, 2012 start-up.

The recommendations from the 2010 study are expected to have capital implications as it is anticipated that renovations to the 12th Floor of City Hall, the Conservatory and the Central Library pavilion and/or exterior spaces on the Civic Square may be required in support of the food service outlets that are decided upon. Included in this initiative is the requirement to provide acoustic panels to improve the performance of the Great Hall ($200,000). The Civic Square will be commissioned mid-2011 however Tower Garden will continue to have contractual rights to the end of the year, an interim solution and phasing in of new initiatives will have to be considered in the overall plan.

Service Impact

Improved level of service for all major stakeholders including public visitors, local residents, City Hall staff and Councillors will result

Business Plan and Budget

City of Mississauga

Budget Request # 589

Description of Proposed Initiative

Lower winter heating Temp. by 1 deg.C and raise summer cooling to 25 deg.C to save energy

Service Area

Business Services & Corporate Assets | Facilities & Property Management

Department

Corporate Services

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	11,568	-36	-51	0	0
Net Cost Funded from Tax Levy	11,568	-36	-51	0	0
Net Impact on Tax Levy		-0.01 %	-0.02 %	0.00 %	0.00 %
FTE	0	0	0	0	0
Capital Approved Forecast					
Net Incremental Capital	0	0	0	0	0

Details of Service Change

The City's current facility heating bill is estimated at $1.5 million which is approximately half of the total annual natural gas costs. The remaining 50% is used to heat domestic hot water, ice resurfacing water, pool water and space heating and furnaces for glass blowing and incineration in Animal Control.

By lowering the current average space winter temperature of 21°C by one degree to an average 20°C will result in a saving of 4.8% amounting to $72,000 a year.

Pool air space will need to remain at current temperature to reduce evaporation and high humidity.

During the cooling season it is proposed that the cooling set point be raised to an average of 25°C instead of the current average of 22°C in all facilities except gyms and aerobic spaces where the proposed temperature is 22°C (computer server rooms would remain unaffected). The Provincial Government has been requesting higher set points for air conditioning in summer to combat the shortage of power in Ontario. Additionally, Provincial Government offices have been cooled to 25°C during the past four years.

A pilot summer energy saving program was undertaken in 2004 after the black out in August 2003. Based on actual savings during the pilot program annual electricity saving are estimated at $30,000.
The pilot program also required reduction of lighting in non-essential areas after normal work hours and with day-lighting controls which would provide savings beyond the estimated $30,000 annually. Some of the automated day-lighting controls are still in operation.
The total energy savings with proposed changes is estimated at $102,000 per year; labour cost of implementation is $15,000 per year providing a net operating savings of $87,000.

Exceptions may be required in the Seniors Centre and other sensitive areas.

Service Impact

In addition to estimated energy savings of $102,000 per year the environment would benefit from green house gas reduction of 430 tonnes a year, equivalent to removing 180 cars from Mississauga roads.

Comments

Business Plan and Budget

City of Mississauga

Budget Request # 622

Description of Proposed Initiative

Office Accommodation to Support Departmental Requests

Service Area

Business Services & Corporate Assets | Facilities & Property Management

Department

Corporate Services

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	0	0	300	150	0
Net Cost Funded from Tax Levy	0	0	300	150	0
Net Impact on Tax Levy		0.00 %	0.10 %	0.05 %	0.00 %
FTE	0	0	0	0	0
Capital Approved Forecast					
Net Incremental Capital	0	3,000	3,000	0	0

Details of Service Change

This budget request is a place holder for the costs associated with the additional new hires that are contained in the Service Area business plans across the departments. The space requirements related to the new hires will be finalized once Council has reviewed and endorsed the plans. The space requirements have been identified for the first two years of the four year business cycle .The remaining two years will be addressed as part of the subsequent refresh of the business plan.

An initial review of the budget requests for 2011/2012 indicated that 99 new hires were proposed. At that point in time, (June 2010) the number of staff that could not be accommodated through a full utilization of existing office space inventory was 58. For the purposes of this exercise we have carried this number to enable us to move forward.
Preliminary cost estimates are noted below:

In order to support some of the proposed new hires for 2011/2012 additional space will be required as the existing inventory of office space in the City's portfolio is insufficient to meet the space requirements.

The solution being proposed will allow for additional new leased space and for renovation and reconfiguration where necessary. Adjacencies and realignment of groups may not be obtainable to the full extent of current standards in all cases and will be addressed once the new hires have been approved.

The majority of the impact is assumed to be at Civic Centre, 201 City Centre and to a lesser extent at other City facilities (specifically Central Library and 950 Burnhamthorpe Road).

The incremental new space and renovation and/or reconfigurations that will be required will be reviewed once the new hires have been approved at which time there will be an opportunity to reassess the City's overall space needs to plan for an effective and efficient space strategy.

Phase A. Acquisition of New Space
1. Acquisition of new space:
14,000 sq.ft @$25 sq.ft. - $350,000 per year

This is the estimated annual operating cost for the leased spaces per year for budget purposes. It is assumed that leases will commence in 2011 but rent free periods will offset the cost until 2012.
Contingency $100,000
Sub – Total A. (1) $450,000

2 Total of a one time cost to renovate the leased spaces **- $1,540,000**
(14,000 sq.ft @$110.00 per sq.ft.)

3. Furniture costs for new hires will remain at **$891,000**
Sub – Total A (**2 & 3)** $ **2,431,000**

Phase B – Reconfiguration of Existing Office Space
Estimated costs to re – configure / re- align office spaces at 201 City Centre, Civic Centre, and Central Library & 950 Burnhamthorpe Road
1. Construction related activities (45,000 sq.ft @$50 sq.ft.) $ 2,250,000
2. Supplementary Furniture (14,000 sq.ft + 45,000 sq.ft=59,000 sq.ft @$15 sq.ft.)$885,000
3. Relocation Costs (59,000 sq.ft @ $5 sq.ft.) $295,000
4. Contingency $139,000
Sub – Total B (1+2+3+4) $ 3,569,000

Total Estimated Capital Budget (sub-total A2 & A3 & B): $6,000,000

Service Impact

An important part of continuing to be an employer of choice involves providing staff with an office environment that is conducive in the performance of their duties in an effective and efficient manner. It is critical that we maintain the work that has been completed to date thru the implementation of the space accommodation project to ensure that the proper adjacencies are developed and maintained and where feasible, improved upon as we move forward with this initiative. Through the already accepted workplace practices and strategies sessions that are part of this process, we would continue to explore alternative work place opportunities

Comments

Space Planning will continue to refine the accommodation plan outlined in this brief summary as the business planning process evolves.
Please refer to budget request #635 submitted by FPM for further detail.

Business Plan and Budget

City of Mississauga

Budget Request # 635

Description of Proposed Initiative

Project Management Support for Requested Capital Program

Service Area

Business Services & Corporate Assets | Facilities & Property Management

Department

Corporate Services

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	0	46	42	0	0
Net Cost Funded from Tax Levy	0	46	42	0	0
Net Impact on Tax Levy		0.02 %	0.01 %	0.00 %	0.00 %
FTE	0	3	1	0	0
Capital Approved Forecast					
Net Incremental Capital	0	0	0	0	0

Details of Service Change

The Facilities Planning and Development (FPD) section is responsible for implementing Facilities and Property Managements (FPM) capital projects work plan. There are currently eight project managers, each managing four capital projects that are underway. Projects under Infrastructure Stimulus Funding (ISF) and Recreational Infrastructure Canada (RInC) Ontario are scheduled for substantial completion by the end of March 2011. Work is expected to continue on these projects until they reach final completion later in the year. Other projects in the work plan are also underway with some scheduled for completion by the end of 2011 and others by the end of 2012. Project Management resources brought in for the ISF Program are being eliminated when these projects are completed.

Looking forward, there are new projects that have been approved in the 10 Year Capital Budget that will need to be managed commencing 2011. The planned completion dates for these new projects range from 2012 to 2017. It is anticipated that the workload experienced today by the project managers in FPD is unlikely to be reduced even with the completion of the ISF and RInC Ontario projects in March 2011, as an almost equal number of new approved projects will need to commence soon afterwards, in addition to other ongoing projects that will be continuing into 2012 .

Among the submissions in the current four year business planning cycle, some 30 new initiatives from other Service Area have been identified as capital projects that require FPM project management support. The proposed timelines for commencement of these projects range from 2011 to 2014. The anticipated duration of these projects varies from two to four years.

Over the next few years, the culmination of projects that are underway, the new approved 10 year capital budget projects and the additional projects identified in the business plan can not be completed as required with existing resources. The historical workload baseline for FPD project managers is two projects per year per person. Today, the eight project managers are managing double the workload. There is no extra capacity to take on more projects. In order for FPM to provide a proper and professional level of project management services to the new projects, three additional project manager Full Time Equivalent (FTE) positions will be required for FPD commencing 2011, together with one new space planner FTE position commencing 2011 to support space planning needs of the new projects.

Service Impact

Any increase to the present project management and space planning workload in FPM without additional

resources would adversely affect the level of professional management of new and ongoing projects. Having to manage the high number of new capital projects between 2011 and 2018 will impact significantly on the level of project management and space planning services provided by FPM. Three additional Project Manager FTE positions (two permanent and one contract) are fully funded from capital project budgets and would not put pressure on the operating budget. The additional space planner FTE (one contract) position represents a future pressure on the current budget

Comments

The additional staff resources requested above are critical to a professional level of project management and space planning support being provided by FPM to ongoing and new projects identified above.

Strategic Policy - Service Summary 2011-2014

Category	FTE	2011	2012	2013	2014	Total Operating	Total Capital
Efficiencies	(1)	(109)	0	0	0	(109)	60
Service Level Adjustments	0	(29)	0	0	0	(29)	0
Growth	2	38	99	0	0	137	0
New Service Levels	8	442	207	480	0	1,129	3,280
Reserve Fund Transfers	0	0	0	0	0	0	0
Total Service Budget Impact	**9.0**	**342**	**306**	**480**	**0**	**1,128**	**3,340**

Strategic Policy - Service Summary 2011-2014

BR#	Service	Initiative Description	Category	FTE	2011	2012	2013	2014	Total Operating	Capital 2011-2014
433	Strategic Policy	Central System to Track & Monitor Contracts	Efficiencies	0.0	0	0	0	0	0	60
449	Strategic Policy	Reduction in Prosecution Staff	Efficiencies	(1.0)	(109)	0	0	0	(109)	0
		Subtotal	**Efficiencies**	**(1.0)**	**(109)**	**0**	**0**	**0**	**(109)**	**60**
378	Strategic Policy	Opportunities to reduce costs - EDO Professional	Service Level Adjustments	0.0	(29)	0	0	0	(29)	0
42	Strategic Policy	Providing Specialized Legal Support on Environmental	Growth	1.0	0	61	0	0	61	0
307	Strategic Policy	Administrative Clerk-Contracts	Growth	1.0	38	38	0	0	76	0
		Subtotal	**Growth**	**2.0**	**38**	**99**	**0**	**0**	**137**	**0**
29	Strategic Policy	Establishment of the Office of the Integrity	New Service Levels	0.0	100	0	0	0	100	0
39	Strategic Policy	Downtown21: Mainstreet District Implementation	New Service Levels	1.0	0	0	0	0	0	480
154	Strategic Policy	Waterfront Mississauga Revitalization	New Service Levels	4.0	0	0	370	0	370	2,800
282	Strategic Policy	Implementation of recommendations from the	New Service Levels	0.0	150	0	0	0	150	0
345	Strategic Policy	Cooksville Mobility Hub	New Service Levels	0.0	0	0	0	0	0	0
348	Strategic Policy	Port Credit Mobility Hub	New Service Levels	0.0	0	0	0	0	0	0
373	Strategic Policy	Living Green Master Plan Implementation	New Service Levels	1.0	52	47	0	0	99	0
377	Strategic Policy	Economic Development Strategy	New Service Levels	1.0	140	160	0	0	300	0
397a	Strategic Policy	Government Relations related to upcoming	New Service Levels	0.0	0	0	0	0	0	0

Strategic Policy - Service Summary 2011-2014

BR#	Service	Initiative Description	Category	FTE	2011	2012	2013	2014	Total Operating	Capital 2011-2014
408	Strategic Policy	To enhance audit coverage and for succession	New Service Levels	1.0	0	0	110	0	110	0
		Subtotal	**New Service Levels**	**8.0**	**442**	**207**	**480**	**0**	**1,129**	**3,280**
253	Strategic Policy	Mississauga Community Greenhouse Gas (GHG)	Reserve Fund Transfers	0.0	0	0	0	0	0	0
380	Strategic Policy	Attracting four (4) new Post-Secondary Institutions to	Reserve Fund Transfers	0.0	0	0	0	0	0	0
405	Strategic Policy	External Quality Assessment Review	Reserve Fund Transfers	0.0	0	0	0	0	0	0
		Subtotal	**Reserve Fund Transfers**	**0.0**	**0**	**0**	**0**	**0**	**0**	**0**
Total Service Budget Impact				**9.0**	**342**	**306**	**480**	**0**	**1,128**	**3,340**

Business Plan and Budget

City of Mississauga

Budget Request # 29

Description of Proposed Initiative

Establishment of the Office of the Integrity Commissioner

Service Area

Strategic Policy

Department

City Manager's Office

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	0	100	0	0	0
Net Cost Funded from Tax Levy	0	100	0	0	0
Net Impact on Tax Levy		0.03 %	0.00 %	0.00 %	0.00 %
FTE	0	0	0	0	0
Capital Approved Forecast					
Net Incremental Capital	0	0	0	0	0

Details of Service Change

The Integrity Commissioner will be guided by the Code of Conduct for Members of Council and by relevant legislation. The roles and responsibilities include advisory, educational, complaints investigation and complaints adjudication.

The draft code proposes rules respecting Members of Council that will work with the Municipal Act, 2001; Municipal Conflict of Interest Act, 1996; Municipal Freedom of Information and Protection of Privacy Act; Municipal Elections Act, and the Criminal Code of Canada. The role of the Integrity Commissioner will be to provide advice, assistance, and training to Council and investigate and assess complaints regarding an alleged breach of the code.

Benchmarking has indicated that an appropriate model may include one part time Integrity Commissioner, appointed for a five year term, and a part time administrator, but no FTE has been proposed until Council has resolved this.

Service Impact

This is a brand new service. It is an independent office that reports directly to City Council.

Comments

Council requested that the City Solicitor bring forward a report on the establishment of a Code of Conduct for Members of Council and an Integrity Commissioner to provide advice and education to councillors on ethical matters, and to investigate and respond to any potential infractions. Upon receiving this report in May, 2010, they asked that public comments be received and that these comments be presented to this Council prior to the October election to allow for any decisions to be in operation from the start of the new Council.

Public Comments were received by August 18th. Council then extended the consultation period with a report received on 29th September, 2010 and Council approved the Code of Conduct and Integrity Commissioner on 29th September, 2010.

Business Plan and Budget

City of Mississauga

Budget Request # 39

Description of Proposed Initiative

Downtown21: Mainstreet District Implementation

Service Area

Strategic Policy

Department

City Manager's Office

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	100	0	0	0	0
Net Cost Funded from Tax Levy	0	0	0	0	0
Net Impact on Tax Levy		0.00 %	0.00 %	0.00 %	0.00 %
FTE	0	1	0	0	0
Capital Approved Forecast					
Net Incremental Capital	0	480	0	0	0

Details of Service Change

The Downtown 21 Master Plan recommends the development of the Main Street District as the first step in unlocking the real growth potential of Downtown Mississauga. As a true piece of active and vibrant pedestrian-oriented urban fabric in the heart of the emerging Downtown, it will serve as a model, catalyst and attractor for ongoing investment in the larger area, and in particular, for new office development. By focusing the resources of the City into a small geographic area, engaging the participation of private stakeholders, and providing up-front public investments and incentives, the Main Street District can attract private development and leverage further economic development sooner, rather than later. The Downtown21 Master Plan was taken to Planning and Development Committee on April 19, 2010 and the recommendation to begin implementing the Main Street District was approved. The following outlines the steps that need to be taken to reach agreement between the City and the landowners (north of Burnhamthorpe Road) on the vision for the Main Street as well as describe the resources needed to acheive the agreement. It is expected an agreement will be reached late in 2011, at which time, the resources required to implement the agreement will be identified.

Summary of Costs (Gross):

$100,000 Facilitator

A facilitator will assist the City and the landowers in navigating a mutually beneficial land development agreement for implementing the Main Street District. The agreement has the potential to be worth over a billion dollars in infrastructure, capital investment and tax benefits. The facilitator will be cost shared with the landowners with 75% of the costs being recovered.

$300,000 Consulting Assistance

Additional consulting help will be required to get the Main Street District off the ground. Specifically: developing the terms and conditions of a Memorandum of Understanding with the landowners, understanding the parking needs for the Main Street District, undertaking a Public Realm Plan, Retail Strategy and refining the business case and its initial assumptions.

$200,000	Infrastructure Feasibility Study To determine public and private infrastructure requirements within the Main Street District. This exercise will be cost shared with the landowners with 75% of the costs being recovered.
$105,000	Strategic Leader Funding for salary and benefits for the Strategic Leader responsible for the DT21 Main Street District implementation.

Service Impact

Once an agreement is reached with the landowners that details how the Main Street will function and what is required to realize the agreement a full business case will be developed to justify the public capital expenditures which will emphasize the growth of the tax base and not the tax burden. The following are seen as potential positive spin-offs of pursuing an agreement with the landowners and ultimately investing in Main Street:

- Creation of a Main Street serving Downtown area residents plus serving as a regional destination;
- Developer cost-sharing agreements to reimburse the City for its proportionate cost of infrastructure;
- Replacement parking control management;
- Increased office rental rates and occupancy levels within existing Downtown commercial office buildings;
- Increased tax assessment within the Main Street District and Downtown;
- Vibrant multi-cultural active Main Street
- 2,500 new residents and 1,250 new jobs by 2031 within the Main Street District;

Comments

Leadership Team:

On October 8, 2009 the Leadership Team approved the report titled “Downtown21 – Main Street District”, that outlined a number of steps required to implement the Main Street District including the development of a detailed business plan.

Council:

Council passed Resolution No. 0139-2009 on July 8, 2009, recommending the following:

1. That the report titled, “Downtown21 – Conceptual Master Plan and Directions Report”, be received for information.
2. That staff be directed to proceed with the Implementation phase of the Downtown21 Master Plan which will test and evolve the Plan to a point where it reflects market reality and is actionable.
   Council passed Resolution No. 096-2010 on April 28, 2010, recommending the following:

   1. That the report titled, "Downtown 21 Master Plan - April 2010", be received for information.
   2. That staff continue working with landowners on the implementation of the Downtown21 Master Plan;
   3. That staff report back to PDC on a quarterly basis with progress updates.

Business Plan and Budget

City of Mississauga

Budget Request # 42

Description of Proposed Initiative

Providing Specialized Legal Support on Environmental Matters

Service Area

Strategic Policy

Department

City Manager's Office

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	0	0	61	0	0
Net Cost Funded from Tax Levy	0	0	61	0	0
Net Impact on Tax Levy		0.00 %	0.02 %	0.00 %	0.00 %
FTE	0	0	1	0	0
Capital Approved Forecast					
Net Incremental Capital	0	0	0	0	0

Details of Service Change

There has been a significant increase in the demand for legal advice and involvement in environmental matters in recent years, and the trend for a greater demand is expected in the near future, especially after the completion of the Environmental Sustainability Master Plan. An in-house environmental lawyer would provide the necessary support efficiently and effectively, without incurring significant external counsel legal fees.

Service Impact

Currently all legal work related to environmental matters are handled by external legal counsel and one in-house counsel, who manages a general municipal law portfolio. Despite the significant amount of his time spent on environmental law matters (approximately 40-50%), due to the high volume and complexity of environmental law, much of the work required had to be contracted out. Indeed, as a result of a significant increase in the number of requests for legal advice on environmental matters, the fees paid to external counsel exponentially grew in 2009 to five times the amount as paid in 2008. An in-house environmental lawyer would significantly reduce the cost of outside legal counsel (over $100K in 2009) and allow the current municipal lawyer to free up his time for other matters. The budget request of $61k is net of the reduction of $100k in outside legal counsel costs.

An additional FTE has no impact on facilities or IT costs, as office space and computer equipment are currently available.

Comments

In recent years, the need for specialized legal support in environmental law matters have significantly increased. Not only is legal support requested in policy development (including as a member of the Environmental Sustainability Master Plan Steering Team) and regulatory compliance issues, as the City is moving towards redevelopment rather than greenfield development, significant legal resources are required to help address the increasing number of issues with respect to environmental contamination and remediation. For example, many recent real estate matters also involve environmental issues (e.g. Sheridan College, Hancock Farm), which have not been the case in the past. Also, projects such as the Waterfront Revitalization would involve complex environmental issues where extensive legal work will be required to ensure that the City's interests are protected.

Business Plan and Budget

City of Mississauga

Budget Request # 154

Description of Proposed Initiative

Waterfront Mississauga Revitalization

Service Area

Strategic Policy

Department

City Manager's Office

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	150	0	150	370	0
Net Cost Funded from Tax Levy	0	0	0	370	0
Net Impact on Tax Levy		0.00 %	0.00 %	0.12 %	0.00 %
FTE	0	0	0	4	0
Capital Approved Forecast					
Net Incremental Capital	0	900	650	650	600

Details of Service Change

The City of Mississauga has the opportunity to revitalize one of our greatest assets, our waterfront, into a phenomenal, sustainable resource. Sustainable waterfront revitalization will enhance the environment, provide economic benefits and produce social/cultural gains. Three sites of key municipal interest include the Lakeview Waterfront, Ontario Power Generation lands (OPG), Port Credit Harbour Marina, and the Imperial Oil lands. Although these sites are not in City ownership, the City is a major stakeholder as a 'champion', ensuring that the waterfront becomes a premiere destination.

Recent public engagement processes during the development of the Strategic Plan, the Waterfront Strategy, and the Lakeview and Port Credit District Policy Review have revealed that the local residents are passionate about revitalizing the three sites into vibrant, sustainable, mixed use, communities. Public and stakeholder engagement must continue in the spirit of the Strategic Plan, and the success of Mississauga's waterfront will involve a partnership between the stewardship of public entities, the energy of the citizens, and the dynamism of the private sector.

The focus of the City's effort will be on the OPG lands, however the City must be poised for action on the Port Credit Harbour Marina, and the Imperial Oil site. The current lease with the Federal Government on the Port Credit Harbour Marina runs until 2023, although if the property is disposed to the Canada Lands Company (CLC), the City will become an active stakeholder. The Imperial Oil site is currently under the control of Imperial Oil, who is in the process of long term monitoring, however the recent success of constructing a waterfront trail along the Imperial Oil shoreline demonstrates that future partnerships may become a reality.

Financial Consideration

2010 $150K is approved and is being used for public engagement, and a visionary masterplan for the OPG lands and surrounding area.

Proposed Expenditures:

OPG:
2011 $900K - Planning, Technical and Business studies and staff salaries required to enable the

visionary masterplan.
2012 $650K – Economic Studies, Legal Studies and Development Agreements, and staff salaries.
2013 $650K - Placeholder funding required for Partnerships, Incentives, Communications and Marketing, Legal Fees, and staffing. It is recommended that a dedicated team, or Waterfront Project Office be created.
2014 $600K - Placeholder funding required for Partnerships, Incentives, Communications, Marketing and staffing.

Total (four year horizon) = $2.8 million

Relationship Model Placeholder:
Based on the WATERFRONToronto (WT) model, where WT received **$1.5 Billion** ($500 million each from the Federal Government, Provincial Government and the City of Toronto) for 2000 acres of land; the OPG site is 1/10 the size at 200 acres, therefore 1/10 the amount would be **$150 million** required for a Development Corporation, provided that is the approved relationship model. This would provide similar services and investment opportunities for the development community. A similar partnership agreement with the Federal and Provincial governments would make the City of Mississauga's 1/3 investment **$50 million.**

Service Impact

The City of Mississauga is on the right track. Mississauga's Strategic Plan, within the pillar 'Prosper' states that **"*We will create a model sustainable creative community on the waterfront*".** Council has directed staff to commence the planning of Lakeview as a mixed use, vibrant waterfront community.

Mississauga's waterfront is one of our city's greatest assets. We have the opportunity of attracting employment and retail to mixed-use communities, complete with the spirit of arts and culture, a variety of housing options, and leisure and recreational assets. The waterfront can become a regional, national and international model.

The community played an active role during the public engagement process for the Waterfront Strategy, and the Lakeview and Port Credit District Policy Review. The community is looking to the City of Mississauga for Leadership, and to continue public engagement, in order to refine implementable visions with short and long term actions plans. The City's work on the waterfront will result in significant public response.

Funding for the near future on the waterfront projects will be primarily for public engagement, the refinement of visions, action plans, and required studies/enablers - with initial focus on the OPG lands.

Comments

The City of Mississauga's Strategic Plan is the municipality's highest level policy document (in context with the Official Plan), created to shape and direct the strategic decision-making for our City.

Council resolution 0048-2008 (February 27, 2008) "…Therefore it be resolved, that the Lakeview District Policies Review study address the Lakeview OPG lands for uses other than a Power Generating Facility, …And further, that the Council of the City of Mississauga encourage staff to commence planning for the redevelopment of Lakeview as a diverse, multi-faceted community for the 21st Century."

Through the Port Credit and Lakeview District Plans Review, the community has identified the OPG lands, Port Credit Harbour Marina, and Imperial Oil lands as sites that require special attention to address long term land use. The City has the opportunity to demonstrate leadership in brownfield and waterfront development. All three of the properties are brownfields and at present the City of Mississauga has very little information on the extent of the clean-up they will require.

Business Plan and Budget

City of Mississauga

Budget Request # 253

Description of Proposed Initiative

Mississauga Community Greenhouse Gas (GHG) Inventory Update

Service Area

Strategic Policy

Department

City Manager's Office

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	0	30	0	0	0
Net Cost Funded from Tax Levy	0	0	0	0	0
Net Impact on Tax Levy		0.00 %	0.00 %	0.00 %	0.00 %
FTE	0	0	0	0	0
Capital Approved Forecast					
Net Incremental Capital	0	0	0	0	0

Details of Service Change

The last inventory of community and corporate GHG emissions was conducted in 1998. An updated inventory/new baseline is required to measure progress towards Living Green visionary action to transform Mississauga into a "net-zero" carbon city and become a leader in green initiatives by reducing greenhouse gas emissions in our city. The project will include providing GHG projections to target year identified in Regional Climate Change Strategy and provide a breakdown of GHG emissions by sector.

It is required to establish a baseline to monitor progress towards GHG emission targets as established in the Climate Change Strategy for the Region of Peel as well as the "net-zeo" target. Further, the GHG inventory will be required to acquire carbon credits for reductions through energy efficiency improvements in future.

There is no existing budget for this activity. Estimated expenditures are $30,000 for consulting fees.

Service Impact

This inventory will be done in coordination and according to the same protocol as being used by other municipal partners in the Climate Change Strategy for the Region of Peel.

Comments

Business Plan and Budget

City of Mississauga

Budget Request # 282

Description of Proposed Initiative

Implementation of recommendations from the Judicial Inquiry

Service Area

Strategic Policy

Department

City Manager's Office

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	0	150	0	0	0
Net Cost Funded from Tax Levy	0	150	0	0	0
Net Impact on Tax Levy		0.05 %	0.00 %	0.00 %	0.00 %
FTE	0	0	0	0	0
Capital Approved Forecast					
Net Incremental Capital	0	0	0	0	0

Details of Service Change

This is placed here in anticipation of the impacts of the Judicial Review, whose conclusions we will know, possibly by November 2010. The investigation phase of the Inquiry is complete and the hearing phase began on May 17, 2010 and is scheduled to be completed in October, 2010. At the end of the hearing the Commissioner will write a report setting our his findings and any recommendations he has for the City relating to the matters set out in the Terms of Reference. Timing is out of the City's control.

Staff will report to Council for direction at that point.

Service Impact

To be determined once the report recommendations have been provided to the City and reviewed.

Comments

A public Inquiry is a public investigation that tries to explain why something happened. The Commissioner, appointed by the Chief Justice of the Supreme Court of Ontario, is expected to make recommendations concerning improvements to governance after he has made his factual findings.

Business Plan and Budget

City of Mississauga

Budget Request # 307

Description of Proposed Initiative

Administrative Clerk-Contracts

Service Area

Strategic Policy

Department

City Manager's Office

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	0	38	38	0	0
Net Cost Funded from Tax Levy	0	38	38	0	0
Net Impact on Tax Levy		0.01 %	0.01 %	0.00 %	0.00 %
FTE	0	1	0	0	0
Capital Approved Forecast					
Net Incremental Capital	0	0	0	0	0

Details of Service Change

A new Contracts Administrative Clerk position is proposed to process template contracts and to provide support in collecting and analysing performance measurement data. This would enable Legal Services to complete contracts faster.

Process Template Agreements: Legal Services has created many template agreements for various client groups. In completing such contracts, clients often require further legal assistance, which can easily be provided by a law clerk without involving legal counsel. This clerk would be able to provide the needed support and thereby freeing up lawyers' time for more complex matters to achieve greater overall efficiencies.

Performance Measurement Programs: Legal Services is proposing to start reviewing best practices on performance measurement. The Contracts Administrative Clerk can provide the necessary administrative support required to implement these measures.

Service Impact

Process Template Agreements: Quicker and more efficient services can be delivered overall as a law clerk will be able to provide the needed assistance in completing standard agreements quickly and thereby enabling lawyers to spend their time on other more complex issues. This will also reduce the risk of documents being completed incorrectly or essential supporting documentation missed.

Performance Measurement Programs: Currently, the legal assistants in Legal Services are working at full capacity, with most of them working for three lawyers each. While Legal Services has started collecting data on performance measures, the system is not working well as the assistants do not have time to keep track of the records on an ongoing basis. As such, if a stronger performance measurement is put in place and more data are being collected and analyzed, having a Contracts Administrative Clerk to administer the programs would result in a greater chance of success.

No Additional Requirements for Facilities/IT: Legal Services already has the office space and the IT system for an additional FTE.

Comments

Processing Agreements: Many template agreements have been created for various client groups in the past, including procurement contracts, encroachment agreements, standard real estate templates, sponsorship agreements, Parks and Recreation template relationship agreements etc. Although they are templates, often specific issues may arise that clients would require some legal guidance. Indeed, in the past, lawyers' assistance has often been requested to process these agreements.

Performance Measurement Programs: Currently, legal assistants are providing administrative support not only to the lawyers, but are also responsible for various office administrative functions, such as overseeing the legal library's resources, collecting and keeping record of data such as external legal counsel fees payment, time docketing entries etc. With their heavy workload, overtime work was often required in the past. There is no capacity to handle additional administrative responsibilities required to administer a performance measurement program.

Business Plan and Budget

City of Mississauga

Budget Request # 345

Description of Proposed Initiative

Cooksville Mobility Hub

Service Area

Strategic Policy

Department

City Manager's Office

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	75	0	0	0	0
Net Cost Funded from Tax Levy	75	0	0	0	0
Net Impact on Tax Levy		0.00 %	0.00 %	0.00 %	0.00 %
FTE	0	0	0	0	0
Capital Approved Forecast	175				
Net Incremental Capital	0	0	0	0	0

Details of Service Change

Mobility Hubs have been defined by Metrolinx through the Regional Transportation Plan (RTP) as key intersections in the regional rapid transit network that provide travellers with access to the system, support high density development and demonstrate excellence in customer service. The RTP identified the potential development of a provincial financial program to facilitate mobility hub capital improvements ($50 million annually) and to build the capability for implementation (including land assembly).

Mississauga and Metrolinx have initiated a joint study to prepare master plans for the Port Credit and Cooksville mobility hubs. Anticipated completion of this study is the summer of 2010. The catalyst for this work is GO Transit's plan to construct a parking garage at each of these GO stations (2012 for Cooksville). Preliminary findings are that there is a significant opportunity for the City and Metrolinx to partner in facilitating a transit-oriented development intensification project which would act as a catalyst for future development in the Cooksville area and support city building as envisioned in the Strategic Plan. Plans should assess opportunities for the Cooksville GO Station and adjacent lands and consider opportunities to bundle with the future development of the T.L. Kennedy school lands. Further, the City will need to assess what other incentives might be used to encourage appropriate development in the mobility hub area, including reviewing the timing for new/enhanced community services.

Next steps will need to examine how the implementation of the master plan will proceed in conjunction with or following the garage construction and the development of a business case for Metrolinx and the City to determine the feasibility of moving forward with land assembly and an RFP for site development. A peer review would be conducted to confirm the business case. Related issues include future transit terminal needs and new roadways (i.e. John Street and Cook Street).

Service Impact

A full business case will be developed and the investment program will be confirmed following the completion of the master plan.

Comments

Business Plan and Budget

City of Mississauga

Budget Request # 348

Description of Proposed Initiative

Port Credit Mobility Hub

Service Area

Strategic Policy

Department

City Manager's Office

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	75	0	0	0	0
Net Cost Funded from Tax Levy	75	0	0	0	0
Net Impact on Tax Levy		0.00 %	0.00 %	0.00 %	0.00 %
FTE	0	0	0	0	0
Capital Approved Forecast	175				
Net Incremental Capital	0	0	0	0	0

Details of Service Change

Mobility Hubs have been defined by Metrolinx through the Regional Transportation Plan (RTP) as key intersections in the regional rapid transit network that provide travellers with access to the system, support high density development and demonstrate excellence in customer service. The RTP identified the potential development of a provincial financial program to facilitate mobility hub capital improvements ($50 million annually) and to build the capability for implementation (including land assembly).

Mississauga and Metrolinx have initiated a joint study to prepare master plans for the Port Credit and Cooksville mobility hubs. Anticipated completion of this study is the summer of 2010. The catalyst for this work is GO Transit's plan to construct a parking garage at each of these GO stations (2013 or later for Port Credit). Preliminary findings are that there is significant potential for TOD (transit oriented development) intensification on the Port Credit GO site, including potential for incorporating the garage within private development. Proposals to develop the GO station lands would impact on City owned lands (Queen Street ROW and former lawn bowling site). Next steps will need to examine how the implementation of the master plan will proceed and the further development of a business case for Metrolinx and the City to determine the feasibility of moving forward with an RFP for site development. A peer review will be conducted to confirm the business case.

Service Impact

A full business case will be developed and the investment program will be confirmed following the completion of the master plan.

Comments

Business Plan and Budget

City of Mississauga

Budget Request # 373

Description of Proposed Initiative

Living Green Master Plan Implementation

Service Area

Strategic Policy

Department

City Manager's Office

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	0	52	47	0	0
Net Cost Funded from Tax Levy	0	52	47	0	0
Net Impact on Tax Levy		0.02 %	0.02 %	0.00 %	0.00 %
FTE	0	1	0	0	0
Capital Approved Forecast					
Net Incremental Capital	0	0	0	0	0

Details of Service Change

The development of the Living Green Master Plan (LGMP) will inform service delivery.

Service Impact

The development of the LGMP will inform service impacts and resources required.

The Environmental Management Section (EMS) is currently short staffed to handle the growing demands associated with environmental leadership, developing and then implementing a corporate Living Green Master Plan, partnering on the Region of Peel Climate Change Strategy and maintaining the section's existing environmental programs.

In 2010, EMS is supplementing its existing staff complement of three FTE's with two UTM undergraduate interns, and a project consultant and a Project Lead (full time temporary position up to one year) to develop the LGMP.

The LGMP will inform future hiring needs, however, it is clear that at least one additional full time staff position (Environmental Coordinator) is required to implement priority initiatives identified in the LGMP and regional strategy to address climate change.

Comments

Development of the Living Green Master Plan was approved by Council in the 2009 Budget.

Business Plan and Budget

City of Mississauga

Budget Request # 377

Description of Proposed Initiative

Economic Development Strategy Recommendations

Service Area

Strategic Policy

Department

City Manager's Office

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	1,462	140	160	0	0
Net Cost Funded from Tax Levy	1,462	140	160	0	0
Net Impact on Tax Levy		0.05 %	0.05 %	0.00 %	0.00 %
FTE	14	0	1	0	0
Capital Approved Forecast					
Net Incremental Capital	0	0	0	0	0

Details of Service Change

To implement the new 10 year Economic Development Strategy, short term service changes will include a focus on International Investment Development and enhanced small business and entrepreneurship development initiatives. Specific goals, objectives and short term actions are detailed below:

GOAL 1: A GLOBAL BUSINESS MAGNET

Objective: Provide a Compelling Global Brand to attract Business, Investment and Jobs
Action: Develop and implement an international marketing strategy to recruit entrepreneurial companies involved in emerging areas of innovation such as clean technologies, renewable energies, bioinformatics and medical devices to Mississauga.
Action: Explore opportunities to co-market the City of Mississauga and Mississauga-based companies whose own brands and profile will resonate with an international audience.

GOAL 2: A CULTURE OF INNOVATION

Objective: Leverage our Post-secondary Institutions, Centres of Excellence and Research Institutes to Drive Innovation and Economic Impact
Action: Support funding initiatives for small businesses and entrepreneurs in the City's advanced technology-based sectors.
Action: Strengthen the capacity of the RIC Centre as part of the Ontario Research and Innovation Network (RIN) to deliver resources to entrepreneurs and SMEs related to technology commercialization activities.
Action: Assess the feasibility of an incubation centre to support the development and commercialization of emerging technologies. Consider Sheridan Park as a potential site for this initiative.
Action: Establish a mentoring and support system for start-ups and SMEs in sector sub-groups, partnering for delivery with key 'role-model' companies in the City's priority sectors.

GOAL 3: A KNOWLEDGE ECONOMY

Objective: Capitalize on Our Diversity of People and Cultures
Action: Engage civic leaders and local businesses with global operations to leverage their networks to create new opportunities for business investment, talent attraction, and access to

capital.

Objective: Strengthen the Relationship Between Business and Education
Action: Work with local post-secondary administrations to address educational gaps in emerging disciplines that support knowledge-economy industries.

Service Impact

The development of the Economic Development Strategyy involved many key stakeholders in the City and the recommendations were fully supported by them.

Implementation of the Strategy will result in sustained support for existing/small business and enhanced international development program.

Additional Manager FTE begining January 2012 plus International Business Development/Marketing support.

Comments

New Economic Development Strategy approved by Council July 7, 2010.

Business Plan and Budget

City of Mississauga

Budget Request # 378

Description of Proposed Initiative

Opportunities to reduce costs - EDO Professional Services

Service Area

Strategic Policy

Department

City Manager's Office

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	29	-29	0	0	0
Net Cost Funded from Tax Levy	29	-29	0	0	0
Net Impact on Tax Levy		-0.01 %	0.00 %	0.00 %	0.00 %
FTE	0	0	0	0	0
Capital Approved Forecast					
Net Incremental Capital	0	0	0	0	0

Details of Service Change

EDO Professional Services (2011 CD production) – Today, on an annual basis, EDO partners with Planning and Building (Policy Division) to update a database of businesses that becomes the basis of an annual employment study, produced by the Policy Division and an annual business directory CD, produced by EDO.

The directory is currently sold primarily to the business community and assists in building business-to-business linkages through the sourcing of customers and suppliers.

It is proposed that the database be subject to a biannual update and the directory have a two-year shelf life. This will eliminate the need for a budget for outsourcing the telephone survey and the associated production costs of the CD in 2011.

Service Impact

Anticipated revenue may decrease, especially for sales in year 2. To mitigate this risk, we will be investigating new marketing methods to increase sales. There may be some reaction from the business community, but it is believed to be minimal since we will still have a directory for sale.

Comments

Business Plan and Budget

City of Mississauga

Budget Request # 380

Description of Proposed Initiative

Attracting four (4) new Post-Secondary Institutions to Mississauga

Service Area

Strategic Policy

Department

City Manager's Office

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	0	0	100	0	0
Net Cost Funded from Tax Levy	0	0	0	0	0
Net Impact on Tax Levy		0.00 %	0.00 %	0.00 %	0.00 %
FTE	0	0	0	0	0
Capital Approved Forecast					
Net Incremental Capital	0	0	0	0	0

Details of Service Change

Education is one of the keys to the future success of Cities.

To attract and retain the best and the brightest, it is essential that residents of Mississauga are able to pursue their interests and knowledge pursuits at a local level. Currently, Mississauga has just one well known post-secondary institution, the University of Toronto at Mississauga (UTM). UTM has accomplished many great things over the past few decades; however, to offer a variety of opportunities to post-secondary students, it is important that we do more.

In the City's new Strategic Plan, an objective has been set to have five (5) additional Post-Secondary Institutions in our City. In 2009, the City has entered into a Partnership with the Sheridan Institute of Technology & Advanced Learning that will result in the construction of Sheridan Mississauga Campus in downtown Mississauga.

The youth of the City have the opportunity of an outstanding elementary and secondary school education network with limited opportunities to pursue Post Secondary Education in the same community. Mississauga needs to not only retain its youth but also to attract youth to foster continued growth and prosperity and Post Secondary Educational Opportunities is a critical ingredient to Mississauga's future success.

2010/2011:

The Strategic Community Initiatives Division will prepare a Position Paper which addresses the following:

a) respond to inquiries from Post Secondary Institutions who may be exploring opportunities of possible expansion in Mississauga;
b) provide the necessary support to the Economic Development Office who completed an Economic Development Strategy in 2010 in order to ensure that opportunities for Post-Secondary Education Growth and Investment are implemented;
c) identify the Targets that the City is setting for itself in facilitating additional Post- Secondary Education Opportunities in Mississauga;

The Position Paper would also address: i) how the City should consider going out to the Marketplace to secure Post Secondary Educational Opportunities; and ii) how the City should respond in the event that Post-Secondary Institutions approach the City.

2012:

A staff person would be assigned by the Strategic Community Initiatives Division to formulate a Request for Proposals to develop a strategy to secure additional Post-Secondary Institutions (PSIs).

Service Impact

In 2010, there would be limited impact on services as resources are available in the Strategic Community Initiatives Division to provide the services and deliverables noted in the "Details of Service Change", as described above.

In 2012, work will be undertaken by City Staff, primarily by the Strategic Leader with supporting input from representatives of a team of City staff.

Comments

Council has participated in an education session on the topic of post-secondary institutions on February 18, 2009.

The Leadership Team has received two reports consistent with this initiative:

April 28, 2008: Research how to bring a University or College to the Downtown
September 18, 2008: Research how to bring a Universit y or College to the Downtown

Business Plan and Budget

City of Mississauga

Budget Request # 397a

Description of Proposed Initiative

Government Relations related to upcoming provincial / federal elections

Service Area

Strategic Policy

Department

City Manager's Office

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	0	0	0	0	0
Net Cost Funded from Tax Levy	0	0	0	0	0
Net Impact on Tax Levy		0.00 %	0.00 %	0.00 %	0.00 %
FTE	0	0	0	0	0
Capital Approved Forecast					
Net Incremental Capital	0	0	0	0	0

Details of Service Change

Government Relations work is always part of the Corporate Strategy and Innovation's annual workplan however during provincial and federal elections there may be the need to engage on a more direct level. Past achievements have been the Mississauga Matters engagement during the last provincial election and the Cities NOW! campaign with the federal government.

To advance many of the initiatives within the strategic plan, relationship work with the province, and others, will need to take place. The trick is to be coordinated as an organization and to plug into the right players at the right time.

In the past this work, when it touches a political office, has gone through the City Manager's Office which has been able to, at a minimum, "keep track" of what is going on.

The situation we face is more requirements from the Corporation at a time when resources to assist have been reduced.

If a robust engagement campaign is approved then funding would also need to be authorized at that point.

Service Impact

If the engagement process is local engagement (meetings with MPs, MPPs, letter-writing, etc.) it is likely not to need additional resources but if a robust engagement strategy is decided there will need to be financial and human resources approved to meet the expected outcomes.

Comments

As elections are called, the City's approach to influence higher-order governments on municipal concerns will be determined. October 2011 is the next provincial election.

Business Plan and Budget

City of Mississauga

Budget Request # 405

Description of Proposed Initiative

External Quality Assessment Review

Service Area

Strategic Policy

Department

City Manager's Office

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	0	0	10	0	0
Net Cost Funded from Tax Levy	0	0	0	0	0
Net Impact on Tax Levy		0.00 %	0.00 %	0.00 %	0.00 %
FTE	0	0	0	0	0
Capital Approved Forecast					
Net Incremental Capital	0	0	0	0	0

Details of Service Change

Every five years, an external review is conducted to provide Council with the assurance that the Internal Audit Division is complying with the Standards for Professional Practice of Internal Auditing and the Code of Ethics established by the Institiute of Internal Auditors, an international governing body.

The review is performed by a qualified, independent reviewer or review team from outside the corporation (such as an internal audit consultant or an external accounting firm). The review may make recommendations to enhance the efficiency and effectiveness of the Internal Audit Division and its processes if deemed necessary.

Service Impact

There is no impact on the operations of other areas in the City.

Comments

External quality assessment review is required once every 5 years. The last review was completed in 2007 and the results were presented to the Audit Committee in November 2007.

Business Plan and Budget

City of Mississauga

Budget Request # 408

Description of Proposed Initiative

To enhance audit coverage and for succession planning

Service Area

Strategic Policy

Department

City Manager's Office

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	0	0	0	110	0
Net Cost Funded from Tax Levy	0	0	0	110	0
Net Impact on Tax Levy		0.00 %	0.00 %	0.03 %	0.00 %
FTE	0	0	0	1	0
Capital Approved Forecast					
Net Incremental Capital	0	0	0	0	0

Details of Service Change

As a general rule, each audit takes approximately 4 months to complete, depending on the scope and complexity of the audit; and 15 to 20% of audit staff time is also devoted to consulting services.

An additional auditor position will result in enhanced audit coverage, additional audit reports and increased consultation provided to management and staff.

Service Impact

Increased level of activities with the additional position will alleviate some of the concerns over adequacy of audit coverage.

This request is for an additional FTE at a proposed Grade G level with associated cost for IT requirements and operation. Internal Audit recently moved to the 8th floor of the Civic Centre. There is sufficient space and furniture to accommodate this position without incurring further cost in this area.

Comments

Concerns have been expressed with the adequacy of audit coverage given the existing staff resources. This question has been raised at the Audit Committee meetings on several occasions over the years. As more requests for consulting services are received from staff and management, the amount of time spent on auditing activities need to be carefully balanced. The additional intermediate auditor position will help to alleviate part of this concern.

In additon, it is prudent to consider succession planning although this is not an immediate problem for the Internal Audit Division. It is our strong belief that an effective auditor is one who is familiar with the culture and dynamics of the organization and every effort should be made to promote from within to fill the senior positions. Adding an intermediate auditor position in 2013 will allow the individual be groomed for such opportunities when they arise.

Business Plan and Budget

City of Mississauga

Budget Request # 433

Description of Proposed Initiative

Central System to Track & Monitor Contracts

Service Area

Strategic Policy

Department

City Manager's Office

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	0	0	0	0	0
Net Cost Funded from Tax Levy	0	0	0	0	0
Net Impact on Tax Levy		0.00 %	0.00 %	0.00 %	0.00 %
FTE	0	0	0	0	0
Capital Approved Forecast					
Net Incremental Capital	0	60	0	0	0

Details of Service Change

Centralize records management for all agreements to which the City is a party. Currently, agreements are held by various departments, such as Clerk, Materiel Management, IT, Realty, and various departments responsible for managing the relationship. Centralization of all agreements would enable quick and easy access, and complete understanding of all commitments that the City has made via agreements with outside parties. In so doing, the City may be able to benefit from efficiencies if related services/ supplies can be better packaged or bundled. It will also allow the City to reduce risk exposure by ensuring records are maintained in a way that allows expiry dates, and obligation dates to be easily tracked. Finally, this would allow for greater accountability by providing a way to collect those agreements executed through delegated authority.

Service Impact

Significant improvement in the time required to track older contracts is expected. This will also provide an ability to create an inventory of the number of contracts the City is a party to at any given time in respect of any service or matter. In so doing, opportunities to combine/ streamline may arise which can lead to greater efficiencies and cost-effectiveness in the long run.

Comments

This is a risk management matter that will result in improved accountability and transparency. Currently records of the City's contractual obligations are kept in an ad hoc fashion, which makes identification of the City's rights and obligations sometimes unclear. This tracking and monitoring system can also lead to a clearer system of identifying contract expiry dates and renewal, to ensure that sufficient time and resources are allocated to commence a new process of negotiations or procurement for a new contract.

Business Plan and Budget

City of Mississauga

Budget Request # 449

Description of Proposed Initiative

Reduction in Prosecution Staff

Service Area

Strategic Policy

Department

City Manager's Office

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	109	-109	0	0	0
Net Cost Funded from Tax Levy	109	-109	0	0	0
Net Impact on Tax Levy		-0.04 %	0.00 %	0.00 %	0.00 %
FTE	0	-1	0	0	0
Capital Approved Forecast					
Net Incremental Capital	0	0	0	0	0

Details of Service Change

Reduce one prosecutor position to save costs. The workload will be assumed by other prosecutors or the Prosecution Manager, or the Articling Student.

Service Impact

Potential reduction in the number of hours that may be spent on training Peel Police and City Enforcement staff may lead to a reduction in the quality of the documentation and testimony, which can lead to a lower number of convictions. Reduction in preparation time for the prosecutors overall may impact the quality of the prosecutorial services.

Currently the backlog at the Courthouse has cleared up and trials are being scheduled within the timelines prescribed. Also, the impact on court scheduling should be minimized as most of the time required to be reduced would come from training and court preparation, and as the articling student may be deployed to supplement in some situations. Finally, if the administrative penalties system is expanded to eventually include a broader range of matters, the burden on the court may be lessened in the future. This could free up court resources to allow for greater use by provincial prosecutors who have indicated a need.

If there is any significant and sustainable increase in the volume of trial requests, resources may be stretched, which in turn could result in an increased Charter claims for delay. However, this can be offset somewhat through increased use of articling student in POA Court.

Comments

Information Technology - Service Summary 2011-2014

Category	FTE	2011	2012	2013	2014	Total Operating	Total Capital
Efficiencies	2	(427)	259	238	50	120	2,016
Growth	0	0	0	50	15	65	700
New Service Levels	3	108	164	338	190	800	190
Capital Only	0	0	0	0	0	0	7,843
Total Service Budget Impact	**5.0**	**(319)**	**423**	**626**	**255**	**985**	**10,749**

Information Technology - Service Summary 2011-2014

BR#	Service	Initiative Description	Category	FTE	2011	2012	2013	2014	Total Operating	Capital 2011-2014
325	Information Technology	Upgrade to Windows 7 Operating System and Office 2010	Efficiencies	0.0	0	0	0	0	0	130
344	Information Technology	Wireless Communication for Field Automation	Efficiencies	1.0	0	140	190	50	380	930
393	Information Technology	SAP Enterprise Reporting (Decision Support System)	Efficiencies	1.0	0	119	48	0	167	956
557	Information Technology	Information Technology Reduction to Maintenance and Support Operating Budget	Efficiencies	0.0	(146)	0	0	0	(146)	0
630	Information Technology	Multi Function Device Replacement - Cost Reduction	Efficiencies	0.0	(137)	0	0	0	(137)	0
631	Information Technology	Cellular Device - Pooling of Voice Minutes - Cost Reduction/Avoidance	Efficiencies	0.0	(144)	0	0	0	(144)	0
		Subtotal	**Efficiencies**	**2.0**	**(427)**	**259**	**238**	**50**	**120**	**2,016**
450	Information Technology	Mobile Applications	Growth	0.0	0	0	50	15	65	700
241	Information Technology	Web Portal Upgrade/Replacement	New Service Levels	0.0	0	0	280	100	380	0
293	Information Technology	Project Portfolio Management System	New Service Levels	1.0	0	58	58	90	206	190

Information Technology - Service Summary 2011-2014

BR#	Service	Initiative Description	Category	FTE	2011	2012	2013	2014	Total Operating	Capital 2011-2014
558	Information Technology	Expansion of the SAP Support Team to enhance services to use additional SAP modules	New Service Levels	2.0	108	106	0	0	214	0
		Subtotal	**New Service Levels**	**3.0**	**108**	**164**	**338**	**190**	**800**	**190**
526	Information Technology	VCOM Mobile Radio Replacement	Capital Only	0.0	0	0	0	0	0	7,843
Total Service Budget Impact				**5.0**	**(319)**	**423**	**626**	**255**	**985**	**10,749**

Business Plan and Budget

City of Mississauga

Budget Request # 241

Description of Proposed Initiative

Web Portal Upgrade/Replacement

Service Area

Business Services & Corporate Assets

Information Technology

Department

Corporate Services

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	180	0	0	280	100
Net Cost Funded from Tax Levy	180	0	0	280	100
Net Impact on Tax Levy		0.00 %	0.00 %	0.09 %	0.03 %
FTE	0	0	0	0	0
Capital Approved Forecast	200				
Net Incremental Capital	0	0	0	0	0

Details of Service Change

November 6, 2002 the City entered into a 10 year agreement with Bell Canada to develop and host the eCity Portal (By-law 0493-2002).

The 10 year agreement will expire on November 6, 2012. Provided Bell does not give the City notice to terminate the agreement, the agreement will be automatically renewed for 1 year. Annual term renewals will continue until such time that either party provides the required 365 day advance notice to terminate.

Bell has already indicated that the existing support model and fee structure will need to be reviewed and increased as a condition of extending the term of the agreement. Negotiations are currently underway.

Before Q4 2010, the eCity working committee will submit a draft eCity Master Plan to the Customer Service Steering Committee recommending direction to be taken with the portal.

Service Impact

Signficant and negative impact is anticipated should the services and information provided via the Portal cease to exist. This is a channel citizen and businesses have been relying on for nearly a decade. Services have been added and uptake has been steadily increasing each year.

The portal is open for business 24/7/365.

2009 Portal Statistics:

- 2.6 million unique users in 2009. 10% increase over 2008.
- 55,198 registered users--those with a Portal Account. A portal account is required for eStore purchases as well for subscribing to alerts. 22.5% increase over 2008
- On average, 18,553 visitors per day. 100% increase from when Portal was launched in 2003
- $11.6 million in revenue. 3.5% increase over 2008
- 50% of Rec & Park registrations were processed via Connect2Rec. 3% increase over 2008
- 27,719 On-line Golf Tee Bookings

- 1.2 million library renewals
- 2 million transit route queries via Click'n'Ride
- ePlanning & Building processed 40,610 property queries and 15,295 zoning queries
- 80% of Tax Certficates were processed by the eStore
- $1.14 revenue generated from POA tickets. 14% increase over 2008
- $1.72 revenue generated from payment of Parking Tickets on-line. 5% increase over 2008. Since this feature was added to the Portal in May 2005, the City has realized over $6.2 million

Comments

Maintenance & Support, Hosting Fees,Transaction Fees, e-Recruit Fees: Current annual expenditure is approximately $220,000

Operating Impact for these services beyond 2012 is projected to incrementally increase by $280K in 2013, $100K in 2014 and $100K post 2014.

Business Plan and Budget

City of Mississauga

Budget Request # 293

Description of Proposed Initiative

Project Portfolio Management System

Service Area

Business Services & Corporate Assets | Information Technology

Department

Corporate Services

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	0	0	58	58	90
Net Cost Funded from Tax Levy	0	0	58	58	90
Net Impact on Tax Levy		0.00 %	0.02 %	0.02 %	0.03 %
FTE	0	0	1	0	0
Capital Approved Forecast	0	0	0	0	0
Net Incremental Capital	0	0	75	115	0

Details of Service Change

Project Portfolio Management (PPM) involves managing projects at the portfolio level to facilitate balancing project risks, strategic priorities, and costs with business value. This will encompass project intake, project selection with measurement criteria against our strategic pillars and other criteria such as cost, risk and resources, utilizing what-if scenarios to match available resources with available funding and integrated work planning across City departments and managing projects from one central repository. Using a PPM will allow the COM to eliminate project overlap and waste while prioritizing spending and resource commitments across various departments. IT is undergoing a pilot project starting in 2010 using projects that incorporate several IT groups and across all supporting divisions. Reporting tools and a powerful dashboard will be made available to project managers, directors and Leadership Team, including supporting divisions (Legal Services, Finance, Material Management, Communications Division).
Upon successful completion of the pilot and a post mortem of the pilot, COM will develop a business case prior to issuing a RFP for an Enterprise Solution with options to purchase licensing or subscribe to a yearly subscription. The IT and CSLT action plans resulting from the Employee Engagement survey have project portfolio management and resource / workplan management as a priority in addressing staff's workload and communication concerns.

Expanding beyond the pilot project in IT and the development of a business case IT will work with the new Project Management Support Office.

The PPM software is based upon a subscription license pricing model. The subscription model will allow the City to rollout the implementation in stages and just pay for licencing that we anticipate we will use in that year. It is estimated that eventually we will be licensing up to 300 users. The RFP responses will indicate at what point it becomes more economical to bring the application in house based upon the number of users.

In 2012 the PPM project will define the business processes, define the operational standards, and the rollout plan. In 2013 the rollout to the other departments will happen with their respective training.

As part of the implementation it is recommeded that a Business Analyst be hired mid 2012 to complete the business process review, assist in the standards definition, assist with the rollout, and

provide operational support.

The project cost includes:
a. Licensing for the Project Portfolio Management application with a 300 user annual subscription of $90,000 per year. In 2012 we will license 150 users for $50,000 as part of the staging implementation. Initial licensing will be funded from capital in 2012 & 2013 and ongoing licensing will be funded from operating starting in 2014.
b. Requires 1 FTEs (1 Business Analyst - Grade H) at mid-range. Total labour cost will be $58,000 for 2012 and $116,000 annually starting 2013 including fringe benefits.
c. Professional Services for training and implementation support for 2012 and 2013 will be $25,000 each year.

Identified challenges for this initiative are as follows:
1. The business process review and the development of standard processes will be the key to the success of the implementation and user adoption.
2. Transition challenge - even with sufficient training, there are still challenges for users to adapt to a new process. Online help pages and support will be available to ease the adoption challenge.
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Service Impact

Prioritization of projects factoring in resourcing capacity planning with costs may push some projects out to future years or there may be no opportunity for projects at any time because of other pressures.

Comments

Business Plan and Budget

City of Mississauga

Budget Request # 325

Description of Proposed Initiative

Upgrade to Windows 7 Operating System and Office 2010

Service Area

Business Services & Corporate Assets | Information Technology

Department

Corporate Services

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	0	0	0	0	0
Net Cost Funded from Tax Levy	0	0	0	0	0
Net Impact on Tax Levy		0.00 %	0.00 %	0.00 %	0.00 %
FTE	0	1	1	-2	0
Capital Approved Forecast	150	0	0	0	0
Net Incremental Capital	0	50	80	0	0

Details of Service Change

Windows 7

1. Enhanced tools and utilities - User will experience a different operating environment with enhanced tools and utilities. Information and training sessions will provide assistance to make good use of such enhancements (e.g. how to encrypt and protect removable storage such as USB Flash-drive).
2. Alternate Work Arrangement (AWA) possibility - staff can easily access Intranet or internal file shares and access documents from remote locations with proper security infrastructure in place using "DirectAccess" feature.
3. Richer power management capabilities - power saving enhancements to reduce energy usage as well as power policy management and troubleshooting tools to help City to implement further "green IT" initiatives.
4. Streamlining PC Management - robust configuration settings (i.e. Group Policy settings) help improve compliance and reduce help desk costs by enabling the granular management of critical client scenarios, including power management, installation and usage of removable media, how security such as firewall should work .

Office 2010 (The City has licenses for Office 2010 deployment)

1. Workforce collaboration - Office 2010 has good integration with Microsoft Sharepoint environment to allow documents sharing and collaboration to have a better efficiency in information retrieval and management.

2. File format compatibility - As more and more documents received from outside are in Office 2007/2010 format, upgrading from current Office 2003 to 2010 will ensure file format compatibility and thus reduce support cost and frustrations.

This is a Capital Funded initiative and project cost includes:
a. Licensing for Windows 7 and Office 2010 (Annual licensing cost of $105,000 already included as part of total IT Maintenance Budget for Microsoft Enterprise Agreement ($600,000). The Microsoft Enterprise Agreement is renewed every 3 years.
b. Requires 2 FTEs (1 Project Leader - Grade H, 1 Application Tester - Grade F) at mid-range for 2011

and 2012. Previously approved 2010 capital funds has $150,000 to cover part of the projected expenses. Additional labour cost funded by Capital will be $50,000 for 2011 and $80,000 for 2012.
c. Professional Services for training and implementation support (estimate a total of 200 hours) will be $30,000. Expected to occur in 2011 and is in the current IT capital budget.

Identified challenges for this initiative are as follows:
1. Common with any major operating system upgrade, there may be certain applications unable to operate under Windows 7. However, there are risk mitigation options such as running the environment in a compatible mode (XP mode) or using virtualization technology.
2. Transition challenge - even with sufficient training, there are still challenges for user to adapt to a new user interface. Online help pages and focussed groups will be available to ease the adoption challenge.
3. Initial IT support - new features such as encryption (Bit Locker) may demand more IT support initially with required desktop/laptop hardware requirements.
4. Built-in templates/macros/data conversion - may require extra conversion efforts and possible client impacts.
5. Desktop hardware requirements - minimal hardware requirements must be met to support Windows 7 and there may be situations where hardware upgrade are necessary (e.g. required encryption logic built in, more memory or even a new central processing unit (CPU)).

Service Impact

Implementation plan will have Windows 7 upgrade completed first (Q4-2011 or Q1-2012) and ensure any operating issues resolved (estimate to be 3 months after completion) then conduct Office 2010 upgrade.

1. Better performance and reliability on the desktop environment.

2. Powerful Office productivity tools to enhance information sharing and collaboration.

3. Supported Platform - software vendor will provide effective support for current desktop operating system.

4. Better Protection - users could secure removable devices easily with proper hardware and Windows 7 operating system. Data will be protected with encryption in the event of device lost/stolen.

Comments

Business Plan and Budget

City of Mississauga

Budget Request # 344

Description of Proposed Initiative

Wireless Communication for Field Automation

Service Area

Business Services & Corporate Assets | Information Technology

Department

Corporate Services

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	400	0	140	190	50
Net Cost Funded from Tax Levy	400	0	140	190	50
Net Impact on Tax Levy		0.00 %	0.05 %	0.06 %	0.02 %
FTE	0	1	0	0	0
Capital Approved Forecast	900	900	600	300	300
Net Incremental Capital	0	120	420	390	0

Details of Service Change

Secure wireless coverage will allow the City to greatly improve employee efficiency, replace costly copper wire line connections, and reduce the operating costs of delivering municipal services in two key areas: employee mobility and automation of unattended services. A broadband wireless mesh network will enable the City to arm its employees in the field with access to applications running on Wi-Fi equipped laptops and/or handhelds, greatly improving their efficiency and responsiveness: Mobile Employees, Fleet/Vehicle tracking/dispatch, Traffic Monitoring/Communications.

Over the period 2011-2014, wireless infrastructure will be incrementally built. Operating budget includes funding for maintenance and support with increases per year as the infrastructure is completed. Incremental maintenance and support costs are: 2012 ($140,000), 2013 ($100,000), 2014 ($50,000).

Resources have been estimated at 1 FTE to maintain the current infrastructure we have built and the new wireless infrastructure being planned. Funding has been provided in capital to lead and coordinate the deployment with new contracted City resource in 2011 to be converted to Full Time Permanent in 2013 ($90,000).

Total capital costs (Net Incremental Capital and IT Capital Budget) for 2011-2014 are:
- 2011 ($1,020,000): $900,000 from IT Capital Budget and $120,000 Net Incremental Capital
- 2012 ($1,020,000): $600,000 from IT Capital Budget and $420,000 Net Incremental Capital
- 2013 ($690,000): $300,000 from IT Capital Budget and $390,000 Net Incremental Capital
- 2014 ($300,000) $300,000 from IT Capital Budget

Outsourcing costs are included in 2012 & 2013 ($120,000 and $90,000 respectively).

Anticipated operating savings for the Traffic Division alone will be $1.1 million over 4 years. Additional savings will come from other stakeholders utilizing field automation to improve staff effectiveness and efficiencies through field automation (eg. freeing office space, customer service in the field, remote 311 access, mobility, more efficient workflow, etc.)

A wireless infrastructure business case will be completed November 2010 in consultation with City stakeholders, Region of Peel, Peel Police and City of Brampton prior to proceeding with this project.

Service Impact

Departments leveraging a field mobility solution using City based Wi-Fi would increase productivity of staff in the field. Also enhanced IP services would be available to departments such as Traffic Signals and Corporate Security to replace Bell Analog copper phone lines with a fibre and wireless system having increased performance and decreased operating costs.

Comments

Budget Requests 169, 217, 218, 297, 337, 349, and 443 all have mobility and communication requirements dependant on this initiative.

Business Plan and Budget

City of Mississauga

Budget Request # 393

Description of Proposed Initiative

SAP Enterprise Reporting (Decision Support System)

Service Area

Business Services & Corporate Assets | Information Technology

Department

Corporate Services

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	0	0	119	48	0
Net Cost Funded from Tax Levy	0	0	119	48	0
Net Impact on Tax Levy		0.00 %	0.04 %	0.02 %	0.00 %
FTE	0	1.5	-0.5	0	0
Capital Approved Forecast	450				
Net Incremental Capital	0	500	256	100	100

Details of Service Change

The SAP Enterprise Reporting (Decision Support System (DSS)) brings data together to provide decision makers immediate access to trusted business information in order to use that information to make better-informed decisions. A Decision Support System provides Business Users the tools to create their own ad-hoc reports and present Executive Dashboards with what-if simulations using different data sources.

Currently, City staff use SAP Business Intelligence (BI), Crystal Reports and the Business Objects Enterprise (BOE) portal to create and distribute pre-determined operational reports. SAP Business Intelligence (BI) has been and will continue to be used by Finance staff for Capital Forecast Planning. Crystal Reports and Business Objects Enterprise (BOE) are front-end reporting tools used City-wide.

A Decision Support System has not been implemented at the City. City staff currently extracts data from different sources and manually manipulate the data in order to present the information to senior management. The current process is extremely time consuming and is prone to errors which generally results in low confidence in the accuracy of information. Leveraging SAP BI and BOE technologies to full potential will improve efficiencies and effectiveness in providing reliable information to optimize the decision making process.

The focus for 2011 is to:

1. Replace the SAP BI front-end tools, currently used for Capital Forecast Planning, with the BOE front-end tools in order to align with the SAP Business Intelligence roadmap. This will include implementing the DSS infrastructure required to deliver Ad-hoc Reporting and Dashboard capabilities and delivering key demonstrators for Capital Forecast Planning.
2. Deliver Ad-hoc Reporting and Dashboard demonstrators for the Human Resources Management team. This will include the ability to assemble data from various sources: SAP ECC, SAP BI, Peoplesoft and external files.

The focus for 2012 through 2014 is to provide Ad-hoc Reporting and Dashboard demonstrators for all departments which will be used by the Leadership Team. This will include implementing a Business Intelligence model that moves towards self-sufficiency and sustainable support.

A business case will be developed for this initiative before spring 2011.

Financial impacts for this initiative include:
2011 – Capital Impacts ($500,000): 1) Dashboard and Data Integrator Software Licenses including first year maintenance = $299,000, 2) Professional Services (Consulting, Planning, Installation, Training) = $60,000, 3) 3 Contract staff positions: Project Leader (Grade H), BOE Specialist (Grade F) and Application Developer (Grade F) effective mid-year 2011 = $141,000
2012- Capital Impacts ($256,000): 1) Professional Services (Consulting for Strategic Roadmap and Training) = $40,000, 2) Professional Service (Consulting) for delivery of ad-hoc reports and Dashboard demonstrators for other Departments = $75,000 ,3) 3 Contract staff positions: Project Leader (Grade H),BOE Specialist (Grade F) and Application Developer (Grade F) for Q1 & Q2 of 2012 = $141,000
2013 - Capital Impacts ($100,000): 1) Professional Services for Training = $25,000, 2) Professional Service (Consulting) for delivery of ad-hoc reports and Dashboard demonstrators for other Departments = $75,000
2014 - Capital Impacts ($100,000): 1) Professional Services for Training = $25,000, 2) Professional Service (Consulting) for delivery of ad-hoc reports and Dashboard demonstrators for other Departments = $75,000
2012- Operating Impacts ($119,000): 1) Annual support and maintenance fees for Dashboard and Data Integrator Software Licenses = $70,000, 2) Conversion of the BOE Specialist contract staff to Full-Time-Permanent position effective July 1, 2012 = $48,000, 3) Staff development for 1 new staff = $1,000
2013 - Operating Impacts ($48,000): 1) Annualization of 1 new staff = $48,000

Service Impact

Service Change:

- Creation of metrics and Key Performance Indicators across departments and data sources for a larger perspective on overall performance
- Improve efficiencies and effectiveness as Analysts spend time analyzing data instead of reproducing the same excel spreadsheets repeatedly
- Increase confidence in the accuracy of information
- Leveraging current investment of SAP and BOE products to full potential
- IT focus on backend data abstraction and infrastructure while the business focuses on creating reports with ease
- Self service reporting for quick reporting turnaround and modification
- Dashboards allow a window into performance at a glance and analysis of cause

Comments

Business Plan and Budget

City of Mississauga

Budget Request # 450

Description of Proposed Initiative

Mobile Applications

Service Area

Business Services & Corporate Assets | Information Technology

Department

Corporate Services

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	0	0	0	50	15
Net Cost Funded from Tax Levy	0	0	0	50	15
Net Impact on Tax Levy		0.00 %	0.00 %	0.02 %	0.00 %
FTE	0	1	0	0	-1
Capital Approved Forecast					
Net Incremental Capital	0	250	175	175	100

Details of Service Change

This initiative will see the development of a mobile applications and a mobile version of the eCity portal. While the portal today is accessible on many hand-held devices, the presentation is scaled to the size of the screen and usability is cumbersome.

As more research is required to move forward with this initiative, a business case will be developed in 2011.
Where required specific mobile web applications will be justified on their business merits and brought forward to the IT Committee.

Capital Impact:
Labour/FTE:
2011: $150K - 1 Contract staff consisting of 1 Project Leader (grade H) for 1 year;
2012 & 2013: $150K - 1 Contract staff consisting of 1 IT Business Analyst for 2 years ($75K per year).
Other:
$100K in 2011 to design/build/deploy/maint & support year.
$100K in subsequent years for more applications

Operating Impact:
$50K starting in 2013 for maintenance & support.
An additional $15K in subsequent years for maintenance & support of new applications.

Service Impact

Increased usage of City services, products, and information as citizens will be able to access City information from potentially any mobile and wireless device.

Comments

Business Plan and Budget

City of Mississauga

Budget Request # 526

Description of Proposed Initiative

VCOM Mobile Radio Replacement

Service Area

Business Services & Corporate Assets

Information Technology

Department

Corporate Services

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	0	0	0	0	0
Net Cost Funded from Tax Levy	0	0	0	0	0
Net Impact on Tax Levy		0.00 %	0.00 %	0.00 %	0.00 %
FTE	0	0	0	0	0
Capital Approved Forecast					
Net Incremental Capital	0	750	1,010	5,023	1,060

Details of Service Change

The City has been one of ten agencies to subscribe to the VCOM (Voice Communications System) mobile radio system, a Motorola 800 MHz trunked radio system, for the past 13 years. The VCOM system has reached capacity and end of life support from the manufacturer. In 2008 Peel Regional Police, hosted a stakeholder meeting identifying the need to replace this system in a multi-year project spanning 2010 to 2014.

The VCOM replacement system will be based on a Project 25 technology platform which is a digital radio public safety agency standard in North America. The new system will enable public safety agency interoperability and ensure future flexibility for growth.

The VCOM replacement system will require the entire city radio infrastructure to be replaced as well as the end user subscriber radio equipment. The City's portion of the infrastructure cost is estimated at $4.43 million and the end user subscriber radio equipment replacement costs is estimated at $3.412 million.

Service Impact

Departmental Radio Breakdown

Infrastructure and Radio Subscriber Equipment

VCom Infrastructure Share - $4,430,000
Payment Schedule: 2011: $750,000 2012: $1,010,000 2013: $1,610,000 2014: $1,060,000

Radio Unit / Subscriber Equipment - $3,412,800
Consists of:
Transportation & Works - $2,881,960
(Transit $2,362,160, Works $436,200, Enforcement $83,600)
Community Services (Rec & Parks) - $495,000
Corporate Services (Security) - $35,840

Total = $7,842,800 excl. taxes

*NOTE: Fire already has $2,978,000 funded for their needs separately in 2013

Comments

Business Plan and Budget

City of Mississauga

Budget Request # 557

Description of Proposed Initiative

Information Technology Reduction to Maintenance and Support Operating Budget

Service Area

Business Services & Corporate Assets | Information Technology

Department

Corporate Services

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	571	-146	0	0	0
Net Cost Funded from Tax Levy	571	-146	0	0	0
Net Impact on Tax Levy		-0.05 %	0.00 %	0.00 %	0.00 %
FTE	0	0	0	0	0
Capital Approved Forecast					
Net Incremental Capital	0	0	0	0	0

Details of Service Change

Information Technology reduction to maintenance and support operating as requested by the Leadership Team. Total requested is $504,000, Maintenance and support to be reduced by $146,200.

Service Impact

Reductions to IT maintenance and support budget:

Eliminate TOAD support: $13k
Eliminate eCity eForms support: $18.2k
Eliminate Tax Payment Processor support: $15k
Reduction to CISCO maintenance: reduce by $100k

Total reduction to maintenance and support budget: $146.2k

No service level impacts are expected.

Comments

Business Plan and Budget

City of Mississauga

Budget Request # 558

Description of Proposed Initiative

Expansion of the SAP Support Team to enhance services to use additional SAP modules

Service Area

Business Services & Corporate Assets | Information Technology

Department

Corporate Services

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	0	108	106	0	0
Net Cost Funded from Tax Levy	0	108	106	0	0
Net Impact on Tax Levy		0.04 %	0.03 %	0.00 %	0.00 %
FTE	0	2	0	0	0
Capital Approved Forecast					
Net Incremental Capital	0	0	0	0	0

Details of Service Change

With the full implementation of the SAP modules licenced by the City, ongoing support and development for both Finance and Human Resources will require 2 additional SAP IT staff. These positions will enable the City to address the backlog of development requests, further expand on the use of SAP, meet the needs of existing business requests, enhance our level of service, and take advantage of the investments made to date in SAP.

One FTE will be a SAP Application Developer and the second FTE will be for a SAP Portal Developer. Both positions will be essential for the City to take full advantage of the SAP modules that we are licensed for, more importantly meet all of the needs of the City with respect to self-service, enterprise and management reporting and ongoing SAP support.

It is critical that these positions exists in-house to work closely with all city staff and to ensure our expertise grows with the increased use of SAP as an enterprise application. These positions have been requested in previous years' budgets.

Some of the projects requiring this SAP expertise include:

- Integrated Budgeting Systems
- SAP Enterprise Reporting (Decision Support System)
- MAX Security Deposit Refund interface into SAP
- Transit Operations Information System - TOS replacement - SAP Interface
- Employee Self-Service / Manager Self-Service
- Implementation of new SAP modules, processes and systems as recommended by Finance E3 Review
- Conversion of Account Receivables Collection software to SAP

Service Impact

Currently these two positions are being resourced by capital funded staff. The opportunity is to bring the skill sets in-house to meet all of our support and development needs on a full-time basis as these contracts will be ending in 2011. The tasks performed by the two positions will have to be resourced through consulting engagments at a much greater costs to the City.

Comments

Annual budget increase for SAP Application Developer: $ 106,000
Annual budget increase for SAP Portal Developer: $ 106,000
Other cost increases include staff development: $2,000

Business Plan and Budget

City of Mississauga

Budget Request # 630

Description of Proposed Initiative

Multi Function Device Replacement - Cost Reduction

Service Area

Business Services & Corporate Assets | Information Technology

Department

Corporate Services

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	0	-137	0	0	0
Net Cost Funded from Tax Levy	0	-137	0	0	0
Net Impact on Tax Levy		-0.05 %	0.00 %	0.00 %	0.00 %
FTE	0	0	0	0	0
Capital Approved Forecast					
Net Incremental Capital	0	0	0	0	0

Details of Service Change

The City's contract (5 year contract) for Multifunction Devices expired and the bid award was made to Ricoh Canada based on the requirement of 60 million monochrome impressions over a period of 5 years. This new 5 year contract that will see the vendor replace all 170+ existing Multifunction Devices deployed throughout the City with up-to-date units.

Service Impact

The impact to the City is increased speed and productivity gains for the staff, increased life cycle, which means the machines, will have a longer life and thus reduce the overall cost of ownership and fewer service issues as they will not be working as hard as the MFDs that were replaced. This will result in less downtime and increase staff and department productivity.
Features of the new MFDs to reduce the overall cost include: duplexing as a default setting, password controlled printing, scan to email, colour scanning, and an increased speed over the old units.

Comments

Business Plan and Budget

City of Mississauga

Budget Request # 631

Description of Proposed Initiative

Cellular Device - Pooling of Voice Minutes - Cost Reduction/Avoidance

Service Area

Business Services & Corporate Assets | Information Technology

Department

Corporate Services

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	0	-144	0	0	0
Net Cost Funded from Tax Levy	0	-144	0	0	0
Net Impact on Tax Levy		-0.05 %	0.00 %	0.00 %	0.00 %
FTE	0	0	0	0	0
Capital Approved Forecast					
Net Incremental Capital	0	0	0	0	0

Details of Service Change

Utilizing the contract negotiated between the Region of Peel and Rogers Wireless in 2010, the new pricing structure allows for cost savings with the pooling of minutes for a large number of staff. The new pricing structure includes significant saving opportunities that will ease issues of administration. Previously chargeable items are now included in the base cost reducing the administrative efforts required for reconciliation of the user accounts.

The system access fee (SAF) has been removed allowing for an immediate cost savings of $6.95 per user for a total annual savings of $60,000.

Migrating staff to the new pooling rate plans would reduce the total current annual cellular spending by $84,000.

Total annual savings of the pooled plan is estimated to be $ 143,800.

Service Impact

None

Comments

Cellular Services are currently managed through Network Services. Each Division receives an individual invoice that is determined by the G/L account that users are billed.. There are currently 119 individual Rogers Wireless accounts with over 715 users distributed across those accounts. Currently 72% of our Rogers Wireless users are on a basic 200 minute plan. The other 28% of our users range in plan types of 325-900 minutes. Many of our “basic plan” users do not fully utilize their 200 minute allotment, and these minutes are unused month after month. Pooling

allows staff with unused minutes to be applied to staff that exceed their 250 minute allotment of airtime.

Provided that all users are approved to be added into the pooled rate plans, it is expected that the average use of pooled minutes per user will fall below 250 minutes per month.

Business Services - Service Summary 2011-2014

Category	FTE	2011	2012	2013	2014	Total Operating	Total Capital
Efficiencies	5	(35)	0	155	300	420	4,458
Service Level Adjustments	(1)	(85)	0	0	0	(85)	0
Growth	5	362	326	4	0	692	0
New Service Levels	6	87	477	56	(29)	591	1,445
Reserve Fund Transfers	0	0	0	0	0	0	0
Capital Only	0	0	0	0	0	0	250
Total Service Budget Impact	**15.8**	**329**	**803**	**215**	**271**	**1,618**	**6,153**

Business Services - Service Summary 2011-2014

BR#	Service	Initiative Description	Category	FTE	2011	2012	2013	2014	Total Operating	Capital 2011-2014
6	Business Services	Call Logger application for the 311 Call Centre	Efficiencies	0.0	0	0	0	10	10	0
22	Business Services	Automate Security Deposit Refunds into SAP Accounts Payable	Efficiencies	0.0	0	0	0	0	0	50
111	Business Services	Enhance Investment and Cashflow Management via Investments Portfolio Administration System	Efficiencies	0.0	0	0	0	0	0	0
356	Business Services	Implement new SAP modules, systems as recommended by Finance E3 Review	Efficiencies	4.5	0	0	155	155	310	3,000
489	Business Services	Review of Front End Procurement Software	Efficiencies	0.0	0	0	0	80	80	632
490	Business Services	Purchase of Time Tracking Software (docketing system)	Efficiencies	0.0	0	0	0	0	0	50
492	Business Services	Conversion of Materiel Management access database to Project Management software	Efficiencies	0.0	0	0	0	0	0	50
494	Business Services	Conversion of Accounts Receivable Access Database to SAP	Efficiencies	0.0	0	0	0	0	0	100
498	Business Services	Upgrade of Central Cashiers cashiering system	Efficiencies	0.0	0	0	0	0	0	326
502	Business Services	Reduce Utilities Costs in Central Stores	Efficiencies	0.0	(35)	0	0	0	(35)	0
572	Business Services	Invest in Workforce Management Software to better allocate 3-1-1 call centre agents	Efficiencies	0.3	0	0	0	55	55	250

Business Services - Service Summary 2011-2014

BR#	Service	Initiative Description	Category	FTE	2011	2012	2013	2014	Total Operating	Capital 2011-2014
		Subtotal	**Efficiencies**	**4.8**	**(35)**	**0**	**155**	**300**	**420**	**4,458**
34	Business Services	Reduce Size and Printing of 2011 to 2014 Business Plan and Budget book	Service Level Adjustments	0.0	(4)	0	0	0	(4)	0
392	Business Services	Printing Production Efficiency Initiative	Service Level Adjustments	(0.6)	(26)	0	0	0	(26)	0
503	Business Services	Redesign Tax Bills	Service Level Adjustments	0.0	(2)	0	0	0	(2)	0
514	Business Services	Reduce frequency of tax overdue notice mailings	Service Level Adjustments	0.0	(28)	0	0	0	(28)	0
561	Business Services	Cost Reduction Options For Communications	Service Level Adjustments	0.0	(25)	0	0	0	(25)	0
		Subtotal	**Service Level Adjustments**	**(0.6)**	**(85)**	**0**	**0**	**0**	**(85)**	**0**
25	Business Services	To improve the effectiveness of the Payroll Section	Growth	1.0	46	46	0	0	92	0
27	Business Services	Sustain and Maintain Current Finance Administration Support for 8 managers and 48 Staff	Growth	0.4	0	35	0	0	35	0
28	Business Services	Ensure SAP Payroll System is properly supported by the Financial Systems Support Team	Growth	1.0	80	25	0	0	105	0
485	Business Services	Talent Management/Leadership Development Initiatives	Growth	0.0	0	5	0	0	5	0

Business Services - Service Summary 2011-2014

BR#	Service	Initiative Description	Category	FTE	2011	2012	2013	2014	Total Operating	Capital 2011-2014
535	Business Services	Assess and evaluate current Corporate wide health and safety program	Growth	0.0	0	50	(50)	0	0	0
537	Business Services	Enhance Efficiency of HR Team By Addressing Administrative Support Needs	Growth	1.0	55	0	0	0	55	0
538	Business Services	Compensation Program Update	Growth	1.0	75	0	0	0	75	0
545	Business Services	Maximize Support Provided within Disability Management Program	Growth	0.0	0	5	0	0	5	0
546	Business Services	Management of Organizational Development Initiatives	Growth	1.0	61	61	0	0	122	0
592	Business Services	Ongoing support and sustainment of corporate knowledge base "KB City"	Growth	0.0	45	99	54	0	198	0
		Subtotal	**Growth**	**5.4**	**362**	**326**	**4**	**0**	**692**	**0**
12	Business Services	Improve insurance claim management, avoiding additional external adjuster costs	New Service Levels	1.0	0	100	0	0	100	0
20	Business Services	Improve and Standardize Budgeting Process by Implementing an Integrated Budget System	New Service Levels	1.0	0	175	0	0	175	0
23	Business Services	Enhance financial policy and grant management within the Finance Division	New Service Levels	1.0	0	75	25	0	100	0

Business Services - Service Summary 2011-2014

BR#	Service	Initiative Description	Category	FTE	2011	2012	2013	2014	Total Operating	Capital 2011-2014
482	Business Services	Staff resources to support IT capital procurements	New Service Levels	0.0	0	0	0	0	0	186
483	Business Services	Staff resources to support Recreation and Parks construction procurements	New Service Levels	0.0	0	0	0	0	0	124
486	Business Services	External Video Streaming	New Service Levels	0.0	7	2	1	0	10	25
495	Business Services	TXM - Refinement of Pre-Authorized Payment Plan	New Service Levels	0.0	0	0	0	0	0	0
496	Business Services	TXM - Development of Collections Module	New Service Levels	0.0	0	0	0	0	0	250
497	Business Services	E-tax forms integration with TXM	New Service Levels	0.0	0	0	0	0	0	50
501	Business Services	Implement Electronic Tax Bills	New Service Levels	0.0	0	0	0	0	0	50
531	Business Services	311 Self Serve on eCity	New Service Levels	1.3	0	0	0	31	31	220
536	Business Services	Complaint/Harassment Investigator	New Service Levels	1.0	0	100	0	0	100	0
544	Business Services	HR Process Review	New Service Levels	0.0	50	(50)	0	0	0	0
552	Business Services	Review current performance management process.	New Service Levels	0.0	0	75	0	(75)	0	0
555	Business Services	Develop Focused Departmental Wellness Programs	New Service Levels	0.0	0	30	(30)	0	0	0
560	Business Services	Communications Division Master Plan	New Service Levels	0.0	30	(30)	60	0	60	50

Business Services - Service Summary 2011-2014

BR#	Service	Initiative Description	Category	FTE	2011	2012	2013	2014	Total Operating	Capital 2011-2014
566	Business Services	Consolidation II - Full Consolidation of Animal Service Telephone Inquiries	New Service Levels	0.0	0	0	0	15	15	90
573	Business Services	Consolidation II - Recreation & Parks Registrations and Booking Inquiries into 311	New Service Levels	0.0	0	0	0	0	0	150
574	Business Services	Invest in Cisco Call Centre Reporting Tool	New Service Levels	1.0	0	0	0	0	0	250
		Subtotal	**New Service Levels**	**6.3**	**87**	**477**	**56**	**(29)**	**591**	**1,445**
018	Business Services	Develop a Long Term Financial Plan/ System to	Reserve Fund Transfers	0.0	0	0	0	0	0	0
7	Business Services	Improve Insurance Claims Management with a	Capital Only	0.0	0	0	0	0	0	250
Total Service Budget Impact				**15.8**	**329**	**803**	**215**	**271**	**1,618**	**6,153**

Business Plan and Budget

City of Mississauga

Budget Request # 6

Description of Proposed Initiative

Call Logger application for the 311 Call Centre

Service Area

Business Services & Corporate Assets

Customer & Business Services

Department

Corporate Services

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	0	0	0	0	10
Net Cost Funded from Tax Levy	0	0	0	0	10
Net Impact on Tax Levy		0.00 %	0.00 %	0.00 %	0.00 %
FTE	0	0	0	0	0
Capital Approved Forecast	75				
Net Incremental Capital	0	0	0	0	0

Details of Service Change

The implementation of Call Logging for the 311 Call Centre is planned for 2013 forming part of the quality assurance program and for dispute resolution. Call logging is a standard, important and valuable call centre technology considered by many to be an indispensable support tool. Call logging allows calls to be recorded for quality assurance, verification purposes and dispute resolution. The Call Logger, planned for 2013, will have the capacity to record all inbound calls to support follow up on citizen disputes or complaints and monitoring of the quality of customer service provided by 311 Customer Service Advisors (CSA).

Funding for the Call Logger was planned for as part of the Call Centre Consolidation initiative with $75,000 already allocated in PN 7533. The technology planned will be the same as what is in place for call logging at the Transit Call Centre. An Operating Budget allocation of $10,000 has been estimated in 2014 for the ongoing system maintenance fee of the Call Logging system.

Call Logging supports 311 Call Centre Operations in the following areas:

Quality Assurance
With call logging supervisors and managers can easily and quickly retrieve, review, and evaluate CSA calls to determine if accurate information was provided, customer service skills were effectively used and service request service levels and commitment were conveyed correctly.

Verification
Call logging enables the verification of information communicated, such as relaying citizen outstanding tax information or stages of a parking ticket infraction / consequences. Verification can be used to asses call types where error rates may abnormally high and cold be used to assess and employ changes to Knowledge Base and Standard Operating Procedures. By recording all inbound calls it can be assessed that the caller understands the information and has been correctly informed.

Dispute resolution
The voice recording of a call is useful for dispute resolution where neither party can corroborate their own account of what happened. The process of call handling will have a small percentage of errors given the

nature and complexity of information and services handled. Customers may also dispute what was conveyed on the phone or feel they were misinformed. According to industry statistics, these types of disputes are resolved successfully with the majority (90 to 95 % of call dispute situations) in favour of the CSA..

Call logging and recorded calls will align with the Public Complaints Procedure Policy 03-03-09 that allow complaints for up to 1 year from date of incident at which point they will be destroyed unless they form part of an active file.

Service Impact

The introduction of Call Logging will improve the quality of Customer Service and will enable verification of information and dispute resolution that is fair and equitable to the customer and staff. Call Logging was identified as a required and key technology of the Call Centre Consolidation initiaitve and supports both the Customer Service Strategy mission statement "to provide responsive, seamless and easily accessible customer service" in addition to item 3.6 of the strategy, *Quality Assurance*.

Comments

Business Plan and Budget

City of Mississauga

Budget Request # 7

Description of Proposed Initiative

Improve Insurance Claims Management with a Riskmaster System Upgrade & WebForm

Service Area

Business Services & Corporate Assets | Finance

Department

Corporate Services

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	0	0	0	0	0
Net Cost Funded from Tax Levy	0	0	0	0	0
Net Impact on Tax Levy		0.00 %	0.00 %	0.00 %	0.00 %
FTE	0	0	0	0	0
Capital Approved Forecast					
Net Incremental Capital	0	0	250	0	0

Details of Service Change

Today there is a fragmented service level with respect to data entry and reporting between Risk Management and Transit. Risk Management is entering data, including attachments, incidents, claims and notes into a system called Riskmaster. Transit is entering incidents, not attachments and follow-up notes due to system limitations, into a system called AIR. This is an in-house developed system. Both systems are currently no longer being supported, thus integrating these two systems is not an option. In the case of Riskmaster, there is a replacement version that is web based which is the system Transit and Risk Management are seeking to upgrade to.

Risk Management responds to claims throughout the organization. Many of the claims and incidents relate to the City's transit operation. In most cases, Transit is entering data into their system. Depending on the incident or whether the City receives a notice of claim, Risk Management requests the information from the AIR system and re-enters it into the Riskmaster system. Risk Management also requests information that Transit is storing in other systems. This unconsolidated approach to data management creates additional staff work in order to request, locate, download and re-enter data into another system. For example, if systems were to be consolidated, Risk Management would not need to contact Transit (except in a much more limited way, for example, to schedule an interview with a driver) and the data would already be in the system. Furthermore, organizing data and report creation is very difficult if not impossible to do using multiple non integrated systems. Comprehensive reports are a key tool in identifying and responding to areas of concern as well as areas of opportunity.

Since Transit and Risk Management also work with Security and Health & Safety, they too would have the option of having access to the system to enter information and run reports, thus increasing the overall level of reporting. Since this initiative was to have been completed in 2009, Transit, Risk Management and IT staff have already met and coding and business processes completed. Both Security and Health & Safety staff have also participated in the meetings in order to provide them with information on the Riskmaster system and strategy being taken with an option to also use the system.

Riskmaster is a licensed product that is supported by a company called CSC. CSC is a global corporation with over 90,000 employees and has been in business since 1959. Since attaining the Riskmaster product, CSC has developed several versions and in the last 5 years, has moved to a more powerful and flexible web based version. For example, even though the system would be used by different departments in the City, the look of the system and the information being displayed could be modified to meet the needs of each department. Riskmaster is being used by the TTC, City of Brampton, Region of Peel, Region of Durham and City of Hamilton. The City and TTC have used Riskmaster since 1996 and Brampton, Peel and Durham chose to proceed with Riskmaster following a competitive procurement process that took place in the last 4-years. For maintenance and support reasons, there are advantages in proceeding with a program that has had a successful track record and used by transit authorities/municipalities in

the GTHA. For example, the municipalities could contact each other for assistance on various uses of the system. In the US there are Riskmaster user groups, an advisory council and executive forums, bringing together nearly 500 organizations representing more than 15,000 users. Attempts are currently being made to start an Ontario / Canadian user group forum.

In addition to the Riskmaster system, this initiative will include the creation of web forms that once completed, will interface with the Riskmaster system, thus reducing data entry time and reducing the cost of purchasing licenses for all City staff that would enter data into the system. Web forms will replace Transit's current paper based forms, thus reducing the need for paper, photocopying (time to photocopy & cost of photocopy) and benefiting the environment. Eventually, Risk Management will be providing a web based form option for its existing forms (Form 103 & 352). Having departments complete the web based forms will allow Risk Management to efficiently and accurately record and report on non-Transit related incidents, for example, the frequency and cost of vandalism incidents or the number and type of swimming related incidents. Such information will assist applicable City departments in identifying and responding to areas of concern as well as areas of opportunity.

New budget / expenditures required $250,000. $130,000 was previously in the budget as this project was to take place in 2009, but subsequently removed. The $250K will be funded entirely from the capital budget. Capital expenditures include consulting costs to upgrade the current Risk Master System. There are no projected staffing or operating expense impacts.

Service Impact

Risk Management, Transit, and other departmental client groups will appreciate an improved risk management system and insurance webform that interfaces directly with the insurance system. Some of the benefits include improved reports, more efficient data entry, paper reduction, reduced emails, better information management, etc.

Comments

This project was originally planned to occur in 2009 / 2010 and has since been deferred to 2012 under this Business Plan, due to other business planning priorities.

Business Plan and Budget

City of Mississauga

Budget Request # 12

Description of Proposed Initiative

Improve insurance claim management, avoiding additional external adjuster costs

Service Area

Business Services & Corporate Assets | Finance

Department

Corporate Services

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	274	0	100	0	0
Net Cost Funded from Tax Levy	274	0	100	0	0
Net Impact on Tax Levy		0.00 %	0.03 %	0.00 %	0.00 %
FTE	3	0	1	0	0
Capital Approved Forecast					
Net Incremental Capital	0	0	0	0	0

Details of Service Change

The Risk Management Section is currently supported by three full-time staff (a Manager of Risk and Insurance, one Claims Coordinator, and one Claims Analyst). Due to the high outstanding claim workload, the Risk Management Section must also rely on the services of an external claims adjuster. Approximately 90 files are currently handled by an external claims adjuster, at an annual cost of $90,000 per year.

Currently, there are approximately 645 open claims managed by the Risk Management Section, with the amount of outstanding claims anticipated to increase in the future.

- Approximately 255 claims are non-litigation.
- Approximately 150 claims are related to accident benefits.
- Approximately 240 claims are in litigation.

The Risk Management Section manages all outstanding claim files, sets risk mangement and insurance strategies and processes across the Corporation, provides guidance and direction for legal assistance, assigns excess claims to external adjusters if required, and authorizes settlement payments.

A municipal benchmarking survey confirmed that the City's staff complement for Risk Management Services is low for the size, complexity, and amount of claims handled by the City. On average, insurance industry claim adjusters generally manage approximately 130 to 160 open files at any one time. Currently, the existing Risk Management Section handles on average 185 claims per person, well above the industry average. An additional 90 plus claims are also handled by an external claims adjuster. Finance believes the average number of claims handled per person should be reduced to more acceptable and manageable industry levels to ensure an effective and efficient operation.

Therefore, the Risk Management Section proposes to add another Claims Analyst to help support the growing claim submissions and to help reduce the current outstanding workload on other staff members. This internal resource will also help the Risk Management Section minimize the amount of claims assigned to external claim adjusters. The external claims adjuster cost to support the increased workload shift would be approximately $150,000 per year if an additional internal position was not available. As an

alternative solution, Risk Management can add a full-time resource at a cost of $100,000 per year to help balance the workload within the section and deal with growing claim submissions.

The Risk Management unit has increased by only one staff in the last ten years. Risk control and risk financing are also important functions within the Risk Management Section. Over the past few years, the increasing number of City contracts, projects, regulations, by-laws and departmental risk management and insurance demands have placed a significant workload burden on the Risk Management Section in addition to the outstanding claim management. For example, the number of City contracts being initiated or renewed has increased exponentially over the years. Risk Management is responsible for reviewing the insurance and indemnity clauses of these contracts, reviewing insurance certificates, and meeting with the respective parties when there are issues.

Request:
Claims Analyst, salary grade E, $75,000 per year. Budget $100,000.

If the additional workload was pushed over to the external adjuster for handling, this would cost $150,000 per year versus the cost of adding one full-time complement.

Service Impact

The new Claims Analyst position will allow the insurance claim workload to be redistributed and reduced to manageable levels per FTE.

Any incremental increases in insurance claim files can now be managed internally without assigning out to an external claims adjuster at a higher administrative cost per file.

With an additional resource, the Manager, Risk and Insurance can free up time to be more proactive with risk management and insurance practices and strategies across the Corporation and to devote more time to complex litigation files.

Comments

New Request.

Business Plan and Budget

City of Mississauga

Budget Request # 18

Description of Proposed Initiative

Develop a Long Term Financial Plan/ System to support LT financial planning initiatives

Service Area

Business Services & Corporate Assets | Finance

Department

Corporate Services

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	0	0	75	0	-75
Net Cost Funded from Tax Levy	0	0	0	0	0
Net Impact on Tax Levy		0.00 %	0.00 %	0.00 %	0.00 %
FTE	0	0	0	0	0
Capital Approved Forecast					
Net Incremental Capital	0	0	0	0	0

Details of Service Change

The Long Term Financial Plan will provide a framework that will assist City staff in providing long term financial information to the Council, public and senior levels of government.

It is comprised of 4 component parts: 1. creating new financial policies 2. adequacy of existing Reserve Funding 3. actual financial model/system 4. communication and education.

1. Creating New Financial Policies
This first step involves bringing a high level description of various fiscal policies which will be expanded into formal bylaws or policies over the next several years. Finance hopes to complete the initial corporate report for LT starting in 2010. Today, Council has approved several high level concepts such as "Do not raid reserves", "Growth pays for itself", etc. The high level descriptions would deal with such principles as revenue pricing principles, debt (including maximum repayment level, smart debt), operating impacts of each new facility that will include asset replacement costs.

2. Adequacy of Existing Reserve Funding
This section will deal with the amount of funding required to meet the City's long term liabilities related to maintaining the City's capital assets as well as provisions required to mitigate potential operating uncertainties. The scope of the work will include a long term financing plan to ensure that the City's assets are adequately maintained. It will also ensure the minimum and maximum funding levels associated with the City's Operating Reserves.

3. Actual Financial Model/System
Information obtained in part 1 and 2 of this note will be used to create a 10 year financial model which demonstrates the impact of all of these components as well as fundamental service level increases and new growth facilities such as BRT, Fire Training Centre, etc. A new Budget System will be a major tool in developing the long term financial model which will provide a longer term perspective in tax rate management.

4. Communication and Education
Although this is the last piece presented, it will be a part of the ongoing communication with Council and the public. Also, this piece can address wider scope economic issues related to the community as a

whole, such as, impacts from employment, demographics, education levels, inflation, construction costs etc.

Finance needs a long term financial planning tool that integrates into the business planning process and budgeting process, with a longer term financial vision and plan. It will allow for planning scenarios to help set or establish current planning requirements as well as providing a long term plan for managing tax rate increases.

The total cost for this initiative is $150,000, spread over two years. The $150,000 will be used to acquire a consultant to help design and build a forecasting model. The cost for this initiative will be funded through Reserve Funds (i.e. Capital). Finance hopes to leverage the new budgeting system in this process. Existing resources will be used to support the model review/development.

As internal staff are unable to complete the implementation of the E3 recommendations for a new system at the same time as this initiative, this note assumes that the majority of the work will be completed by an external consultant with a full time staff person assisting them on a part time basis (this will need additional resources).

Service Impact

This plan will better allow City to clearly determine the City's needs over a 10 year planning horizon as well as assisting Council to understand the long term impact of their decisions today.

Comments

New request.

Business Plan and Budget

City of Mississauga

Budget Request # 20

Description of Proposed Initiative

Improve and Standardize Budgeting Process by Implementing an Integrated Budget System

Service Area

Business Services & Corporate Assets

Finance

Department

Corporate Services

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	652	0	175	0	0
Net Cost Funded from Tax Levy	652	0	175	0	0
Net Impact on Tax Levy		0.00 %	0.06 %	0.00 %	0.00 %
FTE	6	2	-1	0	0
Capital Approved Forecast					
Net Incremental Capital	750	0	0	0	0

Details of Service Change

An integrated budget system will significantly increase the efficiency and effectiveness of the business plan and budget preparation process. The current process relies almost entirely on excel spreadsheets, and is very labour intensive. Changes cannot be implemented quickly and potential for errors is great, as data is transferred back and forth from R3 to spreadsheets. An integrated system would have all data in one system, provide a single point of entry, and free up expensive financial analyst time for analysis rather than data entry. While it will not reduce staff resources it will reduce future staffing requirements and improve information quality. The system will integrate current and capital budgets and support long term financial planning. Ideally an RFP should be issued in 2010 and system implementation will take place in early 2011. The system should provide the following:

- creation of detailed notes on initiatives for either business planning or business as usual as part of the pre-budget work done in the spring which directly integrates into the detailed budget creation
- capital budgeting which links operating and capital costs as well as funding sources, project descriptions and attributes, continuity schedules, debt modeling, etc. Operating data for capital initiatives can automatically be populated into operating budget
- allow for shifting of timelines for projects without having to re-enter data
- allow single point of entry and ability to "approve" or "not approve" initiatives, but retain data for future years
- allows for attributes to be attached to capital projects to support ad hoc reporting
- provides for various hierarchies so that budget data can be viewed by department, service, expenditure type
- support ad hoc reporting to meet senior management needs
- This information will be captured in such a way as to allow Finance to run scenarios under various assumptions (eg. construction costs increase by 3% vs 5%, diesel fuel at $0.10 vs $0.05 per litre)
- features salary and wage forecasting based on various scenarios
- creation of funding envelopes based on the approved initiatives
- easy entry of various detailed budget reallocations - low dollar value adjustments
- facilitates the ability to provide both detailed and summary information automatically
- integration of the budget information into the in-year monitoring process that will allow detailed forecast information to be accumulated in one place for both capital (works in progress) and operating

- Additional features that will provide efficiencies include adding text, additional comments or document management
- This new budget system will also support long term financial planning by providing for the preparation of multi year (minimum ten year) forecasts

A number of budget systems supporting municipal budgeting are available in the market.

FTE's will likely include corporate and departmental resources which will be recovered from capital. The capital costs are based on the 2004 project. Funding to be provided for IT Capital Budget.

The $750K is an estimate of all costs, including information technology resources to implement the system. The $50K noted is for ongoing licence and maintenance fees. Two full-time resources will be required to implement the new system in the first year funded from capital then reduced back to one Financial systems Support position in the second year to support the new system in the future.

The capital costs are comprised of $250K labour recovery and $500K system implementation. 2011 estimated labour cost of $250K is fully recovered from the capital project. In 2012, the remaining position will need to be funded from tax.

Service Impact

This proposed initiative will improve efficiency and automation which will allow financial staff to focus on analysis rather than data integrity. The proposed solution will simplify budget preparation in departments for non-financial staff. It will also eliminate labour intensive spreadsheet processes and improve data quality, reporting and analysis.

Comments

New request.

Business Plan and Budget

City of Mississauga

Budget Request # 22

Description of Proposed Initiative

Automate Security Deposit Refunds into SAP Accounts Payable

Service Area

Business Services & Corporate Assets

Finance

Department

Corporate Services

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	0	0	0	0	0
Net Cost Funded from Tax Levy	0	0	0	0	0
Net Impact on Tax Levy		0.00 %	0.00 %	0.00 %	0.00 %
FTE	0	0	0	0	0
Capital Approved Forecast					
Net Incremental Capital	0	50	0	0	0

Details of Service Change

Electronically interface security deposits refunds from MAX System into SAP Accounts Payable directly. Currently, the security deposit refund must be manually entered into MAX to reflect the drawdown or reduction. The Securities Coordinator then manually prepares a cheque requisition with the same information. Accounts Payable then takes the cheque requisition and manually enters the information into SAP Accounts Payable for payment.

This initiative will be funded entirely through capital and will require an IT application developer to build an interface to move refund adjustments from MAX to SAP Accounts Payable, avoiding duplicate processing. The other alternative is to move security deposit management from the MAX system to a new database platform that will allow SAP payment interfacing.

Service Impact

This proposed initiative will improve efficiency through automation by interfacing security deposit refunds into Accounts Payable, eliminating manual entry. This initiative will expedite refund payments and eliminate multiple manual entry.

Security Deposit Stats
# of Cash securities received in year: (2008) 1,223 (2009) 1,168
# of Cash securities released in year: (2008) 1,731 (2009) 2,060

These stats demonstrate the volume of cash deposit releases in a year versus new deposits received. Automation would free up a considerable amount of time for the Securities Coordinator and also reduce the amount of Accounts Payable invoice entries.

Efficiency:
This efficiency enhancement would free up approximately 25% of the Security Coordinator's time. This excess time will be used to manage the electronic refund processing process, working with the departments on clearing up old security deposits in the database, and assisting Accounting Team staff with other accounting area responsibilities (i.e. reconciliation, analysis to help balance workload requirements on those other accounting positions).

Comments

This business process efficiency request was raised a few years ago with Information Technology but was put on hold due to other information technology priorities and due to the uncertain future direction of the MAX system used within the Planning and Building Divisions. This is a first time request before Council as an identified efficiency priority.

Business Plan and Budget

City of Mississauga

Budget Request # 23

Description of Proposed Initiative

Enhance financial policy and grant management within the Finance Division

Service Area

Business Services & Corporate Assets

Finance

Department

Corporate Services

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	652	0	75	25	0
Net Cost Funded from Tax Levy	652	0	75	25	0
Net Impact on Tax Levy		0.00 %	0.02 %	0.01 %	0.00 %
FTE	6	0	1	0	0
Capital Approved Forecast					
Net Incremental Capital	0	0	0	0	0

Details of Service Change

Over the last five years, the overall staffing levels in the Financial Planning section have declined from 8.5 FTE's to 6.0. As a result of this reduction, combined with competing priorities, policy work in the Financial Planning section declined significantly in the last five years. Since the second Financial Policy Analyst position was reallocated for Business Planning within the Strategic Policy and Innovation Division for the preparation of the 2009/10 Business Plan, there is only one policy position dedicated for all policy work.

The workload demands on the Financial Planning (FP) staff have increased significantly over the years, especially with the growth and expansion of the City's Business Planning and Budget processes. Financial Planning staff have also experienced increased work through participation on many city-wide studies. In 2009, Financial Planning staff participated on 9 studies, with the vast majority of studies requiring the participation of the Senior Policy Analyst. All these factors have increased the workload, so staff are unable to prepare or update policies and bylaws which are critical for long term planning. As debt issuance is expected within the next couple of years, this will also impact the policy area. This position will be responsible for handling ad hoc information requests from clients and assist with development charges issues. This position will also explore government granting/funding opportunities for the City.

From 2009 to 2011, the overall shortfall in staff has been partially offset with the backfilling of permanent positions due to staff movement to one of the two ISF positions. In 2011, funding for these two positions will no longer be available and staffing levels will be reduced once again to 6.0 FTE's.

Financial policy and grant management is a responsibility area within Finance that needs to be enhanced and developed. Often, requirements or initiatives in these areas tend to be sacrificed or put aside for other financial planning priorities.

The proposed position assumes an April 1 hire date, with annualization in the following year.

Service Impact

If this position is not filled, policy related work will remain behind with the existing level of support. For example, updates on the City's Reserve and Reserve Fund and Budget Control By-law have been

attempted but not completed. With the long term planning vision, more focus on policy work is critical for the success of the Long Term Financial Plan.

Comments

New request.

Business Plan and Budget

City of Mississauga

Budget Request # 25

Description of Proposed Initiative

To improve the effectiveness of the Payroll Section

Service Area

Business Services & Corporate Assets | Finance

Department

Corporate Services

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	561	46	46	0	0
Net Cost Funded from Tax Levy	561	46	46	0	0
Net Impact on Tax Levy		0.02 %	0.01 %	0.00 %	0.00 %
FTE	8	1	0	0	0
Capital Approved Forecast					
Net Incremental Capital	0	0	0	0	0

Details of Service Change

The Payroll Section cannot sustain the current daily workload requirements with the existing level of staff complement. Significant overtime has been incurred consistently over the years to keep up with daily workload demands and collective agreement requests. Over the years, there has been an increase in payroll adjustments related to collective agreement changes. Some of these changes can be very complex and require limited turnaround times. The current SAPPHYR Project demands have also identified the need for additional Payroll resources to be available to support both the project demands and day to day operations.

Service Impact

As the Corporation and labour force grows, there will be an increased risk that the Payroll Section cannot meet expected workload demands, which could result in payroll processing errors, late or missed employee payments or third party remittances, failed pays or transfers to Bank, and internal and external audit concerns.

Without an additional senior payroll resource, the Payroll Section will continue to incur excessive amounts of overtime, leading to staff morale issues, absenteeism due to illness, increased payroll processing errors, etc. In 2009, Payroll staff faced all of these challenges and errors because of the lack of resources to help with the day to day requirements.

Payroll staff workload continues to escalate due to the following factors: growing workforce, complexities of union contracts, OMERS pension information and reporting requirements, payroll compliance to CRA payroll tax guidelines, implementation of processes and procedures to strengthen and enforce financial and payroll processing controls, implementation of new and existing payroll programs (i.e. United Way, Computer purchase program, Canada Savings bonds, etc..).

Payroll's responsibilities have evolved from just payroll data input to information analysis. A large percentage of the time is spent analyzing payroll information before a pay cycle is completed. These analytical and administrative processes consume a lot of time due to the sensitivity over the accuracy and details of the information.

A brief survey (unaudited) was completed in 2007 to compare the number of municipal employees per payroll FTE with neighbouring municipalities . Refer to the summary below. The survey clearly identified, at that time, that the City of Mississauga Payroll Section is understaffed compared to other municipalities and the survey average. Since 2007, the City's workforce has continued to grow while Payroll FTE's remained the same.

# of Employees per Payroll FTE:
Mississauga(2008): 998 employees per Payroll FTE
Mississauga(2007): 950 employees per Payroll FTE
Durham(2007): 833 employees per Payroll FTE
Peel(2007): 749 employees per Payroll FTE
Brampton(2007): 466 employees per Payroll FTE
Oakville(2007): 421 employees per Payroll FTE

Overtime Requirements in the last 4 years:
(2009) $50K, (2008) $15K, (2007) $10K, (2006) $9K, with an average overtime budget of $6600 per year. A majority of this overtime in 2009 and 2008 relates to the Payroll support and assistance to the SAPPHYR project and position backfill understaffing in Payroll. Going forward, the budgeted overtime will still be required for year end due to tight reporting and pay schedule times. This position would help minimize overtime to budget requirements.

Effectiveness:
The new position will help support current payroll workload demands improving the effectiveness of the Payroll Section. The quality of payroll processing will improve because staff will not have to rush or work long hours to get a pay completed.

Efficiency:
Overtime requirements would be reduced back to normal/ budgeted levels (approx $6600).

The additional senior payroll position will help balance the excess workload in the Payroll Section, minimizing the amount of overtime, and providing backup coverage during an absence, vacation, or participation on projects. Currently, existing Payroll staff have to double up their workload, and put in excessive amounts of overtime to keep up to date on the day to day requirements when someone is away or working on a project. It has been very difficult finding qualified payroll professionals to step in for a contract or short period of time because of their lack of knowledge with our payroll system and operational processes. Labour position assumes an April 1 hire date, with annualization in the following year.

Comments

New request.

Business Plan and Budget

City of Mississauga

Budget Request # 27

Description of Proposed Initiative

Sustain and Maintain Current Finance Administration Support for 8 managers and 48 Staff

Service Area

Business Services & Corporate Assets

Finance

Department

Corporate Services

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	80	0	35	0	0
Net Cost Funded from Tax Levy	80	0	35	0	0
Net Impact on Tax Levy		0.00 %	0.01 %	0.00 %	0.00 %
FTE	1.6	0	0.4	0	0
Capital Approved Forecast					
Net Incremental Capital	0	0	0	0	0

Details of Service Change

Currently, there are eight Managers and approximately 48 staff within the Finance Division and there is only 1.6 administrative FTE's within the section to support the entire group. The one full-time administrative FTE is dedicated primarily to supporting the Director of Finance. For the past number of years, this position was used to help support the Annual Budget Book format preparation which has been unfunded (no budget) and paid via labour gapping. The other 0.6 FTE is available to support the rest of the Managers and all administrative needs. Therefore, Finance recommends converting the existing part time administrative position (0.6 FTE) to full-time, representing an additional 40% in support time work. This position will support and back up the current full-time Administrative Assistant on all Finance administration duties and provide support and assistance to eight managers and 48 staff as required.

Finance administrative support positions are understaffed compared to other divisions within the Corporation. Finance recommends two full-time administrative position to support the Finance area rather than the 1.6 FTE positions currently in place.

Throughout the past 7 years, the Snow subsidy program has grown, the tax receipt program has grown, the full-time administrative position has been dedicated to the Director of Finance, and increased general administrative requirements (Time and Labour, drawdowns and receivings, supply ordering, etc.).

Also, the budget preparation process utilizes approximately three months (Oct-Dec) of this part-time administrative position on a full time basis which has been unfunded and paid through Division labour gapping.

Growth in Tax Receipt Forms for Donations:
2009: 471, 2008:682, 2007: 351

Growth in Snow Subsidy Claims:
2009: 203, 2008:184, 2007: 190 Claims processed
Application processing is compounded by numerous daily resident enquiries about the Snow subsidy program and eligibility requirements. Each enquiry requires a follow-up phone call back to the resident explaining eligibility requirements for the program.

Effectiveness:
The additional administrative time will enable more administrative support to Managers and staff. Financial Planning would have a budgeted resource to help with the Budget Book preparation process (unfunded in past). Any excess time can also be used to help support other financial areas with time sensitive administrative tasks. This position would also back up the existing full-time administrative position during vacations and illness.

Service Impact

The additional administrative support time can be used to assist and help the eight division managers with their reports and administrative needs. This position will also support the budget book preparation process by Financial Planning.

Comments

This part-time administrative position was full-time about 7 years ago. Back in 2003, a Finance Division business decision was made to make the administrative position part-time and move the additional part-time resource to Payroll to help with the payroll workload.

Business Plan and Budget

City of Mississauga

Budget Request # 28

Description of Proposed Initiative

Ensure SAP Payroll System is properly supported by the Financial Systems Support Team

Service Area

Business Services & Corporate Assets

Finance

Department

Corporate Services

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	101	80	25	0	0
Net Cost Funded from Tax Levy	101	80	25	0	0
Net Impact on Tax Levy		0.03 %	0.01 %	0.00 %	0.00 %
FTE	1	1	0	0	0
Capital Approved Forecast					
Net Incremental Capital	0	0	0	0	0

Details of Service Change

In June 2010, the City completed the first phase of the Peoplesoft system transition to SAP Payroll. The new SAP Payroll system has two modules, Time Reporting and Payroll. General industry practice requires one full-time position to support each module. Under the old Peoplesoft system, one position supported both the time Reporting and Payroll modules. This support model is not recommended in the new SAP Payroll system and could create a risk to the Corporation if the resource leaves or is off work. The SAP Payroll system is much more complicated and processing requirements are much more different than the Peoplesoft system.

Under the SAPPHYR Project, there is currently one full-time position from the Financial System Support Team supporting and one Payroll contract position implementing, supporting and maintaining the two modules. The Payroll contract position is currently funded from the project.

Finance recommends converting the contract position to full- time, within the Financial Systems Support Team, to ensure the new SAP Payroll system has the proper resources in place to maintain and support the system going forward. Inadequate system support could result in maintenance and development delays, payroll processing delays, upgrade delays, disrupted pays, etc. The two support positions will also provide back up coverage and support for each other during vacations, illness, or absences.

The contract payroll position working on the project will remain with SAPPHYR Project team until the new full-time position is approved in the 2011 budget. This position will be funded by 2010/11 labour gapping until the full-time position budget is approved and posted in 2011.

Other operating includes training and course costs of $5,000.

Labour position assumes an April 1 hire date, and annualized over two years.

Service Impact

If a full-time complement is not added to support the second payroll module, the Corporation could be at risk. Expensive outside consultant may need to be called in during emergencies or to help with excess workload. Overtime costs may also increase if only one person is responsible for all tasks.

Comments

New request.

Business Plan and Budget

City of Mississauga

Budget Request # 34

Description of Proposed Initiative

Reduce Size and Printing of 2011 to 2014 Business Plan and Budget book

Service Area

Business Services & Corporate Assets

Finance

Department

Corporate Services

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	9	-4	0	0	0
Net Cost Funded from Tax Levy	9	-4	0	0	0
Net Impact on Tax Levy		0.00 %	0.00 %	0.00 %	0.00 %
FTE	0	0	0	0	0
Capital Approved Forecast					
Net Incremental Capital	0	0	0	0	0

Details of Service Change

The City's existing Business Plan and Budget book is comprised of two volumes which total approximately 300 and 1,200 pages respectively. The majority of the costs are associated with the printing of the books.

Finance recommends reducing the amount of printed books and only provide books to key stakeholders. Other opportunities to support this initiative include issuing CD's instead of printing books, reducing the size of existing books, reusing binders, etc.

Overhead costs such as art work will continue to be incurred with the Business Plan and Budget Book development.

Service Impact

Finance will be investigating an electronic medium for delivering and distributing the budget book (i.e. CD's). Finance will also look at redesigning the book to streamline the information while reducing the less detailed and unnecessary information. Various options will be explored with LT.

Comments

New request.

Business Plan and Budget

City of Mississauga

Budget Request # 111

Description of Proposed Initiative

Enhance Investment and Cashflow Management via Investments Portfolio Administration System

Service Area

Business Services & Corporate Assets

Finance

Department

Corporate Services

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	22	0	0	0	0
Net Cost Funded from Tax Levy	0	0	0	0	0
Net Impact on Tax Levy		0.00 %	0.00 %	0.00 %	0.00 %
FTE	0	0	0	0	0
Capital Approved Forecast					
Net Incremental Capital	0	0	0	0	0

Details of Service Change

The Investment, Debt and Treasury Administration System Project will provide the City with a front office system to monitor, maintain and report on investments, debt and treasury operations in a transparent and timely fashion. The Investment Section is looking at "hosted ASP" model rather than a purchased or developed solution.

The system may require an Information Technology Project Lead (i.e. 50% of time) to help implement and support the system. Temporary external (vendor) consulting may also be required during the implementation.

There are no net costs for this initiative because all investment costs are fully recovered from investment earnings.

Service Impact

The Project benefits the City in numerous ways: (1) Provides the City with an investment finance administration system where there currently is none. An investment, debt and treasury administration system will enhance transparency, accessibility, accounting, auditing and reporting of the City's investment, debt and treasury positions, and operations. (2) Without a formal system (as opposed to the current ad hoc front office spreadsheet method), the City is exposed to business continuity and succession risk, regarding investment, debt and treasury management. The adoption of a formal front office administration for the operations will mitigate and/or remove this risk. (3) A formal investment finance administration system is expected to reduce the time to report ongoing financial information from investments and treasury operations. It is also expected (i) to reduce errors related to "manual" calculations of complex financial calculations (e.g. amortization vs. interest for a "floating rate note") and, (ii) to reduce errors from the "manual" movement of data and calculations across numerous spreadsheets. (4) A formal investment finance system will enhance the ability of finance staff to conduct analysis of various scenarios for future financial requirements.

Finance is looking for a hosted system. Finance believes this system will be externally hosted/provided and therefore funded through the operating budget rather than Capital. Finance estimates that it will cost $75K in the first year to implement and then drop to $50K in future years as an annual licensing/service

cost. This cost will be recovered from the current year interest revenues.

Efficiencies:
This proposed system, which includes process automation, can possibly free up an estimated 35% of the Investment Analyst position's time which can be used to support the increasing demand for Finance to participate on citywide projects. This position can also use this excess time to manage future debt planning and reporting requirements. Finance estimates that the City may require short term financing (i.e. line of credit) and possibly long term debt within the next few years. This will be a new responsibility to manage for the Investment section.

This system will be vital to managing future debt accounting and reporting which we do not have today.

Comments

This initiative was raised in previous year budget discussions. However, the initiative was deferred due to other Information Technology priorities in the last few years.

Finance began preliminary investigation of investment systems in Q3/09. Finance expects to narrow the focus on potential systems for selection in early 2011, pending approval of this initiative.

Business Plan and Budget

City of Mississauga

Budget Request # 356

Description of Proposed Initiative

Implement new SAP modules, systems as recommended by Finance E3 Review

Service Area

Business Services & Corporate Assets

Finance

Department

Corporate Services

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	611	0	0	155	155
Net Cost Funded from Tax Levy	611	0	0	155	155
Net Impact on Tax Levy		0.00 %	0.00 %	0.05 %	0.05 %
FTE	7	0	1.5	1.5	1.5
Capital Approved Forecast			1,000	1,000	1,000
Net Incremental Capital	0	0	1,000	1,000	1,000

Details of Service Change

There are three objectives to this initiative:

1. Finance recommends implementing new SAP modules or other systems to improve financial and operational reporting and improve Financial Services as identified and recommended in the Finance E3 review . Municipalities in Canada that use SAP typically have 13 to 16 modules and tools. Mississauga currently has 4. With SAPPHYR Mississauga will have 9 modules. New module(s) will enable the Finance team to quickly respond to requests made by the Leadership Team and Council. A Financial Systems Support (FSS) resource and IT Resource will be required to implement and maintain the new SAP module(s). This FSS resource will also aid in reducing the backlog of financial system efficiencies and enhancements throughout the finance organization for all SAP modules.

2. These budgeted funds would also be available for TCA system enhancements or TCA system review.

3. These budgeted funds would also be available for SAP business process enhancements to remove manual processes between the departments and Corporate Payroll.

Other operating expenses include training and course costs of $5,000. Labour includes one FTE for Financial System Support to support the new module and 0.5 FTE for IT Project Manager/and Developer. The labour cost would be included in the capital cost in the 1st year then the labour would be transferred to operating the following year.

Service Impact

This initiative will improve the efficiency and effectiveness of our SAP enterprise system, providing better business processes and information to help staff manage and control the many service areas across the Corporation.

Comments

This initiative was recommended by the Finance E3 Review in 2010.

Business Plan and Budget

City of Mississauga

Budget Request # 392

Description of Proposed Initiative

Printing Production Efficiency Initiative

Service Area

Business Services & Corporate Assets

Communications

Department

Corporate Services

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	86	-26	0	0	0
Net Cost Funded from Tax Levy	86	-26	0	0	0
Net Impact on Tax Levy		-0.01 %	0.00 %	0.00 %	0.00 %
FTE	2	-0.6	0	0	0
Capital Approved Forecast					
Net Incremental Capital	0	0	0	0	0

Details of Service Change

The Challenge:

Demand for printing services has grown at a rate of 6% to 8% per year for the last five years. This is expected to continue in the foreseeable future.

In the last five years, increases in productivity through the adoption of common printing industry practices have allowed the Print Shop to absorb this increase in volume as well as reduce its average unit cost of production.

It is unlikely that this process can continue to yield yearly productivity increases sufficient to absorb future growth. Pressure for cost control may make it impossible to deal with the expected increase in demand by increasing staffing.

The Response:

The Print Shop proposes to continue increasing productivity through the adoption of Lean Production.

Lean is generic term used to refer to the philosophy, concepts, strategies, tools, and practices, derived from the Toyota Production System. Lean seeks to realize dramatic improvement in productivity and quality by eliminating waste. Lean defines waste as any use of resources that does not *directly* add value to the customer.

Lean is not only an opportunity to control costs (successful implementations have seen increases in productivity of 100% or more); the participatory nature of the Lean process promotes employee engagement and offers growth and leadership opportunities to every employee. This ties in nicely to our values of Trust, Quality and Excellence.

Resources Required:

Lean process includes staff development and training costs (which are within current budget) that will train staff to closely examine each current process in printing and to look for efficiencies, to not incurr additional costs and improve producitivity. The participatory nature of the Lean process promotes employee engagement and offers growth and leadership opportunities to every employee. This in turn provides opportunities for efficiencies and continuous improvement.

Expected cost reduction impact: $26,500 part time labour savings starting in 2011.

Service Impact

There will be no change in service level. The purpose of the initiative is to accommodate increase in demand without increase in staff or decrease in service level.

The current on-time delivery of 97% will be maintained. The average cost per page will continue to decrease. (2007 - $.0520; 2008 - $.045; 2009 - $.041)

Comments

The Print Shop will examine the details of all processes, one at a time, to identify and make small improvements that amount to cumulativel)y large improvements in productivity. Beyond the projected 2011savings in temporary labour, it is difficult to precisely quantify the long-term financial savings impact of implementing this new process. However, based on the experience of others, we can expect improvements of up to 60% in efficiency over time. These efficiencies will enable the Print Shop to either decrease operating costs or manage increased print demands with current resources. Implementation costs for the Lean Printing initiative will be funded from existing operating resources.

Business Plan and Budget

City of Mississauga

Budget Request # 482

Description of Proposed Initiative

Staff resources to support IT capital procurements

Service Area

Business Services & Corporate Assets

Revenue & Materiel Management

Department

Corporate Services

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	0	0	0	0	0
Net Cost Funded from Tax Levy	0	0	0	0	0
Net Impact on Tax Levy		0.00 %	0.00 %	0.00 %	0.00 %
FTE	0	1	0	0	-1
Capital Approved Forecast					
Net Incremental Capital	0	62	62	62	0

Details of Service Change

Materiel Management is organized around buying teams. The buying teams are aligned with major spending categories - Information Technology, Community Services including Facilities Construction and Maintenance, Transportation and Works including vehicle purchases and infrastructure construction and maintenance and general operations.

The technology buying team consists of a Senior and an Intermediate Buyer. In recent years, the number of technology procurements has increased substantially as the City has invested in PC's, servers, cabling and wireless access, enterprise software systems, building automation systems, information boards, etc. The complexity of technology procurements has also increased as a result of the ability of technology products to interact with each other, the fact that more can be done with technology and the diversity of technology products. Technology purchases also contain a large legal component to address contractual and licensing concerns.

Technology purchases require large teams and an extensive evaluation period to ensure that the City is able to choose the right product. The purchases therefore require a large effort by the buyer to coordinate the procurement and minimize the risk to the City of purchasing the wrong product with inappropriate terms or cost.

The technology buying team must be augmented to ensure that the technology workplan can proceed at the pace outlined in the business plan. A second Intermediate Buyer is required to allow the buying team to expand its capacity to complete the workplan on a timely basis. This level of position is required due to the complexity of the work involved in technology purchases and the experience needed to negotiate with vendors, understand licensing issues and properly identify the client's needs. Since this work is related to capital projects it is proposed that funding for this position be included as part of the project and funded from the capital budget. The position would be filled by a contract employee so that if the number of technology projects decreases in the future, the position could be phased out as necessary.

Service Impact

Approval of this position will improve technology procurement turnaround and reduce work backlogs. It also ensures that internal control and compliance with by-law objectives are met as staff have adequate

time to complete a procurement.

Comments

Business Plan and Budget

City of Mississauga

Budget Request # 483

Description of Proposed Initiative

Staff resources to support Recreation and Parks construction procurements

Service Area

Business Services & Corporate Assets

Revenue & Materiel Management

Department

Corporate Services

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	0	0	0	0	0
Net Cost Funded from Tax Levy	0	0	0	0	0
Net Impact on Tax Levy		0.00 %	0.00 %	0.00 %	0.00 %
FTE	0	0	1	0	-1
Capital Approved Forecast					
Net Incremental Capital	0	0	62	62	0

Details of Service Change

Materiel Management is organized around buying teams. The buying teams are aligned with major spending categories - Information Technology, Community Services including Facilities Construction and Maintenance, Transportation and Works including vehicle purchases and infrastructure construction and maintenance and general operations.

The Community Services/Facilities Construction and Maintenance team consists of a Senior Buyer, two Intermediate Buyers and a Junior Buyer. This team was responsible for most of the Infrastructure Stimulus Funding (ISF) procurements over the past year and a half. Since the ISF program will be complete in March 2011, one Intermediate Buyer which was funded from the program will be eliminated in December 2010.

As can be seen from the 2011 to 2014 Business Plan, there are a significant number of capital facilities and parks projects scheduled, including a period of catch up after the Stimulus Program is completed. There will be an insufficient number of Buyers available to allow these projects to proceed without delay. It is proposed that the buying team be increased from one to two Intermediate Buyers in 2012 to manage the workload. Since this work is related to capital projects it is proposed that funding for this position be included as part of the project and funded from the capital budget. The position would be filled by a contract employee so that if the number of facilities and parks projects decreases in the future, the position could be phased out as necessary.

Service Impact

Will improve procurement turnaround time and reduce backlog in the number of procurements. It also ensures that internal control and compliance with Purchasing By-law objectives are met as staff have adequate time to complete a procurement.

Comments

Business Plan and Budget

City of Mississauga

Budget Request # 485

Description of Proposed Initiative

Talent Management/Leadership Development Initiatives

Service Area

Business Services & Corporate Assets

Human Resources

Department

Corporate Services

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	210	0	45	0	0
Net Cost Funded from Tax Levy	210	0	5	0	0
Net Impact on Tax Levy		0.00 %	0.00 %	0.00 %	0.00 %
FTE	0	0	0	0	0
Capital Approved Forecast					
Net Incremental Capital	0	0	0	0	0

Details of Service Change

Continued maintenance and growth of talent management/leadership development initiatives including:
- Continued delivery of the “Leadership Readiness” workshop which provides non-supervisory staff with an opportunity to explore individual leadership interest and potential.
- Development of a Talent Management database application to support the administration of corporate succession programs and management of key talent.
- Delivery of “Leadership Coach” training to all managers and supervisors (Team 300).
- Reassessment and update of the “Leadership Fundamentals” program (initially launched in 2005) to ensure the program continues to meet the needs of supervisors and managers.
- Development of a new “First Steps to Leadership” program for staff providing functional guidance. (Team Leaders, Lead Hands, Administrative Coordinators, Parks Persons I, Facility Operator 1)

Service Impact

Conversion of an existing contract position to a full time permanent complement position and consulting/software to support the program.
Without the additional resources, leaders and aspiring leaders in the Corporation will have less leadership development opportunities. We will not have the tools to fully manage and support key talent in the Corporation’s succession programs. These programs are essential to ensure business and leadership continuity.

Comments

$5,000 is an incremental cost for conversion of one contract FTE to a full time position,
$40,000 is one-time cost for software and/or consulting to develop an automated Talent Management tracking system to support leadership development and succession planning.

Business Plan and Budget

City of Mississauga

Budget Request # 486

Description of Proposed Initiative

External Video Streaming

Service Area

Business Services & Corporate Assets | Communications

Department

Corporate Services

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	20	7	2	1	0
Net Cost Funded from Tax Levy	20	7	2	1	0
Net Impact on Tax Levy		0.00 %	0.00 %	0.00 %	0.00 %
FTE	0	0	0	0	0
Capital Approved Forecast					
Net Incremental Capital	0	25	0	0	0

Details of Service Change

Through a partnership with Rogers TV Mississauga, live and archived video of City Council meetings are currently available to residents on the Rogers TV website. The City links to this video to provide our residents with live and archived video access to Council meetings. This project would expand online access to public meetings for our residents by allowing us to video stream General Committee Meetings; Planning and Development Committee Meetings, Committee of Adjustment Meetings; Audit Committee Meetings; Information Meetings; Emergency Announcements; or Media Conferences that are held in the Council Chambers. In addition, the initiative would enable the City to broadcast live video of events and activities that take place on the Civic and Library Squares.

Service Impact

Our City's changing demographics and increased Internet usage rates will make online access to information a 'channel of choice' for accessing government communications in the 21st Century. This initiative will be a cornerstone to improving public access to our democratic processes, ensuring accountability to our residents and increasing government transparency. Over the longer term, the initiative could also lead to cost savings for paper-based meeting materials (i.e. agendas, reports, etc.), since a greater proportion of these materials would be transitioned online for web-based viewers of these meetings.

Labour cost funding starting in 2011 through to 2013 and beyond will be required to fund overtime costs for the IT Audio Visual staff to support video streaming for committee and public meetings that occur outside of regular business hours. Capital costs required for this initiative are one-time costs of $10,000 for a multi-media lap top or portable media encoder and $15,000 for a web media server. Other ongoing costs of approximately $6,000 per year would be required to purchase additional bandwidth in order to support the requirements for regular streaming of video on the City's IT Network.

Comments

The current success of streaming City Council Meetings on the web has validated the public's demand for this level of access to their municipal government. Expanding access to municipal meetings online will improve awareness of municipal issues and improve citizen engagement and event participation efforts.

Business Plan and Budget

City of Mississauga

Budget Request # 489

Description of Proposed Initiative

Review of Front End Procurement Software

Service Area

Business Services & Corporate Assets

Revenue & Materiel Management

Department

Corporate Services

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	0	0	0	0	80
Net Cost Funded from Tax Levy	0	0	0	0	80
Net Impact on Tax Levy		0.00 %	0.00 %	0.00 %	0.02 %
FTE	0	0	0	0	0
Capital Approved Forecast					
Net Incremental Capital	0	50	50	532	0

Details of Service Change

The City's financial software SAP automates the payment of invoices by matching purchase orders which are produced by the software with invoices received from suppliers. The City has not automated any of the purchasing processes which precede issue of a purchase order and which include development of a tender or proposal document, evaluation of bids received, approval and issue of a bid award. Management Consulting recently reviewed the Materiel Management function and recommended the purchase of software which would automate the front end of the procurement process (ie. the procurement tasks before issue of the purchase order). This would improve productivity of the work unit and increase the ability of staff to manage work demands and meet project timelines and work targets.

It is not known what products are available in the marketplace that would provide this functionality. A needs analysis should be developed in 2011 and information gathered on available software and the software purchased and implemented in 2013.

Service Impact

Procurement software would automate many of the procurement processes that are currently paper based and manual and would improve efficiency and effectiveness throughout the purchasing function. It would allow for greater consistency of documents and speed up the procurement process.

Comments

LT approved initiative as part of the Economy, Efficiency and Effectiveness (E3) study by Management Consulting on the Materiel Management area.

Business Plan and Budget

City of Mississauga

Budget Request # 490

Description of Proposed Initiative

Purchase of Time Tracking Software (docketing system)

Service Area

Business Services & Corporate Assets

Revenue & Materiel Management

Department

Corporate Services

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	0	0	0	0	0
Net Cost Funded from Tax Levy	0	0	0	0	0
Net Impact on Tax Levy		0.00 %	0.00 %	0.00 %	0.00 %
FTE	0	0	0	0	0
Capital Approved Forecast					
Net Incremental Capital	0	50	0	0	0

Details of Service Change

A Management Consulting review of the Materiel Management function reviewed best purchasing practices and recommended that a project management approach be adopted to better manage procurements and improve the efficiency and effectiveness of the purchasing unit. A project management approach requires development of a project plan for each High Value Procurement (procurement over $100,000), approval of the plan by management and ongoing monitoring of actual results compared to the plan. In simple terms, this means establishing a time budget for each task and then recording the actual time spent on the task.

During 2010, staff analyzed typical procurements and established target timelines for different types of procurements. The purchase and implementation of a time docketing system will allow staff to record time spent on projects and tasks, to compare these to budget and to aggregate this data with other projects to ensure that the established target timelines are being met. Time recording will allow staff to manage projects more effectively, identify bottlenecks, achieve a better understanding of work capacity in the unit and assist in staff allocation for future procurements.

Service Impact

Will allow better scheduling of work and identification of staff resourcing requirements. Will also provide ongoing statistics comparing procurement times to targets.

Comments

LT approved initiative as part of the Economy, Efficiency and Effectiveness (E3) study by Management Consulting on the Materiel Management area.

Business Plan and Budget

City of Mississauga

Budget Request # 492

Description of Proposed Initiative

Conversion of Materiel Management access database to Project Management software

Service Area

Business Services & Corporate Assets

Revenue & Materiel Management

Department

Corporate Services

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	0	0	0	0	0
Net Cost Funded from Tax Levy	0	0	0	0	0
Net Impact on Tax Levy		0.00 %	0.00 %	0.00 %	0.00 %
FTE	0	0	0	0	0
Capital Approved Forecast					
Net Incremental Capital	0	50	0	0	0

Details of Service Change

Materiel Management maintains a database in Microsoft Access which contains information on each procurement (procurement number, description of procurement, value, buyer, contract manager, etc.). This database allows Materiel Management staff to monitor the progress of each procurement and provides Council with a monthly information report on procurement awards made that month.

In a recent review of the Materiel Management function by Management Consulting, it was determined that additional information could be captured in the database that would allow procurements to be managed more effectively and would provide historical information which could be used for planning of future procurements.

In addition, Management Consulting has recommended that a project management approach be utilized to better manage procurements and improve the efficiency and effectiveness of the purchasing unit. A project management approach requires development of a project plan for each High Value Procurement (procurement over $100,000), approval of the plan by management and ongoing monitoring of actual results compared to the plan.

The existing Microsoft Access database lacks the sophistication necessary to properly monitor projects based upon a project management approach and also lacks reliability and stability. While reliability and stability could be improved by converting the database to Microsoft Sequel Server, as originally recommended by Management Consulting, it would be preferable to purchase software that explicitly provides project management functionality. Information Technology has proposed the purchase of such software and has determined that Materiel Management's needs can be met with it.

Service Impact

Purchase of software will improve ability to manage procurements and increase the effectiveness of the Materiel Management unit.

Comments

LT approved initiative as part of the Economy, Efficiency and Effectiveness (E3) study by Management Consulting on the Materiel Management area.

Business Plan and Budget

City of Mississauga

Budget Request # 494

Description of Proposed Initiative

Conversion of Accounts Receivable Access Database to SAP

Service Area

Business Services & Corporate Assets

Revenue & Materiel Management

Department

Corporate Services

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	0	0	0	0	0
Net Cost Funded from Tax Levy	0	0	0	0	0
Net Impact on Tax Levy		0.00 %	0.00 %	0.00 %	0.00 %
FTE	0	0	0	0	0
Capital Approved Forecast					
Net Incremental Capital	0	0	100	0	0

Details of Service Change

The City uses a Microsoft Access database (ARC) to manage its miscellaneous accounts receivables. This database records invoice transactions, calculates interest charges on past due invoices, records payments against an invoice and provides a repository of collection procedures taken and staff notes related to an outstanding account. In 2007 the City implemented invoicing through a separate system, the City's enterprise wide financial system SAP, with the intent that over time the Microsoft Access database would be phased out and its functionality transferred to SAP. Due to the upgrade of the SAP system in 2008/9 and implementation of SAP payroll in 2009/10, this transfer of functionality did not occur. As a result, records are being updated in two software systems and additional staff time is required to reconcile and keep the two systems in balance with each other. It would be prudent to eliminate the Microsoft Access database and move all of the miscellaneous accounts receivable functionality to the SAP software. This will improve the efficiency and effectiveness of the collections function.

Service Impact

Will avoid duplicate entry of transactions, eliminate need to reconcile two systems and will allow department access to collections information on invoices related to their area. Currently access to miscellaneous accounts receivable information is only available in the Collections unit and paper reports are provided to the department financial units.

Comments

Business Plan and Budget

City of Mississauga

Budget Request # 495

Description of Proposed Initiative

TXM - Refinement of Pre-Authorized Payment Plan

Service Area

Business Services & Corporate Assets

Revenue & Materiel Management

Department

Corporate Services

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	0	0	0	0	0
Net Cost Funded from Tax Levy	0	0	0	0	0
Net Impact on Tax Levy		0.00 %	0.00 %	0.00 %	0.00 %
FTE	0	0	0	0	0
Capital Approved Forecast					
Net Incremental Capital	0	0	0	0	0

Details of Service Change

The City developed a proprietary property tax system in 1998 called TXM. This tax system is also used by three GTA municipalities under license from the City. The tax system has evolved over time to include new functionality and to maintain compliance with changes in Property Tax Legislation enacted by the Province of Ontario.

The City offers a Pre-Authorized Tax Payment Plan (PTP) to taxpayers whose property tax account is up to date. 54,645 taxpayers or 27% of the property tax accounts participate in the PTP plan which provides for twelve monthly property tax payments through direct withdrawal from a taxpayers bank account or alternatively through direct withdrawal on the regularly scheduled six tax payment due dates. A modification is required to the system to allow accounts with arrears to be added to and included in the monthly payment plan or spread out in the regular payment. This would assist taxpayers who wish to enroll in the plan by spreading out any arrears into future monthly payments. This is a complex change as a number of system modules are affected including the interest calculation module.

Service Impact

Will improve ability to collect arrears and will encourage more taxpayers to sign up for the pre-authorized tax payment plan (PTP).

Comments

Part of TXM 2011 Workplan. No additional costs.

Business Plan and Budget

City of Mississauga

Budget Request # 496

Description of Proposed Initiative

TXM - Development of Collections Module

Service Area

Business Services & Corporate Assets

Revenue & Materiel Management

Department

Corporate Services

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	0	0	0	0	0
Net Cost Funded from Tax Levy	0	0	0	0	0
Net Impact on Tax Levy		0.00 %	0.00 %	0.00 %	0.00 %
FTE	0	0	0	0	0
Capital Approved Forecast					
Net Incremental Capital	0	0	250	0	0

Details of Service Change

The City developed a proprietary property tax system in 1998 called TXM. This tax system is also used by three GTA municipalities under license from the City. The tax system has evolved over time to include new functionality and to maintain compliance with changes in property tax legislation enacted by the Province of Ontario.

One opportunity for new functionality is to develop a tax collections module. The existing collections functionality includes Collection staff notes on conversations and arrangements with taxpayers, identification on the customer information page used by Call Centre and other staff that an account is "in collection" and automated production of overdue notices which are produced in December, April, June, September and January. Proposed new functionality would include ability to automatically move accounts through the various collection steps, ability to make payment arrangements, ability to flag or identify specific accounts based on input criteria, ability to assign accounts to the Bailiff, Legal Services or Collection Agency, automation of the tax sale process including production of statutory notices and legal documents, tracking and monitoring of accounts under collection and production of collection reports and statistics.

Automation of tax collections functionality would improve the efficiency and effectiveness of the Collections unit, assist in managing workload and improve the ability of the City to market it's TXM software to other municipalities thereby increasing licensing revenue to the City to offset the cost of the system.

Service Impact

Will improve the ability to monitor deliquent tax accounts, manage the collection process and automate the production of various collection documents.

Comments

Part of TXM 2013 workplan.

Business Plan and Budget

City of Mississauga

Budget Request # 497

Description of Proposed Initiative

E-tax forms integration with TXM

Service Area

Business Services & Corporate Assets

Revenue & Materiel Management

Department

Corporate Services

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	0	0	0	0	0
Net Cost Funded from Tax Levy	0	0	0	0	0
Net Impact on Tax Levy		0.00 %	0.00 %	0.00 %	0.00 %
FTE	0	0	0	0	0
Capital Approved Forecast					
Net Incremental Capital	0	0	0	50	0

Details of Service Change

The City's website contains a section that provides on-line services to residents and businesses. A number of the on-line services relate to property taxes and include: View tax account and assessment information, change your property tax Personal Identification Number (PIN) which is used for confirmation of identification before account information can be provided to a taxpayer, enroll in the Pre-Authorized Tax Payment Plan or change banking information, change name and mailing address information and purchase tax certificates and tax receipts. While these services are automated for the taxpayer, staff must manually enter the data in the TXM Tax System to update the taxpayer's account. In addition, taxpayers have the ability to download various tax forms in pdf format such as rebate applications, application for tax appeal, etc. The taxpayer is required to print these forms, manually complete them and mail them back to the Tax Office. The system could be enhanced to allow on-line completion of these forms and automated transfer of the data directly into the City's proprietary TXM tax system thereby avoiding the need for a taxpayer to print and mail the forms to the City and the need for staff to enter the data into the TXM tax system.

Service Impact

Service level to taxpayers will be improved as taxpayers can enter tax application and change of information on-line thereby avoiding printing, manual completion of forms and mailing forms to the Tax Office. Efficiency and effectiveness of the Tax unit will be increased by automating the transfer of data entered by the taxpayer directly into the property tax software.

Comments

Business Plan and Budget

City of Mississauga

Budget Request # 498

Description of Proposed Initiative

Upgrade of Central Cashiers cashiering system

Service Area

Business Services & Corporate Assets

Revenue & Materiel Management

Department

Corporate Services

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	0	0	0	0	0
Net Cost Funded from Tax Levy	0	0	0	0	0
Net Impact on Tax Levy		0.00 %	0.00 %	0.00 %	0.00 %
FTE	0	0	0	0	0
Capital Approved Forecast					
Net Incremental Capital	0	0	0	0	326

Details of Service Change

The cashiers area is located on the main floor of City Hall to accept tax payments, parking tickets and fees and charges payments from residents and businesses. Payments received are recorded in a cashiers system which is at least 15 years old and has only been modified to accomodate commodity tax changes such as the introduction of HST. The cashiering system is integrated with very few of the City's other financial systems thus requiring input of a deposit in both the cashiering system and another system such as the tax system. In addition, debit and credit payments are swiped in a card reader with the amount for authorization by the bank being input. Once the transaction is approved, it then must be reentered in the cashiering system so that the day's deposit can be balanced. A new system would allow direct entry of debit and credit card payments. Purchase of a new system would increase the efficiency and effectiveness of the cashiering function by allowing integration of payments with other City financial systems, automate the process of issuing receipts, avoid duplicate data entry and eliminate the need to reconcile batches of payments between the various financial systems.

Service Impact

A new cashiering system would automate the production of receipts to the public and provide them with additional information, eliminate duplicate data entry through integration of the cashiering system with other City financial systems and improve the efficiency and effectiveness of the cashiering unit.

Comments

Business Plan and Budget

City of Mississauga

Budget Request # 501

Description of Proposed Initiative

Implement Electronic Tax Bills

Service Area

Business Services & Corporate Assets

Revenue & Materiel Management

Department

Corporate Services

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	0	0	0	0	0
Net Cost Funded from Tax Levy	0	0	0	0	0
Net Impact on Tax Levy		0.00 %	0.00 %	0.00 %	0.00 %
FTE	0	0	0	0	0
Capital Approved Forecast					
Net Incremental Capital	0	0	0	0	50

Details of Service Change

The City issues interim and final tax bills for 200,000 tax accounts and supplementary tax bills as required. Tax bills are calculated in-house but printing, folding and stuffing of brochures and envelopes is outsourced to a third party through a competitive procurement. As internet speed and usage increases, issuers of bulk bills such as utilities and municipalities are turning to electronic methods of distribution for their bills. Two distribution methods are in use in Canada: e-post, a service provided by Canada Post and web-based which are proprietary systems built into corporate websites which allow access by customers to a secure area of the website to retrieve their bills. These approaches also maintain billing history thereby reducing the need for customers to print and file bills. Systems such as e-post also allow customers to pay bills online but this duplicates systems available through a customer's bank. Few customers have requested electronic bills to date, but this is expected to increase over time as customers become more familiar with the concept. Staff are proposing to defer selection and implementation of a system of electronic distribution until 2014 to allow for one approach to become dominant in the marketplace and to provide for a greater enrollment by taxpayers in the City program.

Service Impact

Would be a new service channel for taxpayers. Would reduce the use of paper and provide electronic access to old bills.

Comments

Deferred to later years of business plan to ensure a larger base of public wanting this service.

Business Plan and Budget

City of Mississauga

Budget Request # 502

Description of Proposed Initiative

Reduce Utilities Costs in Central Stores

Service Area

Business Services & Corporate Assets

Revenue & Materiel Management

Department

Corporate Services

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	68	-35	0	0	0
Net Cost Funded from Tax Levy	68	-35	0	0	0
Net Impact on Tax Levy		-0.01 %	0.00 %	0.00 %	0.00 %
FTE	0	0	0	0	0
Capital Approved Forecast					
Net Incremental Capital	0	0	0	0	0

Details of Service Change

Central Stores was relocated from Erindale Station Rd. to Mavis Road. The premises are smaller as well as more energy efficent. As a result, the budget for utilities can be reduced in line with actual costs experienced in 2009.

Service Impact

None.

Comments

Business Plan and Budget

City of Mississauga

Budget Request # 503

Description of Proposed Initiative

Redesign Tax Bills

Service Area

Business Services & Corporate Assets

Revenue & Materiel Management

Department

Corporate Services

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	19	-2	0	0	0
Net Cost Funded from Tax Levy	19	-2	0	0	0
Net Impact on Tax Levy		0.00 %	0.00 %	0.00 %	0.00 %
FTE	0	0	0	0	0
Capital Approved Forecast					
Net Incremental Capital	0	0	0	0	0

Details of Service Change

The City's property tax bills were designed in 1998 to coincide with the new property tax regime enacted by the Province as well as implementation of the City's proprietary TXM tax software. The bill is on 11 by 17 inch paper. The left half contains the tax bill and the right half contains the remittance tax stubs which are used to process tax payments. Taxpayers who are enrolled in the Pre-authorized Payment Program (PTP) only receive the tax bill with no payment stubs. The bill contains shading from dark blue to light blue and the entire 11 by 17 inch paper contains text printed in one of blue, red and yellow colours. The back of the bill is printed in black. The look of the tax bill is now specified by Provincial Legislation but the colours used are not. An opportunity exists to save a small amount on the printing costs by changing the colours to blue only. In addition, the weight of the paper can be reduced. There will be no impact on readability of the bill or ability to process the tax stubs with this change.

Service Impact

While the bill may not look as nice, there is no change in service level.

Comments

Business Plan and Budget

City of Mississauga

Budget Request # 514

Description of Proposed Initiative

Reduce frequency of tax overdue notice mailings

Service Area

Business Services & Corporate Assets

Revenue & Materiel Management

Department

Corporate Services

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	56	-28	0	0	0
Net Cost Funded from Tax Levy	56	-28	0	0	0
Net Impact on Tax Levy		-0.01 %	0.00 %	0.00 %	0.00 %
FTE	0	0	0	0	0
Capital Approved Forecast					
Net Incremental Capital	0	0	0	0	0

Details of Service Change

In September 2010 Council approved a Tax Collection Policy and Procedure which codified the processes necessary to collect overdue tax accounts. The first of these processes is to send out overdue notices in April after the first interim instalment, August after the first final instalment, October after all instalments and in January as required by Provincial Legislation. The tax bills which are sent out in December and May for pre-authorized payment accounts and January, May and June for regular payment accounts also contain information showing the tax balance at date of printing. The number of notices printed and mailed by the City varies between 20,000 and 40,000 depending on the time of the year and the state of the economy. Given that tax account balance information is contained on the tax bill an opportunity exists to reduce postage costs and paper consumption by eliminating the April and August notices and moving the October notice to September. The January notice would remain as it is required by Provincial Legislation.

Service Impact

Minimal impact. Taxpayers receive a tax bill in May with an outstanding balance which is similar to the April notice. September notice is preferable to October as it is just after the last residential due date. The August notice is part way through the payment schedule (July, August and September) and is only effective in reminding taxpayers of the cost of not paying instalments on time.

Comments

Business Plan and Budget

City of Mississauga

Budget Request # 531

Description of Proposed Initiative

311 Self Serve on eCity

Service Area

Business Services & Corporate Assets

Customer & Business Services

Department

Corporate Services

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	0	0	0	0	31
Net Cost Funded from Tax Levy	0	0	0	0	31
Net Impact on Tax Levy		0.00 %	0.00 %	0.00 %	0.01 %
FTE	0	0	0	0.5	0.75
Capital Approved Forecast					
Net Incremental Capital	0	0	0	50	170

Details of Service Change

311 Self Service will allow residents and customers the option of self serve inquiries or requests for service such as reporting of a pot-hole, graffiti complaint, parking consideration or request for a tax bill at a time or location which is convenient to them 7 days per week 24 hours per day. Self Serve options can be developed for eCity as well as for mobile devices such as smart phones.

The 311 Self Service initiative will require IT Capital Funding for the acquisition of Hansen Web Portal and related hardware as well as backfill for an IT Project Leader starting in 2013 and concluding in 2014. The total IT Capital Request is $220,000 with an estimated operating impact starting in 2014 of $31,000 for the ongoing system maintenance of the Hansen Web Portal.

Improving access to information about City of Mississauga's programs, services, events and notices will be achieved by putting the information maintained in the Knowledge Base *kbCity* on the City's website eCity and also in other Social Media forums such as Twitter and Facebook.

Online Service Requests will be initiated through the web and will be managed through the same Customer Relationship Management (CRM) System in use by the 311 Call Centre providing the customer with a Service Request number that can be referenced in the future whether by phone or on the web.

Service Impact

311 Self Service will improve access to information and services by allowing residents and customers the option of self serve versus telephone providing consistent information and service regardless of the channel accessed.

Providing addition information and services online improves the overall value of the City's website and will drive eCity usage and self serve use up in a channel that provides access to information and services 24 x7.

311 Self Serve will help balance access to services, manage pressure on the 311 Call Centre during peak

volume times and help mitigate future growth of call volume. The 311 Call Centre operates with a stated service level to answer 80% of calls in 30 seconds or less.

Comments

Business Plan and Budget

City of Mississauga

Budget Request # 535

Description of Proposed Initiative

Assess and evaluate current Corporate wide health and safety program

Service Area

Business Services & Corporate Assets

Human Resources

Department

Corporate Services

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	0	0	50	-50	0
Net Cost Funded from Tax Levy	0	0	50	-50	0
Net Impact on Tax Levy		0.00 %	0.02 %	-0.02 %	0.00 %
FTE	0	0	0	0	0
Capital Approved Forecast					
Net Incremental Capital	0	0	0	0	0

Details of Service Change

The City's corporate health and safety programs require a review by an external consultant who is an expert in health and safety. The review of the health and safety program, policies, roles and responsibilities will identify opportunities to implement best practices, ensure legislative compliance, manage risk opportunities to save accident costs ensuring Mississauga remains an Employer of Choice. The Corporate policy review will identify gaps requiring program improvements which will maximize effectiveness in all areas of health and safety.

Service Impact

$50,000 in consultant fees are required to ensure corporate consistency on health and safety policies, practices and programs, ensuring appropriate records are being maintained, programs are implemented and due diligence is achieved in all divisions of the Corporation.

Comments

This initiative would require the hiring of an external independent consultant to evaluate the current health and safety program and policy to ensure objectives are met, due diligence is achieved , records and existing programs are maintained.

Business Plan and Budget

City of Mississauga

Budget Request # 536

Description of Proposed Initiative

Complaint/Harassment Investigator

Service Area

Business Services & Corporate Assets

Human Resources

Department

Corporate Services

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	0	0	100	0	0
Net Cost Funded from Tax Levy	0	0	100	0	0
Net Impact on Tax Levy		0.00 %	0.03 %	0.00 %	0.00 %
FTE	0	0	1	0	0
Capital Approved Forecast					
Net Incremental Capital	0	0	0	0	0

Details of Service Change

The introduction of this new complement alleviates the workload from the departmental Human Resources managers and staff who conduct complex time consuming investigations. Although it is difficult to predetermine the hours required for an average investigation, it is evident that staff time has ranged from a minimum of 10 hours to a maximum of 8 weeks. Complex, difficult investigations have been funded by the departments. In 2009 approximately $100,000 (for only 7 of the 43 formal investigations) was paid to external harassment investigators from our preferred provider list by various departments. The same level of service could be provided by an internal staff at a fraction of the cost. We believe the City will experience a continuing increased rate of investigation of Bill 168, Violence in the Workplace, and the necessary investigation requirements. This is an area of high risk from a legal liability standpoint. The opportunity to centralize this function under a trained professional will mitigate the risk in this area.

Service Impact

1 FTE $100,000
The introduction of this new complement alleviates the workload of the departmental Human Resources manager which frees up their time to focus on strategic issues. It also efficiently and effectively brings in house the monies spent on external investigations which in 2009 was approximately $100,000 for only 7 investigations.

Comments

The position should be funded mostly from a transfer from departmental budget accounts of the monies spent in 2009 and 2010 for external investigators which totalled $100,000. By using the internal staff, it will reduce the use of third party investigations.

Business Plan and Budget

City of Mississauga

Budget Request # 537

Description of Proposed Initiative

Enhance Efficiency of HR Team By Addressing Administrative Support Needs

Service Area

Business Services & Corporate Assets

Human Resources

Department

Corporate Services

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	55	55	0	0	0
Net Cost Funded from Tax Levy	55	55	0	0	0
Net Impact on Tax Levy		0.02 %	0.00 %	0.00 %	0.00 %
FTE	1	1	0	0	0
Capital Approved Forecast					
Net Incremental Capital	0	0	0	0	0

Details of Service Change

The Human Resources Division currently only has one Administrative Assistant. This position supports the Director of Human Resources, the Manager of Labour Relations and provides back up for the Employee Health Services clerical support and the Benefits Administrator. In addition, she handles Time and Labour for all staff, processes all of the expense invoices, conducts expense tracking and manages the office services such as equipment repair and supply ordering. Approximately .25 FTE of this position is taken up by the coordination of the Long Services awards. This .25 FTE is averaged out over the year. From January to May half of her time is spent in preparing for the awards event. At that time of the year many of the other duties are negatively impacted. Over the past couple of years we have retained Co-op students and float pool personnel to supplement the Administrative Assistant position in order to provide support and to assist the Administrative Assistant with managing the workload. The transient nature of these staff has negatively impacted the quality and quantity of that support.

Service Impact

One FTE $55,000
Sections of the Human Resources Division who do not have administrative support such as Staffing and Development, Compensation and Benefits, have professional staff performing clerical functions which are not a good use of these more costly resources. Overtime in all of these sections combined equates to approximately one FTE. An additional permanent support will reduce overtime and provide a positive impact on customer service and timely completion of projects.

Comments

Business Plan and Budget

City of Mississauga

Budget Request # 538

Description of Proposed Initiative

Compensation Program Update

Service Area

Business Services & Corporate Assets | Human Resources

Department

Corporate Services

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	231	75	0	0	0
Net Cost Funded from Tax Levy	231	75	0	0	0
Net Impact on Tax Levy		0.03 %	0.00 %	0.00 %	0.00 %
FTE	3	1	0	0	0
Capital Approved Forecast					
Net Incremental Capital	0	0	0	0	0

Details of Service Change

The Human Resources Division is currently updating our current Compensation Program including the review of our Job Evaluation systems including re-evaluating non union positions and updating our compensation program and policies. This project will be ongoing, aspects of which will not be fully completed until 2012.

The current complement within the compensation group does not have the capacity to support a more sophisticated compensation program while also meeting the increasing demands of our client groups.

The compensation and benefit complement has decreased in the last five years and it is more difficult to fully support the increased demands from the client groups, the ongoing changing business landscape with more organization accountabilities and the increased analytical component to support business decisions. The corporate compensation and benefit role provides analysis and support from a corporate wide perspective to ensure total compensation equitable organization policies and processes.

One element of the compensation/ benefit analyst's responsibilities is the analysis, co-ordination and processing of the job evaluation requests. The current Job Evaluation Program review was conducted in 1998.
From 1999 to 2004, there were two compensation/benefit analysts in the Corporate Compensation and Benefit section.

From 1999 to 2004, with two compensation/benefit analysts, the number of requests have ranged anywhere from 13 to 29 per year for job evaluation permanent rating requests. From 2005 to present, with only one compensation/benefit analyst, the job evaluation permanent rating requests ranged from 10 to 26.
Temporary job evaluation ratings which are requested for newly created positions are not included in these numbers, however from 2008 there have been approximately 30 per year.

In addition, salary survey requests from other municipal counterparts are responded to in an effort to partner and reciprocate when information is also sought by the City for compensation information reviews. These requests are in addition to the annual formal survey process and support for internal compensation reviews when requested by internal clients. The corporate compensation role provides for Corporate wide

equity analysis. PMP process is another compensation component completed by the compensation/benefit analyst.

From January 1 to March 1, 2010, approximately two to three informal survey requests per week were received during the busy year end PMP process.
The employee population has increased approximately 3% per year since 2005.

From 1999-2004, with two analysts, the average number of job evaluation requests per compensation/benefit analyst per year was 10.5.
From 2005-2010, with one analyst, the average number of job evaluation requests per compensation/benefit analyst per year was 19.23.
This does not include the additional approximately 30 temporary job evaluation ratings requested per year from 2008 to present.
From January 2009 to March 2010 (14 months), there have been approximately 63 job evaluation permanent and temporary requests.

This new complement will be responsible for implementing changes to the new programs including ongoing analysis, technological changes, training and ongoing monitoring to ensure the programs are maintained. Furthermore we will then be better positioned to ensure the programs are maintained current to meet the evolving business needs of the Corporation. Once the initial implementation period is over we will also assess if the ongoing support for this program should continue in-house or should be provided by an external consultant. If the latter is decided then the additional funds will be converted to consultant fees.

Service Impact

1 FTE- Contract
Without additional resources the compensation team will not be able to provide full client support for the ever increasing client demands.

Comments

Business Plan and Budget

City of Mississauga

Budget Request # 544

Description of Proposed Initiative

HR Process Review

Service Area

Business Services & Corporate Assets

Human Resources

Department

Corporate Services

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	0	50	-50	0	0
Net Cost Funded from Tax Levy	0	50	-50	0	0
Net Impact on Tax Levy		0.02 %	-0.02 %	0.00 %	0.00 %
FTE	0	0	0	0	0
Capital Approved Forecast					
Net Incremental Capital	0	0	0	0	0

Details of Service Change

Through the recent review of the HR Strategy, feedback was received from Team 300 and Human Resources staff on HR service and what departments require from HR in order to achieve their strategic objectives. Both groups indicated that they had concerns about the high volume of work and the limited resources of Human Resources. They also expressed concerns about response time, especially in critical areas such as recruitment. Team 300 indicated a need for more HR resources, particularly in the more strategic areas..

Service Impact

$50,000 in consulting fees to provide advice and expertise to review our of HR work processes. Using an approach that will include internal stakeholders, we will analyze existing work processes and make recommendations for quality and efficiency improvements. We will also partner with the Leadership Team to determine opportunities for automation and self-service

The work process review will provide an opportunity for Human Resources to review its key work processes and determine if they can be done more efficiently and to determine if staff resources are appropriately allocated and/or if additional resources are needed. We hope that the result of this study would assist us to enhance service, particularly improve timeliness and to allow Human Resources staff to be able to focus on additional tasks and be more strategic.

Comments

We require the services of an external consultant at a cost of approximately $50,000 in order to provide us with the expertise to facilitate such a review and also provide a third party objective view point.

Business Plan and Budget

City of Mississauga

Budget Request # 545

Description of Proposed Initiative

Maximize Support Provided within Disability Management Program

Service Area

Business Services & Corporate Assets

Human Resources

Department

Corporate Services

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	50	0	5	0	0
Net Cost Funded from Tax Levy	50	0	5	0	0
Net Impact on Tax Levy		0.00 %	0.00 %	0.00 %	0.00 %
FTE	0	0	0	0	0
Capital Approved Forecast					
Net Incremental Capital	0	0	0	0	0

Details of Service Change

Between 2003 to 2006 the Corporation saw an increase in income replacement benefits of 41% versus an increase in total labour costs of 29%. On June 20, 2007 the Leadership Team approved a multi phased approach to move from a decentralized claims management system to a Centralized Disability Management Program for each of the City's Disability Plans. Critical to the success of the centralized process is the additional support provided by the Nurses within Employee Health Services. To support the ongoing administration of this centralized Program a full time contract claims management assistant position was approved effective 2006. The main focus of this position has been to assist with the day to day administration of disability claims enabling the Nurses to focus their skills and attention on the more critical assessment of disability related issues. Both employees and supervisors have credited the success of the Program directly to the processes facilitated by the Nurses. Critical to the employees attempting a safe and early return to work is the follow-up process which demands support from this claims management assistant. As a result of the increased support provided through the Program the upward trend in lost time has been curbed since the beginning of the Program. The most recent analysis of lost time data from 2008 to 2009 indicates that for STD and WSIB benefits, both of which have not changed in scope, there has been a reduction in lost time of 0.4% and 14.6% respectively. As the claims management assistant position is currently a contract position there has been the customary ongoing turnover. Given the unique nature of this role within the City the retraining involved has reduced the efficiency within the Team. A permanent position for the claims management assistant is requested to ensure consistency in the role, to assist in developing the position further to include additional support for ongoing wellness initiatives and to enhance current reporting capabilities.

Service Impact

To convert the current 35 hour/week contract position to a full time complement.

Comments

Business Plan and Budget

City of Mississauga

Budget Request # 546

Description of Proposed Initiative

Management of Organizational Development Initiatives

Service Area

Business Services & Corporate Assets

Human Resources

Department

Corporate Services

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	388	61	61	0	0
Net Cost Funded from Tax Levy	388	61	61	0	0
Net Impact on Tax Levy		0.02 %	0.02 %	0.00 %	0.00 %
FTE	4	1	0	0	0
Capital Approved Forecast					
Net Incremental Capital	0	0	0	0	0

Details of Service Change

Following an extensive review of our HR Strategy and organization structure which included consultation with internal stakeholders, a new HR Strategy and organization structure has been approved by the Leadership Team. This new structure includes the role of Manager of Talent Management. This position will lead the development and implementation of the City's Talent Management Strategy, a key strategic priority necessary to support the City's Strategic Plan. It is critical that the City has the right people talent to provide quality services to the citizens of Mississauga into the future. This position will provide a key leadership role and will also oversee the Organization Development and Education functions which include Leadership Development and will also lead the People Planning area – an area that will focus on recruitment, engagement/retention, diversity and workforce and succession planning. The new structure and this leadership role will allow the consolidation of these talent management functions under one umbrella to allow for more focus on the City's talent development and HR strategic planning. All of these functions are important to ensure that we recruit and retain high calibre employees and achieve our objective of remaining an Employer of Choice. Over the next five years, the City anticipates that those eligible for retirement will increase by 106%. At the same time the labour market is expected to have a shortage of skilled talent, particularly for some of the specialized positions we have at the City. Our City is also becoming increasingly multiculturally diverse. There is an urgent need to develop our diversity program in order to attract and retain this diverse talent. Our current resources in the HR division are inadequate to allow us to focus on these areas and develop effective talent management strategies for the future.

Service Impact

Cost of 1 FTE = $122,000

Comments

Business Plan and Budget

City of Mississauga

Budget Request # 552

Description of Proposed Initiative

Review current performance management process.

Service Area

Business Services & Corporate Assets

Human Resources

Department

Corporate Services

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	210	0	75	0	-75
Net Cost Funded from Tax Levy	210	0	75	0	-75
Net Impact on Tax Levy		0.00 %	0.02 %	0.00 %	-0.02 %
FTE	0	0	0	0	0
Capital Approved Forecast					
Net Incremental Capital	0	0	0	0	0

Details of Service Change

The PMP process, with minor compensation updates, has not been reviewed and updated since inception (2000). This initiative will integrate different talent management programs to ensure processes are aligned with current business operations environment. Competencies and the rewards program will also be assessed as part of the review. A comprehensive review will ensure integration of the coaching philosophy that has been adopted by the Talent Management Strategy. PMP process review is a corporate wide initiative which will significantly impact corporate and departmental resources. Due to the time, focus and expertise required to ensure this review is conducted properly, a third party consultant is required. Consultant support is also required to obtain best practice information.

Service Impact

One time consultant fees of $75,000 per year for two years.
Without the additional consulting resource we will be unable to provide a thorough assessment potentially resulting in focusing only on a limited component of the performance management program and not integrating the full scope of the talent management initiatives.

Comments

Business Plan and Budget

City of Mississauga

Budget Request # 555

Description of Proposed Initiative

Develop Focused Departmental Wellness Programs

Service Area

Business Services & Corporate Assets

Human Resources

Department

Corporate Services

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	0	0	30	-30	0
Net Cost Funded from Tax Levy	0	0	30	-30	0
Net Impact on Tax Levy		0.00 %	0.01 %	-0.01 %	0.00 %
FTE	0	0	0	0	0
Capital Approved Forecast					
Net Incremental Capital	0	0	0	0	0

Details of Service Change

Detailed needs assessment of past benefit trends, disability patterns and readiness for change within various employee groups is required to focus the City's limited wellness resources.

Service Impact

Consultant fees of $30,000

Comments

Currently the City's wellness initiatives are not focussed on the specific needs of any one group. One time consulting fee is required to assess the specific programs required to maximize any future initiatives.

Business Plan and Budget

City of Mississauga

Budget Request # 560

Description of Proposed Initiative

Communications Division Master Plan

Service Area

Business Services & Corporate Assets

Communications

Department

Corporate Services

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	33	30	-30	60	0
Net Cost Funded from Tax Levy	33	30	-30	60	0
Net Impact on Tax Levy		0.01 %	-0.01 %	0.02 %	0.00 %
FTE	0	0	0	0	0
Capital Approved Forecast					
Net Incremental Capital	0	0	0	50	0

Details of Service Change

The changing demographic landscape of our community combined with unprecedented changes in the field of communications have made the need for a master plan imperative. The changes that the Communications Division must address include:

- An aging population in the City, increasingly fragmented media channels, and growing ethnic diversity
- The impact of social media
- Changes to the way that people access information and engage with government
- Rapidly changing technology and its impact on communication best practices
- A desire for more targeted communications that are specific to individual areas of interest

As part of the divisional master plan development, the division will undertake a detailed analysis that includes:

- Best practice benchmarking
- A skills gap analysis
- A consultation process with staff, clients, and key internal and external stakeholders
- A technology and tools assessment

This process will be managed by staff with assistance from an external consultant. A Steering Committee will also be established with representation from key business partners and stakeholders. The outcome of the Communications Master Plan will be a detailed report that outlines change management recommendations and a detailed cost estimate for implementing the master plan recommendations.

Anticipated outcomes of the Communications Master Plan are:

- A Communications Channel Strategy that address tactics, tools and resources for reaching our residents across varied media channels (online, digital, print and traditional media) with more targeted and personalized information that addresses their needs and interests

- A detailed Human Resources Plan that addresses skills development and staffing needs
- A technology and tools strategy
- A research strategy to better measure customer satisfaction and value of communication efforts
- A 'rich media content' strategy that outlines a plan for delivering engaging online multimedia content to varied audiences

The plan will be developed in 2011 with a detailed business case for the master plan recommendations being prepared for consideration in 2012. The plan implementation will occur in 2013/2014.

Service Impact

The impact of the Communications Master Plan will be to ensure that City's Communication efforts remain effective. Over the longer-term, master plan recommendations that improve the online communications capabilities and targeted outreach of the division will mitigate operating cost increases over future years.

$30,000 will be required in 2011 to engage an outside consultant to support the Master Plan development.

$60,000 in ongoing annual operating costs are anticipated as part of the Communications Master Plan recommendations between 2013 and 2015. These estimates would include $50,000 per year for the implementation of a research strategy and $10,000 per year in 2013, 2014 and 2015 to cover the cost of staff development and change management related costs. A one-time capital cost of $50,000 is anticipated in 2013 for IT consulting and design costs to create an improved and robust e-mail alert system to connect with our residents.

Comments

The Web portal improvement costs that will be recommended as part of the Communications Master Plan are covered under IT Budget Request #450 (see above).

Business Plan and Budget

City of Mississauga

Budget Request # 561

Description of Proposed Initiative

Cost Reduction Options For Communications

Service Area

Business Services & Corporate Assets

Communications

Department

Corporate Services

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	132	-25	0	0	0
Net Cost Funded from Tax Levy	132	-25	0	0	0
Net Impact on Tax Levy		-0.01 %	0.00 %	0.00 %	0.00 %
FTE	0	0	0	0	0
Capital Approved Forecast					
Net Incremental Capital	0	0	0	0	0

Details of Service Change

In order to acheive the 3% gross budget reduction that has been mandated by the Leadership Team, Communications recommends the following **Service Level Adjustments** :

Adjust paper stock standard to 80 pound paper from 100 pound paper

Net savings of this service change would be $6,000. This change will have a minimal impact on the feel and perceived quality of printed materials.

Opportunities To Reduce Cost:

1. **Reduce the un-planned Public Issues Budget**
   Net savings of this cost reduction would be $18,000. This cost centre is a contingency account that has historically been used to deliver Communications for unplanned issues such as the Smoke Free By-law and H1N1. Instead of retaining a contingency account, Communications will request funding from Council, in the event of a major public issue, to support the communication plan.
2. **Eliminate the Public Meetings Account**
   Net savings of this cost reduction would be $500. This cost centre has historically been used to fund public meeting related costs. Over the past few years, Business Service Areas have increasingly funded public meetings through their operating budgets. As a result, the funding has been redirected to fund other Communications needs over the past few years.

Service Impact

If these service reductions are accepted, service level impacts would be felt through:

- Reduced perception of paper quality for the City's printed materials and
- Reduced ability to address unplanned public issues without making emergency requests for funding form Council

Comments

These service level and cost reduction options are only being identified in order to achieve the 3% cost reduction target that has been mandate by the City's Leadership Team, including the Lean Printing Initiative (Budget Request#392).

Business Plan and Budget

City of Mississauga

Budget Request # 566

Description of Proposed Initiative

Consolidation II - Full Consolidation of Animal Service Telephone Inquiries

Service Area

Business Services & Corporate Assets

Customer & Business Services

Department

Corporate Services

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	0	0	0	0	15
Net Cost Funded from Tax Levy	0	0	0	0	15
Net Impact on Tax Levy		0.00 %	0.00 %	0.00 %	0.00 %
FTE	0	0	0	1	-1
Capital Approved Forecast	100				
Net Incremental Capital	0	0	0	90	0

Details of Service Change

Full consolidation of Animal Services calls into the 3-1-1 Call Centre to provide better service to the residents of Mississauga and fully utilize 3-1-1 single number service. To effectively handle the more complex call types for Animal Services a technology interface will need to be developed between the Hansen CRM and Chameleon for the creation of a Service request and resulting work order in the Chameleon system that Animal Services uses to dispatch and resolve customer requests.

The 311 Call Centre currently handles information calls for Animal Services which represents approximately 35% of the call volume. By adding the technology interface and implementing Hansen CRM Service Request, the 311 Call Centre will be able to answer 100% of calls, continue with the information calls, send Service Requests to Animal Services and for more urgent issues transfer to dispatch or a supervisor.

The concept of putting in place the Chameleon interface was introduced during the initial consolidation of Animal Services and was identified as a key requirement to fully consolidate Animal Services into the consolidated call centre. Other 311 cities across Canada provide full telephone inquiry service for Animal Services such as Calgary, Edmonton and Brampton.

The option to build the Chameleon to Hansen interface was presented to the Customer Service Steering Committee in 2007 and was estimated to cost no more than $100,000 to build. This was deferred until the Call Centre Consolidation initiative was complete and $100,000 in IT Capital funding was set aside in PN 6561 to complete the work.
The ongoing Operating cost of $15,000 has been estimated in 2014 for system maintenance and support fees. An IT Project Leader/Developer for 1 year estimated at $90,000 is also required in 2013 to oversee the development of the interface which has been successfully done for other municipalities by external vendors.

There are no resource transfers from Animal Services required to accommodate the handling of these additional calls and Service Request issuance.

Service Impact

Customers who call 311 and require assistance regarding Animal Services will experience a higher first call resolution, will only be transfered to Animla Services for urgent Dispatch issues and will have their service requests documented in the hansem CRM which will then automatically generate a work order in Chameleon for the Animal Services Staff to follow up on. All outcomes and actions will be updated in the CRM upon completion of any work done and reflected in the Chameleon system.

Comments

Business Plan and Budget

City of Mississauga

Budget Request # 572

Description of Proposed Initiative

Invest in Workforce Management Software to better allocate 3-1-1 call centre agents

Service Area

Business Services & Corporate Assets | Customer & Business Services

Department

Corporate Services

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	0	0	0	0	55
Net Cost Funded from Tax Levy	0	0	0	0	55
Net Impact on Tax Levy		0.00 %	0.00 %	0.00 %	0.02 %
FTE	0	0	0	1	-0.75
Capital Approved Forecast					
Net Incremental Capital	0	0	0	250	0

Details of Service Change

Currently the 3-1-1 Call Centre uses spreadsheets and raw data from Cisco IPCC to try to determine both call centre efficiency and call centre agent staffing requirements in 1/2 hour increments for the hours of operation, 7 am to 7 pm, Monday through Friday. The manual work involved is extensive. Data such as calls offered, calls answered, calls abandoned for each 1/2 hour increment for operating hours for each day of week must be exported from Cisco and transferred to a spreadsheet. Agent schedules then need to be added to determine the number of agents that were scheduled in 1/2 hour increments, less break times, lunch periods, time off phones for example - training or coaching, vacations or sick days. Service levels in 1/2 hour increments are then aligned to determine how successful the call centre was in meeting service objectives based on a combination of call volumes and staffing. This analysis enables call centre management to determine both operational efficiencies and future staffing requirements.

With spreadsheets, you cannot automatically incorporate call history to arrive at a forecast. With the current process it is done manually. Not only is this time consuming, it is also less accurate. A workforce management (WFM) system offers real-time and historic call history with accurate forecasting and the ability to make forecast schedule requirements based on historical data (e.g. time of day, day of week, seasonality etc.) as well as have the ability to make quick schedule adjustments based on real time activity. With spreadsheet(s), tracking and schedule adherence; breaks and lunches is very time consuming.

The implementation of workforce management software (WFM) the 311 Call Centre will faciliate better allocatation of call centre staff based on incoming call volumes specific to time of day, day of week, weekly, monthly, seasonality or others factors impacting call volume and required agents, e.g. Revenue Tax mailings, Winter Maintenance call peaks etc.

Capital (required in 2013)
Software / hardware $150,000, new IT Capital request
IT Telecom Project Leader, $100,000, new IT Capital request

Operating (Required in 2014)

On-going software maintenance, $30,000
On-going Telecom application support, $25,000

Service Impact

Increase call centre agent productivity and efficiency by better aligning resources to peak volumes, seasonality and other events such as large Revenue tax bill mailings. The efficiencies gained will enable the 311 Call Centre to maintain the call handling service level of 80% of calls answered in 30 seconds or less with modest call volume growth. Maintaining service level and managing call volume growth through efficiencies is the primary benefit of work force management for the 311 Call Centre.

Comments

Business Plan and Budget

City of Mississauga

Budget Request # 573

Description of Proposed Initiative

Consolidation II - Recreation & Parks Registrations and Booking Inquiries into 311

Service Area

Business Services & Corporate Assets | Customer & Business Services

Department

Corporate Services

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	0	0	0	0	0
Net Cost Funded from Tax Levy	0	0	0	0	0
Net Impact on Tax Levy		0.00 %	0.00 %	0.00 %	0.00 %
FTE	0	0.5	0.5	-1	0
Capital Approved Forecast	180				
Net Incremental Capital	0	50	100	0	0

Details of Service Change

As part of the Business Case for Call Centre Consolidation the transfer of Recreation & Parks (Registrations & Bookings) inquiry types to the call centre were marginal given the communicated complexity of Registration and Booking calls and the long duration of calls (up to 20 minutes per call). Also, Recreation & Parks already had a small call centre performing handling all these calls.

At the time Connect to Rec had cut-offs imposed resulting in more calls to their call centre. Only 10% of the Bookings calls and 25% of Registration calls were designated for the centralized call centre. The initial consolidation as planned has been completed. Partial consolidation has been difficult to manage as callers do not always select the correct IVR menu (i.e. for Bookings or Registrations) so calls that should be automatically directed to them come to the call centre. This results in the call centre providing only partial (general) information and needing to transfer the call to either Registrations or Bookings. First call resolution rate in the call centre for Registrations and Bookings calls is low at 18%. The remaining volume requires a transfer. This annoys callers as they have already explained their situation or problem once and then have to do it again.

It is proposed the second phase of consolidation for Registration & Bookings be undertaken to increase the first call resolution to the target of 75% utilizing the Registration & Booking software solution in conjunction with Hansen CRM for delivering serivce and creation of service requests where necesary.

Capital

To undertake this initiative funding will be required to backfill business unit staff and the continuation of a contract KB Specialist currently funded out of the Call Centre Consolidation capital project.

Business Unit Backfill, $150,000 for 2011/2012 is a new capital funding request

Service Impact

In a recent benchmark across Canada, most municipalities that have either consolidated or offer 311 provide full registrations and some also provide front-end full booking services using Class. The advertising of 311 would be more effective if 311 could handle the volume of calls that come through for

Registrations and Bookings. There will still be a requirement for a Registrations and Bookings "back-end" office function to deal with contracts (paper) etc. Call Centre staff will have to be trained in Selling / Upselling skills and knowledge in order to recognize potential booking and registration sales opportunities.

The 311 Call Centre will achieve a higher First Call Resolution for Registration & Booking calls resulting in higher customer satisfaction and better resident use of 3-1-1.

Comments

Business Plan and Budget

City of Mississauga

Budget Request # 574

Description of Proposed Initiative

Invest in Cisco Call Centre Reporting Tool

Service Area

Business Services & Corporate Assets

Customer & Business Services

Department

Corporate Services

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	0	0	0	0	0
Net Cost Funded from Tax Levy	0	0	0	0	0
Net Impact on Tax Levy		0.00 %	0.00 %	0.00 %	0.00 %
FTE	0	0	0	0	1
Capital Approved Forecast					
Net Incremental Capital	0	0	0	0	250

Details of Service Change

Currently Cisco IPCC offers "canned" reporting which is both limited in nature and does not provide the flexibility to customize based on operational requirements. This results in the call centre extracting the data and then using spread sheets to try to analyze call information. This enhanced software package allows for user defined controls to access information and individual rows of data to better analyze call volume patterns by time of day, day of week, weekly comparisons, monthly comparisons, seasonality and agent skill sets as well as linking various reports and drill down capability. This enhancement will also allow the integration of other call centre technologies such as workforce management and call logger.

Capital (Required in 2014)

1 IT Telecom Project Leader, $100,000
Cisco Software/Hardware, $150,000

Operating (will come into effect 2015)

0.25 IT Telecom Support staff estimated on an on-going basis, $25,000
Annual Software Maintenance, $10,000

Service Impact

Better understanding of the calls, agent skill sets, call patterns by time of day, day of week, weekly, monthly, annual volumes. Will enable better allocation of resources for intra-day peak volume, weekly volume patters and seasonal patterns. Will influence hiring practices, schedules and management of resources to operate the 311 Call Centre within the stated Service Level of 80% of calls answered in 30 seconds or less.

Comments

Business Plan and Budget

City of Mississauga

Budget Request # 592

Description of Proposed Initiative

Ongoing support and sustainment of corporate knowledge base "KB City"

Service Area

Business Services & Corporate Assets | Customer & Business Services

Department

Corporate Services

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	0	45	99	54	0
Net Cost Funded from Tax Levy	0	45	99	54	0
Net Impact on Tax Levy		0.02 %	0.03 %	0.02 %	0.00 %
FTE	0	0	0	0	0
Capital Approved Forecast					
Net Incremental Capital	0	0	0	0	0

Details of Service Change

311 Call Centre KB Specialist – Customer & Business Services Division (1 FTE 2011)

The ongoing maintenance of over 900 Knowledge Base documents representing over 1,100 inquiry types was estimated to require 3 KB Specialist as part of the Call Centre Consolidation initiative. There is a high degree of change with approximately 20% of all documents and supporting processes changing annually. These changes are a result of changes to service levels, policies, practices, special circumstances, budget decisions and other direction from Council or Budget Committee. The changes are managed and communicated to the 311 Call Centre as well as all of the other operating divisions who provide customer service. The ongoing maintenance is currently maintained by 2 permanent KB Specialists and 2 contract KB Specialists funded from capital in place for the Call Centre Consolidation initiative. This is not a sustainable model once the consolidation is complete and ongoing maintenance will be required for a wide set of City Services and Information.

The Knowledge Base "KBCity" is both a business intelligence tool as well as a corporate repository housing the policy, procedures and guidelines of the following business units (the bracketed number represents the number of KB Documents):

311 Call Handling (15), Accessibility (4), Animal Services (75), Cemeteries (35), Communications (24), Counters (2), Development Construction (8), Environmental Services (5), Elections 2010 (18), Emergency (10), General Inquiries Main City line (165), Geomatics (3), Leaf Pick-Up Program (1), Mobile Licensing (48), Office of the City Clerk (27), Parking Enforcement (39), Park Operations (57), Recreation & Parks Gen Info, Bookings & Registration (96), Revenue (91), Traffic Operations (41), Works Operations (47), Urban Forestry (50), Winter Maintenance Program (39)

The conversion of one contract KB Specialist FTE in 2011 with an annual operating costs of $90,000 will ensure that the Knowledge Base will continue to be updated in a timely and accurate manner to support the 311 Call Centre in meeting its objectives of customer service.

Knowledge Base/Web Application Developer Requirement – Information Technology (1 FTE 2012)

To continue providing support for 311 Customer Service, it is proposed that the application developer currently on contract be hired full time in 2012 at annual operating cost of approximately $108,000 - (salary and benefits)

Hansen is the Enterprise solution for Customer Relationship Management, however their knowledge base was rudimentary, lacking an adequate search engine and content management system, and was cumbersome to use.

Hence the decision to develop an in-house application to meet to the specific business and functional requirements of the 24 Call Centre Customer Service Advisors (CSA's) and 4 Knowledge Base Specialists.
The MISA award winning application kbCity was developed by a contract application developer in 2007.

This is a mission critical application for the Call Centre as the inventory includes over 900 documents directly relevant to customer queries and a further 1,500 articles/bulletins/lists applicable to the CSA's providing customer service. 2009 usage includes on average 800 queries per day, 195,000 annually. The knowledge base inventory will continue to grow as business unit consolidation continues.

Capital funding is in place to the end of 2011 for the application developer who built, supports and enhances this application.

Service Impact

Customer Service Division Stated Impacts
In the Customer Service division, there are currently insufficient resources to maintain consolidated business units. With the completion of Consolidation Phase there will be over 1,000 Knowledge Base documents representing 26 unique lines of business or services, policies, procedures, guidelines and processes. This repository of City of Mississsauga business intelligence is critical to the ongoing success of 311 and the city at large.

The overall quality, efficiency and value of the 311 Call Centre will decline as will customer and employee satisfaction. This will also impact Hansen Service Request, standard operating procedures and reporting because the process for change initiates with the KB Specialist role and their ongoing pro-active relationships with the client (business unit) groups.

Information Technology Stated Impacts
It is of a paramount importance to the Call Centre that the kbCity application be available and functional throughout the business day. A knowledgeable developer is required to provide the necessary support and implement new features in response to business and functional needs.

Converting the contract application developer to this position would ensure quality support is available. Starting in 2012, annual operating costs are projected to be approximately $108,000 - (salary and benefits). No further costs as contract developer has a work space and equipment within the Enterprise Systems section of Information Technology.

Comments

The Call Centre Consolidation initiative had identified these resources as a requirement to operate the new Call Centre in a report to Council in March 2006. Resources were to be phased in over the three year period of which these two positions have been deferred due to budget constraints.

Appendix 3 – Summary of Full-Time Equivalents (FTE's)

Business Plan & Budget Book 2011-2014

	2010	2011	2012	2013	2014
Roads & Storm Drainage					
Maintenance Control	124.5	118.3	118.3	118.3	118.3
Engineering & Capital Works	59.4	59.4	59.4	59.4	59.4
Development Construction	12.0	12.0	12.0	12.0	12.0
Corporate Fleet Maintenance	27.7	27.7	27.7	27.7	27.7
Crossing Guards	68.9	68.9	68.9	68.9	68.9
Traffic Management	49.5	52.8	53.8	57.8	61.8
Transportation & Infrastructure Planning	44.5	46.8	49.5	50.5	50.5
Parking Facilities	1.0	3.0	4.0	4.0	4.0
Geomatics	30.0	32.0	32.0	32.0	32.0
Total Service Distribution	**417.5**	**420.9**	**425.6**	**430.6**	**434.6**
Fire & Emergency Services					
Suppression	616.0	618.0	619.0	641.0	642.0
Building Maintenance	2.0	2.0	3.0	3.0	3.0
Vehicle Maintenance	10.0	10.0	11.0	11.0	11.0
Prevention	38.0	38.0	40.0	40.0	40.0
Divisional Support Services	38.0	39.0	41.0	42.0	42.0
Total Service Distribution	**704.0**	**707.0**	**714.0**	**737.0**	**738.0**
Mississauga Transit	1,168.0	1,220.9	1,254.6	1,316.4	1,378.3
Total Service Distribution	**1,168.0**	**1,220.9**	**1,254.6**	**1,316.4**	**1,378.3**
Recreation & Parks					
Recreation Facilities and Programs	617.5	622.8	619.1	617.1	632.6
Divisional Support Services	72.0	79.0	79.3	78.8	79.5
Boulevards and Forestry	42.0	43.0	45.0	45.0	45.0
Golf/Marinas and Hershey Centre	71.0	77.1	78.9	78.9	78.9
Parks Maintenance	255.5	262.0	265.2	268.7	274.7
Parks Planning and Development	34.0	33.5	33.0	34.0	34.0
Total Service Distribution	**1,092.0**	**1,117.4**	**1,120.5**	**1,122.5**	**1,144.7**

	2010	2011	2012	2013	2014
Mississauga Library					
Central Library Services	78.0	76.9	77.7	73.7	71.7
Public Services	219.0	217.8	217.8	213.8	209.8
Divisional Support Services	36.0	36.0	36.0	38.0	38.0
Total Service Distribution	**333.0**	**330.7**	**331.5**	**325.5**	**319.5**
Land Development					
Building Division	87.6	83.3	83.3	83.3	83.3
Development and Design Division	48.9	49.5	45.5	45.5	45.5
Policy Planning Division	23.8	22.0	20.0	20.0	20.0
Total Service Distribution	**160.3**	**154.8**	**148.8**	**148.8**	**148.8**
Legislative Services					
Elections	7.0	1.7	1.0	2.0	7.0
Provincial Offences Act	18.2	18.2	18.2	18.2	18.2
Office of the City Clerk	38.0	38.3	38.0	39.0	39.0
Committee of Adjustments	3.0	3.0	3.0	3.0	3.0
Total Service Distribution	**66.2**	**61.2**	**60.2**	**62.2**	**67.2**
Arts & Culture					
Arts Section	13.4	16.4	17.4	18.4	19.4
Heritage	2.0	2.0	2.0	2.0	2.0
Theatre	11.0	12.0	12.0	13.0	13.0
Museums	13.0	14.5	16.5	18.0	16.0
Filming	1.0	2.0	2.0	2.0	2.0
Total Service Distribution	**40.4**	**46.9**	**49.9**	**53.4**	**52.4**
Regulatory Services	129.0	130.0	130.0	131.4	131.4
Total Service Distribution	**129.0**	**130.0**	**130.0**	**131.4**	**131.4**

	2010	2011	2012	2013	2014
Facilities & Property Management					
Building Maintenance	32.0	33.0	33.0	33.0	33.0
Security	49.7	49.7	49.7	49.7	49.7
Building Operations	42.4	42.4	42.4	42.4	42.4
Utilities	3.0	4.0	4.0	5.0	5.0
Capital Project Management and Space Planning	32.0	36.0	38.0	39.0	39.0
Realty Services	10.0	10.0	10.0	10.0	10.0
FPM Divisional Support	7.0	7.0	7.0	7.0	7.0
Total Service Distribution	**176.1**	**182.1**	**184.1**	**186.1**	**186.1**
Strategic Policy					
City Manager and Chief Administrative Officer's Office	2.0	2.0	2.0	2.0	2.0
Strategic Community Initiatives	5.0	6.0	6.0	10.0	10.0
Environmental Management	4.0	5.0	5.0	5.0	5.0
Economic Development	14.8	14.0	15.0	15.0	15.0
Legal Services	33.5	33.5	34.5	34.5	34.5
Corporate Strategy and Innovation	12.6	12.6	12.6	12.6	12.6
Internal Audit	7.0	7.0	7.0	8.0	8.0
Total Service Distribution	**78.9**	**80.1**	**82.1**	**87.1**	**87.1**
Information Technology	113.8	118.6	121.1	119.1	117.1
Total Service Distribution	**113.8**	**118.6**	**121.1**	**119.1**	**117.1**
Business Services					
Revenue & Materiel Management	67.1	67.1	68.1	68.1	66.1
Finance	49.9	52.9	55.8	58.3	58.8
Human Resources	34.5	37.5	38.5	38.5	38.5
Communications	41.5	39.9	39.9	39.9	39.9
Customer Service	29.9	33.1	33.6	35.1	35.1
Total Service Distribution	**222.9**	**230.5**	**235.9**	**239.9**	**238.4**

	2010	2011	2012	2013	2014
Departmental Business Services					
Community Services	42.5	42.5	42.5	42.5	42.5
Corporate Services	17.0	17.0	17.0	17.0	17.0
Planning and Building	33.3	33.3	33.3	33.3	33.3
Transportation and Works	58.0	62.1	62.1	62.1	62.1
Total Service Distribution	**150.8**	**154.9**	**154.9**	**154.9**	**154.9**
Mayor & Council					
Mayor's Office	5.0	5.0	5.0	5.0	5.0
Council	34.2	34.2	34.2	34.2	34.2
Total Service Distribution	**39.2**	**39.2**	**39.2**	**39.2**	**39.2**
Grand Total	**4,892.1**	**4,995.1**	**5,052.3**	**5,154.0**	**5,237.6**

May not balance due to rounding

	Recovered from Capital	Funded From Tax or Revenue	Total
Arts & Culture	0	6.5	6.5
Business Services	1.7	4.9	6.6
Departmental Business Services	0	4.1	4.1
Facilities & Property Management	3.5	2.5	6
Fire	0	3	3
Information Technology	2.7	2	4.7
Land Development	0	-4.5	-4.5
Legislative Services	0	-5	-5
Library	0	-2.3	-2.3
Recreation & Parks	-1.5	26.9	25.4
Regulatory Services	0	1	1
Roads	0	3.5	3.5
Strategic Policy	1	0.2	1.2
Transit	0	52.9	52.9
Grand Total	**7.4**	**95.7**	**103.1**

City Wide Capital Budget Summary - 2011 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	11,231	0	11,231	4,481	6,750
Other Engineering	22,012	0	22,012	15,067	6,945
Roadway Rehabilitation	22,908	0	22,908	0	22,908
Storm Drainage	6,977	0	6,977	2,659	4,318
Subtotal Roads, Storm Drainage and Watercourses	**67,628**	**0**	**67,628**	**22,207**	**45,421**
Fire and Emergency Services	24,787	9,135	15,652	8,074	7,578
Transit	98,766	27,694	71,072	46,010	25,063
Recreation and Parks	21,179	154	21,025	9,691	11,335
Library Services	785	0	785	425	360
Land Development Services	434	0	434	100	334
Legislative Services	44	0	44	0	44
Arts and Culture	786	50	736	0	736
Regulatory Services	33	0	33	0	33
Facility and Property Management	14,664	0	14,664	0	14,664
Strategic Policy	1,665	225	1,440	1,380	60
Information Technology	5,377	0	5,377	0	5,377
Business Services	451	0	451	0	451
Total City Wide 2011 Capital Budget	**236,600**	**37,258**	**199,341**	**87,886**	**111,455**

Numbers may not add due to rounding

*Funding source abbreviations found at the end of this appendix

Service Capital Budget Summary - 2011 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							
11150	Bridge Repairs	120	0	120	TX-CRF	0	120
11151	Bridge Structure Detail Inspections & Design-Various locations	200		200	TX-CRF	0	200
11152	Bridge/Culvert Structure Appraisal and Improvement Priority	200	0	200	TX-CRF	0	200
11154	Bridge & Structure Rehabilitation-Various Locations	3,980	0	3,980	TX-CRF	0	3,980
Total Bridge and Structure Rehabilitation		**4,500**	**0**	**4,500**		**0**	**4,500**
Major Roads							
11101	Intersection Capital Program	898	0	898	DCA-CWE	898	0
11102	Burnhamthorpe Rd Interim Rehabilition-Arista Way to Mavis Rd	4,750	0	4,750	TX-CRF	0	4,750
11104	Downtown- Transportation Functional Design	200	0	200	DCA-CWE	200	0
11105	9th Line from Derry Rd W to N Limit Grade Separation Feasibility	250	0	250	DCA-CWE	250	0
11106	Duke of York/Square One Drive Roundabout (Public Arts)	2,000	0	2,000	TX-CRF	0	2,000
11107	Creditview Road Bridge Widening at Credit River	3,000	0	3,000	DCA-CWE	3,000	0
11108	Transportation Master Plan	50	0	50	DCA-CWE	50	0

*Funding source abbreviations found at the end of this appendix

Service Capital Budget Summary - 2011 Recommended Funding (000's)

Project Number	Project Name	Gross Cost	Recovery	Net Cost	Funding Sources*	Growth	Non-Growth
		$	$	$		$	$
11122	Preliminary Engineering Studies	83	0	83	DCA-CWE	83	0
Total Major Roads		**11,231**	**0**	**11,231**		**4,481**	**6,750**
Other Engineering							
11160	Vehicle & Equipment Replacement	1,820	0	1,820	TX-MFVERF	0	1,820
11161	Noise Wall Program	1,850	0	1,850	TX-CRF	0	1,850
11162	Specialized Equipment	50	0	50	TX-CRF	0	50
11163	New Vehicles & Equipment	195	0	195	DCA-CWE/ TX-CRF	195	0
11164	Automated Vehicle Locator	150	0	150	TX-CRF	0	150
11165	Sidewalks	2,244	0	2,244	C-SRF/ DCA-CWE	2,244	0
11166	Topographical Updating	45	0	45	TX-CRF	0	45
11167	Cycling Program	3,770	0	3,770	DCA-CWE	3,770	0
11168	New Vehicles & Equipment-Amended Minimum Maintenance Standard	200	0	200	DCA-PUBWRKS/ TX-CRF	200	0
11169	Integrated Surveys and Control Network	35	0	35	TX-CRF	0	35
11170	Field Equipment Replacement - Traffic Controllers	190	0	190	TX-CRF	0	190
11171	Traffic Signal Equipment Enhancements	155	0	155	DCA-CWE/ TX-CRF	98	57

*Funding source abbreviations found at the end of this appendix

Service Capital Budget Summary - 2011 Recommended Funding (000's)

Project Number	Project Name	Gross Cost	Recovery	Net Cost	Funding Sources*	Growth	Non-Growth
		$	$	$		$	$
11172	LED City Wide Traffic Signal Lens Replacement	1,125	0	1,125	TX-CRF	0	1,125
11173	Traffic System and ITS	100	0	100	DCA-CWE/ TX-CRF	100	0
11174	Traffic Signal Pre-Emption	480	0	480	DCA-CWE	480	0
11175	Traffic Management Centre	100	0	100	TX-CRF	0	100
11193	Permanent Snow Storage Sites Feasibility	150	0	150	DCA-PUBWRKS/ TX-CRF	150	0
11194	Salt Management Program	50	0	50	TX-CRF	0	50
11195	Streetlighting	1,417	0	1,417	TX-CRF	0	1,417
11197	Property Acquisition	6,000	0	6,000	DCA-CWE/ TX-CRF	5,963	37
11198	Traffic Signals	1,567	0	1,567	DCA-CWE/ TX-RIMRF/ C-TSRF	1,567	0
11199	Specialized Equipment-Dispatch Office-2 Lines & radio equipment	20	0	20	TX-CRF	0	20
11200	Pay & Display Parking meters - City Centre/Lakeshore	300	0	300	CILPKG-PC/ TX-CRF	300	0
Total Other Engineering		**22,012**	**0**	**22,012**		**15,067**	**6,945**
Roadway Rehabilitation							
11100	Roadways Rehabilitation	22,808	0	22,808	TX-RIMRF	0	22,808

*Funding source abbreviations found at the end of this appendix

Service Capital Budget Summary - 2011 Recommended Funding (000's)

Project Number	Project Name	Gross Cost	Recovery	Net Cost	Funding Sources*	Growth	Non-Growth
		$	$	$		$	$
11125	Crack Sealing	100	0	100	TX-RIMRF	0	100
Total Roadway Rehabilitation		**22,908**	**0**	**22,908**		**0**	**22,908**
Storm Drainage							
11130	Storm Sewer Oversizing - Various Locations	200	0	200	DCA-ST	200	0
11131	Applewood Creek Crossing Improvement-Culvert under Lakeshore Rd E	440	0	440	DCA-ST/ TX-CRF	440	0
11132	Applewood Creek Erosion Control - Behind Dixie Outlet Mall	50	0	50	DCA-ST/ TX-CRF	50	0
11133	Basement Flood Remedation & Action Plan-Ph2 Cooksville Creek	250	0	250	TX-CRF	0	250
11134	Monitoring and minor modification of SWM Facilites - Various	80	0	80	DCA-ST	80	0
11135	Cooksville Creek - Dyking downstream of Central Pkwy E	50	0	50	DCA-ST/ TX-CRF	50	0
11136	Cooksville Creek Channelization - Mississauga Valley Blvd	190	0	190	DCA-ST/ TX-CRF	6	184
11137	Cooksville Creek Crossing Improvement - CN Rail	230	0	230	DCA-ST/ TX-CRF	7	223
11138	Cooksville Creek Crossing Improvement - CP Rail	400	0	400	DCA-ST/ TX-CRF	400	0
11139	Cooksville Creek Crossing Improvement - The Queensway East	360	0	360	DCA-ST/ TX-CRF	360	0
11140	Cooksville Creek Erosion Control-Rathburn Rd to Absolute Ave	240	0	240	DCA-ST/ TX-CRF	7	233
11141	Cooksville Creek Pre-Engineering	3,000	0	3,000	TX-CRF	0	3,000

*Funding source abbreviations found at the end of this appendix

Service Capital Budget Summary - 2011 Recommended Funding (000's)

Project Number	Project Name	Gross Cost	Recovery	Net Cost	Funding Sources*	Growth	Non-Growth
		$	$	$		$	$
11142	Cooksville Creek-Burnhamthorpe Rd to Mississauga Valley Blvd	190	0	190	DCA-ST/ TX-CRF	6	184
11143	Update and Enhancement of the Rain Gauge Network	67	0	67	TX-CRF	0	67
11144	Retrofit Arch SWM Pond #5401 - West of Argentia Rd & North	540	0	540	DCA-ST/ C-WQRF	540	0
11145	Minor Erosion Control Works - Various Locations	80	0	80	DCA-ST/ TX-CRF	3	77
11146	Sawmill Creek Erosion Control - Upstream of The Collegeway	170	0	170	DCA-ST/ TX-CRF	170	0
11147	Sawmill Creek Erosion Ctrl-Erin Mills Pkwy to Burnhamthorpe	210	0	210	DCA-ST/ TX-CRF	210	0
11148	Sheridan Creek Erosion Control - Benedet Drive - Construction	130	0	130	DCA-ST/ TX-CRF	130	0
11149	Storm Sewer Network Modelling - Pilot Watershed	100	0	100	TX-CRF	0	100
Total Storm Drainage		**6,977**	**0**	**6,977**		**2,659**	**4,318**
Total Roads, Storm Drainage and Watercourses		**67,628**	**0**	**67,628**		**22,207**	**45,421**

*Funding source abbreviations found at the end of this appendix

Service Capital Budget Summary - 2011 Recommended Funding (000's)

Project Number	Project Name	Gross Cost	Recovery	Net Cost	Funding Sources*	Growth	Non-Growth
		$	$	$		$	$
Fire and Emergency Services							
Stations and Auxilliary Buildings							
11250	Construction - Gary W. Morden Training & Mechanical Centre	19,209	9,135	10,074	DCA-FIRE/ TX-CRT	6,574	3,500
11251	Fire Station 120 - Land Acquisition	1,500	0	1,500	TX-CRT	1,500	0
11252	Fire Station 119- Land Acquisition	1,200	0	1,200	TX-CRT	0	1,200
Total Stations and Auxilliary Buildings		**21,909**	**9,135**	**12,774**		**8,074**	**4,700**
Vehicles and Equipment							
11253	Hoses, fittings, breathing equipment, furniture, appliances	150	0	150	TX-FVERRF	0	150
11254	Installation of traffic signal pre-emption equipment	20	0	20	TX-FVERRF	0	20
11256	Fire Vehicle Replacement	1,805	0	1,805	TX-FVERRF	0	1,805
11258	Personal Protective Equipment Replacement	50	0	50	TX-FVERRF	0	50
11260	Refurbish Fire Vehicles	203	0	203	TX-FVERRF	0	203
11263	Upgrade to voice communication radio system	200	0	200	TX-CRF	0	200

*Funding source abbreviations found at the end of this appendix

Service Capital Budget Summary - 2011 Recommended Funding (000's)

Project Number	Project Name	Gross Cost	Recovery	Net Cost	Funding Sources*	Growth	Non-Growth
		$	$	$		$	$
11562	Laptops in Fire Trucks	400	0	400	TX-FVERRF	0	400
11563	Electronic Vehicle Inspection Reporting System	50	0	50	TX-FVERRF	0	50
Total Vehicles and Equipment		**2,878**	**0**	**2,878**		**0**	**2,878**
Total Fire and Emergency Services		**24,787**	**9,135**	**15,652**		**8,074**	**7,578**
Mississauga Transit							
Buildings							
11233	Transit Malton Satellite Bus Storage Parking Refurbishing	1,500	0	1,500	GAS-RFGTRF	0	1,500
Total Buildings		**1,500**	**0**	**1,500**		**0**	**1,500**
Buses							
11218	Transit Radio System Acquisitions - Growth	40	0	40	DCA-TRAN/ TX-CRF	36	4
11220	Transit Security Improvements/Enhancements	1,400	0	1,400	GAS-RFGTRF	0	1,400
11222	Transit Farebox Acquisitions - Growth	90	0	90	DCA-TRAN/ TX-CRF	90	0
11223	Transit GTA Farecard (PRESTO)	1,700	0	1,700	GAS-RFGTRF	0	1,700

*Funding source abbreviations found at the end of this appendix

Service Capital Budget Summary - 2011 Recommended Funding (000's)

Project Number	Project Name	Gross Cost	Recovery	Net Cost	Funding Sources*	Growth	Non-Growth
		$	$	$		$	$
11201	Transit Bus Acquisitions - Growth	3,880	0	3,880	DCA-TRAN/ GAS-RFGTRF	3,880	0
11203	Transit Capital Bus Maintenance - Major Component Rehabilitation/Replacement	1,000	0	1,000	GAS-RFGTRF	0	1,000
11202	Transit Bus Acquisitions - Replacement	15,105	0	15,105	GAS-RFGTRF	0	15,105
Total Buses		**23,215**	**0**	**23,215**		**4,006**	**19,209**
Higher Order Transit							
11232	Transit BRT - Construction	54,116	27,494	26,622	GAS-MRTRF/ TX-CRF	26,622	0
11240	BRT Provincial Land Access	7,800	0	7,800	GAS-PTGRF	7,800	0
11242	Transit BRT - Detailed Design MRC Addendum	600	200	400	GAS-MRTRF/ TX-CRF	400	0
11231	Transit Hurontario LRT Corridor Study	6,000	0	6,000	TX-CRF	6,000	0
11234	Transit Dundas Corridor Study Phase 2	1,000	0	1,000	GAS-MO2020RF	1,000	0
Total Higher Order Transit		**69,516**	**27,694**	**41,822**		**41,822**	**0**
On-street Facilities							
11224	Transit Bus Stops/Pads/Signs - Growth	135	0	135	DCA-TRAN/ TX-CRF	122	14
11225	Transit Bus Stops/Pads/Signs - Replacement	390	0	390	GAS-RFGTRF	0	390
Total On-street Facilities		**525**	**0**	**525**		**122**	**404**

*Funding source abbreviations found at the end of this appendix

Service Capital Budget Summary - 2011 Recommended Funding (000's)

Project Number	Project Name	Gross Cost	Recovery	Net Cost	Funding Sources*	Growth	Non-Growth
		$	$	$		$	$
Other Transit							
11230	Transit Customer Survey	100	0	100	GAS-RFGTRF	0	100
11235	Transit Voice Recording System - Replacement	80	0	80	TX-TVERRF	0	80
11241	Transit CAD/AVL/automated stop announcements	3,500	0	3,500	GAS-RFGTRF	0	3,500
Total Other Transit		**3,680**	**0**	**3,680**		**0**	**3,680**
Vehicles and Equipment							
11213	Transit Capital Equipment Acquisition - Maintenance Section	100	0	100	TX-CRF	0	100
11206	Transit Route Supervisor Vehicle Acquisitions - Replacement	70	0	70	TX-TVERRF	0	70
11207	Transit Change-Off Vehicle Acquisitions - Growth	50	0	50	DCA-TRAN/ TX-CRF	50	0
11208	Transit Change-Off Vehicle Acquisitions - Replacement	100	0	100	TX-TVERRF	0	100
11211	Transit Security Vehicles & Equipment - Growth	10	0	10	GAS-RFGTRF	10	0
Total Vehicles and Equipment		**330**	**0**	**330**		**60**	**270**
Total Mississauga Transit		**98,766**	**27,694**	**71,072**		**46,010**	**25,063**

*Funding source abbreviations found at the end of this appendix

Service Capital Budget Summary - 2011 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							
11302	Parkway Belt - Construction (P302)	540	0	540	DCA-REC/ TX-CRF	540	0
11303	P358 (Arsenal) Construction	550	0	550	DCA-REC/ TX-CRF	550	0
11304	Waterfront - Restore Failing Shoreline	330	0	330	TX-CRF	0	330
11305	Site investigations, appraisals and audits	81	0	81	CIL-OS	81	0
11306	Port Credit Harbour West Pre-Design Study	387		387	DCA-REC/ TX-CRF	387	0
Total City Wide Facilities		**1,888**	**0**	**1,888**		**1,558**	**330**
City Wide Recreation							0
11431	Port Credit Arena Renovation - Construction	1,800	0	1,800	CIL-OS	0	1,800
11438	Therapeutic Pool at Mississauga Valley Community Centre	1,150	0	1,150	CIL-OS	1,150	0
11445	Hershey Air Support structures	2,885	0	2,885	CIL-OS	2,885	0
11446	River Grove Community Centre renovation - design	718	0	718	CIL-OS	0	718
11447	Clarkson School Pool - demolition/decommissioning	200	0	200	TX-CRF	0	200

*Funding source abbreviations found at the end of this appendix

Service Capital Budget Summary - 2011 Recommended Funding (000's)

Project Number	Project Name	Gross Cost	Recovery	Net Cost	Funding Sources*	Growth	Non-Growth
		$	$	$		$	$
11448	Bell Gairdner Estate - main & coach house renovation	1,480	0	1,480	TX-CRF	0	1,480
Total City Wide Recreation		**8,233**	**0**	**8,233**		**4,035**	**4,198**
Facility Renovations & Rehabilitation							
11428	Renovations and rehabilitation projects-various community centres	456	0	456	CIL-OS/ TX-FRRRF	0	456
Total Facility Renovations & Rehabilitation		**456**	**0**	**456**		**0**	**456**
Park Facility Installation							
11307	Birchwood Park - Design and Construction	40	0	40	DCA-REC/ TX-CRF	40	0
11308	4 Lit Tennis Courts at Port Credit Secondary School - Construction	351	0	351	DCA-REC/ TX-CRF	351	0
11309	Dr Martin Dobkin washrooms-construction	601	0	601	CIL-OS	601	0
11310	Fallingbrook community washrooms-design	58	0	58	CIL-OS	58	0
11311	Iceland Parkway Belt washrooms - design	60	0	60	CIL-OS	60	0
11312	Jack Darling - security for washrooms	22	0	22	CIL-OS	0	22
11313	Lisgar Fields washrooms - construction	580	0	580	CIL-OS	580	0

*Funding source abbreviations found at the end of this appendix

Service Capital Budget Summary - 2011 Recommended Funding (000's)

Project Number	Project Name	Gross Cost	Recovery	Net Cost	Funding Sources*	Growth	Non-Growth
		$	$	$		$	$
11314	Development - Changerooms (new Loyola SS)	832	0	832	CIL-OS/ TAX-SPCRF	832	0
Total Park Facility Installation		**2,544**	**0**	**2,544**		**2,522**	**22**
Park Redevelopment							
11315	Valley Park-Restoration of bridge-construction	118	0	118	TX-CRF	0	118
11316	Repair Approaches, decks and railings	114	0	114	TX-CRF	0	114
11317	Greenbelt planting & fencing - Kaneff College Estates	37	0	37	C-PORF	0	37
11318	Spray Pad & Landscape Improvements at Lakefront Promenade - Design	120	0	120	TX-CRF	0	120
11319	Mississauga Valley-spray pad repair-design/construction	80	0	80	TX-CRF	0	80
11320	Landscape Improvements-Various Park Assessments	250	0	250	TX-CRF	0	250
11321	Woodington Green - Stone entrance wall	30	0	30	C-PORF	0	30
11322	Stonewood Park - parking lot renovation	38	0	38	TX-CRF	0	38
11323	Playground Redevelopment - Various Sites	1,328	0	1,328	TX-CRF	0	1,328
Total Park Redevelopment		**2,115**	**0**	**2,115**		**0**	**2,115**

*Funding source abbreviations found at the end of this appendix

Service Capital Budget Summary - 2011 Recommended Funding (000's)

Project Number	Project Name	Gross Cost	Recovery	Net Cost	Funding Sources*	Growth	Non-Growth
		$	$	$		$	$
Parkland Acquisition							
11324	Not Yet Named F327 - 2007 Lakeshore Rd W	421	0	421	CIL-OS	421	0
Total Parkland Acquisition		**421**	**0**	**421**		**421**	**0**
Parkland Development							
11325	Pinchin - barn foundation restoration	121	0	121	DCA-REC/ TX-CRF	121	0
11326	Heatherleigh Park - Basic Development	160	0	160	DCA-REC/ TX-CRF	160	0
11327	Lions Park Improvement & Play equipment	549	0	549	C-PORF	549	0
11328	F-463 design and construction	100	0	100	DCA-REC/ TX-CRF	100	0
11329	Park 508 - Master Plan & Public Consult	25	0	25	DCA-REC/ TX-CRF	25	0
Total Parkland Development		**955**	**0**	**955**		**955**	**0**
Parks Maintenance							
11363	Lakeview Golf-upgrade irrigation system	231	0	231	TX-CRF	0	231
11382	Streetsville Service Building-asphalt/drainage	22	0	22	TX-CRF	0	22
11383	Erindale Park-Replace pad under picnic shelter	44	0	44	TX-CRF	0	44

*Funding source abbreviations found at the end of this appendix

Service Capital Budget Summary - 2011 Recommended Funding (000's)

Project Number	Project Name	Gross Cost	Recovery	Net Cost	Funding Sources*	Growth	Non-Growth
		$	$	$		$	$
11384	Installation-Park and Greenbelt Fencing	51	0	51	TX-CRF	0	51
11385	Kariya Park - pond repair	107	0	107	TX-CRF	0	107
11386	Replacement of various park furnishings	30	0	30	TX-CRF	0	30
11379	Pathway reconstruction - various	74	0	74	TX-CRF	0	74
11388	Turf Rehabilitation - Aerification and overseeding	30	0	30	TX-CRF	0	30
11390	Water Services - various	115	0	115	TX-CRF	0	115
Total Parks Maintenance		**704**	**0**	**704**		**0**	**704**
Sport Field Maintenance							
11370	Lit Sports Field Maintenance - various	197	0	197	TX-CRF	0	197
11371	Tennis Court Maintenance - various	395	154	241	TX-CRF	0	241
11372	Unlit Sports Field Maintenance - various	137	0	137	TX-CRF	0	137
Total Sport Field Maintenance		**729**	**154**	**575**		**0**	**575**
Urban Forestry							
11405	Woodland Management	59	0	59	TX-CRF	0	59

*Funding source abbreviations found at the end of this appendix

Service Capital Budget Summary - 2011 Recommended Funding (000's)

Project Number	Project Name	Gross Cost	Recovery	Net Cost	Funding Sources*	Growth	Non-Growth
		$	$	$		$	$
11407	Conversion of Park Areas to Natural Areas	81	0	81	TX-CRF	0	81
11402	Replacement of dead or vandalized trees	72	0	72	TX-CRF	0	72
11403	Playground Tree Plantings	16	0	16	TX-CRF	0	16
11408	Street Tree Plantings - Replacements	600	0	600	TX-CRF	0	600
11414	Streetscape Beautification	56	0	56	TX-CRF	0	56
11410	City Environmental Events	56	0	56	TX-CRF	0	56
11411	Street Tree Plantings - New Subdivisions	600	0	600	C-STPRF	0	600
11412	Street Tree Plantings - Replacements	41	0	41	C-STPRF	0	41
11413	Greenbelt plantings	51	0	51	TX-CRF	0	51
11415	Surveying and removal of encroachments	26	0	26	TX-CRF	0	26
Total Urban Forestry		**1,658**	**0**	**1,658**		**0**	**1,658**
Vehicles, Equipment							
11420	Braeben Equipment Replacement program	166	0	166	TX-CRF	0	166
11422	Pavement scanner bike for pathways	260	0	260	CIL-OS/ TX-CRF	0	260
11423	Parks - Growth Related Equipment	200	0	200	DCA-PUBWRKS/ TX-CRF	200	0
11427	Equipment for Urban Forestry Crew	320	0	320	TX-CRF	0	320

*Funding source abbreviations found at the end of this appendix

Service Capital Budget Summary - 2011 Recommended Funding (000's)

Project Number	Project Name	Gross Cost	Recovery	Net Cost	Funding Sources*	Growth	Non-Growth
		$	$	$		$	$
11560	Online systems - Community Groups	75	0	75	TX-CRF	0	75
11424	Recreation Program Equipment	397	0	397	CIL-OS/ TX-CRF	0	397
11561	Online systems for class bookings	59	0	59	TX-CRF	0	59
Total Vehicles, Equipment		**1,477**	**0**	**1,477**		**200**	**1,277**
Total Recreation and Parks Services		**21,179**	**154**	**21,025**		**9,691**	**11,335**
Mississauga Library Services							
Buildings							
11271	Renovations to various locations	49	0	49	TX-FRRRF	0	49
Total Buildings		**49**	**0**	**49**		**0**	**49**
Materials and Equipment							
11273	Library Collection Increases to reflect the growth in City	442	0	442	DCA-LIB/ TX-CRF	398	44
11274	Self-Serve Technology- Workstation Rollout	141	0	141	TX-CRF	0	141
11275	Book carts, shelving, desks/ work stations for public access	126	0	126	TX-CRF	0	126

*Funding source abbreviations found at the end of this appendix

Service Capital Budget Summary - 2011 Recommended Funding (000's)

Project Number	Project Name	Gross Cost	Recovery	Net Cost	Funding Sources*	Growth	Non-Growth
		$	$	$		$	$
11564	20 public computers- Monitor, Software and Furniture	27	0	27	TX-CRF	27	0
Total Materials and Equipment		**736**	**0**	**736**		**425**	**311**
Total Mississauga Library Services		**785**	**0**	**785**		**425**	**360**
Land Development Services							
Other							
11960	Ninth Line Corridor Review	100	0	100	DCA-CWE	100	0
Total Other		**100**	**0**	**100**		**100**	**0**
Applications							
11570	Planning Databases and Information Management Software-Phase 1	259	0	259	TX-CRF	0	259
11571	Strategic Plan Success Measurement System	75	0	75	TX-CRF	0	75
Total Applications		**334**	**0**	**334**		**0**	**334**
Total Land Development Services		**434**	**0**	**434**		**100**	**334**
Legislative Services							
Applications							
11545	Electronic Records Management	14	0	14	TX-CRF	0	14

*Funding source abbreviations found at the end of this appendix

Service Capital Budget Summary - 2011 Recommended Funding (000's)

Project Number	Project Name	Gross Cost	Recovery	Net Cost	Funding Sources*	Growth	Non-Growth
		$	$	$		$	$
11546	POA - Court administration	30	0	30	TX-CRF	0	30
Total Applications		**44**	**0**	**44**		**0**	**44**
Total Legislative Services		**44**	**0**	**44**		**0**	**44**
Arts and Culture							
Buildings							
11492	Interactive Culture Website	300	0	300	OTH-ART	0	300
11493	Heritage designation surveys and plaques	15	0	15	TX-CRF	0	15
11494	Renovations and rehabilitation projects	18	0	18	TX-FRRRF	0	18
11495	Preventative Maintenance of Heritage Facilities	50	0	50	TX-CRF	0	50
Total Buildings		**383**	**0**	**383**		**0**	**383**
Materials & Equipment							
11491	Mississauga Cultural Map	35	0	35	TX-CRF	0	35
11496	Furniture and Equipment - Replacement	18	0	18	TX-CRF	0	18

*Funding source abbreviations found at the end of this appendix

Service Capital Budget Summary - 2011 Recommended Funding (000's)

Project Number	Project Name	Gross Cost	Recovery	Net Cost	Funding Sources*	Growth	Non-Growth
		$	$	$		$	$
11497	Public Art Program	100	0	100	TX-CRF	0	100
11490	Replace Stage Lighting at Meadowvale Theatre	250	50	200	TX-CRF	0	200
Total Materials & Equipment		**403**	**50**	**353**		**0**	**353**
Total Arts and Culture		**786**	**50**	**736**		**0**	**736**
Regulatory Services							
Vehicles, Equipment and Other							
11190	Radio Replacement - Parking Enforcement	33	0	33	TX-CRF	0	33
Total Vehicles, Equipment and Other		**33**	**0**	**33**		**0**	**33**
Total Regulatory Services		**33**	**0**	**33**		**0**	**33**
Facilities and Property Management							
Capital Construction & Improvement							
11700 -11701	Improvements -Corporate Facilities	1,412	0	1,412	TX-FRRRF	0	1,412
11743	Accessibility	318	0	318	TX-FRRRF	0	318
Total Capital Construction & Improvement		**1,730**	**0**	**1,730**		**0**	**1,730**

*Funding source abbreviations found at the end of this appendix

Service Capital Budget Summary - 2011 Recommended Funding (000's)

Project Number	Project Name	Gross Cost	Recovery	Net Cost	Funding Sources*	Growth	Non-Growth
		$	$	$		$	$
Facility Services							
11732	Signage	27	0	27	TX-FRRRF	0	27
11733	Energy Management	318	0	318	TX-FRRRF	0	318
11574, 11734 -11735	Security	268	0	268	TX-FRRRF/ TX-CRF	0	268
Total Facility Services		**613**	**0**	**613**		**0**	**613**
Life Cycle Maintenance							
11717 - 11718	Electrical Systems	398	0	398	TX-FRRRF	0	398
11770	Inspections	27	0	27	TX-FRRRF	0	27
11705	HVAC Systems	361	0	361	TX-FRRRF	0	361
11710, 11712 - 1713, 11715 - 11716	Mechanical Systems	1,657	0	1,657	TX-FRRRF	0	1,657
11708	Roofing Systems	758	0	758	TX-FRRRF	0	758
11438, 11719 - 11720, 11722 - 11726, 11728	Structural	2,786	0	2,786	TX-FRRRF	0	2,786
11765 - 11766	Site Services	636	0	636	TX-FRRRF	0	636

*Funding source abbreviations found at the end of this appendix

Service Capital Budget Summary - 2011 Recommended Funding (000's)

Project Number	Project Name	Gross Cost	Recovery	Net Cost	Funding Sources*	Growth	Non-Growth
		$	$	$		$	$
11775	Emergency	318	0	318	TX-FRRRF	0	318
Total Life Cycle Maintenance		**6,941**	**0**	**6,941**		**0**	**6,941**
Space Planning							
11738 - 11740	Furniture	187	0	187	TX-CRF	0	187
11741 - 11742, 11744	Relocation & Office Accommodation	5,120	0	5,120	TX-CRF	0	5,120
Total Space Planning		**5,307**	**0**	**5,307**		**0**	**5,307**
Vehicles and Equipment							
11753	Equipment	33	0	33	TX-CRF	0	33
11754	Vehicles	40	0	40	TX-CRF	0	40
Total Vehicles and Equipment		**73**	**0**	**73**		**0**	**73**
Total Facilities and Property Management		**14,664**	**0**	**14,664**		**0**	**14,664**
Strategic Policy							
Infrastructure							
11950	Downtown 21-Mainstreet District Implementation	705	225	480	TX-CRF	480	0

*Funding source abbreviations found at the end of this appendix

Service Capital Budget Summary - 2011 Recommended Funding (000's)

Project Number	Project Name	Gross Cost	Recovery	Net Cost	Funding Sources*	Growth	Non-Growth
		$	$	$		$	$
11951	Waterfront Revitalization-Phase 1	900	0	900	TX-CRF	900	0
Total Infrastructure		**1,605**	**225**	**1,380**		**1,380**	**-**
Applications - New							
11575	Contract Monitoring System	60	0	60	TX-CRF	0	60
Total Applications - New		**60**	**0**	**60**		**0**	**60**
Total Strategic Policy		**1,665**	**225**	**1,440**		**1,380**	**60**
Information Technology							
Applications							
11501	Sharepoint enhancement - City wide	100	0	100	TX-CRF	0	100
11503	Point of Sale System Upgrade in City Facilities	45	0	45	TX-CRF	0	45
11504	Departmental minor application projects	50	0	50	TX-CRF	0	50
11506	SAP - Enterprise System Enhancements	250	0	250	TX-CRF	0	250
11526	Search Engine Appliance Upgrade	50	0	50	TX-CRF	0	50
11540	Windows 7 Operating System and Office 2010	50	0	50	TX-CRF	0	50

*Funding source abbreviations found at the end of this appendix

Service Capital Budget Summary - 2011 Recommended Funding (000's)

Project Number	Project Name	Gross Cost	Recovery	Net Cost	Funding Sources*	Growth	Non-Growth
		$	$	$		$	$
11541	Mobile Applications	250	0	250	TX-CRF	0	250
11543	SAP - Enterprise Reporting	500	0	500	TX-CRF	0	500
11555	Chameleon System Upgrade	100	0	100	TX-CRF	0	100
Total Applications		**1,395**	**0**	**1,395**		**0**	**1,395**
Infrastructure							
11524	Replace/ Implement fibre & wireless network	900	0	900	TX-CRF	0	900
11525	Cabling and network hardware at City facilities	550	0	550	TX-CRF	0	550
11542	Fibre & Wireless Network Replacement/ Upgrade	120	0	120	TX-CRF	0	120
11544	VCOM Mobile Radio Replacement	750	0	750	TX-CRF	0	750
11522	Tools & Utilities	100	0	100	TX-CRF	0	100
11523	Business Continuity & Disaster Readiness for IT Systems	350	0	350	TX-CRF	0	350
Total Infrastructure		**2,770**	**0**	**2,770**		**0**	**2,770**
PC Replacement and Peripherals							
11527	Peripheral Equipment at Library /Community Centre facilities	125	0	125	TX-CRF	0	125
11528	Peripheral Equipment - Corporate Services /Mayor/Councillors	25	0	25	TX-CRF	0	25

*Funding source abbreviations found at the end of this appendix

Service Capital Budget Summary - 2011 Recommended Funding (000's)

Project Number	Project Name	Gross Cost	Recovery	Net Cost	Funding Sources*	Growth	Non-Growth
		$	$	$		$	$
11529	Peripheral Equipment for Transportation and Works	25	0	25	TX-CRF	0	25
11530	PCs for New Staff & Monitor Replacement	290	0	290	TX-CRF	0	290
11531	PC & Notebook Replacement - Community Services	216	0	216	TX-CRF	0	216
11532	PC & Notebook Replacemt - Corporate Services/Mayor & Council/City Manager	208	0	208	TX-CRF	0	208
11533	PC& Notebook Replacement - Planning & Building	29	0	29	TX-CRF	0	29
11534	PC & Notebook Replacement - Transportation & Works	158	0	158	TX-CRF	0	158
11502	Specialized technology for GIS/ Mapping -new and replacement	50	0	50	TX-CRF	0	50
11642	Corporate Audiovisual Equipment Purchase & Replacement	87	0	87	TX-CRF	0	87
Total PC Replacement and Peripherals		**1,212**	**0**	**1,212**		**0**	**1,212**
Total Information Technology		**5,377**	**0**	**5,377**		**0**	**5,377**
Business Services							
Applications							
11550	Time Tracking Software	50	0	50	TX-CRF	0	50
11551	Front End Procurement Software	50	0	50	TX-CRF	0	50
11552	External Video Streaming	25	0	25	TX-CRF	0	25

*Funding source abbreviations found at the end of this appendix

Service Capital Budget Summary - 2011 Recommended Funding (000's)

Project Number	Project Name	Gross Cost	Recovery	Net Cost	Funding Sources*	Growth	Non-Growth
		$	$	$		$	$
11548	MAX Security Deposit Refund Interface	50	0	50	TX-CRF	0	50
11549	Conversion of Materiel Management Access to SQL server	50	0	50	TX-CRF	0	50
11553	Consolidate Registration & Booking inquiries into 311	50	0	50	TX-CRF	0	50
Total Applications		**275**	**0**	**275**		**0**	**275**
Infrastructure							
11554	IT Procurement	62	0	62	TX-CRF	0	62
Total Infrastructure		**62**	0	**62**		**0**	**62**
Miscellaneous Equipment							
11640	Departmental Miscellaneous Equipment	14	0	14	TX-CRF	0	14
11641	Print Shop miscellaneous equipment	10	0	10	TX-CRF	0	10
11643	Digital Printing Equipment	90	0	90	TX-CRF	0	90
Total Miscellaneous Equipment		**114**	**0**	**114**		**0**	**114**
Total Business Services		**451**	**0**	**451**		**0**	**451**
Total City 2011 Capital Budget		**236,600**	**37,258**	**199,341**		**87,886**	**111,455**

*Funding source abbreviations found at the end of this appendix

Funding Source Abbreviations

Appendix 4 contains the 2011 recommended Capital Budget Summary funding list of capital projects to be approved by Council. Appendix 6 contains the Unfunded Capital programs. Within these appendices, 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
CIL-PPKG-PC	▪ Cash-in-lieu of Parking – Port Credit
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

Reserve Name	Purpose of the Fund
DCA-PUBWKS	▪ New Development Charge - Public Works
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
OTH-ART	▪ Other Arts Reserve Fund
PGTRF	▪ Provincial Gas Tax Reserve Fund
PORF	▪ Parks Other Reserve Fund
RFGTRF	▪ Region Federal Gas Tax Reserve Fund

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

2011 - 2020 City Wide Capital Budget - Recommended Funding Summary

($000's)

	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	Total
	$	$	$	$	$	$	$	$	$	$	$
Gross Cost	236,599	219,946	170,128	189,397	216,033	243,629	182,323	186,982	162,544	162,213	**1,969,793**
Recovery/Subsidy	37,258	7,890	58	8,136	16,138	1,122					**70,602**
Net Cost	**199,341**	**212,056**	**170,070**	**181,261**	**199,895**	**242,507**	**182,323**	**186,982**	**162,544**	**162,213**	**1,899,191**
Net Cost Funding Sources											
Tax	57,436	-3,666	3,004	3,665	-11,184	2,807	2,727	3,216	2,863	3,134	**64,002**
Reserves	21,690	24,780	27,996	31,357	34,885	38,596	42,500	46,600	50,908	55,442	**374,753**
Federal Contributions	25,475	30,389	16,721	14,364	27,133	64,277	54,040	45,217	34,003	41,884	**353,502**
Provincial Contributions	42,598	17,533	1,800	1,000	0	0	0	0	0	0	**62,931**
External Debt	0	61,000	58,000	57,000	63,000	59,000	33,000	41,500	28,000	13,000	**413,500**
Contributions	11,879	25,900	12,233	12,942	3,967	20,037	10,258	12,286	8,722	10,722	**128,945**
Developer Charges	40,263	56,121	50,316	60,933	82,094	57,790	39,798	38,164	38,049	38,032	**501,559**
Total Funding Sources	**199,341**	**212,056**	**170,070**	**181,261**	**199,895**	**242,507**	**182,323**	**186,982**	**162,544**	**162,213**	**1,899,191**

2011 - 2020 City Wide Capital Budget
Gross Capital Recommended Funding Summary
($000's)

Service	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	Total
	$	$	$	$	$	$	$	$	$	$	$
Roads, Storm Drainage & Watercourses											
Bridge & Structure Rehabilitation	4,500	4,500	4,500	4,500	4,500	4,500	4,500	4,500	4,500	4,500	**45,000**
Major Roads	11,231	12,148	13,620	20,958	38,070	28,018	13,920	10,578	14,398	12,006	**174,947**
Other Engineering	22,012	27,562	21,362	24,917	46,229	22,332	12,851	21,772	22,752	12,259	**234,050**
Roadway Rehabilitation	22,908	15,374	16,224	23,900	24,450	23,900	23,850	24,500	23,850	23,900	**222,855**
Storm Drainage	6,977	17,311	19,710	12,230	8,110	9,750	5,290	5,310	4,750	3,840	**93,278**
Total - Roads, Storm Drainage and Watercourses	**67,628**	**76,895**	**75,416**	**86,505**	**121,359**	**88,500**	**60,411**	**66,660**	**70,250**	**56,505**	**770,130**
Fire & Emergency Services											
Stations & Auxiliary Buildings	21,909	1,438	6,500	4,642	5,690	5,330	2,045			47	**47,601**
Vehicles & Equipment	2,878	2,905	4,273	3,117	7,642	2,723	2,025	3,728	3,805	5,151	**38,246**
Total - Fire & Emergency Services	**24,787**	**4,343**	**10,773**	**7,759**	**13,332**	**8,053**	**4,070**	**3,728**	**3,805**	**5,198**	**85,847**
Mississauga Transit											
Buildings	1,500	640	40	2,040	10,040	30,040	20,040	40	40	40	**64,460**
Buses	23,215	13,272	18,321	17,018	20,198	21,044	21,004	28,337	17,123	44,804	**224,336**
Higher Order Transit	69,516	49,173	1,800	8							**120,497**
On-street Facilities	525	325	375	190	140	20,290	20,275	20,275	20,240	140	**82,775**

2011 - 2020 City Wide Capital Budget
Gross Capital Recommended Funding Summary
($000's)

Service	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	Total
	$	$	$	$	$	$	$	$	$	$	$
Other Transit	3,680	1,900	1,500	100	2,000	2,500	100			100	**11,880**
Vehicles and Equipment	330	855	500	310	490	1130	565	545	265	525	**5,515**
Total - Mississauga Transit	**98,766**	**66,165**	**22,536**	**19,666**	**32,868**	**75,004**	**61,984**	**49,197**	**37,668**	**45,609**	**509,463**
Recreation & Parks											
City Wide Facilities	1,888	10,173	4,796	9,411	8,350	4,747	9,347	12,367	4,235	4,375	**69,689**
City Wide Recreation	8,233	6,671	15,436	16,848	635	4,890	4,890	2,460			**60,062**
Facility Renovations & Rehabilitation	456	456	456	456	456	456	456	456	456	456	**4,560**
Park Facility Installation	2,544	1,238	580	52	909	585	1,987				**7,895**
Park Redevelopment	2,115	2,195	2,196	2,138	1,605	1,555	1,283	1,840	3,266	1,030	**19,223**
Parkland Acquisition	421	19,260	2,000	4,000	2,000	18,851	2,000	9,000	8,000	10,000	**75,532**
Parkland Development	955	231	985	1,706	5,741	11,633	5,365	2,566	568	12,851	**42,600**
Parks Maintenance	704	1,196	918	527	421	422	443	474	423	463	**5,991**
Sports Field Maintenance	729	561	965	1,852	583	422	370	1,220	312	1,151	**8,165**
Urban Forestry	1,658	1,986	1,928	1,928	1,928	1,928	1,928	1,928	1,928	1,928	**19,068**
Vehicles, Equipment	1,477	1,170	1,343	1,117	847	847	847	847	847	868	**10,210**
Total - Recreation & Parks	**21,179**	**45,136**	**31,604**	**40,034**	**23,475**	**46,336**	**28,917**	**33,157**	**20,035**	**33,122**	**322,995**

2011 - 2020 City Wide Capital Budget
Gross Capital Recommended Funding Summary
($000's)

Service	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	Total
	$	$	$	$	$	$	$	$	$	$	$
Library Services											
Buildings	49	3,105	3,097	330	342	1,952	1,644	95	62	65	**10,740**
Materials & Equipment	736	1,032	1,266	1,321	726	126	126	1,026	1,126	145	**7,626**
Total - Library Services	**785**	**4,137**	**4,363**	**1,651**	**1,067**	**2,077**	**1,769**	**1,120**	**1,187**	**210**	**18,366**
Land Development Services											
Other	100										**100**
Applications	334	85	157	47							**623**
Total - Land Development Services	**434**	**85**	**157**	**47**	-	-	-	-	-	-	**723**
Legislative Services											
Applications	44	14	39	0	0	0	0	0	0	0	**97**
Total - Legislative Services	**44**	**14**	**39**	-	-	-	-	-	-	-	**97**
Arts & Culture											
Buildings	383	83	1,133	15,783	6,083	3,983	83	83	333	83	**28,030**
Materials & Equipment	403	238	288	218	218	218	218	218	218	218	**2,455**
Total - Arts & Culture	**786**	**321**	**1,421**	**16,001**	**6,301**	**4,201**	**301**	**301**	**551**	**301**	**30,485**

2011 - 2020 City Wide Capital Budget
Gross Capital Recommended Funding Summary
($000's)

Service	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	Total
	$	$	$	$	$	$	$	$	$	$	$
Regulatory Services											
Vehicles, Equipment and Other	33	100	270	33			33			33	**502**
Total - Regulatory Services	**33**	**100**	**270**	**33**	-	-	**33**	-	-	**33**	**502**
Facilities & Property Management											
Capital Construction & Improvement	1,730	1,000	500	500	500	2,000	4,000	10,500	10,500	3,420	**34,650**
Facility Services	613	734	747	756	719	722	726	729	715	739	**7,200**
Lifecycle Maintenance	6,941	7,046	6,976	7,559	7,897	8,204	9,319	12,251	9,059	8,746	**83,997**
Space Planning	5,307	3,780	780	780	480	442	780	780	780	777	**14,686**
Vehicles & Equipment	73	38	42	39	42	78	50	43	50	51	**506**
Total - Corporate Assets	**14,664**	**12,598**	**9,045**	**9,633**	**9,638**	**11,446**	**14,874**	**24,303**	**21,104**	**13,733**	**141,039**
Strategic Policy											
Applications	60										**60**
Infrastructure	1,605	650	650	600							**3,505**
Total - Strategic Policy	**1,665**	**650**	**650**	**600**	-	-	-	-	-	-	**3,565**
Information Technology											
Applications	1,395	2,336	2,890	1,670	5,460	5,450	6,210	4,700	4,970	4,836	**39,917**
Infrastructure	2,770	4,060	7,038	2,895	1,375	1,450	2,550	2,285	1,775	1,350	**27,548**
PC Replacement & Peripherals	1,212	1,162	1,212	1,087	1,137	1,087	1,137	1,087	1,137	1,162	**11,423**
Total - Information Technology	**5,377**	**7,558**	**11,140**	**5,652**	**7,972**	**7,987**	**9,897**	**8,072**	**7,882**	**7,348**	**78,888**

2011 - 2020 City Wide Capital Budget
Gross Capital Recommended Funding Summary
($000's)

Service	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	Total
	$	$	$	$	$	$	$	$	$	$	$
Business Services											
Applications	275	1,750	1,972	1,796							**5,793**
Infrastructure	62	124	174								**360**
Vehicles,Equipment and Other	114	70	569	19	21	24	67	444	62	154	**1,539**
Total - Business Services	**451**	**1,944**	**2,715**	**1,815**	**21**	**24**	**67**	**444**	**62**	**154**	**7,692**
Total City	**236,600**	**219,947**	**170,129**	**189,398**	**216,034**	**243,630**	**182,324**	**186,983**	**162,545**	**162,214**	**1,969,793**

Roads, Storm Drainage and Watercourses
2011 - 2020 Net Capital Expenditures by Program
(000's)

Roads, Storm Drainage and Watercourses	2011 Budget	2012 Budget	2013 Forecast	2014 Forecast	2015 Forecast	2016 Forecast	2017 Forecast	2018 Forecast	2019 Forecast	2020 Forecast	Total
	$	$	$	$	$	$	$	$	$	$	$
Bridge and Structure Rehabilitation	4,500	4,500	4,500	4,500	4,500	4,500	4,500	4,500	4,500	4,500	45,000
Major Roads	11,231	12,148	13,620	20,958	38,070	28,018	13,920	10,578	14,398	12,006	174,947
Other Engineering	22,012	27,562	21,362	24,917	31,229	22,332	12,851	21,772	22,752	12,259	219,050
Roadway Rehabilitation	22,908	15,374	16,224	23,900	24,450	23,900	23,850	24,500	23,850	23,900	222,855
Storm Drainage	6,977	17,311	19,710	12,230	8,110	9,750	5,290	5,310	4,750	3,840	93,278
Total Net Expenditures	**67,628**	**76,895**	**75,416**	**86,505**	**106,359**	**88,500**	**60,411**	**66,660**	**70,250**	**56,505**	**755,130**

Roads, Storm Drainage and Watercourses
2011 - 2020 Net Capital Expenditures By Sub-Program
(000's)

Bridges & Structure Rehabilitation	2011 Budget	2012 Budget	2013 Forecast	2014 Forecast	2015 Forecast	2016 Forecast	2017 Forecast	2018 Forecast	2019 Forecast	2020 Forecast	Total
	$	$	$	$	$	$	$	$	$	$	$
Bridge and Structure Rehabilitation	3,980	4,200	4,000	0	0	0	0	0	0	0	12,180
Bridge Repairs	120	100	300	4,300	4,100	4,300	4,300	4,300	4,100	4,300	30,220
Bridge and Culvert Appraisal & Improvement Priority	200	0	0	0	200	0	0	0	200	0	600
Inspection & Design	200	200	200	200	200	200	200	200	200	200	2,000
Total Net Expenditures	**4,500**	**4,500**	**4,500**	**4,500**	**4,500**	**4,500**	**4,500**	**4,500**	**4,500**	**4,500**	**45,000**

Roads, Storm Drainage and Watercourses - 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)
2011	Lakeshore Road East over AppleWood Creek	X							X	1,200
2011	Lakeshore Road East over Serson Creek	X					X		X	875
2011	Tannery Street Over Mullet Creek		X		X		X	X	X	285
2011	St. Mary's Avenue over Applewood Creek	X							X	350
2011	Eglinton Avenue West over the Credit River East Bound	X	X		X	X	X	X	X	690
2011	Eglinton Avenue West over the Credit River West Bound	X	X		X	X	X	X	X	580
2012	Dundas Street East over Cooksville Creek	X			X		X		X	4,000
2012	CNR Rail (Metro Linx) Goreway Drive	X			X		X	X	X	200
2013	Pinetree Cres over Stavebank Creek	X							X	200
2013	Birchwood Drive over East Branch of Birchwood Creek	X							X	300
2013	Bloor Street over East Etobicoke Creek	X	X	X	X	X	X	X	X	600
2013	Glen Erin Drive Over Pedestrian Trail	X					X	X	X	1,400
2013	Barbertown Road over Carolyn Creek	X							X	200
2013	Second Line West over Fletchers Creek	X							X	1,300
Total										**12,180**

Roads, Storm Drainage and Watercourses - Project Listing
Program: Bridge and Structure Rehabilitation

Bridge Repairs

Year	Project	Description	Net Cost ('000's)
2011	Bridge Repairs	Funding for bridge repairs that are determined during the yearly appraisal	120
2012	Bridge Repairs	Funding for bridge repairs that are determined during the yearly appraisal	100
2013	Bridge Repairs	Funding for bridge repairs that are determined during the yearly appraisal	300
2014	Bridge Repairs	Funding for bridge repairs that are determined during the yearly appraisal	4,300
2015	Bridge Repairs	Funding for bridge repairs that are determined during the yearly appraisal	4,100
2016	Bridge Repairs	Funding for bridge repairs that are determined during the yearly appraisal	4,300
2017	Bridge Repairs	Funding for bridge repairs that are determined during the yearly appraisal	4,300
2018	Bridge Repairs	Funding for bridge repairs that are determined during the yearly appraisal	4,300
2019	Bridge Repairs	Funding for bridge repairs that are determined during the yearly appraisal	4,100
2020	Bridge Repairs	Funding for bridge repairs that are determined during the yearly appraisal	4,300
Total			**30,220**

Roads, Storm Drainage and Watercourses - Project Listing
Program: Bridge and Structure Rehabilitation

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**

Inspection & Design

Year	Project	Description	Net Cost ('000's)
2011	Inspection & Design	Design and inspection costs to carry out the required bridge repairs	200
2012	Inspection & Design	Design and inspection costs to carry out the required bridge repairs	200
2013	Inspection & Design	Design and inspection costs to carry out the required bridge repairs	200
2014 - 2020	Inspection & Design	Design and inspection costs to carry out the required bridge repairs	1,400
Total			**2,000**

Roads, Storm Drainage and Watercourses
2011 - 2020 Net Capital Expenditures By Sub-Program
(000's)

Major Roads	2011 Budget	2012 Budget	2013 Forecast	2014 Forecast	2015 Forecast	2016 Forecast	2017 Forecast	2018 Forecast	2019 Forecast	2020 Forecast	Total
	$	$	$	$	$	$	$	$	$	$	$
Grade Separation	0	0	0	0	8,000	0	8,000	6,000	5,000	0	27,000
Intersection Improvements	898	898	898	898	898	898	898	898	898	898	8,980
Road Improvements	10,333	11,250	12,722	20,060	29,172	27,120	5,022	3,680	8,500	11,108	138,967
Total Net Expenditures	**11,231**	**12,148**	**13,620**	**20,958**	**38,070**	**28,018**	**13,920**	**10,578**	**14,398**	**12,006**	**174,947**

Roads, Storm Drainage and Watercourses - Project Listing
Program: Major Roads

Grade Separation

Year	Project	Description	Net Cost ('000's)
2015	Grade Separation	Goreway Drive Grade Separation - Construction	8,000
2017	Grade Separation	Drew Road Grade Separation - Phase One	8,000
2018	Grade Separation	Drew Road Grade Separation - Phase Two	6,000
2019	Grade Separation	Ninth Line/Tenth Line Grade Separation	5,000
Total			**27,000**

Intersection Improvements

Year	Project	Description	Net Cost ('000's)
2011	Intersection Improvements	Funding to improve operation deficiencies of intersections throughout the City	898
2012	Intersection Improvements	Funding to improve operation deficiencies of intersections throughout the City	898
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
2020	Intersection Improvements	Funding to improve operation deficiencies of intersections throughout the City	898
Total			**8,980**

Roads, Storm Drainage and Watercourses - Project Listing
Program: Major Roads

Road Improvements - 2014 to 2020

Year	Project	Description	Net Cost ('000's)
2014	Road Improvements	Preliminary Engineering Studies	100
2014	Road Improvements	Duke of York from Burnhamthorpe Road West to Rathburn Road West	100
2014	Road Improvements	DCA Study (Major Roads)	200
2014	Road Improvements	Official Plan Study	200
2014	Road Improvements	Creekbank Road - Matheson Boulevard East to North Limit of Creekbank	780
2014	Road Improvements	Creekbank Road Extension North Limit of Creekbank to South Highway 401	930
2014	Road Improvements	Centreview Drive Widening - Duke of York to Rathburn Road West	1,270
2014	Road Improvements	Courtneypark Drive East - Tomken Road to Dixie Road	3,770
2014	Road Improvements	Courtneypark Drive - Kennedy Road to Tomken Road	4,210
2014	Road Improvements	Drew Road - Dixie Road to Tomken Road - Phase 2 (Structure)	8,500
2015	Road Improvements	Preliminary Engineering Studies	100
2015	Road Improvements	Derrycrest Drive - Derry Road West to Hurontario Street	150
2015	Road Improvements	Transportation Master Plan Study	200
2015	Road Improvements	Mavis Road - 220m North of tracks to Burnhamthorpe Road	250
2015	Road Improvements	Burnhamthorpe Road - Hurontario Street to Confederation Parkway	12,500
2015	Road Improvements	Webb Drive - East Limit to Kariya Drive	1,000
2015	Road Improvements	Belgrave Drive from Cantay Road to North Termius and Highway 401	1,560

Roads, Storm Drainage and Watercourses - Project Listing
Program: Major Roads

Road Improvements - 2014 to 2020

Year	Project	Description	Net Cost ('000's)
2015	Road Improvements	Highway 401 Eastbound Ramp Extension - Mavis Road to Belgrave Drive	2,110
2015	Road Improvements	Creekbank Road Extension Structure over Highway 401 Phase 1 of 2	3,802
2015	Road Improvements	Creekbank Road Extension Structure over Highway 401 Phase 2 of 2	7,500
2016	Road Improvements	Preliminary Engineering Studies	100
2016	Road Improvements	City Centre Drive from Duke of York to Kariya Gate	150
2016	Road Improvements	Burnhamthorpe Road - Confederation Parkway to Mavis Road	17,500
2016	Road Improvements	Square One Drive from Confederation Parkway to Rathburn Road West	1,200
2016	Road Improvements	Drew Road - From 660m East of Torbram Road to Airport Road	1,350
2016	Road Improvements	Derrycrest - Derry Road West to Hurontario Street	1,520
2016	Road Improvements	Drew Road Widening - Torbram Road to 660m Easterly	1,790
2016	Road Improvements	Highway 401 Westbound Off Ramp - Highway 401 to Enterprise Road	3,510
2017	Road Improvements	Preliminary Engineering Studies	100
2017	Road Improvements	Creekbank Road Extension - Shawson Drive to Britannia Road East	1,018
2017	Road Improvements	Creekbank Road Extension - Enterprise Road to Shawson Drive	1,348
2017	Road Improvements	Sheridan Park Drive - West Leg Speakman to East Leg Speakman	2,556
2018	Road Improvements	Preliminary Engineering Studies	100
2018	Road Improvements	Edwards Boulevard Extension to Highway 407	450
2018	Road Improvements	Mavis Road - 220m North of tracks to Burnhamthorpe Road	3,130

Roads, Storm Drainage and Watercourses - Project Listing
Program: Major Roads

Road Improvements - 2014 to 2020

Year	Project	Description	Net Cost ('000's)
2019	Road Improvements	Preliminary Engineering Studies	100
2019	Road Improvements	DCA Study (Major Roads)	200
2019	Road Improvements	Official Plan Study	200
2019	Road Improvements	Highway 403 North Service Road from Mavis Road to Hurontario Street	290
2019	Road Improvements	Edwards Boulevard Extension - North of Topflight Drive to Highway 10/Highway 407	1,280
2019	Road Improvements	Creditview Road - Argentia Road to Old Creditview Road (Including Creditview Road Bridge)	6,430
2020	Road Improvements	Preliminary Engineering Studies	100
2020	Road Improvements	Whittle Road - Britannia to Matheson	2,958
2020	Road Improvements	Highway 403 North Service Road from Mavis Road to Hurontario Street	8,050
Total	**2014 to 2020**		**104,662**

Roads, Storm Drainage and Watercourses - Project Listing

Program: Major Roads

Road Improvements - 2011 to 2013 Detail

Year	Project	Activity	Reconstruct/ Widen	New Road	Streetscaping	# Through Lanes	Intersection Improvements	Traffic Signals	Streetlighting	Storm Sewer	Sidewalk	Other	Net Cost ('000's)
2011	Duke of York/Square One Drive Roundabout	Construct		X	X				X	X	X	X	2,000
2011	Creditview Road Bridge Widening at Creditview River	Construct	X									X	3,000
2011	Burnhamthorpe Road West Interim Rehabilitation - Arista Way to Mavis Road	Construct			X		X				X	X	4,750
2011	Transportation Master Plan	Study											50
2011	Preliminary Engineering Studies	Study											83
2011	Downtown- Transportation Functional Design	Study											200
2011	Ninth Line from Derry Road West to North Limit - Grade Separation Feasibility Study/Road Environment Assessment	Study											250
2012	Main Street (Baif Road) - Burnhamthorpe Road West to Webb Drive	Construct		X	X	2			X	X	X	X	500
2012	Ninth Line - Derry Road West to North Limit	Construct	X		X	4			X		X	X	9,400
2012	Preliminary Engineering Studies	Study											100
2012	Square One Drive from Confederation Parkway to Rathburn Road West	Study											100
2012	Britannia Road Extension -Burnside Court to Britannia Terminus	Study											150
2012	Downtown- Transportation Functional Design	Study											200
2012	Belgrave Drive from Cantay Road to North Termius and Highway 401	Study											250
2012	Sheridan Park Drive - West Leg Speakman to East Leg Speakman	Study											250
2012	Creditview Road - Argentia Road to Old Creditview Road	Study											300
2013	Creekbank Road Extension - Highway 401 Bridge to Enterprise Road	Construct		X	X	4			X	X	X	X	2,362
2013	Drew Road - Dixie Road to Tomken Road - Phase 1	Construct		X	X	4		X	X	X		X	6,000
2013	McLaughlin Road Bristol Road to Britannia Road West	Design/Construct	X		X					X	X	X	4,260
2013	Preliminary Engineering Studies	Study											100
Total	**2011 to 2013**												**34,305**

Roads, Storm Drainage and Watercourses
2011 - 2020 Net Capital Expenditures By Sub-Program
(000's)

Other Engineering	2011 Budget	2012 Budget	2013 Forecast	2014 Forecast	2015 Forecast	2016 Forecast	2017 Forecast	2018 Forecast	2019 Forecast	2020 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
Facility Repairs - Works	0	20	20	20	20	20	20	20	20	20	180
New Vehicles & Equipment	545	600	195	195	195	195	195	195	195	195	2,705
Noise Wall Program	1,850	3,000	3,000	1,556	756	756	756	750	1,169	1,450	15,043
Parking - Municipal	300	298	460	160	15,000	0	0	0	0	0	16,218
Property Acquisition	6,000	7,030	1,680	2,180	3,310	0	0	2,470	11,090	0	33,760
Salt Management Program	200	2,550	50	7,150	50	5,450	50	50	50	50	15,650
Sidewalks	2,244	2,244	2,244	2,244	257	257	257	257	257	257	10,518
Specialized Equipment	70	50	166	50	50	50	50	50	50	50	636
Streetlighting	1,417	1,417	1,417	1,417	1,417	1,417	1,417	1,417	1,417	1,417	14,167
Survey Equipment and Control	35	295	35	35	35	35	35	35	35	35	610
Topographical Updating	45	45	45	145	45	45	45	155	45	45	660
Traffic Signals	3,717	2,492	4,492	2,492	2,492	2,492	2,492	3,992	2,492	2,492	29,640
Vehicle & Equipment Replacement	1,820	3,752	3,739	3,454	3,733	2,986	3,765	2,512	2,163	2,479	30,403
Works Yards Space	0	0	50	50	100	4,860	0	6,100	0	0	11,160
Total Net Expenditures	**18,242**	**23,792**	**17,592**	**21,147**	**27,459**	**18,562**	**9,081**	**18,002**	**18,982**	**8,489**	**219,050**

Roads, Storm Drainage and Watercourses - Project Listing
Program: Other Engineering

Cycling Program

Year	Project	Description	Net Cost ('000's)
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
2020	Cycling Program	Implementation of Cycling Program in accordance with Cycling Master Plan	3,770
Total			**37,700**

Roads, Storm Drainage and Watercourses - Project Listing
Program: Other Engineering

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
2020	Facility Repairs - Works	Minor facility repairs and maintenance for Works facilities	20
Total			**180**

Roads, Storm Drainage and Watercourses - Project Listing
Program: Other Engineering

New Vehicles and Equipment

Year	Project	Description	Net Cost ('000's)
2011	New Vehicles & Equipment	Automated Vehicle Locator	150
2011	New Vehicles & Equipment	New Vehicles & Equipment	195
2011	New Vehicles & Equipment	New Vehicles & Equipment - Amended Minimum Maintenance Standards - Sign Inventory, Sidewalk Patrol and Street Lighting	200
2012	New Vehicles & Equipment	New Vehicles & Equipment	195
2012	New Vehicles & Equipment	New Vehicles & Equipment - South East Works Yard	405
2013	New Vehicles & Equipment	New Vehicles & Equipment	195
2014	New Vehicles & Equipment	New Vehicles & Equipment	195
2015	New Vehicles & Equipment	New Vehicles & Equipment	195
2016	New Vehicles & Equipment	New Vehicles & Equipment	195
2017	New Vehicles & Equipment	New Vehicles & Equipment	195
2018	New Vehicles & Equipment	New Vehicles & Equipment	195
2019	New Vehicles & Equipment	New Vehicles & Equipment	195
2020	New Vehicles & Equipment	New Vehicles & Equipment	195
Total			**2,705**

Roads, Storm Drainage and Watercourses - Project Listing
Program: Other Engineering

Noise Wall Program

Year	Project	Description	Net Cost ('000's)
2011	Noise Wall Program	Replacement of existing noise walls as prioritized according to current condition. Also includes opportunity for new noise wall construction.	1,850
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.	3,000
2014	Noise Wall Program	Replacement of existing noise walls as prioritized according to current condition. Also includes opportunity for new noise wall construction.	1,556
2015	Noise Wall Program	Replacement of existing noise walls as prioritized according to current condition. Also includes opportunity for new noise wall construction.	756
2016	Noise Wall Program	Replacement of existing noise walls as prioritized according to current condition. Also includes opportunity for new noise wall construction.	756
2017	Noise Wall Program	Replacement of existing noise walls as prioritized according to current condition. Also includes opportunity for new noise wall construction.	756
2018	Noise Wall Program	Replacement of existing noise walls as prioritized according to current condition. Also includes opportunity for new noise wall construction.	750
2019	Noise Wall Program	Replacement of existing noise walls as prioritized according to current condition. Also includes opportunity for new noise wall construction.	1,169
2020	Noise Wall Program	Replacement of existing noise walls as prioritized according to current condition. Also includes opportunity for new noise wall construction.	1,450
Total			**15,043**

Roads, Storm Drainage and Watercourses - Project Listing
Program: Other Engineering

Parking - Municipal

Year	Project	Description	Net Cost ('000's)
2011	Parking - Municipal	Pay & Display Parking meters - City Centre and Lakeshore	300
2012	Parking - Municipal	New Van including rack to support Pay & Display expansion	48
2012	Parking - Municipal	Pay & Display Parking meters - City Centre and Lakeshore	250
2013	Parking - Municipal	Pay & Display Parking meters - City Centre, Lakeshore and Streetsville	460
2014	Parking - Municipal	Pay & Display Parking meters - City Centre and Lakeshore	160
2015	Parking - Municipal	Parking Structure Construction - City Centre	15,000
Total			**16,218**

Property Acquisition

Year	Project	Description	Net Cost ('000's)
2011	Property Acquisition	Ongoing program of purchasing right-of-way widenings required for major road improvements	6,000
2012	Property Acquisition	Ongoing program of purchasing right-of-way widenings required for major road improvements	7,030
2013	Property Acquisition	Ongoing program of purchasing right-of-way widenings required for major road improvements	1,680
2014	Property Acquisition	Ongoing program of purchasing right-of-way widenings required for major road improvements	2,180
2015	Property Acquisition	Ongoing program of purchasing right-of-way widenings required for major road improvements	3,310
2018	Property Acquisition	Ongoing program of purchasing right-of-way widenings required for major road improvements	2,470
2019	Property Acquisition	Ongoing program of purchasing right-of-way widenings required for major road improvements	11,090
Total			**33,760**

Roads, Storm Drainage and Watercourses - Project Listing
Program: Other Engineering

Property Acquisition Details

Year	Road	Limits
2011-2012	Creekbank Road Extension	Matheson Boulevard Road to Britannia Road East
2011	McLaughlin Road	Bristol Road to Britannia Road
2013	Courtneypark Drive	Tomken Road to Dixie Road
2014	Belgrave Drive	Cantay Road to Mavis Road Ramp Extension
2014	Mavis	Highway 401 Eastbound Extension from Mavis Road to Belgrave Road
2015	Enterprise Road	Highway 401 Westbound off Ramp to Enterprise Road
2018	Edwards Boulevard	Edwards Boulevard from North Topflight to Highway 10/407
2019	North Service Road - Highway 403	Mavis Road to Hurontario Street

Salt Management Program

Year	Project	Description	Net Cost ('000's)
2011	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	Permanent Snow Storage Sites Feasibility - Business Case Study for three locations	150
2012	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	Permanent Snow Storage Sites Design & Construction - Loreland Facility	2,500
2013	Salt Management Program	Implementation of plan to comply with Environment Canada's Code of Practice for the Environmental Management of Road Salt.	50
2014	Salt Management Program	Implementation of plan to comply with Environment Canada's Code of Practice for the Environmental Management of Road Salt.	50
2014	Salt Management Program	Permanent Snow Storage Sites - North West Section	7,100
2015	Salt Management Program	Implementation of plan to comply with Environment Canada's Code of Practice for the Environmental Management of Road Salt.	50
2016	Salt Management Program	Implementation of plan to comply with Environment Canada's Code of Practice for the Environmental Management of Road Salt.	50
2016	Salt Management Program	Permanent Snow Storage Sites - Central District	5,400
2017-2020	Salt Management Program	Implementation of plan to comply with Environment Canada's Code of Practice for the Environmental Management of Road Salt.	200
Total			**15,650**

Roads, Storm Drainage and Watercourses - Project Listing
Program: Other Engineering

Sidewalks

Year	Project	Description	Net Cost ('000's)
2011	Sidewalks	New sidewalk construction throughout the City.	2,244
2012	Sidewalks	New sidewalk construction throughout the City.	2,244
2013	Sidewalks	New sidewalk construction throughout the City.	2,244
2014	Sidewalks	New sidewalk construction throughout the City.	2,244
2015	Sidewalks	New sidewalk construction throughout the City.	257
2016	Sidewalks	New sidewalk construction throughout the City.	257
2017	Sidewalks	New sidewalk construction throughout the City.	257
2018	Sidewalks	New sidewalk construction throughout the City.	257
2019	Sidewalks	New sidewalk construction throughout the City.	257
2020	Sidewalks	New sidewalk construction throughout the City.	257
Total			**10,518**

Specialized Equipment

Year	Project	Description	Net Cost ('000's)
2011	Specialized Equipment	Dispatch Office - Two Lines plus radio equipment	20
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	Specialized Equipment	Equipment required to maintain the City's road and traffic signal network	50
2013	Specialized Equipment	Infrastructure Management System - Transportation and Works permit and dispatch services	116
2014-2019	Specialized Equipment	Equipment required to maintain the City's road and traffic signal network	350
Total			**636**

Roads, Storm Drainage and Watercourses - Project Listing
Program: Other Engineering

Streetlighting

Year	Project	Description	Net Cost ('000's)
2011	Streetlighting	On going program of installing and upgrading streetlighting along various roads throughout the City.	1,417
2012	Streetlighting	On going program of installing and upgrading streetlighting along various roads throughout the City.	1,417
2013	Streetlighting	On going program of installing and upgrading streetlighting along various roads throughout the City.	1,417
2014-2020	Streetlighting	On going program of installing and upgrading streetlighting along various roads throughout the City.	9,917
Total			**14,167**

Roads, Storm Drainage and Watercourses - Project Listing
Program: Other Engineering

Survey Equipment and Control

Year	Project	Description	Net Cost ('000's)
2011	Survey Equipment	Integrated Surveys and Control Network	35
2012	Survey Equipment	Integrated Surveys and Control Network	35
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
2013	Survey Equipment	Integrated Surveys and Control Network	35
2014	Survey Equipment	Integrated Surveys and Control Network	35
2015	Survey Equipment	Integrated Surveys and Control Network	35
2016	Survey Equipment	Integrated Surveys and Control Network	35
2017	Survey Equipment	Integrated Surveys and Control Network	35
2018	Survey Equipment	Integrated Surveys and Control Network	35
2019	Survey Equipment	Integrated Surveys and Control Network	35
2020	Survey Equipment	Integrated Surveys and Control Network	35
Total			**610**

Roads, Storm Drainage and Watercourses - Project Listing
Program: Other Engineering

Topographical Updating

Year	Project	Description	Net Cost ('000's)
2011	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	45
2012	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	45
2013	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	45
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	145
2015	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	45
2016	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	45
2017	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	45
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	155
2019	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	45
2020	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	45
Total			**660**

Roads, Storm Drainage and Watercourses - Project Listing
Program: Other Engineering

Traffic Signals

Year	Project	Description	Net Cost ('000's)
2011	Traffic Signals	Field Equipment Replacement - Traffic Controllers	190
2011	Traffic Signals	LED City Wide Traffic Signal Lens Replacement	1,125
2011	Traffic Signals	Traffic Management Centre	100
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	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
2013	Traffic Signals	Field Equipment Replacement - Traffic Controllers	190
2013	Traffic Signals	Traffic Management Centre	2,000
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
2014	Traffic Signals	Field Equipment Replacement - Traffic Controllers	190
2014	Traffic Signals	Traffic Signal Equipment Enhancements	155

Roads, Storm Drainage and Watercourses - Project Listing
Program: Other Engineering

Traffic Signals

Year	Project	Description	Net Cost ('000's)
2014	Traffic Signals	Traffic Signal Pre-Emption Equipment	480
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
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	LED City Wide Traffic Signal Lens Replacement	1,500

Roads, Storm Drainage and Watercourses - Project Listing
Program: Other Engineering

Traffic Signals

Year	Project	Description	Net Cost ('000's)
2018	Traffic Signals	Traffic Signal Equipment Enhancements	155
2018	Traffic Signals	Traffic Signal Pre-Emption Equipment	480
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
2020	Traffic Signals	Field Equipment Replacement - Traffic Controllers	190
2020	Traffic Signals	Traffic Signal Equipment Enhancements	155
2020	Traffic Signals	Traffic Signal Pre-Emption Equipment	480
2020	Traffic Signals	New traffic signal installations and improvements at various intersections throughout the City	1,567
2020	Traffic Signals	Traffic System and Intelligent Transportation System (ITS)	100
Total			**29,640**

Roads, Storm Drainage and Watercourses - Project Listing
Program: Other Engineering

Vehicle and Equipment Replacement

Year	Project	Description	Net Cost ('000's)
2011	Vehicle & Equipment Replacement	Replacement of Corporate vehicles & equipment (excluding Fire & Transit) based on mileage or age.	1,820
2012	Vehicle & Equipment Replacement	Replacement of Corporate vehicles & equipment (excluding Fire & Transit) based on mileage or age.	3,752
2013	Vehicle & Equipment Replacement	Replacement of Corporate vehicles & equipment (excluding Fire & Transit) based on mileage or age.	3,739
2014	Vehicle & Equipment Replacement	Replacement of Corporate vehicles & equipment (excluding Fire & Transit) based on mileage or age.	3,454
2015	Vehicle & Equipment Replacement	Replacement of Corporate vehicles & equipment (excluding Fire & Transit) based on mileage or age.	3,733
2016	Vehicle & Equipment Replacement	Replacement of Corporate vehicles & equipment (excluding Fire & Transit) based on mileage or age.	2,986
2017	Vehicle & Equipment Replacement	Replacement of Corporate vehicles & equipment (excluding Fire & Transit) based on mileage or age.	3,765
2018	Vehicle & Equipment Replacement	Replacement of Corporate vehicles & equipment (excluding Fire & Transit) based on mileage or age.	2,512
2019	Vehicle & Equipment Replacement	Replacement of Corporate vehicles & equipment (excluding Fire & Transit) based on mileage or age.	2,163
2020	Vehicle & Equipment Replacement	Replacement of Corporate vehicles & equipment (excluding Fire & Transit) based on mileage or age.	2,479
Total			**30,403**

Roads, Storm Drainage and Watercourses - Project Listing
Program: Other Engineering

Replacement Details

2011 Replacements	
Equipment/Vehicle	
2 - 5 Ton Dump/Sander/Plow	1 - Tractor Utility
1 - 1 Ton Sign Truck	1 - Large Loader
1 - 1/2 Ton Pickup	22 - Riding Mowers
3 - 3/4 Ton Pick Up Trucks	1 - Animal Vehicle
1 - 1 Ton Pickup 4 X 4	3 - Compressors
2 - 3/4 Ton Vans	1 - Trailer
1 - 1 Ton Van	1 - Min Van- Passenger /1/2 Ton Van
2 - Security Vehicles	2 - Ice Resurfacers
1 - Compact Car	4 - Golf Course Equipment

Works Yards Space

Year	Project	Description	Net Cost ('000's)
2013	Works Yards	North Central Works Yard Feasibility Study	50
2014	Works Yards	North Central Works Yard Feasibility Study	50
2015	Works Yards	North Central Works Yard Land Design	100
2016	Works Yards	North Central Works Yard Land Acquisition	4,860
2018	Works Yards	North Central Works Yard Land Construction	6,100
Total			**11,160**

Roads, Storm Drainage and Watercourses
2011 - 2020 Net Capital Expenditures By Sub-Program
(000's)

Road Rehabilitation	2011 Budget	2012 Budget	2013 Forecast	2014 Forecast	2015 Forecast	2016 Forecast	2017 Forecast	2018 Forecast	2019 Forecast	2020 Forecast	Total
	$	$	$	$	$	$	$	$	$	$	$
Crack Sealing	100	100	100	100	100	100	100	100	100	100	1,000
Parking Lot Rehabilitation	0	50	0	50	0	50	0	50	0	50	250
Roadway Infrastructure Review	0	600	0	0	600	0	0	600	0	0	1,800
Road Rehabilitation	22,808	14,624	16,124	23,750	23,750	23,750	23,750	23,750	23,750	23,750	219,805
Total Net Expenditures	**22,908**	**15,374**	**16,224**	**23,900**	**24,450**	**23,900**	**23,850**	**24,500**	**23,850**	**23,900**	**222,855**

Roads, Storm Drainage and Watercourses - Project Listing
Program: Road Rehabilitation

Crack Sealing

Year	Project	Description	Net Cost ('000's)
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
2020	Crack Sealing	Preventative maintenance funding for road crack sealing	100
Total			**1,000**

Roads, Storm Drainage and Watercourses - Project Listing
Program: Road Rehabilitation

Parking Lot Rehabilitation

Year	Project	Description	Net Cost ('000's)
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
2020	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**

Roads, Storm Drainage and Watercourses - Project Listing
Program: Road Rehabilitation

Road Rehabilitation

Year	Project	Description	Net Cost ('000's)
2011	Road Rehabilitation	Various Industrial Roads	1,160
2011	Road Rehabilitation	Various Major Roads	5,217
2011	Road Rehabilitation	Various Residential Roads	16,431
2012	Road Rehabilitation	Various Industrial Roads	7,038
2012	Road Rehabilitation	Various Major Roads	1,461
2012	Road Rehabilitation	Various Residential Roads	5,875
2012	Road Rehabilitation	Low Impact Development Features	250
2013	Road Rehabilitation	Various Industrial Roads	7,471
2013	Road Rehabilitation	Various Major Roads	2,553
2013	Road Rehabilitation	Various Residential Roads	5,850
2013	Road Rehabilitation	Low Impact Development Features	250
2014	Road Rehabilitation	Various Industrial Roads	7,403
2014	Road Rehabilitation	Various Major Roads	10,223
2014	Road Rehabilitation	Various Residential Roads	5,875
2014	Road Rehabilitation	Low Impact Development Features	250
2015	Road Rehabilitation	Various Industrial Roads	7,403
2015	Road Rehabilitation	Various Major Roads	10,223
2015	Road Rehabilitation	Various Residential Roads	5,875
2015	Road Rehabilitation	Low Impact Development Features	250
2016	Road Rehabilitation	Various Industrial Roads	5,875

Roads, Storm Drainage and Watercourses - Project Listing
Program: Road Rehabilitation

Road Rehabilitation

Year	Project	Description	Net Cost ('000's)
2016	Road Rehabilitation	Various Major Roads	10,223
2016	Road Rehabilitation	Various Residential Roads	7,403
2016	Road Rehabilitation	Low Impact Development Features	250
2017	Road Rehabilitation	Various Industrial Roads	7,471
2017	Road Rehabilitation	Various Major Roads	10,179
2017	Road Rehabilitation	Various Residential Roads	5,850
2017	Road Rehabilitation	Low Impact Development Features	250
2018	Road Rehabilitation	Various Industrial Roads	7,403
2018	Road Rehabilitation	Various Major Roads	10,223
2018	Road Rehabilitation	Various Residential Roads	5,875
2018	Road Rehabilitation	Low Impact Development Features	250
2019	Road Rehabilitation	Various Industrial Roads	7,403
2019	Road Rehabilitation	Various Major Roads	10,223
2019	Road Rehabilitation	Various Residential Roads	5,875
2019	Road Rehabilitation	Low Impact Development Features	250
2020	Road Rehabilitation	Various Industrial Roads	7,403
2020	Road Rehabilitation	Various Major Roads	10,223
2020	Road Rehabilitation	Various Residential Roads	5,875
2020	Road Rehabilitation	Low Impact Development Features	250
Total			**219,805**

Roads, Storm Drainage and Watercourses - Project Listing
Program: Road Rehabilitation

Residential Road Resurfacing

Year	Street	From	To
2011	Carlis Place	Elmwood Avenue South	End
2011	Elmwood Avenue South	Lakeshore Road East	South End
2011	Forest Avenue	Rosewood Avenue	Briarwood Avenue
2011	Marf Avenue	Cantebury Road	East End
2011	Algonquin Drive	Birchview Drive	End
2011	Birchview Drive	Indian Road	Springhill Drive
2011	Cayente Place	Fair Birch Drive	End
2011	Cloverbrae Crescent	Springhill Drive	Springhill Drive
2011	Fair Birch Drive	Birchview Drive	End
2011	Mirada Place	Fair Birch Drive	End
2011	Solona Crescent	Indian Road	End
2011	Wenleigh Court	Cloverbrae Crescent	End
2011	Wildfield Crescent	Springhill Drive	Springhill Drive
2011	Andros Boulevard	Johnson's Lane	End
2011	Ithaca Court	Kos Boulevard	End
2011	Johnson's Lane	Lakeshore Road West	Andros Boulevard.
2011	Kos Boulevard	West Leg only	East Leg only
2011	Lefkas Court	Kos Boulevard	End
2011	Nesdale Court	Kos Boulevard	Entire
2011	Silverbirch Trail	Lakeshore Road West	Andros Boulevard
2011	Zante Crescent	Andros Boulevard	Andros Boulevard
2011	Promenade Court	Melton Drive	End
2011	Stewart Crescent	Annapolis Avenue	Whitney Drive
2011	Stir Crescent	Melton Drive	Melton Drive
2011	Abington Avenue	Hansall Street	Capulet Court
2011	Capulet Court	Valleyfield Drive	End

Roads, Storm Drainage and Watercourses - Project Listing
Program: Road Rehabilitation

Residential Road Resurfacing

Year	Street	From	To
2011	Spaceway Court	Abington Ave	End
2011	Valleyfield Drive	Chantenay Drive	Hansall Street
2011	Callum Avenue	Paisley Boulevard	Louis Drive
2011	Carlanne Court	Fieldstone Road	End
2011	Carlanne Place	Fieldstone Road	North End
2011	Cavell Drive	Louis Drive	Cullen Avenue
2011	Cullen Avenue	Entire	Entire
2011	Culver Way	Morrison Avenue	Louis Drive
2011	Hillfield Court	Stillmeadow	End
2011	Isabella Avenue	Stavebank Road	East End
2011	Louis Drive	Cavell Drive	East End
2011	Louis Drive	Mavis Road	Carlanne Place
2011	Medhat Drive	Isabella Avenue	North End
2011	Pinemeadow Avenue	Cullen Avenue	Louis Drive
2011	Chisholm Avenue	Hurondale Drive	Morrison Avenue
2011	Chisholm Court	Morrison Avenue	End
2011	Damian Way	Queensway West	Morrison Avenue
2011	Fieldstone Road	Damian Way	Carlanne Place
2011	Logwood Court	Morrison Avenue	End
2011	Morrison Avenue	Fieldstone Road	Paisley Boulevard
2011	Pollard Court	Morrison Avenue	End
2011	Pollard Drive	Paisley Boulevard	Morrison Ave
2011	Deer's Wold	King Forrest Drive	Sherwood Forrest Circle

Roads, Storm Drainage and Watercourses - Project Listing
Program: Road Rehabilitation

Residential Road Resurfacing

Year	Street	From	To
2011	Fountains Abbey	Sherwood Forest Circle	End
2011	Bosack Court	Leanne Boulevard	End
2011	Kenna Court	Fowler Lane	End
2011	Gulleden Drive	Winding Trail	Williamsport Drive
2011	Williamsport Drive	Havenwood Drive	Havenwood Drive
2011	Winding Trail	Dixie Road	Gulleden Drive
2011	Autumn Harvest Drive	Runningbrook Drive	Burnhamthorpe Road
2011	Cedartree Crescent	Golden OrchaRoad Drive	Golden OrchaRoad Drive
2011	Corrigan Drive	Rymal Road	Rymal Road
2011	Greta Gate	Rymal Road	End
2011	Haines Road	Rymal Road	Barricade
2011	Lednier Terrace	Rymal Road	Rymal Road
2011	Lonefeather Crescent	Golden Orchard Drive	Golden Orchard Drive
2011	McCarthy Court	Rymal Road	Rymal Road
2011	Riley Court	Haines Road	End
2011	Burdock Place	Fairview Road East	End
2011	Fairview Road	Hanson Road	Mississauga Valley
2011	Blairholm Avenue	Stainton Drive	End
2011	Loconder Court	The Credit Woodlands	End
2011	Redstart Drive	Dundas Street	Sir John's Homestead
2011	Sir John's Homestead	Redstart Drive	Dundas Street
2011	Solitaire Court	Sir John's Homestead	End
2011	Hornbeam Crescent	The Collegeway	Chokecherry Crescent
2011	Camaro Court	Forest Fire Crescent	End
2011	Emerald Gate	Forest Fire Lane	Willowbank Trail

Roads, Storm Drainage and Watercourses - Project Listing
Program: Road Rehabilitation

Residential Road Resurfacing

Year	Street	From	To
2011	Forest Fire Crescent	Willowbank Trail	Willowbank Trail
2011	Forest Fire Lane	Willowbank Trail	End
2011	Colter Court	Sawmill Valley Drive	End
2011	Coppersmith Court	Folkway Drive	End
2011	Grindstone Court	Sawmill Valley Drive	End
2011	Musket Court	Folkway Drive	End
2011	Ploughshare Court	Sawmill Valley Drive	End
2011	Stonemason	Sawmill Valley Drive	Sawmill Valley Drive
2011	Key Court	Sigsbee Drive	End
2011	Sigsbee Drive	Brandon Gate Drive	Brandon Gate Drive
2011	Churchill Avenue	Airport Road	Lancaster Avenue
2011	Etude Drive	Justine Drive	West End
2011	Jolliffe Avenue	Goreway Drive	Cambrett Drive
2011	Lully Court	Clara Drive	End
2011	Merrit Avenue	Lancaster Avenue	End
2011	Moodie Court	Entire	Entire
2011	Aldergrove Court	Bayberry Drive	End
2011	Collista Court	Ganymede Road	End
2011	Europa Court	Ganymede Road	End
2011	Farmstead Lane	Britannia Road	Miller's Groove
2011	Ganymede Road	Edenwood Drive	122m North of Collista
2011	Harlow Road	Edenwood Drive	End
2011	Keynes Court	Farmstead Lane	End
2011	Plumtree Crescent	Vanderbilt Road	Vanderbilt Road
2011	Plumtree Court	Vanderbilt Road	End
2011	Runcorn Row	Edenwood Drive	End
2011	Stevenage Court	Edenwood Drive	West End

Roads, Storm Drainage and Watercourses - Project Listing
Program: Road Rehabilitation

Major, Collector & Industrial Road Rehabilitation

	Street	From	To
2011	Camilla Road	North Service Road	Dundas Street East
2011	Cliff Road	North Service Road	Dundas Street East
2011	Leanne Boulevard	North Service Road	Erin Mills Parkway
2011	Kariya Drive	Burnhamthorpe Road	Elm Drive
2011	Flavelle Boulevard 2 legs	Speakman Drive	North Service Road
2011	Hadwen Road	Speakman Drive	North Service Road
2011	Erindale Station Road	Burnhamthorpe Road	Railway Tracks
2011	The Credit Woodlands	Burnhamthorpe Road West	Erinmore Drive
2011	City Centre Drive	Living Arts Drive	Kariya Gate
2011	Ninth Line	Derry Road	401 Bridge
2011	Kariya Gate	Burnhamthorpe Road	City Centre Drive

Roads, Storm Drainage and Watercourses
2011 - 2020 Net Capital Expenditures By Sub-Program
(000's)

Storm Drainage	2011 Budget	2012 Budget	2013 Forecast	2014 Forecast	2015 Forecast	2016 Forecast	2017 Forecast	2018 Forecast	2019 Forecast	2020 Forecast	Total
	$	$	$	$	$	$	$	$	$	$	$
Channelization	190	1,030	0	0	0	0	0	0	0	0	1,220
Culvert Improvement	1,430	0	5,130	3,360	0	0	0	0	0	0	9,920
Drainage	0	0	0	0	0	0	0	0	0	0	0
Erosion Control	1,070	7,100	3,170	2,820	1,480	2,890	5,010	4,950	4,470	2,340	35,300
Flood Relief	367	171	0	0	0	0	0	0	0	0	538
Storm Sewer	0	0	0	0	1,750	0	0	0	0	0	1,750
Storm Sewer Oversizing	200	200	200	200	200	200	200	200	200	200	2,000
Study	3,100	450	330	250	400	0	0	80	0	0	4,610
Storm Water Management (SWM) Facilities	620	8,360	10,880	5,600	4,280	6,660	80	80	80	1,300	37,940
Total Net Expenditures	**6,977**	**17,311**	**19,710**	**12,230**	**8,110**	**9,750**	**5,290**	**5,310**	**4,750**	**3,840**	**93,278**

Roads, Storm Drainage and Watercourses - Project Listing
Program: Storm Drainage

Storm Drainage

Year	Project	Description	Flood Control	Erosion Control	Relief Storm Sewer	Culvert Improvement	Channel Improvement	Quality and/or Quantity Facilities	Other	Net Cost ('000's)
2011	Sheridan Creek Erosion Control - Downstream of Benedet Drive	Construction		X						130
2011	Storm Sewer Oversizing - Various Locations	Construction							Minor System	200
2011	Applewood Creek Erosion Control - Behind Dixie Outlet Mall	Design		X						50
2011	Cooksville Creek Flood Protection - Dyking downstream of Central Parkway East	Design	X							50
2011	Cooksville Creek Channel Improvement - Mississauga Valley Boulevard to Canadian Pacific Railway	Design					X			190
2011	Cooksville Creek Crossing Improvement - Canadian National Railway	Design				X				230
2011	Cooksville Creek Crossing Improvement - Canadian Pacific Railway	Design				X				400
2011	Cooksville Creek Crossing Improvement - Queensway East	Design				X				360
2011	Cooksville Creek Erosion Control - Rathburn Road West to Absolute Avenue	Design		X						240
2011	Cooksville Creek Erosion Control - Burnhamthorpe Road East to Mississauga Valley Boulevard, East Branch	Design		X						190
2011	Retrofit - Mullet Creek Arch Storm Water Management Pond #5401 - West of Argentia Road and North of Derry Road West	Design						X		540
2011	Sawmill Creek Erosion Control - Upstream of The Collegeway	Design		X						170
2011	Sawmill Creek Erosion Control - Erin Mills Parkway to Burnhamthorpe Road West	Design		X						210
2011	Applewood Creek Crossing Improvement - Culvert under Lakeshore Road East	Design/Construction				X				440
2011	Minor Erosion Control Works - Various Locations	Design/Construction		X						80
2011	Update and Enhancement of the Rain Gauge Network	Install							X	67
2011	Basement Flood Remediation and Action Plan - Phase 2, Cooksville Creek Area	Study	X							250
2011	Cooksville Creek Pre-Engineering	Study					X			3,000

Roads, Storm Drainage and Watercourses - Project Listing
Program: Storm Drainage

Storm Drainage

Year	Project	Description	Flood Control	Erosion Control	Relief Storm Sewer	Culvert Improvement	Channel Improvement	Quality and/or Quantity Facilities	Other	Net Cost ('000's)
2011	Monitoring and Minor Modification of Storm Water Management Facilities - Various Locations	Study						X		80
2011	Storm Sewer Network Modelling - Pilot Watershed	Study							Minor System	100
2012	Cooksville Creek Channel Improvement - Mississauga Valley Boulevard to Canadian Pacific Railway	Construction					X			1,030
2012	Cooksville Creek Erosion Control - North of Dundas Street East behind Jaguar Valley Drive	Construction		X						950
2012	Mullet Creek Erosion Control - Burnhamthorpe Road West to behind Woodchuck Lane	Construction		X						1,490
2012	Retrofit - Mullet Creek Arch Storm Water Management Pond #5401 - West of Argentia Road & North of Derry Road West	Construction						X		3,590
2012	Sawmill Creek Erosion Control -Burnhamthorpe Road West to The Collegeway	Construction		X						1,890
2012	Sawmill Creek Erosion Control - Erin Mills Parkway to Burnhamthorpe Road West	Construction		X						950
2012	Sheridan Creek Erosion Control -Clarkson Road to Meadow Wood Road	Construction		X						1,340
2012	Storm Sewer Oversizing - Various Locations	Construction							Minor System	200
2012	Retrofit - Mullet Creek Storm Water Management Pond #5402 - North of Derry Road West and Sentex Drive	Design						X		1,140
2012	Cooksville Creek Flood Protection -Dyking downstream of Central Parkway East	Design/Construction	X							150
2012	Minor Erosion Control Works - Various Locations	Design/Construction		X						80

Roads, Storm Drainage and Watercourses - Project Listing
Program: Storm Drainage

Storm Drainage

Year	Project	Description	Flood Control	Erosion Control	Relief Storm Sewer	Culvert Improvement	Channel Improvement	Quality and/or Quantity Facilities	Other	Net Cost ('000's)
2012	Retrofit - Cooksville Creek Storm Water Management Pond #3701, Phase 1- North of Bristol Road between McLaughlin Road and Hurontario Street	Design/Construction						X		3,500
2012	Update and Enhancement of the Rain Gauge Network	Install							X	21
2012	City-wide Watercourse Erosion and Rehabilitation Study	Study		X						400
2012	Monitoring and Minor Modification of Storm Water Management Facilities - Various Locations	Study						X		80
2012	Storm Sewer Network Modelling - City wide Model	Study							Minor System	250
2012	Storm Water Financing Study and Implementation	Study							X	200
2012	Storm Water Management Pond Dredging and Rehabilitation - Pre-Engineering	Study						X		50
2013	Land Acquisition - Sawmill Creek (Glen Erin Brook) Storm Water Management Pond #5805 - North of Highway 403, west of Winston Churchill Boulevard	Acquire						X		2,240
2013	Applewood Creek Erosion Control - Behind Dixie Outlet Mall	Construction		X						190
2013	Cooksville Creek Crossing Improvement - Canadian National Railway	Construction				X				2,290
2013	Cooksville Creek Erosion Control - Willa Road to Orano Avenue	Construction		X						950
2013	Cooksville Creek Erosion Control -Burnhamthorpe Road East to Mississauga Valley Boulevard, East Branch	Construction		X						870
2013	Credit River Erosion Control - South of Dundas Street West behind Jarvis Street	Construction		X						800
2013	Retrofit - Mullet Creek Storm Water Management Pond #5402 - North of Derry Road West and Sentex Drive	Construction						X		7,610

Roads, Storm Drainage and Watercourses - Project Listing
Program: Storm Drainage

Storm Drainage

Year	Project	Description	Flood Control	Erosion Control	Relief Storm Sewer	Culvert Improvement	Channel Improvement	Quality and/or Quantity Facilities	Other	Net Cost ('000's)
2013	Storm Sewer Oversizing - Various Locations	Construction							Minor System	200
2013	Cooksville Creek Erosion Control - King Street East to North of Paisley Boulevard East	Design		X						100
2013	Cooksville Creek Erosion Control -Highway 403 to Hurontario Street	Design		X						70
2013	Credit River Erosion Control - South of Queen Elizabeth Way to behind Pinetree Crescent	Design		X						110
2013	Cooksville Creek Crossing Improvement - Queensway East	Design/Construction				X				2,840
2013	Minor Erosion Control Works - Various Locations	Design/Construction		X						80
2013	Sawmill Creek (Glen Erin Brook) Storm Water Management Pond #5805 - North of Highway 403, west of Winston Churchill Boulevard	Design/Construction						X		950
2013	Development Charges Update	Study							X	80
2013	Monitoring and Minor Modification of Storm Water Management Facilities - Various Locations	Study						X		80
2013	Storm Sewer Network Modelling - City wide model	Study							Minor System	250
2014	Cooksville Creek Erosion Control -Highway 403 to Hurontario Street	Construction		X						250
2014	Cooksville Creek Erosion Control -Rathburn Road West to Absolute Avenue	Construction		X						1,350
2014	Storm Sewer Oversizing - Various Locations	Construction							Minor System	200

Roads, Storm Drainage and Watercourses - Project Listing
Program: Storm Drainage

Storm Drainage

Year	Project	Description	Flood Control	Erosion Control	Relief Storm Sewer	Culvert Improvement	Channel Improvement	Quality and/or Quantity Facilities	Other	Net Cost ('000's)
2014	Cooksville Creek Erosion Control - Cawthra Creek Diversion, North of Lakeshore Road East	Design		X						50
2014	Cooksville Creek Erosion Control - Canadian Pacific Railway to Kirwin Avenue	Design		X						80
2014	Etobicoke Creek Erosion Control - Eglinton Avenue East to Hydro Corridor	Design		X						80
2014	Meadowvale Area Storm Water Management Pond #4503 - North of Highway 401, East of Credit River	Design						X		130
2014	Mimico Creek Erosion Control - Etude Drive to Derry Road East	Design		X						60
2014	Mullet Creek Erosion Control - Tannery Street to Thomas Street	Design		X						150
2014	Mullet Creek Erosion Control - Wabukayne Tributary, Downstream of Erin Millis Parkway	Design		X						250
2014	Mullet Creek Erosion Control - Wabukayne Tributary, Upstream of Canadian Pacific Railway	Design		X						470
2014	Cooksville Creek Crossing Improvement - Canadian Pacific Railway	Design/Construction				X				3,360
2014	Minor Erosion Control Works - Various Locations	Design/Construction		X						80
2014	Retrofit - Little Etobicoke Creek Timberlea Storm Water Management Pond #3602	Design/Construction						X		5,190
2014	SWM Pond Dredging and Rehabilitation - Pond 2601A (Eastgate Business Park)	Design/Construction						X		200
2014	Monitoring and Minor Modification of Storm Water Management Facilities - Various Locations	Study						X		80
2014	Storm Sewer Network Modelling - City wide model	Study							Minor System	250

Roads, Storm Drainage and Watercourses - Project Listing
Program: Storm Drainage

Storm Drainage

Year	Project	Description	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	Construction		X						160
2015	Cooksville Creek Erosion Control - King Street East to North of Paisley Boulevard East	Construction		X						380
2015	Credit River Erosion Control - South of Queen Elizabeth Way to behind Pinetree Crescent	Construction		X						530
2015	Meadowvale area Storm Water Management Pond #4503 - North of Highway 401, East of Credit River	Construction						X		850
2015	Storm Sewer Oversizing - Various Locations	Construction							Minor System	200
2015	Cooksville Creek Erosion Control - Queen Elizabeth Way to Elaine Trail	Design		X						180
2015	Wolfedale Creek Erosion Control - North and South of Central Parkway West	Design		X						150
2015	Clearview Creek Storm Water Management Pond #0401 - South of Lakeshore Road West	Design/Construction						X		2,600
2015	Minor Erosion Control Works - Various Locations	Design/Construction		X						80
2015	Square One Storm Sewer Repair -Hurontario Street to Cooksville Creek	Design/Construction							Minor System	1,750
2015	Storm Water Management Dredging and Rehabilitation - Ponds 5701 (Churchill Meadows), 4403 (Fletchers Creek FFP3) and 4402 (Shipp-Higgins)	Design/Construction						X		700
2015	Mississauga Storm Water Quality Strategy Update	Study						X		400
2015	Monitoring and Minor Modification of Storm Water Management Facilities - Various Locations	Study						X		80
2015	Storm Water Management Pond Dredging and Rehabilitation - Pre-Engineering	Study						X		50

Roads, Storm Drainage and Watercourses - Project Listing
Program: Storm Drainage

Storm Drainage

Year	Project	Description	Flood Control	Erosion Control	Relief Storm Sewer	Culvert Improvement	Channel Improvement	Quality and/or Quantity Facilities	Other	Net Cost ('000's)
2016	Land Acquisition - Avonhead Creek Storm Water Management Facility #0402	Acquire						X		2,160
2016	Land Acquisition - Lakeshore Creek Storm Water Management Facility #0403	Acquire						X		2,270
2016	Cooksville Creek Erosion Control - Canadian Pacific Railway to Kirwin Avenue	Construction		X						410
2016	Etobicoke Creek Erosion Control - Eglinton Avenue East to Hydro Corridor	Construction		X						270
2016	Mimico Creek Erosion Control - Etude Drive to Derry Road East	Construction		X						200
2016	Mullet Creek Erosion Control - Tannery Street to Thomas Street	Construction		X						860
2016	Storm Sewer Oversizing - Various Locations	Construction							Minor System	200
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	Mullet Creek Erosion Control - Quenippenon Tributary, Upstream of Erin Mills Parkway to Middlebury Drive	Design		X						280
2016	Avonhead Creek Storm Management Facility #0402 - North of Lakeshore Road West, East of Hazlehurst Road	Design/Construction						X		520
2016	Lakeshore Creek Storm Water Management Pond #0403 - Lakeshore Road West at Clarkson	Design/Construction						X		930

Roads, Storm Drainage and Watercourses - Project Listing
Program: Storm Drainage

Storm Drainage

Year	Project	Description	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/Construction		X						80
2016	Storm Water Management Pond Dredging and Rehabilitation - Ponds 5702 (Churchill Meadows), 0801 (Mattamy Lorne Park), 2201 (Mary Fix Creek) and 5301 (Fieldrun Subdivision)	Design/Construction						X		700
2016	Monitoring and Minor Modification of Storm Water Management Facilities - Various Locations	Study						X		80
2017	Mullet Creek Erosion Control - Wabukayne Tributary, Upstream of Canadian Pacific Railway	Construction		X						2,740
2017	Mullet Creek Erosion Control - Wabukayne Tributary, Downstream of Erin Millis Parkway	Construction		X						1,370
2017	Storm Sewer Oversizing - Various Locations	Construction							Minor System	200
2017	Wolfedale Creek Erosion Control - North and South of Central Parkway West	Construction		X						730
2017	Cooksville Creek Erosion Control - Rhonda Valley to Mississauga Valley Boulevard	Design		X						90
2017	Minor Erosion Control Works - Various Locations	Design/Construction		X						80
2017	Monitoring and Minor Modification of Storm Water Management Facilities - Various Locations	Study						X		80
2018	Cooksville Creek Erosion Control - Queen Elizabeth Way to Elaine Trail	Construction		X						1,010
2018	Cooksville Creek Erosion Control - Rhonda Valley to Mississauga Valley Boulevard	Construction		X						420
2018	Credit River Erosion Control - North of Queen Elizabeth Way, behind Mississauga Crescent	Construction		X						880
2018	Mullet Creek Erosion Control -Quenippenon Tributary, Upstream of Erin Mills Parkway to Middlebury Drive	Construction		X						1,660

Roads, Storm Drainage and Watercourses - Project Listing
Program: Storm Drainage

Storm Drainage

Year	Project	Description	Flood Control	Erosion Control	Relief Storm Sewer	Culvert Improvement	Channel Improvement	Quality and/or Quantity Facilities	Other	Net Cost ('000's)
2018	Storm Sewer Oversizing - Various Locations	Construction							Minor System	200
2018	Cooksville Creek Erosion Control - Kingsbridge Garden Circle to Highway 403	Design		X						110
2018	Mary Fix Erosion Control - Old River Road to the Credit River	Design		X						100
2018	Tecumseh Creek Erosion Control - South of Indian Road	Design		X						140
2018	Etobicoke Creek Erosion Control - North of Eglinton Avenue	Design/Construction		X						150
2018	Minor Erosion Control Works - Various Locations	Design/Construction		X						80
2018	City-wide Watercourse Erosion and Rehabilitation Study	Study		X						400
2018	Development Charges Update	Study							X	80
2018	Monitoring and Minor Modification of Storm Water Management Facilities - Various Locations	Study						X		80
2019	Credit River Erosion Control - West of Creditview Road, behind Kenninghall Boulevard	Construction		X						880
2019	Credit River Erosion Control - North of Canadian National Railway, behind Stavebank Road and behind Mississauga Road	Construction		X						2,440
2019	Storm Sewer Oversizing - Various Locations	Construction							Minor System	200
2019	Applewood Creek Erosion Control - Canadian National Railway to Lakeshore Road	Design/Construction		X						460
2019	Minor Erosion Control Works - Various Locations	Design/Construction		X						80
2019	Mullet Creek Erosion Control - GO Transit to Downstream of Erin Centre Boulevard	Design/Construction		X						610

Roads, Storm Drainage and Watercourses - Project Listing
Program: Storm Drainage

Storm Drainage

Year	Project	Description	Flood Control	Erosion Control	Relief Storm Sewer	Culvert Improvement	Channel Improvement	Quality and/or Quantity Facilities	Other	Net Cost ('000's)
2019	Monitoring and Minor Modification of Storm Water Management Facilities - Various Locations	Study						X		80
2020	Minor Erosion Control Works - Various Locations	Construction		X						80
2020	Storm Sewer Oversizing - Various Locations	Construction							Minor System	200
2020	Cooksville Creek Storm Water Management Pond #2101 - City Centre at Mississauga Valley Boulevard and Central Parkway East	Design/Construction						X		1,220
2020	Etobicoke Creek Erosion Control - Downstream of Queen Elizabeth Way, adjacent to Toronto Golf Club	Design/Construction		X						1,480
2020	Etobicoke Creek Erosion Control - Upstream of Canadian National Railway, adjacent to Toronto Golf Club	Design/Construction		X						200
2020	Etobicoke Creek Erosion Control - Upstream and Downstream of Canadian National Railway, south of Dundas Street East	Design/Construction		X						580
2020	Monitoring and Minor Modification of Storm Water Management Facilities - Various Locations	Study						X		80
Total										**93,278**

Fire and Emergency Services
2011 - 2020 Net Capital Expenditures By Program and Sub-Program
(000's)

Fire	2011 Budget	2012 Budget	2013 Forecast	2014 Forecast	2015 Forecast	2016 Forecast	2017 Forecast	2018 Forecast	2019 Forecast	2020 Forecast	Total
	$	$	$	$	$	$	$	$	$	$	$
Stations and Auxiliary Buildings											
Stations - Renovations	0	0	500	1,200	3,690	5,330	2,000	0	0	0	12,720
Stations New	12,774	1,400	6,000	3,400	2,000	0	0	0	0	0	25,574
Studies	0	38	0	42	0	0	45	0	0	47	172
Total Stations and Auxiliary Buildings	**12,774**	**1,438**	**6,500**	**4,642**	**5,690**	**5,330**	**2,045**	**0**	**0**	**47**	**38,466**
Vehicles and Equipment											
Equipment New	670	539	1,020	916	1,260	20	20	20	20	25	4,510
Equipment Replacement	150	1,025	960	164	169	174	480	185	490	195	3,992
Fire Vehicle Replacement	2,008	1,265	2,243	1,858	5,347	2,469	1,465	3,463	3,235	3,935	27,287
Safety Clothing Replacement	50	50	50	50	866	60	60	60	60	996	2,302
Total Vehicles and Equipment	**2,878**	**2,879**	**4,273**	**2,988**	**7,642**	**2,723**	**2,025**	**3,728**	**3,805**	**5,151**	**38,091**
Total - Fire Services	**15,652**	**4,317**	**10,773**	**7,630**	**13,332**	**8,053**	**4,070**	**3,728**	**3,805**	**5,198**	**76,557**

Fire and Emergency Services - Project Listing

Program: Stations and Auxiliary Buildings

Stations - Renovations

Year	Project	Description	Net Cost ('000's)
2013-2014	Fire Station 101 renovation	Design and construction of Fire Station 101 renovation to address the lifecycle deficiencies in this station. This station does not have an adequate storage for personal protective equipment required by suppression staff. Also the installation of an elevator and barrier free washrooms will meet the accessibility guidelines - cash flow funding	1,200
2014-2016	Fire Station 107 renovation	Design and construction of Fire Station 107 renovation to address the lifecycle deficiencies in this station. This building is almost 40 years old and as a result there are significant renovations required. This rehabilitation project will include the installation of an adequate generator and adequate storage of personal protective equipment - cash flow funding	3,000
2015-2016	Fire Station 102 renovation	Design and Construction of Fire Station 102 renovation to address the lifecycle deficiencies in this station. This station does not have an adequate generator and adequate storage for personal protective equipment - cash flow funding	800
2015-2016	Fire Station 109 renovation	Design and construction of Fire Station 109 renovation to address the lifecycle deficiencies in this station. This building is almost 30 years. This rehabilitation project will include the installation of an adequate generator and adequate storage of personal protective equipment - cash flow funding	860
2015-2016	Fire Station 112 renovation	Design and construction of Fire Station 112 renovation to address the lifecycle deficiencies in this station. This building is almost 25 years. This rehabilitation project will include the installation of an adequate generator and adequate storage of personal protective equipment - cash flow funding	640
2015-2016	Fire Station 114 renovation	Design and construction of Fire Station 114 renovation to address the lifecycle deficiencies in this station. This building is almost 20 years. This rehabilitation project will include the installation of an adequate generator and adequate storage of personal protective equipment - cash flow funding	680

Fire and Emergency Services - Project Listing

Program: Stations and Auxiliary Buildings

Stations - Renovations

Year	Project	Description	Net Cost ('000's)
2015-2016	Fire Station 115 renovation	Design and construction of Fire Station 115 renovation to address the lifecycle deficiencies in this station. This building is almost 20 years. This rehabilitation project will include the installation of an adequate generator and adequate storage of personal protective equipment - cash flow funding	910
2015-2017	Fire Station 104 relocation	Design, construction and land acquisition. Any expansion of the existing site would be problematic as the site is very small and will not accommodate a larger footprint. This new station will better serve the community by providing adequate resources to its emergency staff and improving working conditions to accommodate for the aging infrastructure - cash flow funding	4,200
2016-2017	Fire Station 108 renovation	Design and construction of Fire Station 108 renovation to address the lifecycle deficiencies in this station. This building is almost 30 years. This rehabilitation project will include the installation of an adequate generator and adequate storage of personal protective equipment - cash flow funding	430
Total			**12,720**

Fire and Emergency Services - Project Listing

Program: Stations and Auxiliary Buildings

Stations New

Year	Project	Description	Net Cost ('000's)
2011	Garry W. Morden Centre Construction	Construction of a sixty thousand square foot training and mechanical centre that will be a partnership with the Department of National Defence and the Region on Peel. This facility will include training rooms, interview rooms, office space and equipment storage area. External training area will include burn house and pad, smoke tower and auto extrication pit. Mechanical centre will include six truck bays to service fire related vehicles - cash flow funding	10,074
2011	Land acquisition for Fire station 119	Station 119 is currently a leased facility. The station will be relocated prior to the expiration of the lease with the Greater Toronto Airport Authority.	1,200
2011	Land acquisition for Fire station 120	This new fire station at Hurontario and Eglinton area is required to accommodate growth and density in this area.	1,500
2012-2013	Relocation of Fire Station 119	Design and construction of fire station 119 in a new location within the same response area. This new location will allow Fire and Emergency Services to continue to satisfy its responsibility to the Greater Toronto Airport Authority and surrounding occupancies - cash flow funding.	2,700
2012-2013	New Fire Station 120	Design and construction of this new fire station in the Hurontario and Eglinton area is required to accommodate growth and density in this area - cash flow funding.	2,700
2013	Land acquisition for Fire station 123	This new fire station in the Burnhamthorpe and Winston Churchill area is required to accommodate growth and high risk occupancies in this area.	1,000
2013	Land acquisition for Fire station 124	This new fire station the Dundas and Cawthra area is required to accommodate growth and high risk occupancies in this area.	1,000
2014-2015	New Fire Station 123	Design and construction of this new fire station in the Burnhamthorpe and Winston Churchill area is required to accommodate growth and high risk occupancies in this area - cash flow funding.	2,700

Fire and Emergency Services - Project Listing

Program: Stations and Auxiliary Buildings

Stations New

Year	Project	Description	Net Cost ('000's)
2014-2015	New Fire Station 124	Design and construction of this new fire station in the Dundas and Cawthra area is required to accommodate growth and high risk occupancies in this area - cash flow funding.	2,700
Total			**25,574**

Studies

Year	Project	Description	Net Cost ('000's)
2012	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
2020	Various Fire Stations	Fire and Emergency Services master plan review	47
Total			**172**

Fire and Emergency Services - Project Listing
Program: Vehicles and Equipment

Equipment New

Year	Project	Description	Net Cost ('000's)
2011	Fire Accessory Equipment	Electronic vehicle inspection reporting system. This will improve maintenance and inventory efficiency.	50
2011	Fire Accessory Equipment	Installation of traffic signal pre-emption equipment	20
2011	Fire Accessory Equipment	Laptops in fire trucks to assist with routing, data collection and improve response times.	400
2011	Fire Rescue Equipment	Replacement of current Voice Communication (VCOM) radio system to ensure ongoing vendor support - cash flow funding	200
2012	Fire Accessory Equipment	Additional training resources for emergency management	45
2012	Fire Rescue Equipment	Fire 911 Voice Logger replacement	34
2012	Fire Rescue Equipment	Hazmat mass decontamination shelter tent.	40
2012	Fire Accessory Equipment	Installation of traffic signal pre-emption equipment	20
2012	Garry W. Morden Centre Equipment	Reachlift-front end loader for Garry Morden Centre to facilitate operations at this training centre	100
2012	Fire Rescue Equipment	Fire rehab container to be used by fire fighters in extreme cold and heat conditions to help stabilize body temperature. This will address the health and safety issues.	25
2012	Fire Rescue Equipment	Replacement of current Voice Communication (VCOM) radio system to ensure ongoing vendor support - cash flow funding	275
2013	Fire Rescue Equipment	Replacement of current Voice Communication (VCOM) radio system to ensure ongoing vendor support - cash flow funding	1,000
2013	Fire Accessory Equipment	Installation of traffic signal pre-emption equipment	20

Fire and Emergency Services - Project Listing
Program: Vehicles and Equipment

Equipment New

Year	Project	Description	Net Cost ('000's)
2014	Fire Rescue Equipment	Upgrade to backup fire communications centre. The existing back up has become inadequate and requires numerous equipment upgrades.	171
2014-2015	Fire Rescue Equipment	Replacement and upgrade of radio communication system to Voice Communication (VCOM) radio system - cash flow funding	1,525
2014-2020	Fire Accessory Equipment	Installation of traffic signal pre-emption equipment	145
2015	Fire Accessory Equipment	Laptops in fire trucks to improve response times and safety for fire personnel.	440
Total			**4,510**

Equipment Replacement

Year	Project	Description	Net Cost ('000's)
2011	Fire Accessory Equipment	Hoses and fittings, breathing apparatus, furniture and appliances	150
2012	Fire Accessory Equipment	Hoses and fittings, breathing apparatus, furniture and appliances	155
2012	Fire Rescue Equipment	Life cycle replacement of semi-automatic defibrillator equipment	120
2012	Fire Accessory Equipment	Replacement of respiratory protective equipment - cash flow funding	750
2013	Fire Accessory Equipment	Replacement of respiratory protective equipment - cash flow funding	800
2013	Fire Accessory Equipment	Hoses and fittings, breathing apparatus, furniture and appliances	160
2014-2020	Fire Accessory Equipment	Hoses and fittings, breathing apparatus, furniture and appliances	1,257
2017	Fire Rescue Equipment	Life cycle replacement of semi-automatic defibrillator equipment	300
2019	Fire Rescue Equipment	Upgrade the component of VCOM Radio System	300
Total			**3,992**

Fire and Emergency Services - Project Listing
Program: Vehicles and Equipment

Fire Vehicle Replacement

Year	Project	Description	Net Cost ('000's)
2011	Vehicle Maintenance	Refurbish fire vehicles to maintain life cycle, includes paint body and aerial ladder	203
2011	Vehicle Replacement	Replace one Aerial, and four fire prevention cars - cash flow funding	510
2011	Vehicle Replacement	Replace four pumper, seven cars and one specialty car - cash flow funding	1,295
2012	Vehicle Replacement	Replace four pumper, seven cars and one specialty car - cash flow funding	948
2012	Fire Vehicle New	Additional prevention vehicle	40
2012	Fire Vehicle New	New fire vehicle for Deputy Chief	68
2012	Vehicle Maintenance	Refurbish fire vehicles to maintain life cycle, includes paint body and aerial ladder	209
2013	Fire Vehicle New	New fire truck for new fire station 120	700
2013	Vehicle Maintenance	Refurbish fire vehicles to maintain life cycle, includes paint body and aerial ladder	215
2013	Vehicle Replacement	Replace four pumper, seven cars and one specialty car - cash flow funding	843
2013	Vehicle Replacement	Replace one pumper and three vehicles - cash flow funding	485
2014	Vehicle Replacement	Replace one pumper and three vehicles - cash flow funding	500
2014	Vehicle Replacement	Replace one aerial, two pumpers and one specialty vehicle - cash flow funding	1,136
2015	Vehicle Replacement	Replace one aerial, two pumpers and one specialty vehicle - cash flow funding	2,000
2015	Fire Vehicle New	New fire truck for new fire station 123	700
2015	Fire Vehicle New	New fire truck for new fire station 124	700

Fire and Emergency Services - Project Listing
Program: Vehicles and Equipment

Fire Vehicle Replacement

Year	Project	Description	Net Cost ('000's)
2015	Fire Vehicle New	New fire vehicle for District Chief	70
2015	Vehicle Replacement	Replace one aerial, three pumpers and seven cars - cash flow funding	1,649
2016	Vehicle Replacement	Replace one aerial, three pumpers and seven cars - cash flow funding	2,000
2016	Vehicle Replacement	Replace one car	234
2017	Vehicle Replacement	Replace three pumpers and two vehicles - cash flow funding	1,223
2018	Vehicle Replacement	Replace three pumpers and two vehicles - cash flow funding	1,000
2018	Vehicle Replacement	Replace two aerials and two cars - cash flow funding	1,677
2018	Vehicle Replacement	Replace two pumpers - cash flow funding	536
2019	Vehicle Replacement	Replace two pumpers - cash flow funding	1,000
2019	Vehicle Replacement	Replace two aerials and two cars - cash flow funding	1,000
2019	Vehicle Replacement	Replace two pumpers - cash flow funding	977
2020	Vehicle Replacement	Replace two pumpers - cash flow funding	1,000
2020	Vehicle Replacement	Replace two cars, one squad, one aerial and a tanker	2,675
2014-2020	Vehicle Maintenance	Refurbish fire vehicles to maintain life cycle, includes paint body and aerial ladder	1,695
Total			**27,287**

Fire and Emergency Services - Project Listing

Program: Vehicles and Equipment

Safety Clothing Replacement

Year	Project	Description	Net Cost ('000's)
2011	Fire Safety Equipment	Replacement of worn and damaged safety clothing including helmets, footwear, gloves, bunker gear and protective hoods	50
2012	Fire Safety Equipment	Replacement of worn and damaged safety clothing including helmets, footwear, gloves, bunker gear and protective hoods	50
2013	Fire Safety Equipment	Replacement of worn and damaged safety clothing including helmets, footwear, gloves, bunker gear and protective hoods	50
2014-2020	Fire Safety Equipment	Replacement of worn and damaged safety clothing including helmets, footwear, gloves, bunker gear and protective hoods	2,152
Total			**2,302**

Mississauga Transit
2011 - 2020 Net Capital Expenditures By Program
(000's)

Transit	2011 Budget	2012 Budget	2013 Forecast	2014 Forecast	2015 Forecast	2016 Forecast	2017 Forecast	2018 Forecast	2019 Forecast	2020 Forecast	Total
	$	$	$	$	$	$	$	$	$	$	$
Buildings	1,500	640	40	2,040	10,040	30,040	20,040	40	40	40	64,460
Buses	23,215	13,272	18,321	17,018	20,198	21,044	21,004	28,337	17,123	44,804	224,336
Higher Order Transit	41,822	41,468	1,800	8	0	0	0	0	0	0	85,098
On-street Facilities	525	325	375	190	140	20,290	20,275	20,275	20,240	140	82,775
Other Transit	3,680	1,900	1,500	100	2,000	2,500	100	0	0	100	11,880
Vehicle and Equipment	330	855	500	310	490	1,130	565	545	265	525	5,515
Total Net Expenditures	**71,072**	**58,460**	**22,536**	**19,666**	**32,868**	**75,004**	**61,984**	**49,197**	**37,668**	**45,609**	**474,064**

Mississauga Transit
2011 - 2020 Net Capital Expenditures By Sub-Program
(000's)

Buildings	2011 Budget	2012 Budget	2013 Forecast	2014 Forecast	2015 Forecast	2016 Forecast	2017 Forecast	2018 Forecast	2019 Forecast	2020 Forecast	Total
	$	$	$	$	$	$	$	$	$	$	$
Transit New Construction	1,500	600		2,000	10,000	30,000	20,000	0	0	0	64,100
Transit Minor Improvements	0	40	40	40	40	40	40	40	40	40	360
Total Net Expenditures	**1,500**	**640**	**40**	**2,040**	**10,040**	**30,040**	**20,040**	**40**	**40**	**40**	**64,460**

Mississauga Transit - Project Listing
Program: Buildings

Transit Minor Improvements

Year	Project	Description	Net Cost ('000's)
2012	Transit Facility Repairs (Minor)	General Facility Repairs	40
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
2019	Transit Facility Repairs (Minor)	General Facility Repairs	40
2020	Transit Facility Repairs (Minor)	General Facility Repairs	40
Total			**360**

Transit New Construction

Year	Project	Description	Net Cost ('000's)
2011	Transit Malton Satellite Bus Storage Parking Refurbishing	Construction	1,500
2012	Transit City Centre Transit Terminal South	Construction	600
2014	Transit Facility # 3	Design	2,000
2015	Transit Facility # 3	Construction	10,000
2016	Transit Facility # 3	Construction	30,000
2017	Transit Facility # 3	Construction	20,000
Total			**64,100**

Mississauga Transit
2011 - 2020 Net Capital Expenditures By Sub-Program

(000's)

Buses	2011 Budget	2012 Budget	2013 Forecast	2014 Forecast	2015 Forecast	2016 Forecast	2017 Forecast	2018 Forecast	2019 Forecast	2020 Forecast	Total
	$	$	$	$	$	$	$	$	$	$	$
Bus Equipment	3,230	4,388	130	1,150	5,150	150	150	150	150	150	14,798
Bus - Major Maintenance	1,000	1,100	1,800	2,500	2,100	1,900	1,860	1,860	1,860	1,860	17,840
Bus Replacement	15,105	7,784	12,511	9,488	9,488	15,534	15,534	22,867	11,653	39,334	159,298
Fleet Expansion	3,880	0	3,880	3,880	3,460	3,460	3,460	3,460	3,460	3,460	32,400
Total Net Expenditures	**23,215**	**13,272**	**18,321**	**17,018**	**20,198**	**21,044**	**21,004**	**28,337**	**17,123**	**44,804**	**224,336**

Mississauga Transit - Project Listing
Program: Buses

Bus Equipment

Year	Project	Description	Net Cost ('000's)
2011	Transit GTA Farecard (PRESTO)	Full system implementation - Phase 3	1,700
2011	Transit Security Improvements/Enhancements	Various security initiatives	1,400
2011	Transit Radio System Acquisitions - Growth	Radios for 2011 growth buses	40
2011	Transit Farebox Acquisitions - Growth	Fareboxes for 2011 growth buses	90
2012	Transit Customer Information Interfaces	Interactive Voice Recognition (IVR) trip planning, link to click n' ride and shelters with information displays	1,500
2012	Transit Radio System Acquisitions - Replacement	Radio replacement for entire bus fleet	2,500
2012	Transit Radio System Acquisitions - Growth	Radios for 2012 growth buses	40
2012	Transit Farebox Acquisitions - Growth	Fareboxes for 2012 growth buses	280
2012	Transit GTA Farecard (PRESTO)	PRESTO BRT stations	68
2013	Transit Radio System Acquisitions - Growth	Radios for 2013 growth buses	40
2013	Transit Farebox Acquisitions - Growth	Fareboxes for 2013 growth buses	90
2014	Transit GTA Farecard (PRESTO)	Complete system implementation	1,000
2014	Transit Radio System Acquisitions - Growth	Radios for 2014 growth buses	40
2014	Transit Farebox Acquisitions - Growth	Fareboxes for 2014 growth buses	110
2015	Transit Radio System Acquisitions - Growth	Radios for 2015 growth buses	40
2015	Transit Farebox Acquisitions - Replacement	Farebox replacement for entire bus fleet	5,000
2015	Transit Farebox Acquisitions - Growth	Fareboxes for 2015 growth buses	110

Mississauga Transit - Project Listing
Program: Buses

Bus Equipment

Year	Project	Description	Net Cost ('000's)
2016	Transit Radio System Acquisitions - Growth	Radios for 2016 growth buses	40
2016	Transit Farebox Acquisitions - Growth	Fareboxes for 2016 growth buses	110
2017	Transit Radio System Acquisitions - Growth	Radios for 2017 growth buses	40
2017	Transit Farebox Acquisitions - Growth	Fareboxes for 2017 growth buses	110
2018	Transit Radio System Acquisitions - Growth	Radios for 2018 growth buses	40
2018	Transit Farebox Acquisitions - Growth	Fareboxes for 2018 growth buses	110
2019	Transit Radio System Acquisitions - Growth	Radios for 2019 growth buses	40
2019	Transit Farebox Acquisitions - Growth	Fareboxes for 2019 growth buses	110
2020	Transit Radio System Acquisitions - Growth	Radios for 2020 growth buses	40
2020	Transit Farebox Acquisitions - Growth	Fareboxes for 2020 growth buses	110
Total			**14,798**

Mississauga Transit - Project Listing

Program: Buses

Bus - Major Maintenance

Year	Project	Description	Net Cost ('000's)
2011	Capital Bus Maintenance - Major Component Rehabilitation/Replacement	Rebuild and replacement of major components (eg. engines, transmissions).	1,000
2012	Capital Bus Maintenance - Major Component Rehabilitation/Replacement	Rebuild and replacement of major components (eg. engines, transmissions).	1,100
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
2020	Capital Bus Maintenance - Major Component Rehabilitation/Replacement	Rebuild and replacement of major components (eg. engines, transmissions).	1,860
Total			**17,840**

Mississauga Transit - Project Listing
Program: Buses

Bus Replacement

Year	Project	Description	Net Cost ('000's)
2011	Transit Bus Acquisitions - Replacement	Replace (35) 1997 - 40' buses	15,105
2012	Transit Bus Acquisitions - Replacement	Replace (10) 2001 - 60' buses	7,784
2013	Transit Bus Acquisitions - Replacement	Replace (14) 2001 & Replace (15) 1998 - 40' buses	12,511
2014	Transit Bus Acquisitions - Replacement	Replace (22) 2003 - 40' Buses	9,488
2015	Transit Bus Acquisitions - Replacement	Replace (22) 2003 - 40' Buses	9,488
2016	Transit Bus Acquisitions - Replacement	Replace (36) 2005 - 40' Buses	15,534
2017	Transit Bus Acquisitions - Replacement	Replace (36) 2005 - 40' Buses	15,534
2018	Transit Bus Acquisitions - Replacement	Replace (53) 2006 - 40' Buses	22,867
2019	Transit Bus Acquisitions - Replacement	Replace (27) 2007 - 40' Buses	11,653
2020	Transit Bus Acquisitions - Replacement	Replace (28) 2008 - 40' buses & Replace (35) 2008 - 60' buses	39,334
Total			**159,298**

Mississauga Transit - Project Listing
Program: Buses

Fleet Expansion

Year	Project	Description	Net Cost ('000's)
2011	Transit Bus Acquisitions - Growth	(8) 40' Growth buses for 2011	3,880
2013	Transit Bus Acquisitions - Growth	(8) 40' Growth buses for 2013	3,880
2014	Transit Bus Acquisitions - Growth	(8) 40' Growth buses for 2014	3,880
2015	Transit Bus Acquisitions - Growth	(8) 40' Growth buses for 2015	3,460
2016	Transit Bus Acquisitions - Growth	(8) 40' Growth buses for 2016	3,460
2017	Transit Bus Acquisitions - Growth	(8) 40' Growth buses for 2017	3,460
2018	Transit Bus Acquisitions - Growth	(8) 40' Growth buses for 2018	3,460
2019	Transit Bus Acquisitions - Growth	(8) 40' Growth buses for 2019	3,460
2020	Transit Bus Acquisitions - Growth	(8) 40' Growth buses for 2020	3,460
Total			**32,400**

Mississauga Transit
2011 - 2020 Net Capital Expenditures By Sub-Program
(000's)

Higher Order Transit	2011 Budget	2012 Budget	2013 Forecast	2014 Forecast	2015 Forecast	2016 Forecast	2017 Forecast	2018 Forecast	2019 Forecast	2020 Forecast	Total
	$	$	$	$	$	$	$	$	$	$	$
Bus Rapid Transit	34,822	33,468	0	8	0	0	0	0	0	0	68,298
Hurontario Corridor	7,000	8,000	1,800	0	0	0	0	0	0	0	16,800
Total Net Expenditures	**41,822**	**41,468**	**1,800**	**8**	**0**	**0**	**0**	**0**	**0**	**0**	**85,098**

Mississauga Transit - Project Listing
Program: Higher Order Transit

Bus Rapid Transit

Year	Project	Description	Net Cost ('000's)
2011	Transit BRT	Construction	26,622
2011	Transit BRT	MRC Addendum (Detailed Design)	400
2011	Transit BRT	Provincial Land Access	7,800
2012	Transit BRT - Bus Acquisition	(15) 40' buses for BRT in 2012	5,000
2012	Transit BRT	Construction	13,703
2012	Transit BRT	Transit Priority Infrastructure	14,765
2014	Transit BRT	Bi annual inspection of new Bridges (BRT Busway)	8
Total			**68,298**

Hurontario Corridor

Year	Project	Description	Net Cost ('000's)
2011	Transit Hurontario LRT Study	Hurontario Corridor - Corridor Study (Part 1 of 2)	6,000
2011	Transit Dundas Corridor Study	Dundas Corridor - Phase 2 (Part 1 of 2)	1,000
2012	Transit Hurontario LRT Study	Hurontario Corridor - Corridor Study (Part 2 of 2)	6,000
2012	Transit Dundas Corridor Study	Dundas Corridor - Phase 2 (Part 2 of 2)	2,000
2013	Bridge & Structure Rehab	Cooksville Go Overpass	1,800
Total			**16,800**

Mississauga Transit
2011 - 2020 Net Capital Expenditures By Sub-Program
(000's)

On-Street Facilities	2011 Budget	2012 Budget	2013 Forecast	2014 Forecast	2015 Forecast	2016 Forecast	2017 Forecast	2018 Forecast	2019 Forecast	2020 Forecast	Total
	$	$	$	$	$	$	$	$	$	$	$
Mini Terminals, Bay and Bus Loops	0	50	100	50	0	20,150	20,000	20,000	20,100	0	80,450
Passenger Shelters, Pads and Signs	525	275	275	140	140	140	275	275	140	140	2,325
Total Net Expenditures	**525**	**325**	**375**	**190**	**140**	**20,290**	**20,275**	**20,275**	**20,240**	**140**	**82,775**

Mississauga Transit - Project Listing
Program: On-street Facilities

Mini Terminals, Bay and Bus Loops

Year	Project	Description	Net Cost ('000's)
2012	Transit Passenger Information - Display Systems/Signage/Solutions	On-going 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	On-going program to improve passenger information	50
2016	Transit/BRT Priority Measures	Various BRT priority measures	20,000
2016	Transit Mini Terminals/Bays/Bus Loops - Replacement	Refurbishment of mini terminals, bays and bus loops.	100
2016	Transit Passenger Info - Display Systems/Signage/Solutions	On-going program to improve passenger information	50
2017	Transit/BRT Priority Measures	Various BRT priority measures	20,000
2018	Transit/BRT Priority Measures	Various BRT priority measures	20,000
2019	Transit/BRT Priority Measures	Various BRT priority measures	20,000
2019	Transit Mini Terminals/Bays/Bus Loops - Replacement	Refurbishment of mini terminals, bays and bus loops.	100
Total			**80,450**

Mississauga Transit - Project Listing
Program: On-street Facilities

Passenger Shelters, Pads and Signs

Year	Project	Description	Net Cost ('000's)
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.	390
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	Installation of additional bus stops, pads and signs along new routes and stops.	140
2015	Transit Bus Stops/Pads/Signs - Replacement	Replacement of existing bus stops, pads and signs.	140
2016	Transit Bus Stops/Pads/Signs - Replacement	Installation of additional bus stops, pads and signs along new routes and stops.	140
2017	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 - Replacement	Replacement of existing bus stops, pads and signs.	140

Passenger Shelters, Pads and Signs

Year	Project	Description	Net Cost ('000's)
2018	Transit Bus Stops/Pads/Signs - Growth	Installation of additional bus stops, pads and signs along new routes and stops.	135
2019	Transit Bus Stops/Pads/Signs - Replacement	Replacement of existing bus stops, pads and signs.	140
2020	Transit Bus Stops/Pads/Signs - Replacement	Replacement of existing bus stops, pads and signs.	140
Total			**2,325**

Mississauga Transit
2011 - 2020 Net Capital Expenditures By Sub-Program
(000's)

Other Transit	2011 Budget	2012 Budget	2013 Forecast	2014 Forecast	2015 Forecast	2016 Forecast	2017 Forecast	2018 Forecast	2019 Forecast	2020 Forecast	Total
	$	$	$	$	$	$	$	$	$	$	$
Transit Information Systems	3,580	1,900	1,500	0	2,000	2,500	0	0	0	0	11,480
Transit Surveys	100	0	0	100	0	0	100	0	0	100	400
Total Net Expenditures	**3,680**	**1,900**	**1,500**	**100**	**2,000**	**2,500**	**100**	**0**	**0**	**100**	**11,880**

Mississauga Transit - Project Listing
Program: Other Transit

Year	Project	Description	Net Cost ('000's)
2011	Voice Recording System	Replacement of system	80
2011	CAD/AVL/Automated stop announcements	Automated Stop Announcements	3,500
2012	CAD/AVL/Automated stop announcements	Automated Stop Announcements	1,500
2012	Transit Hastus Module	Replacement of system	400
2013	CAD/AVL/Automated stop announcements	Automated Stop Announcements	1,500
2015	Transit Maintenance Information system	Information system	2,000
2016	Transit Performance metrics monitor	To capture statistical information on the buses	1,000
2016	Transit Terminals	Next Bus Announcment Equipment	1,500
Total			**11,480**

Transit Surveys

Year	Project	Description	Net Cost ('000's)
2011	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
2014	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
2017	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
2020	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			**400**

Mississauga Transit
2011 - 2020 Net Capital Expenditures By Sub-Program
(000's)

Vehicles and Equipment	2011 Budget	2012 Budget	2013 Forecast	2014 Forecast	2015 Forecast	2016 Forecast	2017 Forecast	2018 Forecast	2019 Forecast	2020 Forecast	Total
	$	$	$	$	$	$	$	$	$	$	$
Transit Equipment	100	145	145	145	145	145	145	145	145	145	1,405
Transit Vehicles	230	710	355	165	345	985	420	400	120	380	4,110
Total Net Expenditures	**330**	**855**	**500**	**310**	**490**	**1,130**	**565**	**545**	**265**	**525**	**5,515**

Mississauga Transit - Project Listing
Program: Vehicles and Equipment

Transit Equipment

Year	Project	Description	Net Cost ('000's)
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
2019	Transit Capital Equipment Acquisition - Maintenance Section	Purchase of additional or replacement equipment.	145
2020	Transit Capital Equipment Acquisition - Maintenance Section	Purchase of additional or replacement equipment.	145
Total			**1,405**

Mississauga Transit - Project Listing
Program: Vehicles and Equipment

Transit Vehicles

Year	Project	Description	Net Cost ('000's)
2011	Transit Route Supervisor Vehicle Acquisitions - Replacement	(2) Vehicles in 2011	70
2011	Transit Security Vehicles & Equipment - Growth	Equipment	10
2011	Transit Change-Off Vehicle Acquisitions - Growth	(2) Vehicles for 2011	50
2011	Transit Change-Off Vehicle Acquisitions - Replacement	(4) Vehicles for 2011	100
2012	Transit Change-Off Vehicle Acquisitions - Growth	(1) Vehicle for 2012	25
2012	Transit Maintenance Vehicle Acquisitions - Replacement	(1) 1 Ton Service Truck (CPKY) in 2012	80
2012	Transit Route Supervisor Vehicle Acquisitions - Replacement	(3) Vehicles in 2012	105
2012	Transit Security Vehicles & Equipment - Replacement	(2) Vehicles in 2012	100

Mississauga Transit - Project Listing
Program: Vehicles and Equipment

Transit Vehicles

Year	Project	Description	Net Cost ('000's)
2012	Transit Route Supervisor Vehicle Acquisitions - BRT Busway	(3) Vehicles in 2012	100
2012	Transit Security Vehicles & Equipment - BRT Busway	(3) Vehicles in 2012	100
2012	Transit Change-Off Vehicle Acquisitions - Replacement	(6) Vehicles in 2012	150
2012	Transit Security Vehicles & Equipment - Growth	(2) Vehicles for 2012	50
2013	Transit Route Supervisor Vehicle Acquisitions - Replacement	(9) Vehicles in 2013	315
2013	Transit Maintenance Vehicle Acquisitions - Replacement	(1) Vehicle in 2013	40
2014	Transit Maintenance Vehicle Acquisitions - Replacement	(2) Vehicles in 2014	60
2014	Transit Route Supervisor Vehicle Acquisitions - Growth	(1) Vehicle in 2014	35
2014	Transit Route Supervisor Vehicle Acquisitions - Replacement	(2) Vehicles in 2014	70

Mississauga Transit - Project Listing
Program: Vehicles and Equipment

Transit Vehicles

Year	Project	Description	Net Cost ('000's)
2015	Transit Maintenance Vehicle Acquisitions - Replacement	(2) Vehicles in 2015	70
2015	Transit Route Supervisor Vehicle Acquisitions - Growth	(1) Vehicle in 2015	35
2015	Transit Route Supervisor Vehicle Acquisitions - Replacement	(4) Vehicles in 2015	140
2015	Transit Security Vehicles & Equipment - Replacement	(2) Vehicles in 2015	100
2016	Transit Maintenance Vehicle Acquisitions - Replacement	(6) Vehicles in 2016	210
2016	Transit Change-Off Vehicles Acquisitions - Replacement	(16) Vehicles in 2016	400
2016	Transit Change-Off Vehicles Acquisitions - Growth	(8) Vehicles in 2016	200
2016	Transit Route Supervisor Vehicle Acquisitions - Growth	(1) Vehicle in 2016	35
2016	Transit Route Supervisor Vehicle Acquisitions - Replacement	(4) Vehicles in 2016	140
2017	Transit Route Supervisor Vehicle Acquisitions - Growth	(1) Vehicle in 2017	35

Mississauga Transit - Project Listing
Program: Vehicles and Equipment

Transit Vehicles

Year	Project	Description	Net Cost ('000's)
2017	Transit Route Supervisor Vehicle Acquisitions - Replacement	(3) Vehicles in 2017	105
2017	Transit Security Vehicles & Equipment - Replacement	(3) Vehicles in 2017	150
2017	Transit Change-Off Vehicles Acquisitions - Replacement	(2) Vehicles in 2017	50
2017	Transit Maintenance Vehicle Acquisitions - Replacement	(2) Vehicles in 2017	80
2018	Transit Route Supervisor Vehicle Acquisitions - Replacement	(9) Vehicles in 2018	315
2018	Transit Change-Off Vehicles Acquisitions - Replacement	(2) Vehicles in 2018	50
2018	Transit Maintenance Vehicle Acquisitions - Replacement	(1) Vehicle in 2018	35
2019	Transit Change-Off Vehicles Acquisitions - Replacement	(2) Vehicles in 2019	50
2019	Transit Route Supervisor Vehicle Acquisitions - Replacement	(2) Vehicles in 2019	70
2020	Transit Route Supervisor Vehicle Acquisitions - Replacement	(3) Vehicles in 2020	105
2020	Transit Change-Off Vehicles Acquisitions - Replacement	(7) Vehicles in 2020	175
2020	Transit Security Vehicles & Equipment - Replacement	(2) Vehicles in 2020	100
Total			**4,110**

Recreation and Parks Service

2011 - 2020 Net Capital Expenditures By Program
(000's)

Recreation and Parks	2011 Budget	2012 Budget	2013 Forecast	2014 Forecast	2015 Forecast	2016 Forecast	2017 Forecast	2018 Forecast	2019 Forecast	2020 Forecast	Total
	$	$	$	$	$	$	$	$	$	$	$
City Wide Facilities	1,888	10,173	4,796	9,411	8,350	4,747	9,347	12,367	4,235	4,375	69,689
City Wide Recreation	8,233	6,671	15,436	16,848	635	4,890	4,890	2,460	0	0	60,062
Facility Renovations and Rehabilitations	456	456	456	456	456	456	456	456	456	456	4,560
Park Facility Installation	2,544	1,238	580	52	909	585	1,987	0	0	0	7,895
Park Redevelopment	2,115	2,195	2,196	2,138	1,605	1,555	1,283	1,840	3,266	1,030	19,223
Parkland Acquisition	421	19,260	2,000	4,000	2,000	18,851	2,000	9,000	8,000	10,000	75,532
Parkland Development	955	231	985	1,706	5,741	11,633	5,365	2,566	568	12,851	42,600
Parks Maintenance	704	1,196	918	527	421	422	443	474	423	463	5,991
Sports Field Maintenance	575	402	907	1,730	445	300	370	1,220	312	1,151	7,412
Urban Forestry	1,658	1,986	1,928	1,928	1,928	1,928	1,928	1,928	1,928	1,928	19,068
Vehicles, Equipment	1,477	1,170	1,343	1,117	847	847	847	847	847	868	10,210
Total Net Expenditures	**21,025**	**44,977**	**31,546**	**39,912**	**23,337**	**46,215**	**28,917**	**33,157**	**20,035**	**33,122**	**322,242**

Recreation and Parks Service

2011 - 2020 Net Capital Expenditures By Sub-Program

(000's)

City Wide Facilities	2011 Budget	2012 Budget	2013 Forecast	2014 Forecast	2015 Forecast	2016 Forecast	2017 Forecast	2018 Forecast	2019 Forecast	2020 Forecast	Total
	$	$	$	$	$	$	$	$	$	$	$
Bicycle/Pedestrian System	0	923	3,333	2,575	4,158	2,844	2,164	1,032	1,354	1,059	19,442
City Centre Development	0	0	100	0	0	620	3,700	2,350	0	1,757	8,527
Parkway Belt Development	540	2,162	0	0	0	0	0	0	0	0	2,702
Planning and Development Studies	468	589	531	81	262	81	189	431	81	81	2,794
Riverwood Park Development	0	649	0	665	490	0	0	306	0	1,478	3,587
Waterfront Development	880	5,850	832	6,090	3,440	1,202	3,294	8,248	2,800	0	32,637
Total Net Expenditures	**1,888**	**10,173**	**4,796**	**9,411**	**8,350**	**4,747**	**9,347**	**12,367**	**4,235**	**4,375**	**69,689**

Recreation and Parks Service - Project Listing

Program: City Wide Facilities

Bicycle/ Pedestrian System

Year	Project	Description	Net Cost ('000's)
2012	Erindale Park	Required future maintenance	167
2012	Various Routes	Multi-use trails - design and construction	756
2013	Edward L. Scarlett Park	Multi-use trail - design	107
2013	Erindale Park	Required future maintenance	202
2013	Various Routes	Multi-use trails - design and construction	3,024
2014	Edward L. Scarlett Park	Multi-use trail - construction	541
2014	Various Routes	Multi-use trails - design and construction	2,034
2015	Various Routes	Multi-use trails - design and construction	4,158
2016	Various Routes	Multi-use trails - design and construction	2,844
2017	Various Routes	Multi-use trails - design and construction	2,164
2018	Various Routes	Multi-use trails - design and construction	1,032
2019	Various Routes	Multi-use trails - design and construction	1,354
2020	Various Routes	Multi-use trails - design and construction	1,059
Total			**19,442**

Recreation and Parks Service - Project Listing

Program: City Wide Facilities

City Centre Development

Year	Project	Description	Net Cost ('000's)
2013	Celebration Square	Wall of fame	100
2016	Zonta Meadows	Addition to Zonta Meadows - design	420
2016	Zonta Meadows	Amenities and service building - design	100
2016	Zonta Meadows	Park redevelopment - swale - design	50
2016	Zonta Meadows	Park redevelopment - design	50
2017	Zonta Meadows	Amenities and service building - construction	900
2017	Zonta Meadows	Commission and install art work	350
2017	Zonta Meadows	Park redevelopment - swale - construction	450
2017	Zonta Meadows	Park redevelopment - construction	450
2017	Zonta Meadows (addition)	Commission and install art work	350
2017	Zonta Meadows (addition)	Construction - cash flow funding	1,200
2018	Zonta Meadows (addition)	Construction - cash flow funding	1,800
2018	Not Yet Named P_509	Basic development - design	200
2018	Not Yet Named P_509	Commission and install art work	350
2020	Not Yet Named P_509	Basic development - construction	1,757
Total			**8,527**

Recreation and Parks Service - Project Listing

Program: City Wide Facilities

Parkway Belt Development

Year	Project	Description	Net Cost ('000's)
2011	Not Yet Named P_302	Basic development - construction - cash flow funding	540
2012	Not Yet Named P_302	Basic development - construction - cash flow funding	2,162
Total			**2,702**

Recreation and Parks Service - Project Listing

Program: City Wide Facilities

Planning and Development Studies

Year	Project	Description	Net Cost ('000's)
2011	Various Community Parks	Site investigations, appraisals and audits	81
2011	Various Waterfront Parks	Port Credit Harbour (west) - pre-design study	387
2012	Future Directions	Future Directions background study	108
2012	Future Directions	Natural heritage system strategy	300
2012	Various Community Parks	Asset management program	100
2012	Various Community Parks	Site investigations, appraisals and audits	81
2013	Future Directions	Recreation and Parks Future Directions 30 year review	200
2013	Various Community Parks	Asset management program	100
2013	Various Community Parks	Site investigations, appraisals and audits	81
2013	Various Waterfront Parks	Waterfront Strategy study (5 year review)	150
2015	Not Yet Named P_389 (Fusion)	Site pre-development studies	181
2017	Future Directions	Future Directions background study	108
2018	Future Directions	Recreation & Parks Future Directions 30 year review	200
2018	Various Waterfront Parks	Waterfront Strategy study (5 year review)	150
2014-2020	Various Community Parks	Site investigations, appraisals and audits	567
Total			**2,794**

Recreation and Parks Service - Project Listing

Program: City Wide Facilities

Riverwood Park Development

Year	Project	Description	Net Cost ('000's)
2012	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 - cash flow funding	327
2015	Riverwood	Park front entrance and peripheral areas phase 2 - construction - cash flow funding	490
2018	Riverwood	MacEwan Creek bridge and Visual Arts Misssissauga Common Green - design	306
2020	Riverwood	MacEwan Creek bridge and Visual Arts Misssissauga Common Green - construction	1,478
Total			**3,587**

Recreation and Parks Service - Project Listing

Program: City Wide Facilities

Waterfront Development

Year	Project	Description	Net Cost ('000's)
2011	Not Yet Named P_358	Construction - cash flow funding	550
2011	Various Waterfront Parks	Restore failing shoreline	330
2012	Not Yet Named P_358	Washrooms - construction	900
2012	Not Yet Named P_358	Construction - cash flow funding	4,950
2013	Marina Park	Rivergate Walk design - connecting walkway along the Credit River shoreline to J.C. Saddington Park	117
2013	Marina Park	Basic development - design	525
2013	Port Credit Memorial Park (West)	Basic development - design	190
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 - cash flow funding	3,674
2014	Port Credit Memorial Park (West)	Shoreline and site preparation - construction	900
2014	Various Bike Route Parks	Construction - pathway link under Lakeshore Road bridge	350
2015	Marina Park	Basic development - construction - cash flow funding	1,574
2015	Port Credit Memorial Park (West)	Basic development - construction	1,166
2015	Various Waterfront Parks	Restore failing shoreline	700
2016	J.C. Saddington Park	Redevelopment of existing parkland - detailed design	812
2016	Not Yet Named P_389 (Fusion)	Washrooms - design	64

Recreation and Parks Service - Project Listing

Program: City Wide Facilities

Waterfront Development

Year	Project	Description	Net Cost ('000's)
2016	Not Yet Named P_389 (Fusion)	Basic development - design - cash flow funding	327
2017	Not Yet Named P_389 (Fusion)	Play equipment - new larger standard	103
2017	Not Yet Named P_389 (Fusion)	Washrooms - construction	636
2017	Not Yet Named P_389 (Fusion)	Basic development - design - cash flow funding	490
2017	Not Yet Named P_389 (Fusion)	Development - construction - cash flow funding	2,065
2018	J.C. Saddington Park	Redevelopment of existing parkland - shoreline and site preparation	3,600
2018	Not Yet Named P_389 (Fusion)	Development - construction - cash flow funding	4,298
2018	Various Waterfront Parks	Design and install wayfinds and interpretation signage	350
2019	J.C. Saddington Park	Land based development - construction	1,000
2019	Not Yet Named P_389 (Fusion)	Development - construction - cash flow funding	1,800
Total			**32,637**

Recreation and Parks Service

2011 - 2020 Net Capital Expenditures By Sub-Program

(000's)

City Wide Recreation	2011 Budget	2012 Budget	2013 Forecast	2014 Forecast	2015 Forecast	2016 Forecast	2017 Forecast	2018 Forecast	2019 Forecast	2020 Forecast	Total
	$	$	$	$	$	$	$	$	$	$	$
Recreation Facilities	8,233	6,671	15,436	16,848	635	4,890	4,890	2,460	0	0	60,062
Total Net Expenditures	**8,233**	**6,671**	**15,436**	**16,848**	**635**	**4,890**	**4,890**	**2,460**	**0**	**0**	**60,062**

Recreation and Parks Service - Project Listing

Program: City Wide Recreation

Recreation Facilities

Year	Project	Description	Net Cost ('000's)
2011	Clarkson School Indoor Pool	Demolition/decommissioning.	200
2011	Hershey Air Supported Structure	Procure an air supported structure to house an indoor soccer field, complete site improvements and construction.	2,885
2011	Mississauga Valley Community Centre	Additional funding for therapy pool.	1,150
2011	Not Yet Named P_389 (Bell-Gairdner Estate)	This redevelopment includes: renovations to the main house and to the coach house including washrooms, boardroom, bride's room, reception and bar area, warming kitchen and entranceway to a tent area. The tent is to be rendered suitable for wedding ceremonies of up to 200 guests.	1,480
2011	Port Credit Memorial Arena	Cash flow payments for a completed arena project. 2009-2011	1,800
2011	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	718
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	6,471
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	9,500
2013	West End Artificial Soccer Fields (2) and Building	Construction of 2 outdoor artificial soccer fields, change rooms, washrooms and concessions. Cash flow funding	5,936

Recreation and Parks Service - Project Listing

Program: City Wide Recreation

Recreation Facilities

Year	Project	Description	Net Cost ('000's)
2014	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
2014	Northwest Community Centre	This is the design portion of a major community centre in partnership with a third party provider to address the needs caused by growth in the northwest part of the City. Details of community centre amenities are in the initial planning stages but may include: pool, fitness facility, gymnasium and accompanying outdoor amenities. Cash flow funding	1,400
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	6,500
2014	West End Artificial Soccer Fields (2) and Building	Construction of 2 outdoor artificial soccer fields, change rooms, washrooms and concessions. Cash flow funding	5,936
2015	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	635
2016 -2018	Northwest Community Centre	This is the construction portion of a major community centre in partnership with a third party provider to address the needs caused by growth in the northwest part of the City. Details of community centre amenities are in the initial planning stages but may include: pool, fitness facility, gymnasium and accompanying outdoor amenities. Cash flow funding	12,240
Total			**60,062**

Recreation and Parks Service

2011 - 2020 Net Capital Expenditures By Sub-Program

(000's)

Facility Renovations and Rehabilitation Projects	2011 Budget	2012 Budget	2013 Forecast	2014 Forecast	2015 Forecast	2016 Forecast	2017 Forecast	2018 Forecast	2019 Forecast	2020 Forecast	Total
	$	$	$	$	$	$	$	$	$	$	$
Facility Renovations and Rehabilitations	456	456	456	456	456	456	456	456	456	456	4,560
Total Net Expenditures	**456**	**456**	**456**	**456**	**456**	**456**	**456**	**456**	**456**	**456**	**4,560**

Recreation and Parks Service - Project Listing

Program: Facility Renovations and Rehabilitations

Facility Renovations and Rehabilitations

Year	Project	Description	Net Cost ('000's)
2011	Various Community Centres	Minor rehabilitation projects	456
2012	Various Community Centres	Minor rehabilitation projects	456
2013	Various Community Centres	Minor rehabilitation projects	456
2014-2020	Various Community Centres	Minor rehabilitation projects	3,192
Total			**4,560**

Recreation and Parks Service

2011 - 2020 Net Capital Expenditures By Sub-Program

(000's)

Park Facility Installation	2011 Budget	2012 Budget	2013 Forecast	2014 Forecast	2015 Forecast	2016 Forecast	2017 Forecast	2018 Forecast	2019 Forecast	2020 Forecast	Total
	$	$	$	$	$	$	$	$	$	$	$
Cricket Pitch	40	0	0	52	464	0	516	0	0	0	1,072
Outdoor Basketball	0	0	0	0	244	0	0	0	0	0	244
Play Equipment	0	0	0	0	81	465	1,029	0	0	0	1,575
Sports Field - Tennis Courts	351	0	0	0	120	120	120	0	0	0	711
Spray Pads	0	0	0	0	0	0	322	0	0	0	322
Washrooms	2,153	1,238	580	0	0	0	0	0	0	0	3,971
Total Net Expenditures	**2,544**	**1,238**	**580**	**52**	**909**	**585**	**1,987**	**0**	**0**	**0**	**7,895**

Recreation and Parks Service - Project Listing

Program: Park Facility Installation

Cricket Pitch

Year	Project	Description	Net Cost ('000's)
2011	Birchwood Park	Design and construction	40
2014	Not Yet Named P_448	Design	52
2015	Not Yet Named P_448	Construction	464
2017	Various Community Parks	Installation of primary use cricket pitch	516
Total			**1,072**

Outdoor Basketball

Year	Project	Description	Net Cost ('000's)
2015	Brookmede Park	Installation of basketball - unlit full court (2 hoops)	61
2015	Not Yet Named F_034	Installation of basketball - unlit full court (2 hoops)	61
2015	Zonta Meadows	Installation of basketball - unlit full court (4 hoops)	122
Total			**244**

Play Equipment

Year	Project	Description	Net Cost ('000's)
2015	Not Yet Named F_034	Playground - standard	81
2016	East location to be determined	Playground - inclusive	465
2017	North location to be determined	Playground - inclusive	465
2017	Location to be determined	Playground - inclusive	465
2017	Zonta Meadows	Multi-use ramp facility	99
Total			**1,575**

Recreation and Parks Service - Project Listing

Program: Park Facility Installation

Sports Field - Tennis Court

Year	Project	Description	Net Cost ('000's)
2011	Port Credit Secondary School	4 lit tennis courts - construction	351
2015	Brookmede Park	2 unlit tennis courts - construction	120
2016	Thorncrest Park	2 unlit tennis courts - construction	120
2017	Location to be determined	2 unlit tennis courts - construction	120
Total			**711**

Spray Pads

Year	Project	Description	Net Cost ('000's)
2017	Zonta Meadows	Spray pad - design and construction	322
Total			**322**

Recreation and Parks Service - Project Listing

Program: Park Facility Installation

Washrooms

Year	Project	Description	Net Cost ('000's)
2011	Dr. Martin L. Dobkin Park	Washrooms - construction	601
2011	Fallingbrook Park	Washrooms - design	58
2011	Hershey Centre Sportszone South	Washrooms - design	60
2011	Jack Darling Memorial Park	Security for washrooms	22
2011	Lisgar Fields	Washrooms - construction	580
2011	Loyola Secondary School	Changerooms - shared use facility	832
2012	Fallingbrook Park	Washrooms - construction	580
2012	Garnetwood Park	Washrooms - design	58
2012	Hershey Centre Sportszone South	Washrooms - construction	600
2013	Garnetwood Park	Washrooms - construction	580
Total			**3,971**

Recreation and Parks Service

2011 - 2020 Net Capital Expenditures By Sub-Program

(000's)

Park Redevelopment	2011 Budget	2012 Budget	2013 Forecast	2014 Forecast	2015 Forecast	2016 Forecast	2017 Forecast	2018 Forecast	2019 Forecast	2020 Forecast	Total
	$	$	$	$	$	$	$	$	$	$	$
Bridges & Underpasses	232	699	971	421	464	114	114	220	114	114	3,463
Major Redevelopment	0	0	0	0	0	0	0	0	2,009	0	2,009
Park Improvements	517	855	686	627	300	600	300	680	300	300	5,166
Parking Lots	38	0	0	326	0	0	0	0	0	0	364
Playground Redevelopment	1,328	641	539	764	841	841	869	940	843	616	8,222
Total Net Expenditures	**2,115**	**2,195**	**2,196**	**2,138**	**1,605**	**1,555**	**1,283**	**1,840**	**3,266**	**1,030**	**19,223**

Recreation and Parks Service - Project Listing

Program: Park Redevelopment

Bridges and Underpasses

Year	Project	Description	Net Cost ('000's)
2011	Valley Park	Maintenance restoration of a designated heritage bridge - construction	118
2011	Various Neighbourhood Parks	Repair approaches, decks and railings	114
2012	Barbertown Bridge	Historical bridge rehabilitation - cash flow funding	200
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
2013	Barbertown Bridge	Historical bridge rehabilitation - cash flow funding	800
2013	Camilla Park	East abutment repair - railing replacement	57
2013	Various Neighbourhood Parks	Repair approaches, decks and railings	114
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	Boardwalk deck	106
2014-2020	Various Neighbourhood Parks	Repair approaches, decks and railings	798
Total			**3,463**

Major Redevelopment

Year	Project	Description	Net Cost ('000's)
2019	Streetsville Memorial Park	Design	769
2019	Wildwood Park	Design	1,240
Total			**2,009**

Recreation and Parks Service - Project Listing

Program: Park Redevelopment

Park Improvements

Year	Project	Description	Net Cost ('000's)
2011	Erindale Park	Greenbelt planting and fencing	37
2011	Lakefront Promenade	Spray pad and landscape improvements - design	120
2011	Mississauga Valley	Spray pad surface repair	80
2011	Various Community Parks	Landscape improvements - various park assessments	250
2011	Woodington Green	Stone entrance wall	30
2012	Lakefront Promenade	Spray pad and landscape improvements - construction	825
2012	Meadowvale Hall	Landscape improvements - design	30
2013	Father Joseph A. Nolan Park	Landscape improvements - design	67
2013	Meadowvale Hall	Landscape improvements - construction	300
2013	Richard's Memorial Park	Replacement of existing picnic shelter	319
2014	Father Joseph A. Nolan Park	Landscape improvements - construction	480
2014	Meadowvale Conservation Area	Landscape improvements	147
2016	Mississauga Valley	Provide new picnic shelter in picnic area 'A'	300
2018	Jack Darling Memorial Park	Replacement - picnic shelter and water services	380
2015-2020	Various Community Parks	Landscape improvements - various park assessments	1,800
Total			**5,166**

Parking Lots

Year	Project	Description	Net Cost ('000's)
2011	Stonewood Park	Parking lot renovation	38
2014	Meadowvale Sports Park	Reconstruction of existing asphalt parking lot	326
Total			**364**

Recreation and Parks Service - Project Listing

Program: Park Redevelopment

Playground Redevelopment

Year	Project	Description	Net Cost ('000's)
2011	Duncairn Downs	Replacement of play equipment and landscape improvements	77
2011	McKechnie Woods	Playground rubber surface replacement	141
2011	Glen Erin Trail	Replacement of play equipment and landscape improvements	77
2011	Jack Darling Memorial Park	Replacement of play equipment and landscape improvements - west	77
2011	Jack Darling Memorial Park	Replacement of play equipment, including rubber surface and landscape improvements	172
2011	King's Masting Park	Replacement of play equipment and landscape improvements	77
2011	Lake Wabukayne	Replacement of play equipment and landscape improvements	77
2011	Meadowvale Hall	Replacement of play equipment and landscape improvements	77
2011	Middlebury Green	Replacement of play equipment and landscape improvements	77
2011	Quenippenon Meadows	Replacement of play equipment and landscape improvements	77
2011	Stonewood Park	Replacement of play equipment and landscape improvements	77
2011	The Village Green	Replacement of play equipment and landscape improvements	77
2011	Trelawny Woods	Replacement of play equipment and landscape improvements	77
2011	Various Neighbourhood Parks	Play equipment replacement - additional requirements	168
2012	Clarkson Park	Replacement of play equipment and landscape improvements	77
2012	Forest Hill Park	Replacement of play equipment and landscape improvements	77
2012	Glen Erin Trail	Replacement of play equipment and landscape improvements	77
2012	Hiawatha Park	Replacement of play equipment and landscape improvements	77
2012	Lake Aquitaine	Replacement of play equipment and landscape improvements	102
2012	Ron Searle Park	Replacement of play equipment and landscape improvements	77
2012	Rosebush Common	Replacement of play equipment and landscape improvements	77

Recreation and Parks Service - Project Listing

Program: Park Redevelopment

Playground Redevelopment

Year	Project	Description	Net Cost ('000's)
2012	Thornlodge Park	Replacement of play equipment and landscape improvements	77
2013	Castlebridge Common	Replacement of play equipment and landscape improvements	77
2013	Garnetwood Park	Replacement of play equipment and landscape improvements	77
2013	Gatineau Green	Replacement of play equipment and landscape improvements	77
2013	Kogaydiwin Park	Replacement of play equipment and landscape improvements	77
2013	Manor Hill	Replacement of play equipment and landscape improvements	77
2013	Orchard Hill	Replacement of play equipment and landscape improvements	77
2013	Sherwood Green	Replacement of play equipment and landscape improvements	77
2014-2020	Various Neighbourhood Parks	Replacement of play equipment and landscape improvements	5,714
Total			**8,222**

Recreation and Parks Service

2011 - 2020 Net Capital Expenditures By Sub-Program

(000's)

Parkland Acquisition	2011 Budget	2012 Budget	2013 Forecast	2014 Forecast	2015 Forecast	2016 Forecast	2017 Forecast	2018 Forecast	2019 Forecast	2020 Forecast	Total
	$	$	$	$	$	$	$	$	$	$	$
Community Parkland	421	2,250	1,000	3,000	1,000	18,851	1,000	5,000	5,000	6,000	43,522
Greenbelt Acquisition	0	17,010	1,000	1,000	1,000	0	1,000	4,000	3,000	4,000	32,010
Total Net Expenditures	**421**	**19,260**	**2,000**	**4,000**	**2,000**	**18,851**	**2,000**	**9,000**	**8,000**	**10,000**	**75,532**

Recreation and Parks Service - Project Listing

Program: Parkland Acquisition

Community Parkland

Year	Project	Description	Net Cost ('000's)
2011-2020	Community Parks	Various waterfront and school sites subject to availability	43,522
Total			**43,522**

Greenbelt Acquisition

Year	Project	Description	Net Cost ('000's)
2011-2020	Greenbelt	Various greenbelt sites subject to availability	32,010
Total			**32,010**

Recreation and Parks Service

2011 - 2020 Net Capital Expenditures By Sub-Program

(000's)

Parkland Development	2011 Budget	2012 Budget	2013 Forecast	2014 Forecast	2015 Forecast	2016 Forecast	2017 Forecast	2018 Forecast	2019 Forecast	2020 Forecast	Total
	$	$	$	$	$	$	$	$	$	$	$
Community Parks	955	231	698	1,706	4,635	10,545	5,365	2,566	568	12,851	40,119
Greenbelt Lands	0	0	287	0	1,106	1,088	0	0	0	0	2,481
Total Net Expenditures	**955**	**231**	**985**	**1,706**	**5,741**	**11,633**	**5,365**	**2,566**	**568**	**12,851**	**42,600**

Recreation and Parks Service - Project Listing

Program: Parkland Development

Community Parks

Year	Project	Description	Net Cost ('000's)
2011	Harold E. Kennedy Park	Basic development - park improvements - cash flow funding	549
2011	Not Yet Named F_024 (Heatherleigh Park addition)	Development of park addition - construction	160
2011	Not Yet Named P_462 (Pinchin)	Foundation restoration of barn	121
2011	Not Yet Named P_508 (Woodlands Nursery)	Parks review and needs assessment	25
2011	Not Yet Named P_512 (Russell Langmaid)	Basic development - design and construction	100
2012	Malton Village Park	Construction - cash flow funding	221
2012	Not Yet Named F_333 (Waterfront Park)	Basic development - design	10
2013	Erindale Park Addition	Basic development - design	21
2013	Malton Village Park	Construction - cash flow funding	515
2013	Not Yet Named F_333 (Waterfront Park)	Basic development - construction	107
2013	Not Yet Named P_508 (Woodlands Nursery)	Basic development - design	55
2014	Erindale Park Addition	Basic development - construction	205
2014	Not Yet Named F_034	Basic development - design	133
2014	Not Yet Named F_091	Future woodland basic development	56
2014	Not Yet Named P_462 (Pinchin)	Basic development - design - cash flow funding	266
2014	Not Yet Named P_505 (Credit Valley property)	Basic development - design	175
2014	Not Yet Named P_508 (Woodlands Nursery)	Basic development - construction	546
2014	Twin Spruce Park	Development of park addition	325
2015	Bruce Reynolds Park	Addition - master plan and public consultation	12

Recreation and Parks Service - Project Listing

Program: Parkland Development

Community Parks

Year	Project	Description	Net Cost ('000's)
2015	Not Yet Named F_034	Basic development - construction - cash flow funding	530
2015	Not Yet Named F_034	Pedestrian bridge over Cooksville Creek	293
2015	Not Yet Named P_459 (Ninth Line)	Basic development - cash flow funding	1,782
2015	Not Yet Named P_462 (Pinchin)	Basic development - construction - cash flow funding	1,316
2015	Not Yet Named P_505 (Credit Valley property)	Basic development - construction - cash flow funding	702
2016	Bruce Reynolds Park	Addition - parks review and needs assessment	356
2016	Not Yet Named F_034	Basic development - construction - cash flow funding	795
2016	Not Yet Named F_429	Basic development - design and construction - including ramp	600
2016	Not Yet Named P_452 (Ninth Line)	Basic development - cash flow funding	554
2016	Not Yet Named P_453 (Ninth Line)	Basic development - cash flow funding	1,381
2016	Not Yet Named P_458 (Ninth Line)	Basic development - cash flow funding	993
2016	Not Yet Named P_459 (Ninth Line)	Basic development - cash flow funding	2,673
2016	Not Yet Named P_460 (Ninth Line)	Woodland basic development	177
2016	Not Yet Named P_462 (Pinchin)	Basic development - construction - cash flow funding	1,964
2016	Not Yet Named P_505 (Credit Valley property)	Basic development - construction - cash flow funding	1,052
2017	Not Yet Named P_452 (Ninth Line)	Basic development - cash flow funding	830
2017	Not Yet Named P_453 (Ninth Line)	Basic development - cash flow funding	2,072
2017	Not Yet Named P_454 (Ninth Line)	Woodland basic development	33
2017	Not Yet Named P_456 (Ninth Line)	Basic development - design and construction - cash flow funding	941

Recreation and Parks Service - Project Listing

Program: Parkland Development

Community Parks

Year	Project	Description	Net Cost ('000's)
2017	Not Yet Named P_458 (Ninth Line)	Basic development - cash flow funding	1,490
2018	Not Yet Named F_411 (Downtown 21 Master Plan)	Future park development - design	405
2018	Not Yet Named P_455 (Ninth Line)	Basic development - cash flow funding	378
2018	Not Yet Named P_456 (Ninth Line)	Basic development - design and construction - cash flow funding	1,413
2018	Not Yet Named P_457 (Ninth Line)	Basic development	370
2019	Not Yet Named P_455 (Ninth Line)	Basic development - cash flow funding	568
2020	Not Yet Named F_411 (Downtown 21 Master Plan)	Future park development - construction	4,028
2020	Various Credit Valley Lands	Future park development - design and construction	8,823
Total			**40,119**

Greenbelt Lands

Year	Project	Description	Net Cost ('000's)
2013	Not Yet Named P_492	Basic development and trail	287
2015	Not Yet Named F_071	Basic development - cash flow funding	725
2015	Not Yet Named F_073	Basic development	318
2015	Not Yet Named F_322 and F_323	Basic development	63
2016	Not Yet Named F_071	Basic development - cash flow funding	1,088
Total			**2,481**

Recreation and Parks Service

2011 - 2020 Net Capital Expenditures By Sub-Program

(000's)

Parks Maintenance	2011 Budget	2012 Budget	2013 Forecast	2014 Forecast	2015 Forecast	2016 Forecast	2017 Forecast	2018 Forecast	2019 Forecast	2020 Forecast	Total
	$	$	$	$	$	$	$	$	$	$	$
Cemetery Improvements	0	0	257	51	0	0	0	52	0	40	400
Golf Course Maintenance	231	150	237	91	36	37	58	37	38	38	953
Other Park Improvements	254	173	81	81	81	81	81	81	81	81	1,075
Pathway Lighting Improvements	0	32	24	0	0	0	0	0	0	0	56
Pathway Reconstruction	74	674	224	224	224	224	224	224	224	224	2,540
Turf Renovation Program	30	25	35	20	20	20	20	20	20	20	230
Water Services	115	142	60	60	60	60	60	60	60	60	737
Total Net Expenditures	**704**	**1,196**	**918**	**527**	**421**	**422**	**443**	**474**	**423**	**463**	**5,991**

Recreation and Parks Service - Project Listing

Program: Parks Maintenance

Cemetery Improvements

Year	Project	Description	Net Cost ('000's)
2013	Britannia Church Cemetery	Cemetery maintenance, restoration and preservation	257
2014-2020	Various Cemeteries	Various improvements	143
Total			**400**

Golf Course Maintenance

Year	Project	Description	Net Cost ('000's)
2011	Lakeview Golf Course	Upgrade irrigation system	231
2012	Lakeview Golf Course	Upgrade irrigation system	150
2013	Lakeview Golf Course	Upgrade irrigation system	150
2013	Lakeview Golf Course	Fence replacement	50
2013	Lakeview Golf Course	Various maintenance	37
2014	Lakeview Golf Course	Permanent on course washroom facilities	54
2014-2020	Lakeview Golf Course	Various maintenance	281
Total			**953**

Recreation and Parks Service - Project Listing

Program: Parks Maintenance

Other Park Improvements

Year	Project	Description	Net Cost ('000's)
2011	Erindale Park	Replace pad under picnic shelter	44
2011	Kariya Park	Pond repair	107
2011	Streetsville Memorial Park	Asphalt and drainage	22
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	Various Neighbourhood Parks	Installation of park and greenbelt fencing	51
2013	Various Neighbourhood Parks	Replacement of park furnishings	30
2014-2020	Various Neighbourhood Parks	Other park improvements	567
Total			**1,075**

Pathway Lighting Improvements

Year	Project	Description	Net Cost ('000's)
2012	Samuelson Park	Installation of new pathway and playground lighting	32
2013	Rockwood Glen	Installation of new pathway lighting	24
Total			**56**

Recreation and Parks Service - Project Listing

Program: Parks Maintenance

Pathway Reconstruction

Year	Project	Description	Net Cost ('000's)
2011	Swinbourne Meadows	Repave portion of park pathway	74
2012	Ashgate Park	Reconstruction from Rathburn Road to Thistletown Road	22
2012	Cooksville Creek South District	Trail and drainage infrastructure reconstruction	550
2012	Lakefront Promenade	New asphalt required on the pathway to the sailing club	11
2012	Meadow Green	Replace and widen entire pathway in park - phase 2	91
2013	Gordon S. Shipp Memorial Park	Pathway repaving	11
2013	Malton Greenway	Reconstruction from Brandon Gate to Discus Crescent	37
2013	Red Brush Park	Re-direct park pathway around north side of playground	3
2013	Tillsdown Park	Pathway reconstruction from Sir Monty Drive to the river	32
2013	Various Neighbourhood Parks	Various pathway reconstructions and emergency repairs	129
2013	Wildwood Park	Maintenance pathway connection to sports field areas	12
2014-2020	Various Parks	Various pathway reconstructions and emergency repairs	1,568
Total			**2,540**

Recreation and Parks Service - Project Listing

Program: Parks Maintenance

Turf Renovation Program

Year	Project	Description	Net Cost ('000's)
2011	Sheridan Park	Turf rehabilitation - aerification and overseeding	10
2011	Various Neighbourhood Parks	Turf rehabilitation - aerification and overseeding	20
2012	Sandgate Park	Turf rehabilitation - aerification and overseeding	5
2012	Various Neighbourhood Parks	Turf rehabilitation - aerification and overseeding	20
2013	Meadow Park	Turf rehabilitation - aerification and overseeding	10
2013	Various Neighbourhood Parks	Turf rehabilitation - aerification and overseeding	20
2013	Woodeden Park	Turf rehabilitation - aerification and overseeding	5
2014-2020	Various Neighbourhood Parks	Turf rehabilitation - aerification and overseeding	140
Total			**230**

Recreation and Parks Service - Project Listing

Program: Parks Maintenance

Water Services

Year	Project	Description	Net Cost ('000's)
2011	Derry Greenway	Upgrade water service to natural ice rink	23
2011	Various Neighbourhood Parks	Backflow preventer retrofit	92
2012	Ashwood Park	Upgrade water service to natural ice rink	7
2012	Fred Halliday Memorial Park	Upgrade water service to natural ice rink	7
2012	Kennedy Park	Upgrade water service to natural ice rink	7
2012	Kogaydiwin Park	Installation of hydro/water service	22
2012	Various Neighbourhood Parks	Backflow preventer retrofit	92
2012	Woodeden Park	Upgrade water service to natural ice rink	7
2013	Northwood Park	Installation of meter chamber, yard hydrant and offset gate	28
2013	Various Neighbourhood Parks	Water service	32
2014-2020	Various Neighbourhood Parks	Water service	420
Total			**737**

Recreation and Parks Service

2011 - 2020 Net Capital Expenditures By Sub-Program

(000's)

Sports Field Maintenance	2011 Budget	2012 Budget	2013 Forecast	2014 Forecast	2015 Forecast	2016 Forecast	2017 Forecast	2018 Forecast	2019 Forecast	2020 Forecast	Total
	$	$	$	$	$	$	$	$	$	$	$
Lit Sports Field Maintenance	197	270	643	1,435	172	160	166	990	172	946	5,151
Tennis Court Maintenance	241	5	138	5	138	5	69	95	5	70	771
Unlit Sports Field Maintenance	137	127	126	290	135	135	135	135	135	135	1,490
Total Net Expenditures	**575**	**402**	**907**	**1,730**	**445**	**300**	**370**	**1,220**	**312**	**1,151**	**7,412**

Recreation and Parks Service - Project Listing

Program: Sports Field Maintenance

Lit Sports Field Maintenance

Year	Project	Description	Net Cost ('000's)
2011	Bloor Athletic Field	Backstop replacement	42
2011	Mississauga Valley	Triennial review of bocce court surface	6
2011	Mount Charles Park	Backstop replacement and drainage	149
2012	Quenippenon Meadows	Fencing, irrigation and drainage	106
2012	South Common	Reconstruction - lit softball	150
2012	Various Neighbourhood Parks	Design/reconstruction	14
2013	Brickyard Park	Upgrade to turf	46
2013	Fallingbrook Community Park	Design/reconstruction	164
2013	Meadowvale Sports Park	Repair, renovation of the soccer and baseball diamonds (3)	261
2013	Meadowvale Sports Park	Upgrade hardball backstop to current standard	63
2013	River Grove Park	Repair, renovation - soccer and baseball diamonds (3)	109
2014	Hershey Centre SportZone	Lifecycle replacement of Iceland artificial turf replacement (2)	1,257
2018	Huron Park	Lifecycle replacement of artificial soccer turf (1)	830
2014-2020	Various Neighbourhood Parks	Lit sports field maintenance	1,954
Total			**5,151**

Recreation and Parks Service - Project Listing

Program: Sports Field Maintenance

Tennis Court Maintenance

Year	Project	Description	Net Cost ('000's)
2011	Garnetwood Park	Reconstruction of existing tennis courts	164
2011	Huron Park	Annual maintenance of clay courts	5
2011	Jack Darling Memorial Park	Implementation of colour coat resurfacing to existing courts - costs fully recovered from tennis club	0
2011	Quenippenon Meadows	Tennis courts resurface	72
2011	Thornlodge Park	Implementation of colour coat resurfacing to existing courts - costs fully recovered from tennis club	0
2011	Westacres Park	Implementation of colour coat resurfacing to existing courts - costs fully recovered from tennis club	0
2011	Wildwood Park	Implementation of colour coat resurfacing to existing courts - costs fully recovered from tennis club	0
2012	Huron Park	Annual maintenance of clay courts	5
2012	Sherwood Green	Implementation of colour coat resurfacing to existing courts - costs fully recovered from tennis club	0
2012	Whiteoaks Park	Implementation of colour coat resurfacing to existing courts - costs fully recovered from tennis club	0
2012	Woodeden Park	Implementation of colour coat resurfacing to existing courts - costs fully recovered from tennis club	0
2013	Meadowvale Hall Grounds	Reconstruction of existing tennis courts	133
2014-2020	Various Neighbourhood Parks	Tennis court maintenance	392
Total			**771**

Recreation and Parks Service - Project Listing

Program: Sports Field Maintenance

Unlit Sports Field Maintenance

Year	Project	Description	Net Cost ('000's)
2011	Garnetwood Park	Soccer - upgrade turf	137
2012	Lakeview Park	Turf, infield and fencing repairs - 2 baseball diamonds	83
2012	Lakeview Park	Turf, infield and fencing repairs - soccer	44
2013	Kingsbridge Common	Turf and infield repairs - soccer field	39
2013	Rathwood District Park	Soccer - design/install irrigation and upgrade turf	87
2014-2020	Various Neighbourhood Parks	Various unlit sports field maintenance	1,100
Total			**1,490**

Recreation and Parks Service

2011 - 2020 Net Capital Expenditures By Sub-Program

(000's)

Urban Forestry	2011 Budget	2012 Budget	2013 Forecast	2014 Forecast	2015 Forecast	2016 Forecast	2017 Forecast	2018 Forecast	2019 Forecast	2020 Forecast	Total
	$	$	$	$	$	$	$	$	$	$	$
Conservation Authority Planting	77	77	77	77	77	77	77	77	77	77	770
Forest Management	59	59	59	59	59	59	59	59	59	59	590
Naturalization/Plantings	81	31	31	31	31	31	31	31	31	31	360
Park Tree Planting	72	72	72	72	72	72	72	72	72	72	720
Playground Trees	16	16	16	16	16	16	16	16	16	16	160
Street Tree Plantings - Replacements	600	600	600	600	600	600	600	600	600	600	6,000
Streetscape Beautification	56	56	56	56	56	56	56	56	56	56	560
Tree Planting - Arbor Day/Special Events	56	376	376	376	376	376	376	376	376	376	3,440
Tree Planting - New Subdivisions	600	658	600	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	**1,658**	**1,986**	**1,928**	**1,928**	**1,928**	**1,928**	**1,928**	**1,928**	**1,928**	**1,928**	**19,068**

Recreation and Parks Service - Project Listing

Program: Urban Forestry

Conservation Authority Planting

Year	Project	Description	Net Cost ('000's)
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	Various Sites	Greenbelt plantings	51
2013	Various Sites	Surveying and removal of encroachments	26
2014-2020	Various Sites	Greenbelt plantings	357
2014-2020	Various Sites	Surveying and removal of encroachments	182
Total			**770**

Forest Management

Year	Project	Description	Net Cost ('000's)
2011	Various Sites	Woodland management plans	59
2012	Various Sites	Woodland management plans	59
2013	Various Sites	Woodland management plans	59
2014-2020	Various Sites	Woodland management plans	413
Total			**590**

Recreation and Parks Service - Project Listing

Program: Urban Forestry

Naturalization/Plantings

Year	Project	Description	Net Cost ('000's)
2011	Various Sites	Conversion of park areas to natural areas	81
2012	Various Sites	Conversion of park areas to natural areas	31
2013	Various Sites	Conversion of park areas to natural areas	31
2014-2020	Various Sites	Conversion of park areas to natural areas	217
Total			**360**

Park Tree Planting

Year	Project	Description	Net Cost ('000's)
2011	Various Sites	Replacement of dead or vandalized trees	72
2012	Various Sites	Replacement of dead or vandalized trees	72
2013	Various Sites	Replacement of dead or vandalized trees	72
2014-2020	Various Sites	Replacement of dead or vandalized trees	504
Total			**720**

Recreation and Parks Service - Project Listing

Program: Urban Forestry

Playground Trees

Year	Project	Description	Net Cost ('000's)
2011	Various Sites	Plant replacement trees around play structures	16
2012	Various Sites	Plant replacement trees around play structures	16
2013	Various Sites	Plant replacement trees around play structures	16
2014-2020	Various Sites	Plant replacement trees around play structures	112
Total			**160**

Street Tree Plantings - Replacements

Year	Project	Description	Net Cost ('000's)
2011	Various Sites	Street tree plantings - replacements	600
2012	Various Sites	Street tree plantings - replacements	600
2013	Various Sites	Street tree plantings - replacements	600
2014-2020	Various Sites	Street tree plantings - replacements	4,200
Total			**6,000**

Recreation and Parks Service - Project Listing

Program: Urban Forestry

Streetscape Beautification

Year	Project	Description	Net Cost ('000's)
2011	Various Sites	Enhancements (plant materials) to medians and boulevards	56
2012	Various Sites	Enhancements (plant materials) to medians and boulevards	56
2013	Various Sites	Enhancements (plant materials) to medians and boulevards	56
2014-2020	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)
2011	Various Sites	City environmental events	56
2012	Various Sites	City environmental events	376
2013	Various Sites	City environmental events	376
2014-2020	Various Sites	City environmental events	2,632
Total			**3,440**

Recreation and Parks Service - Project Listing

Program: Urban Forestry

Tree Planting - New Subdivisions

Year	Project	Description	Net Cost ('000's)
2011	Various Sites	Street tree plantings	600
2012	Various Sites	Street tree inventory	58
2012	Various Sites	Street tree plantings	600
2013	Various Sites	Street tree plantings	600
2014-2020	Various Sites	Street tree plantings	4,200
Total			**6,058**

Tree Planting - Road Reconstruction

Year	Project	Description	Net Cost ('000's)
2011	Various Sites	New or replacement street trees	41
2012	Various Sites	New or replacement street trees	41
2013	Various Sites	New or replacement street trees	41
2014-2020	Various Sites	New or replacement street trees	287
Total			**410**

Recreation and Parks Service

2011 - 2020 Net Capital Expenditures By Sub-Program

(000's)

Vehicles, Equipment	2011 Budget	2012 Budget	2013 Forecast	2014 Forecast	2015 Forecast	2016 Forecast	2017 Forecast	2018 Forecast	2019 Forecast	2020 Forecast	Total
	$	$	$	$	$	$	$	$	$	$	$
Parks Vehicles and Equipment	1,021	723	696	470	450	450	450	450	450	471	5,631
Recreation Program Equipment	456	447	647	647	397	397	397	397	397	397	4,579
Total Net Expenditures	**1,477**	**1,170**	**1,343**	**1,117**	**847**	**847**	**847**	**847**	**847**	**868**	**10,210**

Recreation and Parks Service - Project Listing

Program: Vehicles, Equipment

Parks Vehicles and Equipment

Year	Project	Description	Net Cost ('000's)
2011	BraeBen Golf Course	Golf course equipment replacement	166
2011	Various Neighbourhood Parks and Community Centres	Online systems for community groups	75
2011	Various Neighbourhood Parks	Equipment for urban forestry crew	320
2011	Various Neighbourhood Parks	Pavement scanner bike for pathways repair	10
2011	Various Parks Maintenance Equipment	Growth related equipment	200
2011	Various Parks Maintenance Equipment	Non growth related equipment	250
2012	BraeBen Golf Course	Golf course equipment replacement	248
2012	Various Neighbourhood Parks and Community Centres	Online systems for community groups	25
2012	Various Parks Maintenance Equipment	Growth related equipment	180
2012	Various Parks Maintenance Equipment	Non growth related equipment	270
2013	BraeBen Golf Course	Golf course equipment replacement	21
2013	Lakeview Golf Course	Golf cart replacement program	225
2013	Various Parks Maintenance Equipment	Non growth related equipment	270
2013	Various Parks Maintenance Equipment	Growth related equipment	180
2014	BraeBen Golf Course	Golf course equipment replacement	20
2020	Lakeview Golf Course	Golf cart replacement program	21
2014-2020	Various Parks Maintenance Equipment	Non growth related equipment	1,080
2014-2020	Various Parks Maintenance Equipment	Growth related equipment	2,070
Total			**5,631**

Recreation and Parks Service - Project Listing

Program: Vehicles, Equipment

Recreation Programme Equipment

Year	Project	Description	Net Cost ('000's)
2011	Various Community Centres	Furniture and equipment to support programs	397
2011	Various Community Centre Equipment	Online systems for CLASS bookings	59
2012	Various Community Centre Equipment	Smart phone applications	50
2012	Various Community Centres	Furniture and equipment to support programs	397
2013	Hershey Centre	Hershey point of sale replacement	150
2013	Various Community Centre Equipment	Self service kiosks - new	100
2013	Various Community Centres	Furniture and equipment to support programs	397
2014	Hershey Centre	Hershey point of sale replacement	150
2014	Various Community Centre Equipment	Self service kiosks - new	100
2014-2020	Various Community Centres	Furniture and equipment to support programs	2,779
Total			**4,579**

Mississauga Library
2011 - 2020 Net Capital Expenditures By Program and Sub-Program
(000's)

LIBRARY	2011 Budget	2012 Budget	2013 Forecast	2014 Forecast	2015 Forecast	2016 Forecast	2017 Forecast	2018 Forecast	2019 Forecast	2020 Forecast	Total
	$	$	$	$	$	$	$	$	$	$	$
Buildings											
Library New Construction	0	2,876	2,876	0	160	1,900	1,592	0	0	0	9,404
Library Renovations	49	229	178	308	182	52	52	52	62	65	1,228
Library Studies	0	0	43	22	0	0	0	43	0	0	108
Total Buildings	**49**	**3,105**	**3,097**	**330**	**342**	**1,952**	**1,644**	**95**	**62**	**65**	**10,740**
Materials & Equipment											
Collection Development	442	395	430	455	600	0	0	900	1,000	0	4,222
Library Program Equipment Replacement	294	637	836	866	126	126	126	126	126	145	3,404
Total Materials & Equipment	**736**	**1,032**	**1,266**	**1,321**	**726**	**126**	**126**	**1,026**	**1,126**	**145**	**7,626**
Total - Library System	**785**	**4,137**	**4,363**	**1,651**	**1,067**	**2,077**	**1,769**	**1,120**	**1,187**	**210**	**18,366**

Mississauga Library - Project Listing
Program: Buildings

Library New Construction

Year	Project	Description	Net Cost ('000's)
2012	Meadowvale Library	Construction of new Meadowvale Library to be included with community centre to eliminate escalating lease costs - cash flow funding	2,876
2013	Meadowvale Library	Construction of new Meadowvale Library to be included with community centre to eliminate escalating lease costs - cash flow funding	2,876
2015	Sheridan Library	Design of new Sheridan Library to eliminate escalating lease costs - cash flow funding	160
2016	Sheridan Library	Construction of new Sheridan Library to eliminate escalating lease costs - cash flow funding	1,900
2017	Sheridan Library	Construction of new Sheridan Library to eliminate escalating lease costs - cash flow funding	1,592
Total			**9,404**

Mississauga Library - Project Listing
Program: Buildings

Library Renovations

Year	Project	Description	Net Cost ('000's)
2011	Various Libraries	Productivity related renovations	49
2012	Various Libraries	Productivity related renovations	49
2012	Central Library	Central Library revitalization - cash flow funding	180
2013	Central Library	Central Library revitalization - cash flow funding	130
2013	Various Libraries	Productivity related renovations	48
2014-2015	Central Library	Central Library revitalization - cash flow funding	390
2014-2020	Various Libraries	Productivity related renovations	381
Total			**1,228**

Mississauga Library - 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**

Mississauga Library - Project Listing
Program: Materials & Equipment

Collection Development

Year	Project	Description	Net Cost ('000's)
2011	Library Collection	Library collection increases reflecting the growth in the City - cash flow funding	442
2012	Library Collection	Library collection increases reflecting the growth in the City - cash flow funding	395
2013	Library Collection	Library collection increases reflecting the growth in the City - cash flow funding	430
2014-2015	Library Collection	Library collection increases reflecting the growth in the City - cash flow funding	1,055
2018	Library Collection	Future Directions service needs for library collection - cash flow funding	900
2019	Library Collection	Future Directions service needs for library collection - cash flow funding	1,000
Total			**4,222**

Mississauga Library - Project Listing
Program: Materials & Equipment

Library Program Equipment Replacement

Year	Project	Description	Net Cost ('000's)
2011	Various Library Equipment	20 public computers furnitures	27
2011	Various Library Equipment	Self -Serve Technology - cash flow funding	141
2011	Various Library Equipment	Book carts, specialized shelving, desks/work stations for public access	126
2012	Various Library Equipment	Self -Serve Technology - cash flow funding	411
2012	Various Library Equipment	Book carts, specialized shelving, desks/work stations for public access	126
2012	Various Library Equipment	Develop and implement electronic strategy - cash flow funding	100
2013	Various Library Equipment	Develop and implement electronic strategy - cash flow funding	250
2013	Various Library Equipment	Self -Serve Technology - cash flow funding	460
2013	Various Library Equipment	Book carts, specialized shelving, desks/work stations for public access	126
2014	Various Library Equipment	Develop and implement electronic strategy - cash flow funding	250
2014	Various Library Equipment	Self -Serve Technology - cash flow funding	490
2014-2020	Various Library Equipment	Book carts, specialized shelving, desks/work stations for public access	899
Total			**3,404**

Land Development

2011 - 2020 Net Capital Expenditures By Program and Sub-Program

(000's)

LAND DEVELOPMENT	2011 Budget	2012 Budget	2013 Forecast	2014 Forecast	2015 Forecast	2016 Forecast	2017 Forecast	2018 Forecast	2019 Forecast	2020 Forecast	Total
	$	$	$	$	$	$	$	$	$	$	$
Applications											
Applications - New	334	85	157	47	0	0	0	0	0	0	623
Total Applications	**334**	**85**	**157**	**47**	**0**	**0**	**0**	**0**	**0**	**0**	**623**
Other											
Studies	100	0	0	0	0	0	0	0	0	0	100
Total Other	**100**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**100**
Total - Land Development	**434**	**85**	**157**	**47**	**0**	**0**	**0**	**0**	**0**	**0**	**723**

Land Development - Project Listing

Program: Applications

Year	Project	Description	Net Cost ('000's)
2011	Planning Databases and Information Management Software-Phase 1	Modernization of Planning Databases and Information Management Software	259
2011	Strategic Plan Success Measurement System	Quantitative Measure of Strategic Plan Successes	75
2012	Planning Databases and Information Management Software-Phase 2	Modernization of Planning Databases and Information Management Software	85
2013	Planning Databases and Information Management Software-Phase 3	Modernization of Planning Databases and Information Management Software	157
2014	Planning Databases and Information Management Software-Phase 4	Modernization of Planning Databases and Information Management Software	47
Total			**623**

Land Development - Project Listing

Program: Other

Year	Project	Description	Net Cost ('000's)
2011	Ninth Line Corridor Review	Ninth Line Corridor Review	100
Total			**100**

Legislative Services

2011 - 2020 Net Capital Expenditures by Program
(000's)

Information Technology	2011 Budget	2012 Budget	2013 Forecast	2014 Forecast	2015 Forecast	2016 Forecast	2017 Forecast	2018 Forecast	2019 Forecast	2020 Forecast	Total
	$	$	$	$	$	$	$	$	$	$	$
Applications	44	14	14	0	0	0	0	0	0	0	72
Infrastructure	0	0	25	0	0	0	0	0	0	0	25
Total Net Expenditures	**44**	**14**	**39**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**97**

Legislative Services

2011 - 2020 Net Capital Expenditures By Sub-Program
(000's)

Applications	2011 Budget	2012 Budget	2013 Forecast	2014 Forecast	2015 Forecast	2016 Forecast	2017 Forecast	2018 Forecast	2019 Forecast	2020 Forecast	Total
	$	$	$	$	$	$	$	$	$	$	$
Applications - Replacement/Enhancements	44	14	14	0	0	0	0	0	0	0	72
Total Net Expenditures	**44**	**14**	**14**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**72**

Legislative Services - Project Listing

Program: Applications

Applications - Replacement/Enhancements

Year	Project	Description	Net Cost ('000's)
2011	POA - Court administration -BR256	Server access and configuration for new stamping and imaging machine.	30
2011	Electronic Records Management - BR320	Provide support for electronic records including security and management, minimize any vulnerabilities.	14
2012	Electronic Records Management - BR320	Provide support for electronic records including security and management, minimize any vulnerabilities.	14
2013	Electronic Records Management - BR320	Provide support for electronic records including security and management, minimize any vulnerabilities.	14
Total			**72**

Legislative Services

2011 - 2020 Net Capital Expenditures By Sub-Program
(000's)

Infrastructure	2011 Budget	2012 Budget	2013 Forecast	2014 Forecast	2015 Forecast	2016 Forecast	2017 Forecast	2018 Forecast	2019 Forecast	2020 Forecast	Total
	$	$	$	$	$	$	$	$	$	$	$
Service Management	0	0	25	0	0	0	0	0	0	0	25
Total Net Expenditures	**0**	**0**	**25**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**25**

Legislative Services - Project Listing

Program: Infrastructure

Service Management

Year	Project	Description	Net Cost ('000's)
2013	Meeting Management System -BR284	Electronic meeting management system for Legislative Services	25
Total			**25**

Arts & Culture

2011 - 2020 Net Capital Expenditures By Program and Sub-Program

(000's)

ARTS & CULTURE	2011 Budget	2012 Budget	2013 Forecast	2014 Forecast	2015 Forecast	2016 Forecast	2017 Forecast	2018 Forecast	2019 Forecast	2020 Forecast	Total
	$	$	$	$	$	$	$	$	$	$	$
Buildings											
Culture Facilities Maintenance	50	50	50	50	50	50	50	50	50	50	500
Culture Facilities New	0	0	700	4,405	2,500	2,500	0	0	0	0	10,105
Culture Facilities Renovations	18	18	318	3,178	2,518	418	18	18	18	18	6,540
Studies	315	15	65	265	15	15	15	15	265	15	1,000
Total Buildings	**383**	**83**	**1,133**	**7,898**	**5,083**	**2,983**	**83**	**83**	**333**	**83**	**18,145**
Materials & Equipment											
Artifact, Material & Equipment New	153	238	288	218	218	218	218	218	218	218	2,205
Artifact, Material & Equipment Rehabilitate	200										200
Total Materials & Equipment	**353**	**238**	**288**	**218**	**218**	**218**	**218**	**218**	**218**	**218**	**2,405**
Total - Culture	**736**	**321**	**1,421**	**8,116**	**5,301**	**3,201**	**301**	**301**	**551**	**301**	**20,550**

Arts & Culture - Project Listing

Program: Buildings

Culture Facilities Maintenance

Year	Project	Description	Net Cost ('000's)
2011	Preventative Maintenance of Heritage Facilities	Preventative Maintenance of Heritage Facilities	50
2012	Preventative Maintenance of Heritage Facilities	Preventative Maintenance of Heritage Facilities	50
2013	Preventative Maintenance of Heritage Facilities	Preventative Maintenance of Heritage Facilities	50
2014-2020	Preventative Maintenance of Heritage Facilities	Preventative Maintenance of Heritage Facilities	350
Total			**500**

Culture Facilities New

Year	Project	Description	Net Cost ('000's)
2013	Art Gallery of Mississauga	Art Gallery of Mississauga - cash flow funding	500
2013	Artifact Preservation and Storage Facility	Artifact Preservation and Storage Facility-cash flow funding	200
2014-2016	Art Gallery of Mississauga	Art Gallery of Mississauga - cash flow funding	2,755
2014-2016	Artifact Preservation and Storage Facility	Artifact Preservation and Storage Facility-cash flow funding	6,650
Total			**10,105**

Arts & Culture - Project Listing

Program: Buildings

Culture Facilities Renovations

Year	Project	Description	Net Cost ('000's)
2011	Renovations and rehabilitation projects	Minor renovations and rehabilitation projects	18
2012	Renovations and rehabilitation projects	Minor renovations and rehabilitation projects	18
2013	Renovations and rehabilitation projects	Minor renovations and rehabilitation projects	18
2013	Hyde Mill Ruins Accessible to the Public	Hyde Mill Ruins Accessible to the Public - cash flow funding	100
2013	Life-Cycle Renovation of Meadowvale Theatre	Life-Cycle Renovation of Meadowvale Theatre - cash flow funding	200
2014-2015	Life-Cycle Renovation of Meadowvale Theatre	Life-Cycle Renovation of Meadowvale Theatre - cash flow funding	5,160
2014-2020	Renovations and rehabilitation projects	Minor renovations and rehabilitation projects	126
2015-2016	Hyde Mill Ruins Accessible to the Public	Hyde Mill Ruins Accessible to the Public - cash flow funding	900
Total			**6,540**

Arts & Culture - Project Listing

Program: Buildings

Culture Studies

Year	Project	Description	Net Cost ('000's)
2011	Interactive Culture Website	Interactive Culture Website	300
2011	Heritage designation surveys and plaques	Heritage designation surveys and plaques	15
2012	Heritage designation surveys and plaques	Heritage designation surveys and plaques	15
2013	Heritage designation surveys and plaques	Heritage designation surveys and plaques	15
2013	Implement Cultural Facilities and Spaces	Implement Cultural Facilities and Spaces	50
2014	5 Year Update of the Culture Master Plan	5 Year Update of the Culture Master Plan	250
2019	5 Year Update of the Culture Master Plan	5 Year Update of the Culture Master Plan	250
2014-2020	Heritage designation surveys and plaques	Heritage designation surveys and plaques	105
Total			**1,000**

Arts & Culture - Project Listing

Program: Materials & Equipment

Artifact, Material & Equipment New

Year	Project	Description	Net Cost ('000's)
2011	Furniture and Equipment - Replacement	Minor Furniture and Equipment Replacement	18
2011	Mississauga Cultural Map	Mississauga Cultural Map	35
2011	Public Art Program	Public Art Program	100
2012	Furniture and Equipment - Replacement	Minor Furniture and Equipment Replacement	18
2012	Mississauga Cultural Map	Mississauga Cultural Map	20
2012	Public Art Program	Public Art Program	200
2013	Furniture and Equipment - Replacement	Minor Furniture and Equipment Replacement	18
2013	Mississauga Cultural Map	Mississauga Cultural Map	70
2013	Public Art Program	Public Art Program	200
2014-2020	Public Art Program	Public Art Program	1,400
2014-2020	Furniture and Equipment - Replacement	Minor Furniture and Equipment Replacement	126
Total			**2,205**

Artifact, Material & Equipment Rehabilitate

Year	Project	Description	Net Cost ('000's)
2011	Replace Stage Lighting at Meadowvale Theatre	Replace Stage Lighting at Meadowvale Theatre	200
Total			**200**

Regulatory
2011 - 2020 Net Capital Expenditures By Program and Sub-Program
(000's)

REGULATORY	2011 Budget	2012 Budget	2013 Forecast	2014 Forecast	2015 Forecast	2016 Forecast	2017 Forecast	2018 Forecast	2019 Forecast	2020 Forecast	Total
	$	$	$	$	$	$	$	$	$	$	$
Vehicles, Equipment and Other											
Applications & Enhancements	0	100	240	0	0	0	0	0	0	0	340
New Vehicles	0	0	30	0	0	0	0	0	0	0	30
Radios	33	0	0	33	0	0	33	0	0	33	132
Total Vehicles, Equipment and Other	**33**	**100**	**270**	**33**	**0**	**0**	**33**	**0**	**0**	**33**	**502**
Total - Regulatory	**33**	**100**	**270**	**33**	**0**	**0**	**33**	**0**	**0**	**33**	**502**

Regulatory - Project Listing
Program: Vehicles, Equipment and Other

Applications & Enhancements

Year	Project	Description	Net Cost ('000's)
2012	Portal Enhancements	Increase on line services for dog/cat licenses	100
2013	Portal Enhancements	On line license renewal for Mobile Licensing & Compliance & Licensing Enforcement	240
Total			**340**

New Vehicles

Year	Project	Description	Net Cost ('000's)
2011	1 New Vehicle	1 additional fully outfitted full size van for Animal Services	30
Total			**30**

Radios

Year	Project	Description	Net Cost ('000's)
2011	Radio Replacement	Radio replacement for Parking Enforcement	33
2014	Radio Replacement	Radio replacement for Parking Enforcement	33
2017	Radio Replacement	Radio replacement for Parking Enforcement	33
2020	Radio Replacement	Radio replacement for Parking Enforcement	33
Total			**132**

Facilities and Property Management
2011 - 2020 Net Capital Expenditures By Program
(000's)

Corporate Assets	2011 Budget	2012 Budget	2013 Forecast	2014 Forecast	2015 Forecast	2016 Forecast	2017 Forecast	2018 Forecast	2019 Forecast	2020 Forecast	Total
	$	$	$	$	$	$	$	$	$	$	$
Capital Construction and Improvements	1,730	1,000	500	500	500	2,000	4,000	10,500	10,500	3,420	34,650
Facility Services	613	734	747	756	719	722	726	729	715	739	7,200
Lifecycle Maintenance	6,941	7,046	6,976	7,559	7,897	8,204	9,319	12,251	9,059	8,746	83,997
Space Planning	5,307	3,780	780	780	480	442	780	780	780	777	14,686
Vehicles and Equipment	73	38	42	39	42	78	50	43	50	51	506
Total Net Expenditures	**14,664**	**12,598**	**9,045**	**9,633**	**9,638**	**11,446**	**14,874**	**24,303**	**21,104**	**13,733**	**141,039**

Facilities and Property Management
2011 - 2020 Net Capital Expenditures By Sub-Program
(000's)

Capital Construction and Improvements	2011 Budget	2012 Budget	2013 Forecast	2014 Forecast	2015 Forecast	2016 Forecast	2017 Forecast	2018 Forecast	2019 Forecast	2020 Forecast	Total
	$	$	$	$	$	$	$	$	$	$	$
Accessibility	318	500	500	500	500	500	500	500	500	500	4,818
Improvements - Corporate Facilities	1,412	500	0	0	0	1,500	3,500	10,000	10,000	2,920	29,832
Total Net Expenditures	**1,730**	**1,000**	**500**	**500**	**500**	**2,000**	**4,000**	**10,500**	**10,500**	**3,420**	**34,650**

Facilities and Property Management - Project Listing
Program: Capital Construction and Improvements

Accessibility

Year	Project	Description	Net Cost ('000's)
2011	Various Locations	Accessibility upgrades at various locations.	318
2012	Various Locations	Accessibility.	500
2013-2020	Various Locations	Accessibility.	4,000
Total			**4,818**

Improvements - Corporate Facilities

Year	Project	Description	Net Cost ('000's)
2011	Central Storage	Outdoor storage structure at Central Storage.	212
2011	Civic Centre	Service Improvement Civic Precinct (BR579).	1,200
2012	Various Locations	Service Improvement Civic Precinct (BR579).	500
2013-2020	Various Locations	Office Building Design and Construction.	27,920
Total			**29,832**

Facilities and Property Management
2011 - 2020 Net Capital Expenditures By Sub-Program
(000's)

Facility Services	2011 Budget	2012 Budget	2013 Forecast	2014 Forecast	2015 Forecast	2016 Forecast	2017 Forecast	2018 Forecast	2019 Forecast	2020 Forecast	Total
	$	$	$	$	$	$	$	$	$	$	$
Energy Management	318	525	535	540	500	500	500	500	500	515	4,933
Security	268	159	162	166	169	172	176	179	156	175	1,782
Signage	27	50	50	50	50	50	50	50	59	49	485
Total Net Expenditures	**613**	**734**	**747**	**756**	**719**	**722**	**726**	**729**	**715**	**739**	**7,200**

Facilities and Property Management - Project Listing
Program: Facility Services

Energy Management

Year	Project	Description	Net Cost ('000's)
2011	Various Locations	Implement of Energy audit recommendations.	318
2012	Various Locations	Implement Energy Audit recommendations and Energy Management Program.	525
2013-2020	Various Locations	Implement Energy Audit recommendations and Energy Management Program.	4,090
Total			**4,933**

Facilities and Property Management - Project Listing
Program: Facility Services

Security

Year	Project	Description	Net Cost ('000's)
2011	Various Locations	Rekeying and doorknobs upgrades.	106
2011	Civic Centre	Control room renovation and upgrades.	122
2011	Corporate Security	Incident Databse for security (BR 208)	40
2012	Various Locations	Security.	159
2013-2020	Various Locations	Security.	1,355
Total			**1,782**

Facilities and Property Management - Project Listing
Program: Facility Services

Signage

Year	Project	Description	Net Cost ('000's)
2011	Various Locations	Signage replacements.	27
2012	Various Locations	Signage replacements.	50
2013-2020	Various Locations	Signage replacements.	408
Total			**485**

Facilities and Property Management
2011 - 2020 Net Capital Expenditures By Sub-Program
(000's)

Lifecycle Maintenance	2011 Budget	2012 Budget	2013 Forecast	2014 Forecast	2015 Forecast	2016 Forecast	2017 Forecast	2018 Forecast	2019 Forecast	2020 Forecast	Total
	$	$	$	$	$	$	$	$	$	$	$
Electrical Systems	398	715	821	818	888	924	885	1,217	817	832	8,314
Emergency	318	255	249	248	296	308	295	406	300	298	2,972
Heating, Ventilation and Air Conditioning Systems	361	1,224	1,268	1,264	1,479	1,541	1,474	2,028	1,335	1,331	13,305
Inspections	27	100	100	600	100	100	100	600	100	100	1,927
Mechanical Systems	1,657	306	292	291	370	385	369	507	506	550	5,232
Pathway Lighting	0	0	0	0	0	0	0	0	420	500	920
Roofing Systems	758	560	472	471	592	616	590	811	642	613	6,124
Site Services	636	382	370	374	444	462	442	608	409	459	4,587
Structural	2,786	3,504	3,403	3,494	3,729	3,867	5,165	6,075	4,530	4,063	40,616
Total Net Expenditures	**6,941**	**7,046**	**6,976**	**7,559**	**7,897**	**8,204**	**9,319**	**12,251**	**9,059**	**8,746**	**83,997**

Facilities and Property Management - Project Listing
Program: Lifecycle Maintenance

Electrical Systems

Year	Project	Description	Net Cost ('000's)
2011	Clarkson Service Centre	Lighting system replacement.	239
2011	Various Tennis Clubs	Replace court lighting.	159
2012	Various Locations	Various electrical maintenance.	715
2013-2020	Various Locations	Various electrical maintenance.	7,201
Total			**8,314**

Emergency

Year	Project	Description	Net Cost ('000's)
2011	Various Locations	Emergency repairs.	318
2012	Various Locations	Emergency repairs.	255
2013-2020	Various Locations	Emergency repairs.	2,399
Total			**2,972**

Heating, Ventilation and Air Conditioning Systems

Year	Project	Description	Net Cost ('000's)
2011	Central Library and Civic Centre	Replace heating, ventilation and air conditioning systems.	361
2012	Various Locations	Replace heating, ventilation and air conditioning systems.	1,224
2013-2020	Various Locations	Replace heating, ventilation and air conditioning systems.	11,720
Total			**13,305**

Facilities and Property Management - Project Listing
Program: Lifecycle Maintenance

Inspections

Year	Project	Description	Net Cost ('000's)
2011	Various Locations	Asbestos inspections.	27
2012	Various Locations	Inspections.	100
2013-2020	Various Locations	Inspections.	1,800
Total			**1,927**

Mechanical Systems

Year	Project	Description	Net Cost ('000's)
2011	Central Transit	Hoists replacement.	477
2011	Erin Mills Arena	Replace refrigeration equipment.	447
2011	Lakeview Golf Course	Fuel tank upgrades.	81
2011	Various Locations	Replace refrigeration components.	371
2011	Vic Johnson Community Centre	Replace refrigeration components.	281
2012	Various Locations	Replace various mechanical systems.	306
2013-2020	Various Locations	Replace various mechanical systems.	3,269
Total			**5,232**

Facilities and Property Management - Project Listing
Program: Lifecycle Maintenance

Pathway Lighting

Year	Project	Description	Net Cost ('000's)
2013-2020	Various Locations	Replace pathway lighting	920
Total			**920**

Roofing Systems

Year	Project	Description	Net Cost ('000's)
2011	Various Locations	Various lifecycle roof replacements.	758
2012	Various Locations	Various lifecycle roof replacements.	560
2013-2020	Various Locations	Various lifecycle roof replacements.	4,806
Total			**6,124**

Site Services

Year	Project	Description	Net Cost ('000's)
2011	Clarkson Community Centre	Replace asphalt, curbs and light poles.	159
2011	Various Locations	Various parking lot repairs.	477
2012	Various Locations	Various parking lot repairs.	382
2013-2020	Various Locations	Various parking lot repairs.	3,569
Total			**4,587**

Facilities and Property Management - Project Listing

Program: Lifecycle Maintenance

Structural

Year	Project	Description	Net Cost ('000's)
2011	Central Library	Replace atrium windows.	387
2011	Frank McKechnie Community Centre	Design building deficiencies.	106
2011	Clarkson Service Centre	Replacement of hoist rotary drives.	71
2011	Living Art Centre	Replacement of entrance canopy.	477
2011	Living Art Centre	Various equipment replacement.	297
2011	Various Locations	Replacement of doors and washroom parts.	175
2011	Various Heritage Buildings	Various structural replacements.	451
2011	Mississauga Valley	Therapeutic pool at Mississauga Valley Community Centre.	716
2011	Streetsville park	Comfort station renovations.	106
2012	Various Locations	Various structural replacements.	3,504
2013-2020	Various Locations	Various structural replacements.	34,325
Total			**40,616**

Facilities and Property Management
2011 - 2020 Net Capital Expenditures By Sub-Program
(000's)

Space Planning	2011 Budget	2012 Budget	2013 Forecast	2014 Forecast	2015 Forecast	2016 Forecast	2017 Forecast	2018 Forecast	2019 Forecast	2020 Forecast	Total
	$	$	$	$	$	$	$	$	$	$	$
Furniture	187	300	300	300	300	300	300	300	300	297	2,884
Relocations and Office Accommodation	5,120	3,480	480	480	180	142	480	480	480	480	11,802
Total Net Expenditures	**5,307**	**3,780**	**780**	**780**	**480**	**442**	**780**	**780**	**780**	**777**	**14,686**

Facilities and Property Management - Project Listing
Program: Space Planning

Furniture

Year	Project	Description	Net Cost ('000's)
2011	Various Locations	Lifecycle replacement of furniture.	106
2011	Various Locations	Health and safety related furniture.	54
2011	Various Locations	Furniture for new staff.	27
2012	Various Locations	Lifecycle replacement of furniture.	300
2013-2020	Various Locations	Lifecycle replacement of furniture.	2,397
Total			**2,884**

Facilities and Property Management - Project Listing

Program: Space Planning

Relocations and Office Accommodation

Year	Project	Description	Net Cost ('000's)
2011	Various Locations	Minor office relocations.	106
2011	Civic Centre	Civic Centre office accommodations.	2,014
2011	Various Locations	Accommodations for Business Plan initiatives (BR622).	3,000
2012	Various Locations	Relocation and office accommodation.	3,480
2011-2018	Various Locations	Relocation and office accommodation.	3,202
Total			**11,802**

Facilities and Property Management
2011 - 2020 Net Capital Expenditures By Sub-Program
(000's)

Vehicles and Equipment	2011 Budget	2012 Budget	2013 Forecast	2014 Forecast	2015 Forecast	2016 Forecast	2017 Forecast	2018 Forecast	2019 Forecast	2020 Forecast	Total
	$	$	$	$	$	$	$	$	$	$	$
Vehicles and Equipment	73	38	42	39	42	78	50	43	50	51	506
Total Net Expenditures	**73**	**38**	**42**	**39**	**42**	**78**	**50**	**43**	**50**	**51**	**506**

Facilities and Property Management - Project Listing

Program: Vehicles and Equipment

Vehicles and Equipment

Year	Project	Description	Net Cost ('000's)
2011	Various Locations	Installation of roof racks for new vehicles.	33
2011	950 Burnhamthorpe	Vehicle for building maintenance (BR327).	40
2012	Various Locations	Vehicles and Equipment.	38
2013-2020	Various Locations	Vehicles and Equipment.	395
Total			**506**

Strategic Policy

2011 - 2020 Net Capital Expenditures By Program and Sub-Program

(000's)

STRATEGIC POLICY	2011 Budget	2012 Budget	2013 Forecast	2014 Forecast	2015 Forecast	2016 Forecast	2017 Forecast	2018 Forecast	2019 Forecast	2020 Forecast	Total
	$	$	$	$	$	$	$	$	$	$	$
Applications											
Applications - New	60	0	0	0	0	0	0	0	0	0	60
Total Applications	**60**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**60**
Infrastructure											
Studies	1,380	650	650	600	0	0	0	0	0	0	3,280
Total Infrastructure	**1,380**	**650**	**650**	**600**	**0**	**0**	**0**	**0**	**0**	**0**	**3,280**
Total - Strategic Policy	**1,440**	**650**	**650**	**600**	**0**	**0**	**0**	**0**	**0**	**0**	**3,340**

Strategic Policy - Project Listing

Program: Applications

Year	Project	Description	Net Cost ('000's)
2011	Contract Monitoring System	Central System to Track and Monitor Contracts	60
Total			**60**

Strategic Policy - Project Listing

Program: Infrastructure

Year	Project	Description	Net Cost ('000's)
2011	Downtown 21-Mainstreet District Implementation	Downtown 21-Mainstreet District Implementation	480
2011	Waterfront Revitalization - Phase 1	Waterfront Mississauga Revitalization	900
2012	Waterfront Revitalization - Phase 2	Waterfront Mississauga Revitalization	650
2013	Waterfront Revitalization - Phase 3	Waterfront Mississauga Revitalization	650
2014	Waterfront Revitalization - Phase 4	Waterfront Mississauga Revitalization	600
Total			**3,280**

Information Technology
2011 - 2020 Net Capital Expenditures by Program
(000's)

Information Technology	2011 Budget	2012 Budget	2013 Forecast	2014 Forecast	2015 Forecast	2016 Forecast	2017 Forecast	2018 Forecast	2019 Forecast	2020 Forecast	Total
	$	$	$	$	$	$	$	$	$	$	$
Applications	1,395	2,336	2,915	1,670	5,460	5,450	6,210	4,700	4,970	4,836	39,942
Infrastructure	2,770	4,060	7,013	2,895	1,375	1,450	2,550	2,285	1,775	1,350	27,523
Personal Computer Replacement & Peripherals	1,212	1,162	1,212	1,087	1,137	1,087	1,137	1,087	1,137	1,162	11,423
Total Net Expenditures	**5,377**	**7,558**	**11,140**	**5,652**	**7,972**	**7,987**	**9,897**	**8,072**	**7,882**	**7,348**	**78,888**

Information Technology
2011 - 2020 Net Capital Expenditures By Sub-Program
(000's)

Applications	2011 Budget	2012 Budget	2013 Forecast	2014 Forecast	2015 Forecast	2016 Forecast	2017 Forecast	2018 Forecast	2019 Forecast	2020 Forecast	Total
	$	$	$	$	$	$	$	$	$	$	$
Applications - New	750	506	390	200	3,300	3,200	3,300	3,300	3,300	3,436	21,682
Applications - Replacement/Enhancements	595	730	1,675	1,370	2,110	2,150	2,860	1,300	1,120	1,300	15,210
Portal	50	1,100	850	100	50	100	50	100	550	100	3,050
Total Net Expenditures	**1,395**	**2,336**	**2,915**	**1,670**	**5,460**	**5,450**	**6,210**	**4,700**	**4,970**	**4,836**	**39,942**

Information Technology - Project Listing

Program: Applications

Applications - New

Year	Project	Description	Net Cost ('000's)
2011	SAP - Enterprise Reporting -BR393	Deliver ad hoc reporting and dashboard capabilities for capital forecast planning and Human Resources management.	500
2011	Mobile Applications - BR450	Development of a mobile version of the eCity portal move towards self serve.	250
2012	SAP - Enterprise Reporting -BR393	Deliver ad hoc reporting and dashboard capabilities for Leadership Team.	256
2012	Mobile Applications - BR450	Development of a mobile version of the eCity portal move towards self serve.	175
2012	Enterprise Project Portfolio Management System - BR293	Central application system to manage portfolios/projects and understand the impact of upcoming projects; to provide decision support for resource requirements and projects prioritization.	75
2013	Mobile Applications - BR450	Development of a mobile version of the eCity portal move towards self serve.	175
2013	Enterprise Project Portfolio Management System - BR293	Central application system to manage portfolios/projects and understand the impact of upcoming projects; to provide decision support for resource requirements and projects prioritization.	115
2013	SAP - Enterprise Reporting -BR393	Deliver ad hoc reporting and dashboard capabilities for Leadership Team.	100
2014-2020	Various Applications	Various new applications.	20,036
Total			**21,682**

Information Technology - Project Listing

Program: Applications

Applications - Replacement/Enhancements

Year	Project	Description	Net Cost ('000's)
2011	SAP Enterprise System Enhancements	Enhancement to SAP Enterprise System to optimize the system functionalities.	250
2011	Chameleon System Upgrade	Enhancement to Chameleon (Dog Licensing) System.	100
2011	SharePoint Implementation City wide	Citywide document sharing and collaboration system.	100
2011	Windows Desktop Operating System - BR325	Windows 7 Operating System and Office 2010.	50
2011	Minor Projects	Departmental minor application projects.	50
2011	Class System	Upgrade to Point of Sale system in City facilities.	45
2012	MAX System	MAX (Planning & Building, fire prevention) system upgrade.	250
2012	SAP Enterprise System Enhancements	Enhancement to SAP Enterprise System to optimize the system functionalities.	250
2012	SharePoint Implementation City wide	Citywide document sharing and collaboration system.	100
2012	Windows Desktop Operating System - BR325	Windows 7 Operating System and Office 2010.	80
2012	Minor Projects	Departmental minor application projects.	50
2013	Class System	Upgrade to Point of Sale system in City facilities.	450
2013	Hastus System	Hastus (Transit Operating) System upgrade.	340

Information Technology - Project Listing

Program: Applications

Applications - Replacement/Enhancements

Year	Project	Description	Net Cost ('000's)
2013	City Link	Upgrade to City Link (Transit Bus Stop) system.	250
2013	SAP Enterprise System Enhancements	Enhancement to SAP Enterprise System to optimize the system functionalities.	250
2013	Desktop Software Licenses	Software upgrade to remain current and supported.	150
2013	Print Shop System Upgrade	Upgrade to print shop system to remain current and supported.	135
2013	Election System	Election System upgrade.	50
2013	Minor Projects	Departmental minor application projects.	50
2014-2020	Applications Upgrades - Various	Application upgrades to remain current and supported.	12,210
Total			**15,210**

Portal

Year	Project	Description	Net Cost ('000's)
2011	Portal Applications/Upgrades	Implement/ maintain/ enhance external and internal (eCity Portal and Inside Mississauga) self serve portal applications.	50
2012	Portal Applications/Upgrades	Replace/ enhance external and internal (eCity Portal and Inside Mississauga) self serve portal applications.	1,100
2013	Portal Applications/Upgrades	Replace/ enhance external and internal (eCity Portal and Inside Mississauga) self serve portal applications.	850
2014-2020	Portal Applications	Implement/ maintain/ enhance external and internal (eCity Portal and Inside Mississauga) self serve portal applications.	1,050
Total			**3,050**

Information Technology
2011 - 2020 Net Capital Expenditures By Sub-Program
(000's)

Infrastructure	2011 Budget	2012 Budget	2013 Forecast	2014 Forecast	2015 Forecast	2016 Forecast	2017 Forecast	2018 Forecast	2019 Forecast	2020 Forecast	Total
	$	$	$	$	$	$	$	$	$	$	$
Network Infrastructure	2,320	3,130	6,163	2,070	1,025	950	1,550	1,355	1,050	600	20,213
Server Expansion	0	830	800	475	300	400	700	830	675	350	5,360
Service Management	450	100	50	350	50	100	300	100	50	400	1,950
Total Net Expenditures	**2,770**	**4,060**	**7,013**	**2,895**	**1,375**	**1,450**	**2,550**	**2,285**	**1,775**	**1,350**	**27,523**

Information Technology - Project Listings

Program: Infrastructure

Network Infrastructure

Year	Project	Description	Net Cost ('000's)
2011	Network Fibre/Wireless Infrastructure	Replacement of existing network fibre. Implementation of wireless access within City facilities and Outdoor Wi-Fi mesh for traffic, field automation, security and Bus Rapid Transit (BRT).	900
2011	Mobile Radio Replacement - Infrastructure BR526	Voice Communications System (VCOM) Mobile Radio Replacement - Infrastructure share costs with Region of Peel, Peel Police, Brampton and Caledon.	750
2011	Network Replacement, Switches, Routers, Cabling & Upgrade	City-wide network switch replacement program, cabling and network hardware upgrade at City facilities to remain current and supported.	550
2011	Wireless Communication for Mobile Workforce -BR344	Expand the fibre and wireless network for mobile workforce.	120
2012	Mobile Radio Replacement - Infrastructure BR526	Voice Communications System (VCOM) Mobile Radio Replacement - Infrastructure share costs with Region of Peel, Peel Police, Brampton and Caledon.	1,010
2012	Network Replacement, Switches, Routers, Cabling & Upgrade	City-wide network switch replacement program, cabling and network hardware upgrade at City facilities to remain current and supported.	750
2012	Network Fibre/Wireless Infrastructure	Replacement of existing network fibre. Implementation of wireless access within City facilities and Outdoor Wi-Fi mesh for traffic, field automation, security and Bus Rapid Transit (BRT).	600
2012	Wireless Communication for Mobile Workforce -BR344	Expand the fibre and wireless network for mobile workforce.	420
2012	Infrastructure Security	Replace/ enhance IT infrastructure security system.	350
2013	Network Replacement, Switches, Routers, Cabling & Upgrade	City-wide network switch replacement program, cabling and network hardware upgrade at City facilities to remain current and supported.	400

Information Technology - Project Listings

Program: Infrastructure

Network Infrastructure

Year	Project	Description	Net Cost ('000's)
2013	Mobile Radio Replacement - Infrastructure BR526	Voice Communications System (VCOM) Mobile Radio - including infrastructure share and radio replacement.	5,023
2013	Wireless Communication for Mobile Workforce -BR344	Expand the fibre and wireless network for mobile workforce.	390
2013	Network Fibre/Wireless Infrastructure	Replacement of existing network fibre. Implementation of wireless access within City facilities and Outdoor Wi-Fi mesh for traffic, field automation, security and Bus Rapid Transit (BRT).	300
2013	Phones	Replacement of phones.	50
2014-2020	Network Infrastructure	Network infrastructure management to include replacement of switches based on a five year cycle.	8,000
2014-2020	Voice System Upgrade	Replacement of voicemail servers and software.	600
Total			**20,213**

Server Expansion

Year	Project	Description	Net Cost ('000's)
2012	Server Capacity Replacement & Expansion	Server and storage replacement and expansion.	830
2013	Server Capacity Replacement & Expansion	Server and storage replacement and expansion.	800
2014-2020	Server Capacity Replacement & Expansion	Server and storage replacement and expansion.	3,730
Total			**5,360**

Information Technology - Project Listings

Program: Infrastructure

Service Management

Year	Project	Description	Net Cost ('000's)
2011	Business Continuity & Disaster Readiness for Information Technology Systems	Site relocation and implementation of offsite computer contingency site to avoid critical business services disruptions.	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	Tools & Utilities	Tools to manage information technology infrastructure and services.	50
2014-2020	Business Continuity & Disaster Readiness for Information Technology Systems	Upgrade information technology contingency site and required technology.	800
2014-2020	Tools & Utilities	Tools to manage information technology infrastructure and services.	550
Total			**1,950**

Information Technology

2011 - 2020 Net Capital Expenditures By Sub-Program
(000's)

Personal Computer Replacement & Peripherals	2011 Budget	2012 Budget	2013 Forecast	2014 Forecast	2015 Forecast	2016 Forecast	2017 Forecast	2018 Forecast	2019 Forecast	2020 Forecast	Total
	$	$	$	$	$	$	$	$	$	$	$
Peripherals	175	175	175	100	100	100	100	100	100	175	1,300
Personal Computer/Notebook-Replacement/Maintenance	900	900	900	900	900	900	900	900	900	900	9,000
Specialized Information Technology Equipment	137	87	137	87	137	87	137	87	137	87	1,123
Total Net Expenditures	**1,212**	**1,162**	**1,212**	**1,087**	**1,137**	**1,087**	**1,137**	**1,087**	**1,137**	**1,162**	**11,423**

Information Technology - Project Listings

Program: Personal Computers Replacement and Peripherals

Peripherals

Year	Project	Description	Net Cost ('000's)
2011	Peripherals	Replacement of monitors and specialized peripheral equipment as required.	175
2012	Peripherals	Replacement of monitors and specialized peripheral equipment as required.	175
2013	Peripherals	Replacement of monitors and specialized peripheral equipment as required.	175
2014-2020	Peripherals	Replacement of monitors and specialized peripheral equipment as required.	775
Total			**1,300**

Personal Computer/Notebook-Replacement/Maintenance

Year	Project	Description	Net Cost ('000's)
2011	Personal Computer/ Notebook Replacement & Maintenance	Annual replacement of personal computers and notebooks based on a four year cycle.	900
2012	Personal Computer/ Notebook Replacement & Maintenance	Annual replacement of personal computers and notebooks based on a four year cycle.	900
2013	Personal Computer/ Notebook Replacement & Maintenance	Annual replacement of personal computers and notebooks based on a four year cycle.	900
2014-2020	Personal Computer/ Notebook Replacement & Maintenance	Annual replacement of personal computers and notebooks based on a four year cycle.	6,300
Total			**9,000**

Information Technology - Project Listings

Program: Personal Computers Replacement and Peripherals

Specialized Information Technology Equipment

Year	Project	Description	Net Cost ('000's)
2011	Audiovisual Equipment	Corporate audiovisual equipment purchase and replacement.	87
2011	Geographic Information System (GIS) / Mapping Hardware	New and replacement specialized technology for GIS / Mapping.	50
2012	Audiovisual Equipment	Corporate audiovisual equipment purchase and replacement.	87
2013	Audiovisual Equipment	Corporate audiovisual equipment purchase and replacement.	87
2013	Geographic Information System (GIS) / Mapping Hardware	New and replacement specialized technology for GIS / Mapping.	50
2014-2020	Audiovisual Equipment	Corporate audiovisual equipment purchase and replacement.	661
2014-2020	Geographic Information System (GIS) / Mapping Hardware	New and replacement specialized technology for GIS / Mapping.	100
Total			**1,123**

Business Services
2011 - 2020 Net Capital Expenditures by Program
(000's)

Business Services	2011 Budget	2012 Budget	2013 Forecast	2014 Forecast	2015 Forecast	2016 Forecast	2017 Forecast	2018 Forecast	2019 Forecast	2020 Forecast	Total
	$	$	$	$	$	$	$	$	$	$	$
Applications	275	1,750	1,972	1,796	0	0	0	0	0	0	5,793
Infrastructure	62	124	174	0	0	0	0	0	0	0	360
Vehicles, Equipment and Other	114	70	569	19	21	24	67	444	62	154	1,539
Total Net Expenditures	**451**	**1,944**	**2,715**	**1,815**	**21**	**24**	**67**	**444**	**62**	**154**	**7,692**

Business Services

2011 - 2020 Net Capital Expenditures By Sub-Program
(000's)

Applications	2011 Budget	2012 Budget	2013 Forecast	2014 Forecast	2015 Forecast	2016 Forecast	2017 Forecast	2018 Forecast	2019 Forecast	2020 Forecast	Total
	$	$	$	$	$	$	$	$	$	$	$
Applications - New	100	1,300	1,922	1,050	0	0	0	0	0	0	4,372
Applications - Replacement/Enhancements	150	450	0	576	0	0	0	0	0	0	1,176
Portal	25	0	50	170	0	0	0	0	0	0	245
Total Net Expenditures	**275**	**1,750**	**1,972**	**1,796**	**0**	**0**	**0**	**0**	**0**	**0**	**5,793**

Business Services - Project Listing

Program: Applications

Applications - New

Year	Project	Description	Net Cost ('000's)
2011	Time Tracking Software - BR 490	Purchase of time tracking software in Materiel Management.	50
2011	Review of Front End Procurement Software - BR 489	Automation of procurement processes that are currently paper based and manual, to improve efficiency and effectiveness throughout the purchasing function.	50
2012	SAP Financial modules - BR356	Implementation of new SAP modules, and systems.	1,000
2012	TXM Collections module - BR496	Automation of tax collections functionality to improve the efficiency and effectiveness of the Collections unit.	250
2012	Review of Front End Procurement Software - BR 489	Automation of procurement processes that are currently paper based and manual, to improve efficiency and effectiveness throughout the purchasing function.	50
2013	SAP Financial modules - BR356	Implementation of new SAP modules, and systems.	1,000
2013	Review of Front End Procurement Software - BR 489	Automation of procurement processes that are currently paper based and manual, to improve efficiency and effectiveness throughout the purchasing function.	532
2013	Workforce Management Software - BR 572	Purchase of Workforce Management software to better allocate 311 call centre agents.	250
2013	Animal Services Inquiries into 311 - BR 566	Consolidate Animal Services Inquiries into 311.	90
2013	E-tax forms Integration with TXM -BR 497	Enhancement to allow on-line completion of tax forms and automated transfer of the data directly into the City's proprietary TXM tax system.	50
2014-2020	Various Applications	Various new applications.	1,050
Total			**4,372**

Business Services - Project Listing

Program: Applications

Applications - Replacement/Enhancements

Year	Project	Description	Net Cost ('000's)
2011	MAX System - BR22	MAX Security Deposit Refund Interface into Accounts Payable system.	50
2011	Materiel Management System -BR 492	Conversion of Materiel Mgmt Access database to Project Management Software.	50
2011	R&P Registration & Booking Inquiries into 311 - BR 573	Consolidate R&P Registration & Booking Inquiries into 311.	50
2012	Riskmaster System - BR7	Improve insurance claims management with a Riskmaster System upgrade and webform.	250
2012	SAP - conversion of Collection software to SAP - BR494	Conversion of Microsoft Access database to SAP.	100
2012	R&P Registration & Booking Inquiries into 311 - BR 573	Consolidate R&P Registration & Booking Inquiries into 311.	100
2014-2020	Applications Upgrades - Various	Application upgrades to remain current and supported.	576
Total			**1,176**

Business Services - Project Listing

Program: Applications

Portal

Year	Project	Description	Net Cost ('000's)
2011	External Video Streaming - BR 486	Expansion of online access to public meetings for residents through video streaming of meetings and announcements.	25
2013	311 Self Serve on eCity -BR 531	Implement 311 Self Serve to allow residents and customers the option of self serve inquiries or requests for service.	50
2014-2020	Portal Applications	Implement 311 Self Serve to allow residents and customers the option of self serve inquiries or requests for service.	170
Total			**245**

Business Services

2011 - 2020 Net Capital Expenditures By Sub-Program
(000's)

Infrastructure	2011 Budget	2012 Budget	2013 Forecast	2014 Forecast	2015 Forecast	2016 Forecast	2017 Forecast	2018 Forecast	2019 Forecast	2020 Forecast	Total
	$	$	$	$	$	$	$	$	$	$	$
Service Management	62	124	174	0	0	0	0	0	0	0	360
Total Net Expenditures	**62**	**124**	**174**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**360**

Business Services - Project Listing
Program: Infrastructure

Service Management

Year	Project	Description	Net Cost ('000's)
2011	IT Procurement - BR482	Increase service level for IT procurements.	62
2012	IT Procurement - BR482	Increase service level for IT procurements.	62
2012	Recreation & Parks Procurement - BR483	Increase service level for Park Construction and Recreation procurements.	62
2013	IT Procurement - BR482	Increase service level for IT procurements.	62
2013	Recreation & Parks Procurement - BR483	Increase service level for Park Construction and Recreation procurements.	62
2013	Communications Division Master Plan - BR560	Implementation of a new citizen insight/ market research tool.	50
Total			**360**

Business Services

2011 - 2020 Net Capital Expenditures By Sub-Program
(000's)

Vehicles, Equipment and Other	2011 Budget	2012 Budget	2013 Forecast	2014 Forecast	2015 Forecast	2016 Forecast	2017 Forecast	2018 Forecast	2019 Forecast	2020 Forecast	Total
	$	$	$	$	$	$	$	$	$	$	$
Miscellaneous Equipment	114	70	169	19	21	24	67	44	62	154	739
Studies	0	0	400	0	0	0	0	400	0	0	800
Total Net Expenditures	**114**	**70**	**569**	**19**	**21**	**24**	**67**	**444**	**62**	**154**	**1,539**

Business Services - Project Listing
Program: Vehicles, Equipment and Other

Miscellaneous Equipment

Year	Project	Description	Net Cost ('000's)
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/Meter equipment for Mailing services.	70
2013	Miscellaneous Equipment	Minor equipment required to maintain efficient operations including an inserter for Print Shop.	169
2014-2020	Miscellaneous Equipment	Minor equipment required to maintain efficient operations including digital postage equipment and inserter/folder replacement for Print Shop.	388
Total			**739**

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**

City of Mississauga
2011 - 2020 Unfunded - Net Capital Expenditures By Program
(000's)

Program	2011 Budget	2012 Budget	2013 Forecast	2014 Forecast	2015 Forecast	2016 Forecast	2017 Forecast	2018 Forecast	2019 Forecast	2020 Forecast	Total
	$	$	$	$	$	$	$	$	$	$	
Roads, Storm Drainage and Watercourses	3,100	7,250	7,000	6,350	6,950	6,600	6,970	5,750	8,120	20,680	78,770
Fire & Emergency Services	0	0	0	0	33	367	334	0	0	0	734
Mississauga Transit	9,920	3,213	3,020	3,020	5,030	8,697	8,697	57,697	57,697	138,934	295,924
Recreation & Parks Service	5,683	7,856	1,840	5,799	14,915	2,713	8,013	38,910	9,860	96,666	192,255
Mississauga Library	0	3,110	0	0	0	0	704	6,836	4,400	0	15,050
Total - Unfunded	**18,703**	**21,429**	**11,860**	**15,169**	**26,928**	**18,377**	**24,718**	**109,193**	**80,077**	**256,280**	**582,733**

Roads, Storm Drainage and Watercourses
2011 - 2020 Unfunded - Net Capital Expenditures By Program
(000's)

Service/Program	2011 Budget	2012 Budget	2013 Forecast	2014 Forecast	2015 Forecast	2016 Forecast	2017 Forecast	2018 Forecast	2019 Forecast	2020 Forecast	Total	Funding Sources ***
	$	$	$	$	$	$	$	$	$	$		
Roadways Rehabilitation - Residential Roads, Major Roads and Industrial Roads	3,100	7,250	6,400	6,350	5,800	6,350	6,400	5,750	6,400	6,350	60,150	TX-RIMRF
Storm Drainage	0	0	600	0	1,150	250	570	0	1,720	14,330	18,620	TX-CRF/DCA-ST
Total - Unfunded	**3,100**	**7,250**	**7,000**	**6,350**	**6,950**	**6,600**	**6,970**	**5,750**	**8,120**	**20,680**	**78,770**	

Fire and Emergency Services

2011- 2020 Unfunded - Net Capital Expenditures By Program

(000's)

Program	2011 Budget	2012 Forecast	2013 Forecast	2014 Forecast	2015 Forecast	2016 Forecast	2017 Forecast	2018 Forecast	2019 Forecast	2020 Forecast	Total	Funding Sources ***
	$	$	$	$	$	$	$	$	$	$		
Stations and Auxiliary Buildings	0	0	0	0	33	367	334	0	0	0	734	TX-FRRRF
Total - Unfunded	**0**	**0**	**0**	**0**	**33**	**367**	**334**	**0**	**0**	**0**	**734**	

Fire Stations 117 & 118.

Mississauga Transit

2011 - 2020 Unfunded - Net Capital Expenditures By Program

(000's)

Service/Program	2011 Budget	2012 Budget	2013 Forecast	2014 Forecast	2015 Forecast	2016 Forecast	2017 Forecast	2018 Forecast	2019 Forecast	2020 Forecast	Total	Funding Sources ***
	$	$	$	$	$	$	$	$	$	$		
Transit Bus Acquisitions - Growth	9,920	3,213	3,020	3,020	5,030	5,030	5,030	5,030	5,030	5,030	49,353	GAS-RFGTRF
Transit Bus Acquisitions - Replacement	-	-	-	-	-	-	-	-	-	6,904	6,904	GAS-CFGTRF
Transit BRT Priority Measures	-	-	-	-	-	-	-	-	-	20,000	20,000	GAS-CFGTRF
Higher Order Transit LRT	-	-	-	-	-	3,667	3,667	52,667	52,667	107,000	219,667	TX-CRF
Total - Unfunded	**9,920**	**3,213**	**3,020**	**3,020**	**5,030**	**8,697**	**8,697**	**57,697**	**57,697**	**138,934**	**295,924**	

Recreation and Parks Service
2011 - 2020 Unfunded - Net Capital Expenditures By Program
(000's)

Program	2011 Budget	2012 Budget	2013 Forecast	2014 Forecast	2015 Forecast	2016 Forecast	2017 Forecast	2018 Forecast	2019 Forecast	2020 Forecast	Total	Funding Sources ***
	$	$	$	$	$	$	$	$	$	$	$	
City Wide Facilities (1)	0	0	0	0	0	100	100	2,300	4,145	32,012	38,657	TX-CRF/DCA-REC
City Wide Recreation (2)	0	6,645	0	0	2,533	287	6,874	36,000	0	0	52,339	TX-CRF/DCA-REC
Facility Minor Rehabilitation	0	0	0	0	0	0	0	0	0	0	0	
Park Facility Installation (3)	0	0	0	0	640	120	0	360	4,204	6,364	11,688	TX-CRF/DCA-REC/CIL-OS
Park Redevelopment (4)	0	0	0	0	0	988	0	0	1,244	21,832	24,064	TX-CRF
Parkland Acquisition (5)	0	0	0	0	0	0	0	0	0	23,400	23,400	CIL-OS
Parkland Development (6)	0	0	0	5,000	943	0	0	0	0	3,420	9,363	TX-CRF/DCA-REC
Parks Maintenance (7)	4,439	0	564	564	10,564	46	252	15	47	9,623	26,114	TX-CRF
Sports Field Maintenance (8)	1,009	976	1,041	0	0	937	552	0	0	0	4,515	TX-CRF
Urban Forestry (9)	235	235	235	235	235	235	235	235	220	15	2,115	TX-CRF
Total - Unfunded	**5,683**	**7,856**	**1,840**	**5,799**	**14,915**	**2,713**	**8,013**	**38,910**	**9,860**	**96,666**	**192,255**	

(1) City Wide Facilities - Bicycle/Pedestrian System (constructing multi-use trails) $9.7M, J.C. Saddington (land based work) $4.1M and Downtown 21 (design/construction) $22.2M
(2) City Wide Recreation - Cooksville CC $40.0M. Westacres (Don McLean) Outdoor Pool $4.0M. Malton Arena $3.2M.
(3) Park Facility Installation - Sports Fields $9.9M

(4) Park Redevelopment - Erindale Park (design/construction) $9.2M, Streetsville Memorial Park (construction) $5.1M, Wildwood Park (construction) $8.7M and Mississauga Valley (low impact development-parking lot renovation) $1M
(5) Parkland Acquisition - Downtown 21 acquisition $23.4M
(6) Parkland Development - Cemetery $5M, Kariya Park addition $1M
(7) Parks Maintenance - estimated capital plan based on lifecycle model.

Mississauga Library
2011 - 2020 Unfunded - Net Capital Expenditures By Program
(000's)

Program	2011 Budget	2012 Budget	2013 Forecast	2014 Forecast	2015 Forecast	2016 Forecast	2017 Forecast	2018 Forecast	2019 Forecast	2020 Forecast	Total	Funding Sources ***
	$	$	$	$	$	$	$	$	$	$		
Buildings *	0	0	0	0	0	0	704	6,836	4,400	0	11,940	TX-CRF/DCA-LIB
Materials & Equipment **	0	3,110	0	0	0	0	0	0	0	0	3,110	TX-CRF
Total - Unfunded	**0**	**3,110**	**0**	**0**	**0**	**0**	**704**	**6,836**	**4,400**	**0**	**15,050**	

*** Cooksville Library**

**** Self-Serve Technology - Sortation**

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

- $21,690,300 To the Capital Reserve Fund;
- $ 2,598,000 To the Insurance Reserve Fund;
- $ 450,000 To the Reserve for Elections; and
- $ 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:

- $ 6,300,000 Facility Repair & Renovations Reserve Fund; and
- $ 2,000,000 Fire Vehicles and Equipment Reserve Fund.

Transfers from the Transit Vehicle and Equipment Reserve Fund:

- $ 22,000,000 Roadway Infrastructure Maintenance Reserve Fund.