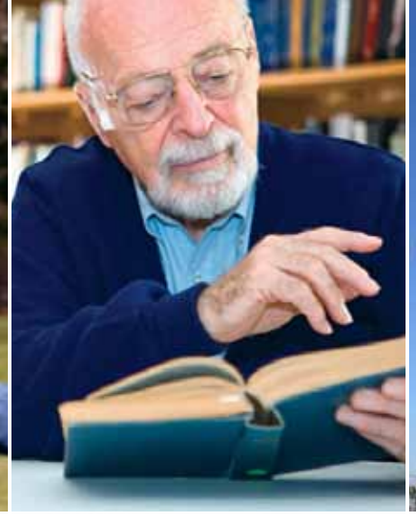







2012-2014 Business Plan Update and 2012 Budget

City of Mississauga, Ontario, Canada

Volume 1











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Approval of the 2012 - 2014 Business Plan Update and 2012 Budget

The Council Budget Committee met between December 12, 2011 and February 8, 2012 to scrutinize and deliberate the 2012 - 2014 Business Plan Update and 2012 Budget document. Council approved the budget, as recommended in this document, on February 8, 2012 through Resolutions BC-0011-2012 and BC-0015-2012.

This Section of the budget book contains the 2012 Approved Budget and three years of actual financial performance (2009, 2010 and 2011).

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

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

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

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

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

For a copy of the City's Audited Financial Statements, please visit the City's web site at www.mississauga.ca or call the Corporate Finance Division at 905-615-3200 ext. 5009.

Summary of 2012-2014 Business Plan & Budget Amendments

Council has reviewed the 2012-2014 Business Plan & Budget and has approved the following changes

BR#	Operating or Capital	Service	Initiative Description	FTE	Recommended ($000's)	Approved ($000's)	Changes ($000's)
	Operating	Fire & Emergency Services	Mississauga Community Greenhouse Gas (GHG) Inventory Update	0.0	443.6	350.0	(93.6)
373	Operating	Strategic Policy	Living Green Master Plan Implementation	(1.0)	285.0	200.0	(85.0)
	Operating	Mayor & Council	Cost of Living Adjust for Mayor and Members of Council	0.0	18.6	0.0	(18.6)
	Operating	Regulatory Services	Additonal On Street Parking	0.0	0.0	(13.0)	(13.0)
	Operating	Legislatvie Services	Traffic Safety Committee	0.0	0.0	20.0	20.0
773	Capital	Roads, Storm Drainage and Watercourses	Recycling Receptacles on the City's Road Allowance	0.0	1,500.0	0.0	(1,500.0)
			Total	**(1.0)**	**2,247.2**	**557.0**	**(1,690.2)**

This page has been generated as the most efficient way to update the Service Area Business Plans based on Council's decisions, rather than re-writing the full document.

CITY OF MISSISSAUGA

APPROVED CORPORATE OPERATING SUMMARY

DESCRIPTION	2009 ACTUALS	2010 ACTUALS	2011 ACTUALS	2010 BUDGET	2011 BUDGET	2012 BUDGET
	$	$	$	$	$	$
EXPENDITURES						
LABOUR COSTS	**360,324,073**	**377,243,530**	**388,691,594**	**379,183,400**	**395,730,100**	**414,198,000**
Staff Development Costs	1,379,564	1,458,082	1,562,269	1,839,000	1,891,800	1,953,500
Communication Costs	2,964,138	3,078,417	2,711,758	3,133,800	2,963,900	2,719,400
Transportation Costs	20,823,761	23,211,956	26,826,706	21,553,600	23,843,300	25,875,200
Occupancy & City Costs	26,990,323	29,191,040	30,365,433	29,200,400	29,418,900	31,718,500
Equipment Costs & Maintenance Agreements	6,703,800	6,426,398	6,837,073	7,322,300	8,181,000	8,854,800
Contractor & Professional Services	41,934,568	43,548,636	47,185,413	45,099,200	44,835,100	48,044,400
Advertising & Promotions	1,712,633	1,986,626	1,962,151	2,410,400	1,874,300	2,467,200
Materials, Supplies & Other Services	18,644,168	20,476,951	21,643,079	23,772,700	24,359,500	24,501,900
Finance Other	11,525,848	11,226,897	13,139,573	8,286,300	8,882,588	10,027,800
Transfers	28,119,811	36,093,440	43,187,727	27,261,800	31,916,500	35,770,100
Debt						478,000
OTHER OPERATING EXPENSES	**160,798,614**	**176,698,443**	**195,421,182**	**169,879,500**	**178,166,888**	**192,410,800**
TOTAL EXPENDITURES	**521,122,687**	**553,941,973**	**584,112,777**	**549,062,900**	**573,896,988**	**606,608,800**
REVENUES						
Supplementary Railway & Corridors	(4,672,711)	(7,944,113)	(10,152,267)	(5,463,600)	(5,463,600)	(5,463,600)
Payments in Lieu	(23,201,602)	(23,841,303)	(24,837,309)	(24,000,500)	(25,000,500)	(24,600,500)
Grants	(3,394,716)	(2,895,400)	(3,795,336)	(3,953,000)	(3,980,000)	(3,885,700)
Fees & Service Charges	(96,772,845)	(100,199,636)	(106,552,143)	(97,840,900)	(102,743,100)	(109,803,700)
Licenses & Permits	(9,311,231)	(10,354,263)	(11,017,263)	(14,586,300)	(14,998,700)	(15,396,000)
Rents, Concessions & Franchise	(20,836,808)	(20,901,722)	(21,944,865)	(21,478,700)	(21,932,800)	(22,865,100)
Fines	(14,379,234)	(15,094,125)	(15,606,449)	(14,760,400)	(15,437,300)	(16,297,300)
Penalties & Interest on Taxes	(10,376,137)	(9,982,919)	(9,267,668)	(7,000,000)	(7,000,000)	(7,000,000)
Investment Income	(13,957,265)	(14,590,691)	(14,493,017)	(14,499,000)	(14,499,000)	(14,499,000)
Other Revenue	(15,264,455)	(11,915,750)	(14,044,473)	(33,861,000)	(33,522,900)	(31,463,800)
Transfers	(23,018,683)	(38,991,111)	(33,731,900)	(14,388,700)	(10,649,000)	(9,833,900)
TOTAL REVENUES	**(235,185,687)**	**(256,711,034)**	**(265,442,689)**	**(251,832,100)**	**(255,226,900)**	**(261,108,600)**
Allocations						(65,200)
NET TAX LEVY	**285,937,000**	**297,230,939**	**318,670,088**	**297,230,800**	**318,670,088**	**345,435,000**

ROADS, STORM DRAINAGE & WATERCOURSES

DESCRIPTION	2009 ACTUALS	2010 ACTUALS	2011 ACTUALS	2010 BUDGET	2011 BUDGET	2012 BUDGET
	$	$	$	$	$	$
EXPENDITURES						
LABOUR COSTS	**25,126,167**	**26,265,206**	**26,455,226**	**25,602,400**	**25,992,200**	**27,291,200**
Staff Development Costs	104,027	90,772	104,964	92,800	91,800	104,800
Communication Costs	686,088	690,142	688,172	662,500	784,900	615,200
Transportation Costs	(1,641,532)	(1,837,409)	(2,118,333)	(2,094,500)	(2,039,100)	(2,029,100)
Occupancy & City Costs	7,845,400	8,826,751	9,269,095	7,918,800	8,078,200	9,094,000
Equipment Costs & Maintenance Agreements	71,827	59,446	86,730	69,200	93,500	150,500
Contractor & Professional Services	25,652,512	26,392,476	29,200,375	26,886,400	27,124,600	29,202,900
Advertising & Promotions	59,402	57,348	95,806	40,000	40,000	40,000
Materials, Supplies & Other Services	6,087,356	6,796,095	7,635,305	9,471,500	9,786,800	9,372,900
Finance Other	12,129	(4,611)	(29,243)	50,300	61,300	68,300
Transfers	184,431	410,775	176,131	686,900	100,800	90,800
OTHER OPERATING EXPENSES	**39,061,641**	**41,481,785**	**45,109,004**	**43,783,900**	**44,122,800**	**46,710,300**
TOTAL EXPENDITURES	**64,187,808**	**67,746,991**	**71,564,230**	**69,386,300**	**70,115,000**	**74,001,500**
REVENUES						
Grants	(2,079,103)	(1,316,085)	(1,842,713)	(2,544,300)	(2,544,300)	(2,454,300)
Fees & Service Charges	(7,212,926)	(6,749,408)	(6,285,589)	(4,823,300)	(4,918,600)	(6,109,400)
Licenses & Permits	(78,180)	(64,487)	(60,961)	(110,000)	(110,000)	(110,600)
Penalties & Interest on Taxes	372	561				
Other Revenue	(2,710)	(2,443)	(2,721)			(50,000)
Transfers	(229,946)	(346,000)	(377,100)	(346,000)	(340,100)	(150,000)
TOTAL REVENUES	**(9,602,492)**	**(8,477,862)**	**(8,569,084)**	**(7,823,600)**	**(7,913,000)**	**(8,874,300)**
Allocations	2,584,600	2,191,900	2,044,200	2,205,600	2,044,200	2,080,500
NET TAX LEVY	**57,169,916**	**61,461,029**	**65,039,346**	**63,768,300**	**64,246,200**	**67,207,700**

FIRE & EMERGENCY SERVICES

DESCRIPTION	2009 ACTUALS	2010 ACTUALS	2011 ACTUALS	2010 BUDGET	2011 BUDGET	2012 BUDGET
	$	$	$	$	$	$
EXPENDITURES						
LABOUR COSTS	**74,706,768**	**78,798,630**	**79,153,185**	**79,343,100**	**81,592,200**	**84,313,300**
Staff Development Costs	208,027	172,512	181,103	178,900	178,900	170,100
Communication Costs	233,145	241,427	230,505	232,500	232,500	232,500
Transportation Costs	1,208,416	1,150,685	1,170,677	1,119,900	1,231,900	1,261,900
Occupancy & City Costs	723,419	691,322	791,619	750,500	862,400	1,184,200
Equipment Costs & Maintenance Agreements	250,667	164,654	218,718	249,400	242,500	302,500
Contractor & Professional Services	16,513	18,563	14,606	14,600	14,600	14,600
Advertising & Promotions	10,664	12,076	19,554	21,300	21,300	21,300
Materials, Supplies & Other Services	684,857	733,692	704,704	672,200	672,200	672,200
Finance Other	2,474	1,134	1,825	(36,700)	(36,700)	(36,700)
Transfers			1,364,300			
OTHER OPERATING EXPENSES	**3,338,182**	**3,186,066**	**4,697,610**	**3,202,600**	**3,419,600**	**3,822,600**
TOTAL EXPENDITURES	**78,044,950**	**81,984,696**	**83,850,796**	**82,545,700**	**85,011,800**	**88,135,900**
REVENUES						
Fees & Service Charges	(1,065,744)	(1,098,274)	(1,358,519)	(1,588,600)	(1,403,600)	(1,203,600)
Licenses & Permits	(1,360)	(1,321)	(6,205)	(5,000)	(5,000)	(5,000)
Rents, Concessions & Franchise			(12,400)			(100,000)
Other Revenue	(123,739)	(101,254)	(100,678)	(155,000)	(155,000)	(125,000)
TOTAL REVENUES	**(1,190,843)**	**(1,200,849)**	**(1,477,802)**	**(1,748,600)**	**(1,563,600)**	**(1,433,600)**
Allocations	1,011,700	785,200	599,300	785,200	599,300	631,700
NET TAX LEVY	**77,865,807**	**81,569,048**	**82,972,294**	**81,582,300**	**84,047,500**	**87,334,000**

MISSISSAUGA TRANSIT

DESCRIPTION	2009 ACTUALS	2010 ACTUALS	2011 ACTUALS	2010 BUDGET	2011 BUDGET	2012 BUDGET
	$	$	$	$	$	$
EXPENDITURES						
LABOUR COSTS	**90,486,060**	**97,541,272**	**102,444,958**	**97,776,100**	**103,555,400**	**109,867,500**
Staff Development Costs	88,169	107,085	89,151	109,200	222,700	226,100
Communication Costs	107,375	129,013	96,859	88,400	78,500	78,500
Transportation Costs	17,097,519	19,413,812	23,268,818	18,050,500	20,206,600	22,143,600
Occupancy & City Costs	2,186,371	2,986,021	2,954,153	2,638,800	2,801,400	3,242,300
Equipment Costs & Maintenance Agreements	142,819	148,510	302,534	190,700	693,300	1,253,300
Contractor & Professional Services	1,018,078	823,743	481,798	1,030,800	809,700	613,100
Advertising & Promotions	173,708	677,884	424,240	791,800	368,600	892,600
Materials, Supplies & Other Services	1,928,617	1,998,221	3,362,424	2,377,300	2,452,100	2,437,800
Finance Other	(113,184)	(111,837)	(224,888)	5,400	179,800	179,800
Transfers	87,700	83,500	350,200	83,500	350,200	
OTHER OPERATING EXPENSES	**22,717,173**	**26,255,953**	**31,105,290**	**25,366,400**	**28,162,900**	**31,067,100**
TOTAL EXPENDITURES	**113,203,234**	**123,797,225**	**133,550,248**	**123,142,500**	**131,718,300**	**140,934,600**
REVENUES						
Fees & Service Charges	(60,088,769)	(63,068,285)	(68,553,259)	(60,237,300)	(65,138,300)	(70,687,500)
Licenses & Permits						(15,000)
Rents, Concessions & Franchise	(112,597)	(98,759)	(65,645)	(182,000)	(122,000)	(122,000)
Investment Income			(8)			
Other Revenue	1,286	1,526	(979)	(23,890,900)	(22,902,600)	(20,844,600)
Transfers	(16,819,247)	(22,308,772)	(21,281,380)	(87,700)	(213,500)	(480,200)
TOTAL REVENUES	**(77,019,327)**	**(85,474,290)**	**(89,901,271)**	**(84,397,900)**	**(88,376,400)**	**(92,149,300)**
Allocations	2,407,900	2,604,300	2,429,300	2,592,900	2,429,300	2,553,100
NET TAX LEVY	**38,591,806**	**40,927,235**	**46,078,277**	**41,337,500**	**45,771,200**	**51,338,400**

RECREATION & PARKS

DESCRIPTION	2009 ACTUALS	2010 ACTUALS	2011 ACTUALS	2010 BUDGET	2011 BUDGET	2012 BUDGET
	$	$	$	$	$	$
EXPENDITURES						
LABOUR COSTS	**55,338,149**	**56,291,528**	**59,087,927**	**58,763,500**	**60,527,200**	**62,724,900**
Staff Development Costs	167,132	185,916	174,639	173,600	168,000	161,400
Communication Costs	265,957	233,387	235,007	254,400	215,400	215,400
Transportation Costs	2,915,525	2,939,539	3,179,532	3,002,800	2,997,800	3,054,000
Occupancy & City Costs	8,751,754	8,899,876	9,382,883	9,699,400	9,509,500	10,022,500
Equipment Costs & Maintenance Agreements	728,526	806,754	702,842	968,700	948,900	998,400
Contractor & Professional Services	9,055,193	10,230,739	11,086,243	9,302,600	9,340,800	9,857,300
Advertising & Promotions	748,856	493,214	549,529	622,600	566,100	653,200
Materials, Supplies & Other Services	4,545,527	4,507,087	4,904,474	5,098,900	5,346,600	5,769,800
Finance Other	50,728	(264)	(6,896)	(57,800)	(34,900)	(35,000)
Transfers	710,952	963,621	880,480	640,600	853,400	831,500
OTHER OPERATING EXPENSES	**27,940,151**	**29,259,869**	**31,088,735**	**29,705,800**	**29,911,600**	**31,528,500**
TOTAL EXPENDITURES	**83,278,300**	**85,551,397**	**90,176,662**	**88,469,300**	**90,438,800**	**94,253,400**
REVENUES						
Grants	(439,763)	(670,753)	(786,615)	(553,500)	(553,500)	(553,500)
Fees & Service Charges	(22,774,466)	(23,105,242)	(24,004,298)	(24,673,900)	(25,117,500)	(25,138,000)
Licenses & Permits	(150,164)	(177,383)	(209,094)	(174,800)	(212,700)	(212,700)
Rents, Concessions & Franchise	(19,934,221)	(20,048,011)	(20,954,926)	(20,607,500)	(21,003,200)	(21,787,700)
Investment Income	(27,758)	(31,015)	(39,532)	(44,400)	(44,400)	(44,400)
Other Revenue	(772,835)	(1,126,543)	(866,248)	(851,800)	(806,200)	(778,700)
Transfers	(200,653)	(793,500)	(40,067)	(813,500)	(27,500)	(20,000)
TOTAL REVENUES	**(44,299,859)**	**(45,952,448)**	**(46,900,780)**	**(47,719,400)**	**(47,765,000)**	**(48,535,000)**
Allocations	2,650,000	3,279,200	2,962,500	3,279,200	2,962,400	3,079,700
NET TAX LEVY	**41,628,440**	**42,878,148**	**46,238,382**	**44,029,100**	**45,636,200**	**48,798,100**

MISSISSAUGA LIBRARY

DESCRIPTION	2009 ACTUALS	2010 ACTUALS	2011 ACTUALS	2010 BUDGET	2011 BUDGET	2012 BUDGET
	$	$	$	$	$	$
EXPENDITURES						
LABOUR COSTS	**19,531,500**	**19,958,325**	**19,548,030**	**20,362,200**	**20,777,200**	**21,163,300**
Staff Development Costs	54,750	66,179	62,531	61,900	61,900	58,200
Communication Costs	9,295	11,427	7,123	11,000	10,000	10,000
Transportation Costs	51,252	42,816	47,967	54,200	54,200	54,200
Occupancy & City Costs	2,098,443	2,035,075	1,842,966	2,072,200	2,191,200	2,137,300
Equipment Costs & Maintenance Agreements	80,628	66,955	97,709	107,900	93,800	93,800
Contractor & Professional Services	30,564	15,523	10,510	10,200	10,200	10,200
Advertising & Promotions	44,823	47,282	41,438	43,600	43,600	43,600
Materials, Supplies & Other Services	2,728,509	2,681,979	2,649,271	2,728,100	2,728,100	2,728,100
Finance Other	67,331	61,779	59,247	42,100	42,100	42,100
Transfers		40,000	205,700			
OTHER OPERATING EXPENSES	**5,165,594**	**5,069,016**	**5,024,463**	**5,131,200**	**5,235,100**	**5,177,500**
TOTAL EXPENDITURES	**24,697,094**	**25,027,341**	**24,572,493**	**25,493,400**	**26,012,300**	**26,340,800**
REVENUES						
Grants	(715,200)	(715,206)	(715,203)	(715,200)	(715,200)	(715,200)
Fees & Service Charges	(327,763)	(277,182)	(234,585)	(371,900)	(371,900)	(371,900)
Rents, Concessions & Franchise	(82,829)	(113,237)	(307,606)	(100,000)	(204,000)	(307,000)
Fines	(1,006,773)	(937,658)	(842,273)	(1,172,700)	(1,022,700)	(997,700)
Other Revenue	(7,045)	(216,035)	(4,482)			
TOTAL REVENUES	**(2,139,611)**	**(2,259,317)**	**(2,104,149)**	**(2,359,800)**	**(2,313,800)**	**(2,391,800)**
Allocations	1,198,200	1,000,600	905,500	1,000,600	905,600	938,100
NET TAX LEVY	**23,755,684**	**23,768,624**	**23,373,844**	**24,134,200**	**24,604,100**	**24,887,100**

LAND DEVELOPMENT SERVICES

DESCRIPTION	2009 ACTUALS	2010 ACTUALS	2011 ACTUALS	2010 BUDGET	2011 BUDGET	2012 BUDGET
	$	$	$	$	$	$
EXPENDITURES						
LABOUR COSTS	**14,038,680**	**13,869,938**	**13,837,148**	**14,809,200**	**14,262,900**	**14,705,600**
Staff Development Costs	96,693	60,456	90,402	116,600	115,900	157,200
Communication Costs	48,841	48,964	54,246	56,900	55,200	55,200
Transportation Costs	210,170	198,984	205,975	222,700	177,700	177,700
Occupancy & City Costs						
Equipment Costs & Maintenance Agreements	11,933	8,935	10,860	23,000	19,900	19,900
Contractor & Professional Services	917,364	447,613	255,790	1,138,900	1,018,200	1,914,100
Advertising & Promotions	56,331	19,948	30,091	27,700	27,700	34,700
Materials, Supplies & Other Services	72,551	67,060	54,459	99,900	99,900	113,200
Finance Other						
Transfers	50,000	43,100	48,000	43,100	48,000	
OTHER OPERATING EXPENSES	**1,463,884**	**895,060**	**749,821**	**1,728,800**	**1,562,500**	**2,472,000**
TOTAL EXPENDITURES	**15,502,563**	**14,764,999**	**14,586,969**	**16,538,000**	**15,825,400**	**17,177,600**
REVENUES						
Fees & Service Charges	(1,238,948)	(1,360,298)	(1,702,864)	(1,251,100)	(1,241,600)	(1,406,700)
Licenses & Permits	(5,371,139)	(6,507,207)	(6,901,069)	(10,250,900)	(10,635,700)	(10,660,700)
Transfers	(811,800)	(2,581,001)	(1,334,908)	(3,042,600)	(1,752,700)	(1,323,000)
TOTAL REVENUES	**(7,421,887)**	**(10,448,506)**	**(9,938,842)**	**(14,544,600)**	**(13,630,000)**	**(13,390,400)**
Allocations	2,857,400	2,847,200	2,883,400	2,847,200	2,883,400	2,885,600
NET TAX LEVY	**10,938,076**	**7,163,693**	**7,531,528**	**4,840,600**	**5,078,800**	**6,672,800**

LEGISLATIVE SERVICES

DESCRIPTION	2009 ACTUALS	2010 ACTUALS	2011 ACTUALS	2010 BUDGET	2011 BUDGET	2012 BUDGET
	$	$	$	$	$	$
EXPENDITURES						
LABOUR COSTS	**4,937,935**	**5,468,653**	**5,420,012**	**5,884,300**	**5,571,900**	**5,715,800**
Staff Development Costs	16,634	18,056	18,600	32,900	28,900	25,200
Communication Costs	72,112	317,690	95,538	357,400	109,700	87,300
Transportation Costs	26,440	28,199	28,512	38,300	34,300	31,300
Occupancy & City Costs		1,402	1,453	2,000		
Equipment Costs & Maintenance Agreements	296,361	448,469	299,744	481,500	351,200	350,200
Contractor & Professional Services	945,092	1,457,463	1,226,327	1,623,700	1,204,200	1,102,600
Advertising & Promotions	23,717	121,610	35,410	201,000	107,800	67,800
Materials, Supplies & Other Services	585,703	738,483	567,531	919,100	679,200	674,200
Finance Other	(1,022,191)	(1,078,749)	(954,058)	(1,088,500)	(1,088,500)	(1,088,500)
Transfers						
OTHER OPERATING EXPENSES	**943,868**	**2,052,623**	**1,319,057**	**2,567,400**	**1,426,800**	**1,250,100**
TOTAL EXPENDITURES	**5,881,803**	**7,521,276**	**6,739,068**	**8,451,700**	**6,998,700**	**6,965,900**
REVENUES						
Fees & Service Charges	(509,344)	(606,623)	(581,266)	(478,000)	(545,800)	(613,800)
Licenses & Permits	(573,770)	(582,605)	(583,680)	(578,500)	(578,500)	(578,500)
Rents, Concessions & Franchise	(500)					
Fines	(7,111,947)	(7,903,160)	(8,286,490)	(6,763,100)	(8,000,000)	(8,340,000)
Other Revenue	(333)		(4,750)			
Transfers	(23,499)	(1,557,590)	(455,470)	(1,954,100)	(534,100)	(175,700)
TOTAL REVENUES	**(8,219,393)**	**(10,649,978)**	**(9,911,656)**	**(9,773,700)**	**(9,658,400)**	**(9,708,000)**
Allocations	163,200	163,200	141,900	163,200	141,900	148,100
NET TAX LEVY	**(2,174,390)**	**(2,965,502)**	**(3,030,688)**	**(1,158,800)**	**(2,517,800)**	**(2,594,000)**

ARTS & CULTURE

DESCRIPTION	2009 ACTUALS	2010 ACTUALS	2011 ACTUALS	2010 BUDGET	2011 BUDGET	2012 BUDGET
	$	$	$	$	$	$
EXPENDITURES						
LABOUR COSTS	**2,294,877**	**2,608,421**	**2,814,515**	**2,560,800**	**2,916,000**	**3,480,800**
Staff Development Costs	13,373	16,047	26,843	21,700	31,000	29,200
Communication Costs	8,457	8,705	9,213	11,600	16,000	16,000
Transportation Costs	11,013	17,005	12,988	12,700	20,300	20,300
Occupancy & City Costs	12,764	59,679	136,229	120,500	129,800	131,200
Equipment Costs & Maintenance Agreements	27,133	15,549	48,710	53,100	31,200	36,200
Contractor & Professional Services	277,802	178,341	322,283	342,200	172,500	98,500
Advertising & Promotions	68,204	51,596	97,187	103,200	79,400	74,900
Materials, Supplies & Other Services	199,931	188,348	210,445	187,200	221,900	239,000
Finance Other	1,309	4,147	2,254	100	4,300	4,300
Transfers	1,643,831	1,679,318	1,907,103	1,704,300	1,939,300	2,006,300
OTHER OPERATING EXPENSES	**2,263,817**	**2,218,735**	**2,773,256**	**2,556,600**	**2,645,700**	**2,655,900**
TOTAL EXPENDITURES	**4,558,694**	**4,827,156**	**5,587,771**	**5,117,400**	**5,561,700**	**6,136,700**
REVENUES						
Grants	(64,341)	(75,683)	(335,304)	(70,000)	(72,000)	(67,700)
Fees & Service Charges	(615,251)	(533,018)	(521,587)	(704,900)	(723,300)	(656,900)
Rents, Concessions & Franchise	(288,114)	(266,013)	(256,445)	(267,800)	(282,200)	(297,000)
Other Revenue	(47,365)	(26,560)	(72,802)	(28,500)	(22,000)	(32,000)
Transfers	(189,855)	(77,766)	(120,930)	(139,400)	(61,700)	(162,000)
TOTAL REVENUES	**(1,204,926)**	**(979,039)**	**(1,307,068)**	**(1,210,600)**	**(1,161,200)**	**(1,215,600)**
Allocations		130,900	117,800	130,900	117,800	123,200
NET TAX LEVY	**3,353,768**	**3,979,016**	**4,398,503**	**4,037,700**	**4,518,300**	**5,044,300**

REGULATORY SERVICES

DESCRIPTION	2009 ACTUALS	2010 ACTUALS	2011 ACTUALS	2010 BUDGET	2011 BUDGET	2012 BUDGET
	$	$	$	$	$	$
EXPENDITURES						
LABOUR COSTS	**9,623,633**	**9,934,229**	**10,312,587**	**10,083,200**	**10,292,400**	**10,722,600**
Staff Development Costs	35,723	36,539	29,163	25,500	40,100	38,600
Communication Costs	164,031	158,648	163,041	164,800	154,800	154,800
Transportation Costs	384,485	406,556	413,234	461,200	478,700	478,700
Occupancy & City Costs	52,267	69,976	40,313	52,100	51,900	53,100
Equipment Costs & Maintenance Agreements	47,864	37,493	54,684	33,900	85,000	85,000
Contractor & Professional Services	582,194	562,559	622,779	464,800	632,000	643,000
Advertising & Promotions	17,451	10,305	40,095	23,400	62,500	82,500
Materials, Supplies & Other Services	325,582	243,438	280,011	301,300	355,300	357,300
Finance Other	11,055	11,859	10,325	12,000	12,000	12,000
OTHER OPERATING EXPENSES	**1,620,652**	**1,537,372**	**1,653,645**	**1,539,000**	**1,872,300**	**1,905,000**
TOTAL EXPENDITURES	**11,244,285**	**11,471,601**	**11,966,233**	**11,622,200**	**12,164,700**	**12,627,600**
REVENUES						
Fees & Service Charges	(850,791)	(782,096)	(817,163)	(1,029,000)	(955,600)	(1,010,000)
Licenses & Permits	(3,136,339)	(3,021,261)	(3,256,254)	(3,467,100)	(3,456,800)	(3,813,500)
Fines	(6,260,634)	(6,255,247)	(6,477,685)	(6,824,600)	(6,414,600)	(6,959,600)
Other Revenue	(52,251)	(56,326)	(74,460)	(30,000)	(30,000)	(30,000)
Transfers		(20,629)	(325,000)		(325,000)	
TOTAL REVENUES	**(10,300,014)**	**(10,135,558)**	**(10,950,561)**	**(11,350,700)**	**(11,182,000)**	**(11,813,100)**
Allocations	547,000	537,300	537,500	534,600	537,500	546,300
NET TAX LEVY	**1,491,271**	**1,873,343**	**1,553,172**	**806,100**	**1,520,200**	**1,360,800**

FACILITIES AND PROPERTY MANAGEMENT

DESCRIPTION	2009 ACTUALS	2010 ACTUALS	2011 ACTUALS	2010 BUDGET	2011 BUDGET	2012 BUDGET
	$	$	$	$	$	$
EXPENDITURES						
LABOUR COSTS	**11,084,468**	**11,216,552**	**11,302,734**	**11,964,600**	**12,146,900**	**12,901,900**
Staff Development Costs	78,455	92,814	114,013	100,000	101,000	99,000
Communication Costs	64,940	57,074	55,909	48,500	40,000	40,000
Transportation Costs	201,845	219,199	251,005	276,200	275,600	275,600
Occupancy & City Costs	4,247,473	4,212,195	4,492,469	4,481,700	4,322,100	4,353,400
Equipment Costs & Maintenance Agreements	813,817	971,341	987,285	871,700	1,238,200	1,270,700
Contractor & Professional Services	908,816	862,162	1,216,698	1,130,900	1,480,500	1,471,400
Advertising & Promotions	2,980	1,156	70	2,500	2,500	2,500
Materials, Supplies & Other Services	198,510	159,661	115,672	153,100	153,600	155,600
Finance Other	(24,370)	(24,238)	(13,080)	(60,200)	(56,600)	(56,600)
Transfers	11,256	142,716	17,608	12,500	12,500	12,500
OTHER OPERATING EXPENSES	**6,503,722**	**6,694,079**	**7,237,649**	**7,016,900**	**7,569,400**	**7,624,100**
TOTAL EXPENDITURES	**17,588,190**	**17,910,632**	**18,540,384**	**18,981,500**	**19,716,300**	**20,526,000**
REVENUES						
Fees & Service Charges	(6,134)	(13,997)	(27,087)	(24,100)	(24,100)	(24,100)
Rents, Concessions & Franchise	(413,664)	(371,093)	(343,190)	(316,400)	(316,400)	(246,400)
Other Revenue	(22,307)	(47,881)	(113,755)	(12,500)	(62,500)	(97,500)
Transfers	(87,571)	(56,141)	(57,512)	(75,000)	(78,900)	
TOTAL REVENUES	**(529,676)**	**(489,112)**	**(541,544)**	**(428,000)**	**(481,900)**	**(368,000)**
Allocations	(339,800)	(371,300)	(677,700)	(371,300)	(677,700)	(659,900)
NET TAX LEVY	**16,718,714**	**17,050,220**	**17,321,139**	**18,182,200**	**18,556,700**	**19,498,100**

STRATEGIC POLICY

DESCRIPTION	2009 ACTUALS	2010 ACTUALS	2011 ACTUALS	2010 BUDGET	2011 BUDGET	2012 BUDGET
	$	$	$	$	$	$
EXPENDITURES						
LABOUR COSTS	**7,815,874**	**8,393,502**	**8,497,100**	**8,632,600**	**8,755,400**	**9,506,500**
Staff Development Costs	129,766	148,050	204,669	195,400	226,600	325,800
Communication Costs	35,055	35,039	34,859	45,200	47,400	50,100
Transportation Costs	37,022	37,438	40,641	42,400	42,100	43,200
Equipment Costs & Maintenance Agreements	30,274	24,262	24,836	36,900	27,800	25,200
Contractor & Professional Services	1,434,491	1,500,026	1,758,240	1,936,400	1,604,000	1,635,000
Advertising & Promotions	188,125	179,970	224,355	212,200	252,200	251,200
Materials, Supplies & Other Services	141,629	138,847	134,234	197,200	190,800	187,300
Finance Other	7,336	10,018	7,368	12,000	12,000	12,000
Transfers		37,500	40,000	37,500	40,000	
OTHER OPERATING EXPENSES	**2,003,698**	**2,111,149**	**2,469,202**	**2,715,200**	**2,442,900**	**2,529,800**
TOTAL EXPENDITURES	**9,819,572**	**10,504,650**	**10,966,303**	**11,347,800**	**11,198,300**	**12,036,300**
REVENUES						
Grants	(96,310)	(117,674)	(115,500)	(70,000)	(95,000)	(95,000)
Fees & Service Charges	(253,871)	(187,707)	(305,048)	(240,800)	(240,800)	(239,300)
Other Revenue	(31,713)	(26,458)	(21,166)	(41,000)	(41,000)	(40,000)
Transfers	(248,434)	(649,666)	(588,525)	(1,355,100)	(945,600)	(916,800)
TOTAL REVENUES	**(630,327)**	**(981,505)**	**(1,030,239)**	**(1,706,900)**	**(1,322,400)**	**(1,291,100)**
Allocations						
NET TAX LEVY	**9,189,245**	**9,523,145**	**9,936,064**	**9,640,900**	**9,875,900**	**10,745,200**

INFORMATION TECHNOLOGY

DESCRIPTION	2009 ACTUALS	2010 ACTUALS	2011 ACTUALS	2010 BUDGET	2011 BUDGET	2012 BUDGET
	$	$	$	$	$	$
EXPENDITURES						
LABOUR COSTS	**10,899,314**	**11,533,833**	**12,089,926**	**11,704,500**	**12,550,800**	**13,257,100**
Staff Development Costs	57,960	59,849	83,887	88,500	90,500	85,500
Communication Costs	687,043	573,617	472,230	665,300	662,700	587,700
Transportation Costs	11,283	9,344	12,228	15,100	15,100	15,100
Occupancy & City Costs	116,147	165,250	168,597	163,300	168,800	173,000
Equipment Costs & Maintenance Agreements	3,998,020	3,500,894	3,767,123	3,912,600	4,040,500	3,974,300
Contractor & Professional Services	25,789	54,603	53,299	79,900	139,900	139,900
Materials, Supplies & Other Services	102,626	81,342	82,657	119,700	119,700	119,700
Finance Other	660	545	440			
OTHER OPERATING EXPENSES	**4,999,528**	**4,445,443**	**4,640,462**	**5,044,400**	**5,237,200**	**5,095,200**
TOTAL EXPENDITURES	**15,898,842**	**15,979,277**	**16,730,388**	**16,748,900**	**17,788,000**	**18,352,300**
REVENUES						
Fees & Service Charges	(462,501)	(490,313)	(508,338)	(453,700)	(505,700)	(537,700)
Rents, Concessions & Franchise	(407)			(2,000)	(2,000)	(2,000)
TOTAL REVENUES	**(462,908)**	**(490,313)**	**(508,338)**	**(455,700)**	**(507,700)**	**(539,700)**
Allocations	(947,800)	(259,700)	(520,500)	(259,700)	(520,500)	(548,200)
NET TAX LEVY	**14,488,134**	**15,229,264**	**15,701,550**	**16,033,500**	**16,759,800**	**17,264,400**

BUSINESS SERVICES

DESCRIPTION	2009 ACTUALS	2010 ACTUALS	2011 ACTUALS	2010 BUDGET	2011 BUDGET	2012 BUDGET
	$	$	$	$	$	$
EXPENDITURES						
LABOUR COSTS	**28,525,064**	**29,749,062**	**30,270,826**	**30,550,100**	**30,539,300**	**32,504,000**
Staff Development Costs	238,213	292,809	274,352	487,400	379,900	331,400
Communication Costs	432,481	448,983	436,142	405,000	426,500	446,400
Transportation Costs	105,845	109,246	113,248	141,700	140,700	141,300
Occupancy & City Costs	423,199	594,555	634,933	621,100	623,600	647,500
Equipment Costs & Maintenance Agreements	197,818	161,793	227,486	315,100	308,500	288,100
Contractor & Professional Services	619,260	621,834	585,324	740,400	868,500	946,400
Advertising & Promotions	212,852	204,842	254,756	238,800	220,300	220,600
Materials, Supplies & Other Services	724,694	627,949	570,560	818,700	820,800	817,300
Finance Other	(33,654)	(22,963)	17,274	72,700	(2,100)	(19,100)
Transfers	61,300		73,000		73,000	11,300
OTHER OPERATING EXPENSES	**2,982,009**	**3,039,048**	**3,187,076**	**3,840,900**	**3,859,700**	**3,831,200**
TOTAL EXPENDITURES	**31,507,073**	**32,788,111**	**33,457,903**	**34,391,000**	**34,399,000**	**36,335,200**
REVENUES						
Fees & Service Charges	(1,352,625)	(1,916,372)	(1,640,586)	(1,944,300)	(1,536,300)	(1,784,800)
Licenses & Permits	(280)					
Rents, Concessions & Franchise	(4,477)	(4,609)	(4,653)	(3,000)	(3,000)	(3,000)
Other Revenue	(5,915)	(6,090)	(8,074)	(51,300)	(4,600)	(4,000)
Transfers	(290,704)	(153,874)	(62,334)	(319,100)	(146,700)	(333,000)
TOTAL REVENUES	**(1,654,000)**	**(2,080,945)**	**(1,715,647)**	**(2,317,700)**	**(1,690,600)**	**(2,124,800)**
Allocations	(12,132,400)	(12,908,800)	(11,423,200)	(12,908,400)	(11,423,200)	(11,843,400)
NET TAX LEVY	**17,720,673**	**17,798,366**	**20,319,055**	**19,164,900**	**21,285,200**	**22,367,000**

FINANCIAL TRANSACTIONS

DESCRIPTION	2009 ACTUALS	2010 ACTUALS	2011 ACTUALS	2010 BUDGET	2011 BUDGET	2012 BUDGET
	$	$	$	$	$	$
EXPENDITURES						
LABOUR COSTS	**2,627,638**	**2,217,701**	**4,083,347**	**(2,295,200)**	**2,768,700**	**2,498,200**
Staff Development Costs	83,350	102,916	97,689	144,900	144,900	131,700
Communication Costs	12,955	9,073	9,284	40,000	40,000	40,000
Transportation Costs		271,541	2,460			
Occupancy & City Costs	530,890	643,280	647,668	680,000	680,000	680,000
Equipment Costs & Maintenance Agreements	61	7,445	3,946			
Contractor & Professional Services	449,885	382,007	350,256	395,400	414,400	394,400
Advertising & Promotions	83,362	88,100	132,840	81,300	81,300	81,300
Materials, Supplies & Other Services	213,130	1,402,906	255,593	324,300	426,300	551,300
Finance Other	12,566,225	12,380,079	14,269,004	9,334,900	9,789,888	10,945,200
Transfers	25,370,342	32,692,910	38,125,205	24,053,400	28,499,300	32,817,700
Debt						478,000
OTHER OPERATING EXPENSES	**39,310,200**	**47,980,258**	**53,893,943**	**35,054,200**	**40,076,088**	**46,119,600**
TOTAL EXPENDITURES	**41,937,838**	**50,197,959**	**57,977,290**	**32,759,000**	**42,844,788**	**48,617,800**
REVENUES						
Supplementary Railway & Corridors	(4,672,711)	(7,944,113)	(10,152,267)	(5,463,600)	(5,463,600)	(5,463,600)
Payments in Lieu	(23,201,602)	(23,841,303)	(24,837,309)	(24,000,500)	(25,000,500)	(24,600,500)
Fees & Service Charges	(13,712)	(10,820)	(11,954)	(20,000)	(20,000)	(20,000)
Fines	120	1,940				
Penalties & Interest on Taxes	(10,376,509)	(9,983,480)	(9,267,668)	(7,000,000)	(7,000,000)	(7,000,000)
Investment Income	(13,929,508)	(14,559,676)	(14,453,477)	(14,454,600)	(14,454,600)	(14,454,600)
Other Revenue	(14,209,448)	(10,307,686)	(12,774,359)	(8,800,000)	(9,499,000)	(9,462,000)
Transfers	(4,116,974)	(10,446,172)	(9,088,674)	(6,256,200)	(6,223,200)	(6,273,200)
TOTAL REVENUES	**(70,520,343)**	**(77,091,311)**	**(80,585,708)**	**(65,994,900)**	**(67,660,900)**	**(67,273,900)**
Allocations						
NET TAX LEVY	**(28,582,504)**	**(26,893,353)**	**(22,608,418)**	**(33,235,900)**	**(24,816,112)**	**(18,656,100)**

COUNCIL

DESCRIPTION	2009 ACTUALS	2010 ACTUALS	2011 ACTUALS	2010 BUDGET	2011 BUDGET	2012 BUDGET
	$	$	$	$	$	$
EXPENDITURES						
LABOUR COSTS	**3,287,946**	**3,396,677**	**3,374,072**	**3,442,000**	**3,481,600**	**3,545,300**
Staff Development Costs	7,290	8,083	10,263	9,700	9,700	9,300
Communication Costs	136,363	115,229	123,631	90,300	90,300	90,300
Transportation Costs	204,476	205,001	197,752	210,400	207,400	207,400
Occupancy & City Costs	2,197	5,657	3,055			
Equipment Costs & Maintenance Agreements	6,052	3,898	3,867	8,600	6,700	6,700
Contractor & Professional Services	1,013	983	884	2,000	1,000	1,000
Advertising & Promotions	22,159	21,294	16,778	1,000	1,000	1,000
Materials, Supplies & Other Services	104,946	111,841	115,738	304,200	306,200	306,200
OTHER OPERATING EXPENSES	**484,496**	**471,987**	**471,968**	**626,200**	**622,300**	**621,900**
TOTAL EXPENDITURES	**3,772,441**	**3,868,663**	**3,846,040**	**4,068,200**	**4,103,900**	**4,167,200**
REVENUES						
Other Revenue	9,919					
TOTAL REVENUES	**9,919**					
Allocations						
NET TAX LEVY	**3,782,360**	**3,868,663**	**3,846,040**	**4,068,200**	**4,103,900**	**4,167,200**

Summary of Changes by Category and by Year

	2012		2013		2014		Total 2012 - 2014	
Service	**Proposed New Initiatives ($000)s**	**Recommended Tax Rate Reduction Options ($000)s**	**Proposed New Initiatives ($000)s**	**Recommended Tax Rate Reduction Options ($000)s**	**Proposed New Initiatives ($000)s**	**Recommended Tax Rate Reduction Options ($000)s**	**Proposed New Initiatives ($000)s**	**Recommended Tax Rate Reduction Options ($000)s**
Roads, Storm Drainage & Watercourses	0	0	0	0	0	0	0	0
Fire & Emergency Services	256	0	2,072	0	161	0	2,489	0
Mississauga Transit	1,463	0	2,120	0	0	0	3,583	0
Recreation & Parks	826	(387)	334	(275)	171	(25)	1,331	(687)
Mississauga Library	0	0	232	0	(10)	0	222	0
Land Development & Services	0	0	24	0	0	0	24	0
Legislative Services	77	0	34	0	2,400	0	2,511	0
Arts & Culture	270	(50)	183	0	20	0	473	(50)
Regulatory Services	56	0	(51)	0	(569)	0	(564)	0
Facilities & Property Management	43	0	41	0	0	0	84	0
Strategic Policy	381	0	445	0	64	0	890	0
Information Technology	0	(18)	0	0	0	0	0	(18)
Business Services	110	(45)	25	0	0	0	135	(45)
Total Budget Impact	**3,482**	**(500)**	**5,459**	**(275)**	**2,237**	**(25)**	**11,178**	**(800)**

Summary of Full-Time Equivalents (FTE's)

	2011	2012	2013	2014
Roads				
Maintenance Control	118.0	118.0	118.0	118.0
Engineering & Capital Works	60.6	60.6	60.6	60.6
Development Construction	12.0	12.0	12.0	12.0
Corporate Fleet Maintenance	27.7	27.7	27.7	27.7
Crossing Guards	68.8	68.8	68.8	68.8
Traffic Management	54.0	54.0	54.0	54.0
Transportation & Infrastructure Planning	43.7	42.1	42.1	42.1
Parking Facilities	2.0	2.0	3.0	3.0
Corporate Support Services Geomatics	32.0	32.0	32.0	32.0
Total Service Distribution	**418.9**	**417.3**	**418.3**	**418.3**
Fire & Emergency Services				
Suppression	617.0	619.0	641.0	642.0
Building Maintenance	2.0	2.0	3.0	3.0
Vehicle Maintenance	10.0	10.0	10.0	10.0
Prevention	38.0	40.0	40.0	40.0
Divisional Support Services	38.0	39.0	41.0	41.0
Total Service Distribution	**705.0**	**710.0**	**735.0**	**736.0**
Transit				
Transit	1,225.3	1,246.6	1,310.6	1,307.8
Total Service Distribution	**1,225.3**	**1,246.6**	**1,310.6**	**1,307.8**

Summary of Full-Time Equivalents (FTE's)

	2011	2012	2013	2014
Recreation & Parks				
Recreation Facilities and Programs	615.3	617.7	622.1	620.1
Divisional Support Services	79.0	82.0	81.8	81.8
Boulevards and Forestry	42.0	46.0	44.0	44.0
Golf/Marinas and Hershey Centre	77.1	78.9	78.9	78.9
Parks Maintenance	262.0	265.2	268.7	274.7
Parks Planning and Development	32.5	31.0	32.0	33.0
Total Service Distribution	**1,107.9**	**1,120.8**	**1,127.5**	**1,132.5**
Library Services				
Central Library Services	76.9	76.7	76.7	66.9
Public Services	217.8	217.8	217.8	217.8
Support Services	36.0	36.0	38.0	38.0
Total Service Distribution	**330.7**	**330.5**	**332.5**	**322.7**
Land Development Service				
Development and Design Division	49.5	46.5	46.5	46.5
Policy Planning Division	22.0	22.0	22.0	22.0
Building Division	80.3	81.3	80.3	80.3
Total Service Distribution	**151.8**	**149.8**	**148.8**	**148.8**

Note : Labour saving dollars in 2013 are identifed in the budget but the corresponding 2 FTE is not shown in the 2013 total.

Summary of Full-Time Equivalents (FTE's)

	2011	2012	2013	2014
Legislative Services				
Elections	1.7	3.0	3.0	8.0
Provincial Offence Act	18.2	18.7	18.7	18.7
Office of the City Clerk	38.3	38.0	39.0	39.0
Committee of Adjustments	3.0	3.0	3.0	3.0
Printing and Mail Services	13.7	13.2	13.2	13.2
Total Service Distribution	**74.9**	**75.9**	**76.9**	**81.9**
Arts & Culture				
Arts & Culture	16.4	16.9	17.9	17.9
Heritage	2.0	2.0	2.0	2.0
Theatre	12.0	13.0	13.0	13.0
Museums	13.5	15.7	15.7	13.7
Filmings	2.0	2.0	2.0	2.0
Total Service Distribution	**45.9**	**49.6**	**50.6**	**48.6**
Regulatory				
Enforcement Administration	8.9	8.9	8.9	8.9
Animal Services	31.4	32.4	33.4	32.4
Mobile Licensing	14.0	14.0	14.0	14.0
Compliance & Licensing Enforcement	27.8	27.8	32.8	34.8
Parking Enforcement	48.9	48.9	48.9	48.9
Total Service Distribution	**131.0**	**132.0**	**138.0**	**139.0**

Summary of Full-Time Equivalents (FTE's)

	2011	2012	2013	2014
Facilities & Property Management				
Building Maintenance	32.0	33.0	33.0	33.0
Security	49.7	49.7	49.7	49.7
Building Operations	42.4	40.0	39.6	39.6
Utilities	4.0	4.0	4.0	4.0
Capital Project Management and Space Planning	35.5	36.0	36.0	36.0
Realty Services	10.0	10.0	10.0	10.0
FPM Divisional Support	7.0	7.0	7.0	7.0
Total Service Distribution	**180.6**	**179.7**	**179.3**	**179.3**
Strategic Policy				
City Manager and Chief Administrative Officer's Office	2.0	2.0	2.0	2.0
Strategic Community Initiatives	8.0	10.0	11.0	11.0
Environmental Management	4.0	6.0	8.0	8.0
Economic Development	14.0	15.0	15.0	15.0
Legal Services	33.5	33.5	34.5	34.5
Corporate Strategy and Innovation	13.6	13.6	13.6	13.6
Internal Audit	7.0	7.0	8.0	8.0
Total Service Distribution	**82.1**	**87.1**	**92.1**	**92.1**
Information Technology				
Information Technology	125.5	131.5	129.5	129.0
Total Service Distribution	**125.5**	**131.5**	**129.5**	**129.0**

Summary of Full-Time Equivalents (FTE's)

	2011	2012	2013	2014
Business Services				
Revenue, Materiel Management & Business Services	68.1	70.1	70.1	70.1
Finance	47.9	49.9	49.9	49.9
Human Resources	61.7	64.0	63.0	62.0
Communications	58.4	57.9	57.9	57.9
Total Service Distribution	**236.1**	**241.9**	**240.9**	**239.9**
Mayor & Council				
Mayor's Office	5.0	5.0	5.0	5.0
Councillor's Office	34.2	34.2	34.2	34.2
Total Service Distribution	**39.2**	**39.2**	**39.2**	**39.2**
Departmental Business Services				
Community Services	34.5	34.5	34.5	34.5
Corporate Services	12.0	12.0	12.0	12.0
Planning & Building	34.3	33.3	33.3	33.3
Transportation & Works	42.3	42.3	42.3	42.3
Total Service Distribution	**123.1**	**122.1**	**122.1**	**122.1**
City Wide Total	**4,978.0**	**5,033.9**	**5,141.2**	**5,137.1**

City Wide Capital Budget Summary - 2012 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	5,625	0	5,625	5,425	200
Other Engineering	31,363	0	31,363	7,512	23,851
Roadway Rehabilitation	14,774	0	14,774	0	14,774
Storm Drainage	9,900	0	9,900	4,860	5,040
Subtotal Roads, Storm Drainage and Watercourses	**66,162**	**0**	**66,162**	**17,797**	**48,365**
Fire and Emergency Services	4,782	26	4,756	674	4,082
Transit	41,196	7,905	33,291	26,417	6,874
Recreation and Parks	15,513	120	15,393	6,147	9,245
Library Services	592	0	592	50	542
Land Development Services	538	0	538	0	538
Legislative Services	50	0	50	0	50
Arts and Culture	311	0	311	0	311
Regulatory Services	100	0	100	100	0
Facility and Property Management	15,198	0	15,198	0	15,198
Strategic Policy	1,596	0	1,596	650	946
Information Technology	8,381	0	8,381	0	8,381
Business Services	1,163	0	1,163	0	1,163
Total City Wide 2012 Capital Budget	**155,581**	**8,051**	**147,530**	**51,836**	**95,695**

Numbers may not add due to rounding

Service Capital Budget Summary - 2012 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							
12150	Bridge Repairs	100	0	100	TX-CRF	0	100
12151	Bridge Structure Detail Inspection & Design - Various Locations	200	0	200	TX-CRF	0	200
12152	Dundas Street East over Cooksville Creek	4,000	0	4,000	TX-CRF/DF	0	4,000
12154	Bridge Rehabilitation - Various Locations	200	0	200	TX-CRF	0	200
Total Bridge and Structure Rehabilitation		**4,500**	**0**	**4,500**		**0**	**4,500**
Major Roads							
12101	Intersection Capital Program	495	0	495	DCA-CWE	495	0
12102	Creekbank Road, Matheson Blvd East to North Limit of Creekbank	780	0	780	DCA-CWE	780	0
12103	Creekbank Road Extension North Limit of Creekbank	930	0	930	DCA-CWE	930	0
12104	Derrycrest - Derry Road West to Hurontario Street	1,520	0	1,520	DCA-CWE/ C-RRF	1,520	0
12105	Creditview Road-Argentia Road to Old Creditview Road	300	0	300	DCA-CWE	300	0

Service Capital Budget Summary - 2012 Recommended Funding
(000's)

Project Number	Project Name	Gross Cost	Recovery	Net Cost	Funding Sources*	Growth	Non-Growth
		$	$	$		$	$
12106	Second Line over Highway 401 - Pedestrian Bridge	200	0	200	DCA-CWE	200	0
12107	John Street from Hurontario Street to Parking Lot GO Station	200	0	200	TX-CRF	0	200
12108	Downtown- Transportation Functional Design	200	0	200	DCA-CWE	200	0
12109	Dundas Street West/Ninth Line West - Phase1	1,000	0	1,000	DCA-CWE	1,000	0
Total Major Roads		**5,625**	**0**	**5,625**		**5,425**	**200**
Other Engineering							
12160	Vehicle & Equipment Replacement	2,978	0	2,978	TX-MFVERF	0	2,978
12161	Noise Wall Program	800	0	800	TX-CRF	0	800
12163	New Vehicles & Equipment	195	0	195	TX-CRF/ DCA-PUBWRKS	176	20
12164	Survey & Equipment Upgrade	260	0	260	TX-CRF	0	260
12165	Sidewalks	1,444	0	1,444	DCA-CWE/ C-SRF	1,444	0
12166	Topographical Updating	45	0	45	TX-CRF	0	45

Service Capital Budget Summary - 2012 Recommended Funding (000's)

Project Number	Project Name	Gross Cost	Recovery	Net Cost	Funding Sources*	Growth	Non-Growth
		$	$	$		$	$
12167	Cycling Pavement Markings	150	0	150	TX-CRF	150	0
12169	Integrated Surveys and Control Network	35	0	35	TX-CRF	0	35
12170	Field Equipment Replacement-Traffic Controllers	190	0	190	TX-CRF	0	190
12171	Traffic Signal Equipment Enhancements	855	0	855	TX-CRF/ DCA-CWE	798	57
12172	LED Streetlighting Retrofit Project-Phase 1 of 2	18,000	0	18,000	DF	0	18,000
12173	Traffic System and ITS	100	0	100	DCA-CWE/ TX-CRF	100	0
12174	Traffic Signal Pre-Emption	480	0	480	DCA-CWE	480	0
12193	Permanent Snow Storage Sites Design & Construciton-Loreland	2,500	0	2,500	DCA-PUBWRKS/ TX-CRF	2,500	0
12194	Salt Management Program	50	0	50	TX-CRF	0	50
12195	Streetlighting	1,417	0	1,417	TX-CRF	0	1,417
12198	Traffic Signals	1,567	0	1,567	DCA-CWE/ TX-RIMRF/ C-TSRF	1,567	0
12199	New Van including rack to support Pay & Display expansion	48	0	48	DCA-PUBWRKS/ TX-CRF	48	0

Service Capital Budget Summary - 2012 Recommended Funding
(000's)

Project Number	Project Name	Gross Cost	Recovery	Net Cost	Funding Sources*	Growth	Non-Growth
		$	$	$		$	$
12200	Pay & Display Parking Meters - City Centre/Lakeshore	250	0	250	TAX-CRF/ CILPKG-PC	250	0
Total Other Engineering		**31,363**	**0**	**31,363**		**7,512**	**23,851**
Roadway Rehabilitation							
12100	Roadway Rehabilitation	14,374	0	14,374	TX-RIMRF	0	14,374
12125	Crack Sealing	100	0	100	TX-RIMRF	0	100
12126	Low Impact Development Features	250	0	250	TX-RIMRF	0	250
12127	Parking Lot Rehabilitation	50	0	50	TX-RIMRF	0	50
Total Roadway Rehabilitation		**14,774**	**0**	**14,774**		**0**	**14,774**
Storm Drainage							
12129	Storm Water Financing Study - Phase 2	900	0	900	TX-CRF	0	900
12130	Storm Sewer Oversizing-Various Locations	200	0	200	DCA-ST	200	0
12131	Credit River Erosion-Behind Steen Drive	110	0	110	DCA-ST/TX-CRF	110	0
12132	Credit River Erosion- South of Dundas Street West	820	0	820	DCA-ST/TX-CRF	15	805

Service Capital Budget Summary - 2012 Recommended Funding (000's)

Project Number	Project Name	Gross Cost	Recovery	Net Cost	Funding Sources*	Growth	Non-Growth
		$	$	$		$	$
12133	Drainage Improvements - Various Locations	100	0	100	C-SWDRF	100	0
12134	Monitoring and minor modification of SWM Facilities-Various	80	0	80	DCA-ST	80	0
12135	New Facility/Cooksville Creek SWM Pond #3702/North of Matheson Road	1,260	0	1,260	DCA-ST	1,260	0
12136	Cooksville Creek Erosion Control - North of Dundas Street East	950	0	950	DCA-ST/TX-CRF	28	922
12137	Cooksville Creek Erosion Control/Camilla Road to North Service Road	630	0	630	DCA-ST/TX-CRF	630	0
12138	Mary Fix Creek Erosion Control - Harborn Road to Premium Way	190	0	190	DCA-ST/TX-CRF	190	0
12139	Cooksville Creek Improvement & Flood Protection/King Street East & Paisley Boulevard East	1,270	0	1,270	DCA-ST/TX-CRF	1,270	0
12140	Etobicoke Creek Channel Dredging - Universal Drive Drainage	480	0	480	DCA-ST/TX-CRF	480	0
12141	Ninth Line Corridor Scoped Subwatershed Study	250	0	250	DCA-ST	250	0
12142	Rehabilitation of Relief Wells/Dakota Road & Full Moon Circle	350	0	350	TX-CRF	0	350
12143	Update and Enhancement of the Rain Gauge Network	25	0	25	TX-CRF	0	25
12144	SWM Pond Dredging and Rehabilitation - Prioritization Study	75	0	75	TX-CRF	0	75
12145	Minor Erosion Control Works-Various Locations	80	0	80	DCA-ST/TX-CRF	3	77

Service Capital Budget Summary - 2012 Recommended Funding
(000's)

Project Number	Project Name	Gross Cost	Recovery	Net Cost	Funding Sources*	Growth	Non-Growth
		$	$	$		$	$
12146	Stormwater Quality Control Installation - Romani Court	200	0	200	TX-CRF	0	200
12147	Sheridan Creek Erosion Control-Clarkson Road to Meadow Wood Road	1,640	0	1,640	DCA-ST/TX-CRF	54	1,586
12148	Sheridan Creek Erosion Control - Downstream of Benedet Drive	190	0	190	DCA-ST/TX-CRF	190	0
12149	Stormwater Pilot Studies	100	0	100	TX-CRF	0	100
Total Storm Drainage		**9,900**	**0**	**9,900**		**4,860**	**5,040**
Total Roads, Storm Drainage and Watercourses		**66,162**	**0**	**66,162**		**17,797**	**48,365**
Fire and Emergency Services							
Stations and Auxilliary Buildings							
12267	Fire Station 101 renovation - cash flow funding	250	0	250	TX-FRRRF	0	250
12268	Design and Construction of Station 119-cash flow funding	540	0	540	TX-CRF	0	540
12269	Construction - New Fire Station 120 - cash flow funding	540	0	540	TX-CRF	540	0
Total Stations and Auxilliary Buildings		**1,330**	**0**	**1,330**		**540**	**790**

Service Capital Budget Summary - 2012 Recommended Funding (000's)

Project Number	Project Name	Gross Cost	Recovery	Net Cost	Funding Sources*	Growth	Non-Growth
		$	$	$		$	$
Vehicles and Equipment							
12250	Reachlift-Front End Loader Garry Morden Centre	100	0	100	TX-CRF	100	0
12251	Hazmat Mass Decon Shelter	40	0	40	TX-CRF	0	40
12252	Additional Prevention Vehicle	50	0	50	TX-FVERRF	0	50
12253	Hoses, Fittings, Breathing Equipment, Furniture, Appliances	155	0	155	TX-FVERRF	0	155
12254	Installation of Traffic Signal Pre-emption Equipment	20	0	20	TX-FVERRF	0	20
12255	Replacement of Respiratory Protective Equipment-cash flow funding	750	0	750	TX-FVERRF	0	750
12256	Replacement of Fire Vehicles	1,398	0	1,398	TX-FVERRF	0	1,398
12257	Interface Fire/Medical Dispatch Computer Systems	80	0	80	TX-CRF	0	80
12258	Life Cycle Replacement of Personal Protective Equipment	50	0	50	TX-FVERRF	0	50
12259	Life Cycle Replacement of Semi-automatic Defibrillator	120	0	120	TX-FVERRF	0	120
12260	Refurbish Fire Vehicles to Maintain Life Cycle	209	0	209	TX-FVERRF	0	209
12261	Fire 911 Voice Logger Replacement	60	26	34	TX-CRF	34	0

Service Capital Budget Summary - 2012 Recommended Funding (000's)

Project Number	Project Name	Gross Cost	Recovery	Net Cost	Funding Sources*	Growth	Non-Growth
		$	$	$		$	$
12262	Fire Rehabilitation Container	25	0	25	TX-CRF	0	25
12263	Upgrade to Voice Communication Radio System-cash flow funding	350	0	350	TX-CRF	0	350
12562	Additional Training Resources for Emergency Management	45	0	45	TX-CRF	0	45
Total Vehicles and Equipment		**3,452**	**26**	**3,426**		**134**	**3,292**
Total Fire and Emergency Services		**4,782**	**26**	**4,756**		**674**	**4,082**
Mississauga Transit							
Buildings							
12234	Transit Facility Repairs (Minor)	40	0	40	TX-FRRRF	0	40
Total Buildings		**40**	**0**	**40**		**0**	**40**
Buses							
12203	Transit Capital Bus Maintenance - Major Component Rehabilitation/Replacement	1,100	0	1,100	GAS-RFGTRF	0	1,100
12219	Transit Radio System Acquisitions - Replacement	2,500	0	2,500	GAS-RFGTRF	0	2,500

Service Capital Budget Summary - 2012 Recommended Funding
(000's)

Project Number	Project Name	Gross Cost	Recovery	Net Cost	Funding Sources*	Growth	Non-Growth
		$	$	$		$	$
12223	Transit Farecard (PRESTO) units for BRT stations	68	0	68	TX-CRF	68	0
Total Buses		**3,668**	**0**	**3,668**		**68**	**3,600**
Higher Order Transit							
12231	Transit Hurontario LRT Corridor Study	6,000	0	6,000	TX-CRF	6,000	0
12232	Transit BRT - Construction	18,908	5,205	13,703	TX-CRF/ GAS-MRTRF	13,703	0
12242	Transit BRT - Detailed Design	2,000	200	1,800	TX-CRF	1,800	0
12243	Transit BRT - Bus Acquisition	7,500	2,500	5,000	DCA-TRAN/ TX-CRF	4,500	500
Total Higher Order Transit		**34,408**	**7,905**	**26,503**		**26,003**	**500**
On-street Facilities							
12224	Transit Bus Stops/Pads/Signs - Growth	135	0	135	TX-CRF/ DCA-TRAN	122	14
12225	Transit Bus Stops/Pads/Signs - Replacement	140	0	140	GAS-RFGTRF	0	140
12226	Transit Customer Information	50	0	50	TX-CRF	0	50
Total On-street Facilities		**325**	**0**	**325**		**122**	**204**

Service Capital Budget Summary - 2012 Recommended Funding (000's)

Project Number	Project Name	Gross Cost	Recovery	Net Cost	Funding Sources*	Growth	Non-Growth
		$	$	$		$	$
Other Transit							
12230	Transit Hastus Module	400	0	400	GAS-RFGTRF	0	400
12241	Transit CAD/AVL/automated stop announcements	1,500	0	1,500	GAS-RFGTRF	0	1,500
Total Other Transit		**1,900**	**0**	**1,900**		**0**	**1,900**
Vehicles and Equipment							
12205	Transit Change-Off Vehicle Acquisitions - Growth	25	0	25	DCA-TRAN/ TX-CRF	25	0
12206	Transit Route Supervisor Vehicle Acquisitions - Replacement	105	0	105	TX-TVERRF	0	105
12207	Transit Route Supervisor Vehicle Acquisitions - BRT Busway	100	0	100	TX-CRF	100	0
12208	Transit Change-Off Vehicle Acquisitions - Replacement	150	0	150	TX-TVERRF	0	150
12209	Transit Capital Equipment Acquisition - Maintenance Section	145	0	145	TX-CRF	0	145
12210	Transit Maintenance Vehicle Acquisitions - Replacement	80	0	80	TX-TVERRF	0	80
12211	Transit Security Vehicles & Equipment - BRT Busway	100	0	100	TX-CRF	100	0

Service Capital Budget Summary - 2012 Recommended Funding (000's)

Project Number	Project Name	Gross Cost	Recovery	Net Cost	Funding Sources*	Growth	Non-Growth
		$	$	$		$	$
12217	VCOMM Emergency Communications	150	0	150	GAS-RFGTRF	0	150
Total Vehicles and Equipment		**855**	**0**	**855**		**225**	**630**
Total Mississauga Transit		**41,196**	**7,905**	**33,291**		**26,418**	**6,874**
Recreation and Parks Services							
City Wide Facilities							
12300	Jubilee Garden Pavement Life Cycle Repairs	51	0	51	TX-CRF	0	51
12301	Park P507 Development - Design	358	0	358	DCA-REC/ TX-CRF	358	0
12302	Parkway Belt - Construction (P302)	2,162	0	2,162	DCA-REC/ TX-CRF	2,162	0
12303	Future Directions Background Study	108	0	108	TX-CRF	108	0
12304	Natural Heritage System Strategy	300	0	300	TX-CRF	0	300
12305	Site Investigations, Appraisals & Audits	81	0	81	CIL-OS	81	0
12306	Jack Darling Memorial Park- Restore Falling Shoreline-Design	60	0	60	TX-CRF	0	60
12307	Hydro One Corridor - Oakville to Credit River - Design	300	0	300	DCA-REC/ TX-CRF	300	0

Service Capital Budget Summary - 2012 Recommended Funding (000's)

Project Number	Project Name	Gross Cost	Recovery	Net Cost	Funding Sources*	Growth	Non-Growth
		$	$	$		$	$
12308	Hydro One Corridor - Credit River to Toronto - Design	330	0	330	DCA-REC/ TX-CRF	330	0
12309	Sawmill Valley Trail - Erin Mills to Burnhamthorpe - Design	56	0	56	TX-CRF	0	56
12310	Cedarbrae Park Trail Extension	17	0	17	DCA-REC/ TX-CRF	17	0
12328	P389 Phase 1 Development	1,200	0	1,200	DCA-REC/ TX-CRF	1,200	0
Total City Wide Facilities		**5,024**	**0**	**5,024**		**4,556**	**467**
City Wide Recreation							0
12440	Iceland Arena Study	60	0	60	TX-CRF	0	60
12447	Malton School Pool - demolition/decommissioning	200	0	200	TX-CRF	0	200
12449	P459-Sports Park-concept plan,site testing, environmental impact	200	0	200	DCA-REC/ TX-CRF	200	0
Total City Wide Recreation		**460**	**0**	**460**		**200**	**260**
Facility Renovations & Rehabilitation							
12428	Renovations and Rehabilitation Projects	438	0	438	TX-FRRRF	0	438
Total Facility Renovations & Rehabilitation		**438**	**0**	**438**		**0**	**438**

Service Capital Budget Summary - 2012 Recommended Funding
(000's)

Project Number	Project Name	Gross Cost	Recovery	Net Cost	Funding Sources*	Growth	Non-Growth
		$	$	$		$	$
Park Facility Installation							
12311	Design and Construction of Multi-Use Ramp Facility at P509	159	0	159	DCA-REC/ TX-CRF	159	0
12312	Fallingbrook Community Washrooms-Construction	580	0	580	CIL-OS	580	0
12313	Garnetwood Washrooms - Design	58	0	58	CIL-OS	58	0
12314	Convert Leash Free/Softball Facility at Petro Canada Park	215	0	215	TX-CRF	0	215
Total Park Facility Installation		**1,012**	**0**	**1,012**		**797**	**215**
Park Redevelopment							
12316	Bridge & Underpasses - Various Repairs	114	0	114	TX-CRF	0	114
12317	Barbertown Bridge Rehabilitation - cash flow funding	200	0	200	TX-CRF	0	200
12318	Spray Pad Replacement & Landscape Improvement - Construction-Lakefront Promenade	825	0	825	TX-CRF	0	825
12319	Replacing Culvert with Bridge at Garnetwood Park	135	0	135	TX-CRF	0	135
12320	Spray pad Repairs at Fallingbrook Community Park	61	0	61	TX-CRF	0	61
12321	Manor Hill Site Improvements	38	0	38	TX-CRF	0	38

Service Capital Budget Summary - 2012 Recommended Funding (000's)

Project Number	Project Name	Gross Cost	Recovery	Net Cost	Funding Sources*	Growth	Non-Growth
		$	$	$		$	$
12322	Meadowvale Hall Landscape Improvements - Design	36	0	36	TX-CRF	0	36
12323	Playground Redevelopment - Various Sites	1,275	0	1,275	TX-CRF	96	1,179
12324	Improvement of Pavilion & Plaza Area-Port Credit Memorial Park	280	0	280	CIL-OS	0	280
Total Park Redevelopment		**2,964**	**0**	**2,964**		**96**	**2,868**
Parkland Development							
12325	Undertake the Planning Approvals P459	100	0	100	DCA-REC/ TX-CRF	100	0
12326	Road works to provide Fire/EMS access at P505	150	0	150	DCA-REC/ TX-CRF	150	0
12327	Park P508 Development - Design	68	0	68	DCA-REC/ TX-CRF	68	0
Total Parkland Development		**318**	**0**	**318**		**318**	**0**
Parks Maintenance							
12363	Lakeview Golf Course - Upgrade Irrigation System - cash flow funding	250	0	250	TX-CRF	0	250
12365	Various BraeBen Golf Course Maintenance	30	0	30	TX-CRF	0	30
12378	Pathway and playground lighting installation	32	0	32	TX-CRF	0	32

Service Capital Budget Summary - 2012 Recommended Funding
(000's)

Project Number	Project Name	Gross Cost	Recovery	Net Cost	Funding Sources*	Growth	Non-Growth
		$	$	$		$	$
12379	Pathway maintenance/repairs-various	162	0	162	TX-CRF	0	162
12382	Refurbish Sign Program	67	0	67	TX-CRF	0	67
12383	Replacement of Boat Ramps	25	0	25	TX-CRF	0	25
12384	Installation of Park & Greenbelt Fencing	51	0	51	TX-CRF	0	51
12385	Various Ward 9 Park Improvements	150	0	150	TAX-SPCRF	0	150
12386	Replacement of Park Furnishings	30	0	30	TX-CRF	0	30
12388	Turf Rehabilitation-Aerification and Overseeding	25	0	25	TX-CRF	0	25
12394	Backflow Preventer Retrofit	92	0	92	TX-CRF	0	92
12563	Cemetery Database System	150	0	150	TX-CRF	0	150
Total Parks Maintenance		**1,064**	**0**	**1,064**		**0**	**1,064**
Sport Field Maintenance							
12370	Fencing, irrigation and drainage, reconstruction of lit softball field	256	0	256	TX-CRF	0	256
12371	Reconstruction of Tennis Courts	240	120	120	TX-CRF	0	120

Service Capital Budget Summary - 2012 Recommended Funding (000's)

Project Number	Project Name	Gross Cost	Recovery	Net Cost	Funding Sources*	Growth	Non-Growth
		$	$	$		$	$
12372	Turf, infield, and fencing repairs	127	0	127	TX-CRF	0	127
Total Sport Field Maintenance		**623**	**120**	**503**		**0**	**503**
Urban Forestry							
12402	Replacement of Dead/ Vandalized Trees	72	0	72	TX-CRF	0	72
12403	Plant Replacement Trees Around Play Structures	16	0	16	TX-CRF	0	16
12405	Woodland Management	59	0	59	TX-CRF	0	59
12407	Conversion of Park Areas To Natural Areas	31	0	31	TX-CRF	0	31
12408	Tree Plantings - Replacements	600	0	600	TX-CRF	0	600
12409	Street Tree Inventory	64	0	64	C-STPRF	0	64
12410	City Environmental Events	176	0	176	TX-CRF	0	176
12411	Street Tree Plantings - New Subdivisions	600	0	600	C-STPRF	0	600
12412	Street Tree Plantings - Replacements	41	0	41	C-STPRF	0	41
12413	Greenbelt Plantings	51	0	51	TX-CRF	0	51
12414	Enhancements (Plant Materials) To Medians and Boulevards	112	0	112	TX-CRF	0	112

Service Capital Budget Summary - 2012 Recommended Funding (000's)

Project Number	Project Name	Gross Cost	Recovery	Net Cost	Funding Sources*	Growth	Non-Growth
		$	$	$		$	$
12415	Surveying and Removal of Encroachments	26	0	26	TX-CRF	0	26
Total Urban Forestry		**1,848**	**0**	**1,848**		**0**	**1,848**
Vehicles, Equipment							
12418	Paid Parking Machines - Destination Parks	350	0	350	TX-CRF	0	350
12420	BraeBen Vehicle/Equipment Replacement	265	0	265	TX-CRF/ TX-BHGCRF	0	265
12421	Lakeview Golf Cart Replacement Program	225	0	225	TX-CRF	0	225
12422	Parks-Non Growth Related Equipment	270	0	270	TX-CRF	0	270
12423	Parks-Growth Related Equipment	180	0	180	TX-CRF/ DCA-PUBWRKS	180	0
12424	Furniture and Equipment	397	0	397	TX-CRF	0	397
12560	Online systems - Community Groups	25	0	25	TX-CRF	0	25
12561	Smart phone applications	50	0	50	TX-CRF	0	50
Total Vehicles, Equipment		**1,762**	**0**	**1,762**		**180**	**1,582**
Total Recreation and Parks Services		**15,513**	**120**	**15,393**		**6,147**	**9,245**

Service Capital Budget Summary - 2012 Recommended Funding (000's)

Project Number	Project Name	Gross Cost	Recovery	Net Cost	Funding Sources*	Growth	Non-Growth
		$	$	$		$	$
Mississauga Library Services							
Buildings							
12271	Renovations to various locations	49	0	49	TX-FRRRF	0	49
12276	Central Library-design study entrance & circulation	106	0	106	TX-FRRRF	0	106
12277	Central Library - space utilization study-cash flow funding	106	0	106	TX-FRRRF	0	106
Total Buildings		**261**	**0**	**261**		**0**	**261**
Materials and Equipment							
12274	Self-Serve Technology - Material Tagging cash flow funding	155	0	155	TX-CRF	0	155
12275	Book carts, shelving, desks/work stations for public access	126	0	126	TX-CRF	0	126
12278	Electronic Strategy Study	50	0	50	TX-CRF	50	
Total Materials and Equipment		**331**	**0**	**331**		**50**	**281**
Total Mississauga Library Services		**592**	**0**	**592**		**50**	**542**

Service Capital Budget Summary - 2012 Recommended Funding
(000's)

Project Number	Project Name	Gross Cost	Recovery	Net Cost	Funding Sources*	Growth	Non-Growth
		$	$	$		$	$
Land Development Services							
Policy Planning							
12570	Planning Database Information Management Software-Phase 2	85	0	85	TX-CRF	0	85
12571	Field Computing and Enhanced Automation	453	0	453	TX-CRF	0	453
Total Policy Planning		**538**	**0**	**538**		**0**	**538**
Total Land Development Services		**538**	**0**	**538**		**0**	**538**
Legislative Services							
Office of the City Clerk							
12545	Electronic Records Management	14	0	14	TX-CRF	0	14
Total Office of the City Clerk		**14**	**0**	**14**		**0**	**14**
Print Shop							
12643	Digital Postage/Meter Equipment	36	0	36	TX-CRF	0	36
Total Print Shop		**36**	**0**	**36**		**0**	**36**
Total Legislative Services		**50**	**0**	**50**		**0**	**50**

Service Capital Budget Summary - 2012 Recommended Funding (000's)

Project Number	Project Name	Gross Cost	Recovery	Net Cost	Funding Sources*	Growth	Non-Growth
		$	$	$		$	$
Arts and Culture							
Buildings							
12493	Heritage Designation Surveys and Plaques	15	0	15	TX-CRF	0	15
12494	Renovations and Rehabilitation Projects	18	0	18	TX-FRRRF	0	18
12495	Preventative Maintenance - Heritage Facilities	50	0	50	TX-CRF	0	50
Total Buildings		**83**	**0**	**83**		**0**	**83**
Materials & Equipment							
12491	Mississauga Cultural Map	10	0	10	TX-CRF	0	10
12496	Furniture and Equipment - Replacement	18	0	18	TX-CRF	0	18
12497	Public Art Program	200	0	200	TX-CRF	0	200
Total Materials & Equipment		**228**	**0**	**228**		**0**	**228**
Total Arts and Culture		**311**	**0**	**311**		**0**	**311**

Service Capital Budget Summary - 2012 Recommended Funding (000's)

Project Number	Project Name	Gross Cost	Recovery	Net Cost	Funding Sources*	Growth	Non-Growth
		$	$	$		$	$
Regulatory Services							
Vehicles, Equipment and Other							
12580	Portal Enhancmts/Increasing On line Services for Dog/Cat Licenses	100	0	100	TX-CRF	100	0
Total Vehicles, Equipment and Other		**100**	**0**	**100**		**100**	**0**
Total Regulatory Services		**100**	**0**	**100**		**100**	**0**
Facilities and Property Management							
Capital Construction & Improvement							
12700	Civic Centre- 12th Floor Renovation	530	0	530	TX-FRRRF	0	530
12746	Accessibility Improvements-Various Locations	389	0	389	TX-FRRRF	0	389
Total Capital Construction & Improvement		**919**	**0**	**919**		**0**	**919**
Facility Services							
12701	Implement Energy Audit Recommendation-Various Locations	530	0	530	TX-FRRRF	0	530
Total Facility Services		**530**	**0**	**530**		**0**	**530**

Service Capital Budget Summary - 2012 Recommended Funding
(000's)

Project Number	Project Name	Gross Cost	Recovery	Net Cost	Funding Sources*	Growth	Non-Growth
		$	$	$		$	$
Life Cycle Maintenance							
12702	Various Roof Replacements	1,122	0	1,122	TX-FRRRF	0	1,122
12703	Anchorage Chillers and Other Repairs	106	0	106	TX-FRRRF	0	106
12704	Fire Alarm system Renewal-Civic Center Phase1	509	0	509	TX-FRRRF	0	509
12705	Mechanical repairs - Erin Mills Twin Arena	116	0	116	TX-FRRRF	0	116
12706	Gas Tank Repairs at Central Transit	22	0	22	TX-FRRRF	0	22
12707	Plumbing Repairs at Malton Yard	17	0	17	TX-FRRRF	0	17
12708	Heater Repairs-Malton Satellite Terminal	93	0	93	TX-FRRRF	0	93
12709	Compressors Repairs-Malton Transit	57	0	57	TX-FRRRF	0	57
12710	Various Mechanical Repairs-Mississauga Valley Community Centre	371	0	371	TX-FRRRF	0	371
12711	Rivergrove Detailed Design	133	0	133	TX-FRRRF	0	133
12712	Various Mechanical Repairs-South Common Community Centre	95	0	95	TX-FRRRF	0	95
12713	Exhaust System Repairs-Various Locations	54	0	54	TX-FRRRF	0	54
12714	Sport Lighting Repairs-Dunton Athletic Field	581	0	581	TX-FRRRF	0	581

Service Capital Budget Summary - 2012 Recommended Funding (000's)

Project Number	Project Name	Gross Cost	Recovery	Net Cost	Funding Sources*	Growth	Non-Growth
		$	$	$		$	$
12715	Electrical Distribution System Repairs-Huron Park	47	0	47	TX-FRRRF	0	47
12716	Lighting Control System Replacement-Living Arts Centre	277	0	277	TX-FRRRF	0	277
12717	Sport Lighting-Meadowvale Sports Park	200	0	200	TX-FRRRF	0	200
12718	Sport Lighting Repairs-Mississauga Valley Community Centre	201	0	201	TX-FRRRF	0	201
12719	Emergency Battery Pack Replacement-Various Locations	38	0	38	TX-FRRRF	0	38
12720	Parking Lot Drainage Repairs-Rivergrove Community Centre	82	0	82	TX-FRRRF	0	82
12721	Sport Lighting-Wildwood Park	325	0	325	TX-FRRRF	0	325
12722	Pathway Lighting-Various Locations	1,060	0	1,060	TX-FRRRF	0	1,060
12723	Adamson-Various Interior Finishes	150	0	150	TX-FRRRF	0	150
12724	Replace Folding Walls-Burnhamthorpe Community Centre	60	0	60	TX-FRRRF	0	60
12725	Mississauga Canoe Club-Cladding System Repairs	106	0	106	TX-FRRRF	0	106
12726	Foundation Renewals-Chappell Estate	161	0	161	TX-FRRRF	0	161
12727	CreditValley Tennis Club- Various Repairs	106	0	106	TX-FRRRF	0	106
12728	Erin Meadows Community Centre -Main Door Replacements	106	0	106	TX-FRRRF	0	106

Service Capital Budget Summary - 2012 Recommended Funding
(000's)

Project Number	Project Name	Gross Cost	Recovery	Net Cost	Funding Sources*	Growth	Non-Growth
		$	$	$		$	$
12729	Erin Mills Twin Arena Various Repairs	22	0	22	TX-FRRRF	0	22
12730	Frank McKechnie-Various Renovations	2,356	0	2,356	TX-FRRRF	0	2,356
12731	Huron Park Community Centre-Various Repairs	92	0	92	TX-FRRRF	0	92
12732	Iceland Arena-Replace doors	117	0	117	TX-FRRRF	0	117
12733	Mavis Road-Replace Trench Drains	54	0	54	TX-FRRRF	0	54
12734	Interior Finishes-Malton Satellite Terminal	96	0	96	TX-FRRRF	0	96
12735	Mississauga Valley Community Centre Interior Finishes	160	0	160	TX-FRRRF	0	160
12736	Rivergrove Community Centre- Skylight Repairs	368	0	368	TX-FRRRF	0	368
12737	Interior Finishes-Various Locations	652	0	652	TX-FRRRF	0	652
12740	Roof Replacement-Bradley	103	0	103	TX-FRRRF	0	103
12765	Parking Lot Repairs- Various Locations	526	0	526	TX-FRRRF	0	526
12775	Emergency repairs	530	0	530	TX-FRRRF	0	530
Total Life Cycle Maintenance		**11,271**	**0**	**11,271**		**0**	**11,271**

Service Capital Budget Summary - 2012 Recommended Funding
(000's)

Project Number	Project Name	Gross Cost	Recovery	Net Cost	Funding Sources*	Growth	Non-Growth
		$	$	$		$	$
Space Planning							
12741	Furniture replacement-Councillors area	72	0	72	TX-FRRRF	0	72
12742	Furniture replacement-Consultant Design	81	0	81	TX-FRRRF	0	81
12743	Furniture Replacement-Lifecycle and Relocations	88	0	88	TX-FRRRF	0	88
12744	Office Accommodation & Space Planning	2,120	0	2,120	TX-FRRRF	0	2,120
Total Space Planning		**2,361**	**0**	**2,361**		**0**	**2,361**
Vehicles and Equipment							
12745	Vehicle for HVAC Program	47	0	47	TX-FRRRF	0	47
12755	Recycling Program	70	0	70	TX-FRRRF	0	70
Total Vehicles and Equipment		**117**	**0**	**117**		**0**	**117**
Total Facilities and Property Management		**15,198**	**0**	**15,198**		**0**	**15,198**
Strategic Policy							
Strategic Community Initiatives							
12950	Downtown 21: Main Street District Implementation	886	0	886	TX-CRF	0	886

Service Capital Budget Summary - 2012 Recommended Funding (000's)

Project Number	Project Name	Gross Cost	Recovery	Net Cost	Funding Sources*	Growth	Non-Growth
		$	$	$		$	$
12951	Waterfront Mississauga Revitalization	650	0	650	TX-CRF	650	0
12952	Lakeview/OPG Pier Trail - Study	60	0	60	TX-CRF	0	60
Total Strategic Community Initiatives		**1,596**	**0**	**1,596**		**650**	**946**
Total Strategic Policy		**1,596**	**0**	**1,596**		**650**	**946**
Information Technology							
Applications							
12501	Sharepoint Enhancement for Document Collaboration City wide	100	0	100	TX-CRF	0	100
12502	Amanda System Upgrade	60	0	60	TX-CRF	0	60
12503	Cashiers System Upgrade	16	0	16	TX-CRF	0	16
12504	Minor Projects	50	0	50	TX-CRF	0	50
12507	Courtlog System Upgrade	13	0	13	TX-CRF	0	13
12509	Max System Upgrade	295	0	295	TX-CRF	0	295
12510	Portal Applications - External & Internal	100	0	100	TX-CRF	0	100
12511	Portal Upgrade External & Internal	1,000	0	1,000	TX-CRF	0	1,000

Service Capital Budget Summary - 2012 Recommended Funding (000's)

Project Number	Project Name	Gross Cost	Recovery	Net Cost	Funding Sources*	Growth	Non-Growth
		$	$	$		$	$
12540	Windows 7 Operating System and Office 2010	80	0	80	TX-CRF	0	80
12541	Mobile Applications	175	0	175	TX-CRF	0	175
12543	SAP - Enterprise Reporting	256	0	256	TX-CRF	0	256
Total Applications		**2,145**	**0**	**2,145**		**0**	**2,145**
Infrastructure							
12508	IT Infrastructure Security Replacement, Enhancement	350	0	350	TX-CRF	0	350
12512	Server and Storage Replacement & Expansion	450	0	450	TX-CRF	0	450
12513	Voice System Upgrade	700	0	700	TX-CRF	0	700
12525	Network Replacement, Switches, Routers, Cabling & Upgrade	250	0	250	TX-CRF	0	250
12544	VCOM Mobile Radio Replacement	3,600	0	3,600	TX-CRF	0	3,600
Total Infrastructure		**5,350**	**0**	**5,350**		**0**	**5,350**
PC Replacement and Peripherals							
12505	Corporate Audiovisual Equipment Purchase & Replacement	87	0	87	TX-CRF	0	87
12527	Specialized Peripheral Equipment - Community Services	125	0	125	TX-CRF	0	125

Service Capital Budget Summary - 2012 Recommended Funding (000's)

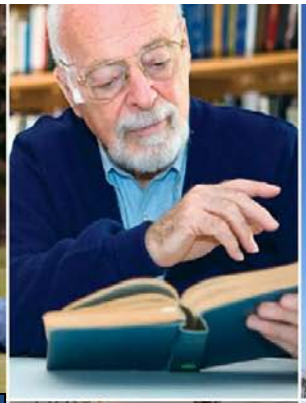
Project Number	Project Name	Gross Cost	Recovery	Net Cost	Funding Sources*	Growth	Non-Growth
		$	$	$		$	$
12528	Specialized Peripheral Equipment - Corporate Services	25	0	25	TX-CRF	0	25
12529	Specialized Peripheral Equipment - T&W	25	0	25	TX-CRF	0	25
12530	PCs for New Staff & Monitor Replacement	100	0	100	TX-CRF	0	100
12531	PC & Notebook Replacement- Community Services	144	0	144	TX-CRF	0	340
12532	PC & Notebook Replacement -Corporate Services/Mayor & Council/City Manager	196	0	196	TX-CRF	0	340
12533	PC & Notebook Replacement - Planning & Building	71	0	71	TX-CRF	0	71
12534	PC & Notebook Replacement - T&W	113	0	113	TX-CRF	0	113
Total PC Replacement and Peripherals		**886**	**0**	**886**		**0**	**1,226**
Total Information Technology		**8,381**	**0**	**8,381**		**0**	**8,721**
Business Services							
Finance							
12546	RiskMaster System Upgrade & Web form	300	0	300	TX-CRF	0	300
12548	SAP Financial modules	300	0	300	TX-CRF	0	300
Total Finance		**600**	**0**	**600**		**0**	**600**

Service Capital Budget Summary - 2012 Recommended Funding
(000's)

Project Number	Project Name	Gross Cost	Recovery	Net Cost	Funding Sources*	Growth	Non-Growth
		$	$	$		$	$
Revenue, Materiel Management and Business Services							
12547	IT Procurement	62	0	62	TX-CRF	0	62
12549	TXM Collections module	250	0	250	TX-CRF	0	250
12550	SAP - conversion of Collection ARC	100	0	100	TX-CRF	0	100
12551	Front End Procurement Software	75	0	75	TX-CRF	0	75
12555	Procurement for Park Construction and Recreation	62	0	62	TX-CRF	0	62
12640	Departmental Miscellaneous Equipment	14	0	14	TX-CRF	0	14
Total Revenue, Materiel Management and Business Services		**563**	**0**	**563**		**0**	**563**
Total Business Services		**1,163**	**0**	**1,163**		**0**	**1,163**
Total City 2012 Capital Budget		**155,581**	**8,051**	**147,530**		**51,836**	**96,035**








2012-2014
City Business Plan Update











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Forward

Last year the City of Mississauga undertook an extensive process to create a four year, 2011 through 2014, detailed Business Plan and Budget. Approved in March 2011, the 2011-2014 Business Plan and Budget outlines how and where the City plans to allocate resources to provide good value for taxpayers. Reviewed and updated annually, the four year plan is based on the City's five strategic priorities. 2012 marks the second year of Mississauga's four year Business Plan and Budget. For this "Update Year" Service Areas have focused on primarily updating and presenting exceptions and amendments to the four year approved Service Area Business Plans, while still providing comprehensive financial information and forecasts.

The Business Plan and Budget tells the story of each service and provides Council with options to consider service levels and funding.

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:

Mississauga is a global urban City with global urban challenges and opportunities.

As a community, where do you invest property taxes? Buying a book for a library or cleaning the road of snow? Or in other areas to grow the multiple programs and services offered? Building new or repairing existing infrastructure? Or do we freeze taxes and not spend at all? Choices are required to be made.

The 2012 business plan updates our four year plan to ensure that Council has the best information possible as they make budget decisions. Our five areas of focus remain constant: 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.

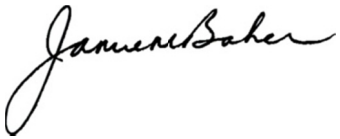
The economy continues to dominate as hope in the first half of 2011 of a stronger recovery faded in the second half of the year with instability across the globe continuing. There are mixed signals, but it is clear that the recovery is fragile. In this year's plan, as well as assessing the timing of new initiatives and proposing to delay some, staff have implemented an additional $3.4 million of efficiencies, to reduce costs.

We are very aware that there is a critical eye on the wages in the public sector compared to the private sector. Many of our collective agreements are still at the negotiation stage as this plan is written and with no assistance from the Province on this matter, municipalities continue to face market pressures on labour costs. Our services are delivered by people, and while we have continued to assume that major service reductions are not the desired path, we have included these options for Council's information should they direct otherwise.

Our non-tax revenues, with the exception of Transit which shows positive signs, will remain flat and unpredictable through 2012.

On the positive side, most of the Infrastructure Stimulus Funds (ISF) and Recreation Infrastructure Canada (RInC) projects were completed on time and on budget. Staff quickly constructed, programmed and opened 153 projects to meet the terms of the program and present them to our citizens, who have responded through record setting attendance. We also continue to advance strategically, through our plans for the waterfront, downtown, culture, economic development and new for this year, the environment. Council also dealt with financing plans to maintain our infrastructure including a new debt policy.

Mississauga is well managed and an exciting place to live, work and play. With the vision of Council and the community, we will remain a leading global urban centre. **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 few 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; Living Green Master 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.

Reviewed and updated annually, this plan is based on the City's five strategic priorities and is the second year of the four year plan.

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

- With a population of 738,000, 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 55,000 businesses, of which 63 are Canadian head offices of Fortune 500 corporations, providing approximately 420,000 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 $6.7 billion, excluding land.

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 the majority of the costs associated with the 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. 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.

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 help set the City up for success.

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 84 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.

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: flat or 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 four year plan.

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. Year one included $5 million in continuous improvement initiatives and year two includes another $3.4 million.

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. 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;
- Animal Services licensing initiative; and
- Street Lighting retrofit to LED.

Maintaining our Infrastructure

The City owns $6.7 billion in assets, excluding land. 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 $88 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, 153 projects were 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.

The four year 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 153 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 capital plan includes a debt financing plan but does not, however, provide for $315 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.

The City has been named one of the Top 100 organizations in Canada for Youth three years in a row. It has also been recognized as an employer of choice for new Canadians.

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 $169 million in response to the need for increased infrastructure funding and additional requests. In December 2011, Council approved a new debt policy which provides guidelines around the prudent use of debt for financing the city's capital projects. Additional details of the impacts of issuing debt to assist in financing and maintaining the city's infrastructure in a good state of repair are included in the Executive Summary and Financial Overview of this document.

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 *	2012 $m	2013 $m	2014 $m
Maintaining Service Levels:			
• Labour & Benefits	15	16	13
• Annualization of previous yrs decisions	3	(0)	(0)
• Cost Increases	8	4	4
• Capital Project Impacts	1	6	(1)
Continuous Improvement:			
• Efficiencies	(3)	0	(1)
• Revenue Changes	(5)	(1)	(3)
• Proposed New Initiatives	4	11	1
• Recommended Reduction Options:	(1)	(0)	(0)
Infrastructure Levy/Debt @ 2%	6	6	6
Proposed Total Operating Increase from 2011	28	42	19

*$3.1 million of additional operating costs equates to a 0.3 percent increase in the total property tax bill.

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 738,000 residents, over 55,000 businesses and the home of approximately 420,000 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.

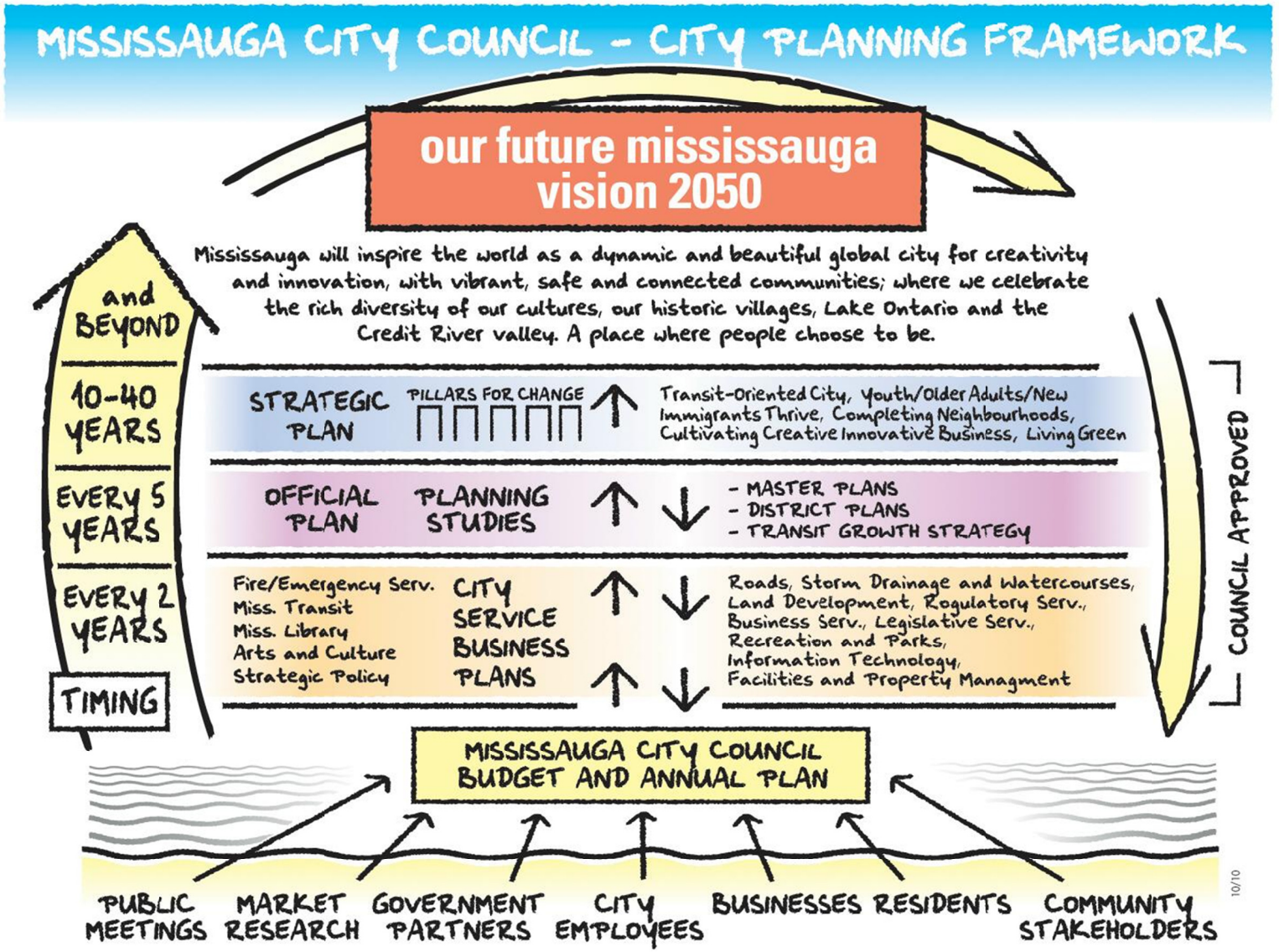
The City has also been named the safest city in Canada for the last 12 years and from 2009 to 2011 was named one of the Top 100 organizations in Canada for Youth and in 2011, for New Canadians.

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*

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. 2012 is an update year for the City's Business Planning process. Service Areas have focussed on primarily updating and presenting exceptions and amendments to the four year approved Service Area Business Plans.

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?

Year One of our Four Year Plan Delivered Results

The goal of the Business Plan is to set out a four year plan for achievement. When we resource something it gets done. That is why the discussions around our business plan and budget are so critical. They define the shape that the City and organization will take in the near-term.

Focused on the five priorities of the Business Plan, 2011 was a year that, while delivering our services every day, also forever transformed the way that Mississauga will be thought of as a global urban centre.

Delivering Existing Services:

- Transit ridership up: MiWay, the City of Mississauga's new brand for transit, has achieved a 6.1 per cent increase in ridership above 2009 numbers in its first quarter;
- Earth Hour: The City of Mississauga announced a 8.1 per cent reduction in Mississauga's electricity demand during Earth Hour on Saturday, March 26 from 8:30 to 9:30 pm.;
- Interactive Wellness Fair: The City of Mississauga, the Ontario Ministry of Health Promotion and Sport and the Older Adult Centres of Ontario partnered to present "55+ Inspired Living Fair" - an interactive event to inspire people aged 55 plus to be healthy and active;
- Memorial Cup and Rededication of Monument: The City celebrated the arrival of hockey's Memorial Cup and the official re-dedication of the City's Veterans' Memorial on Mississauga Celebration Square. Mississauga is the first City in the GTA to host the MasterCard Memorial Cup;
- More Transit Improvements: Hurontario Street and Lakeshore Rd. saw increased service to reduce wait times and bring people to the waterfront;
- Salmon at City Centre: the City of Mississauga's Culture Division and the Art Gallery of Mississauga (AGM) collaborated on "The Salmon Run Project 2011", by hosting an opening reception for the project's main event, 'The Exhibition';
- Aquatic Grant: The City of Mississauga's partnership with the Lifesaving Society benefitted over 3,700 Grade 3 students through a $57,467 grant from the society's "Swim to Survive" School Grant Program;
- IIFA: Mississauga was designated as a 'Buzz' destination for the International Indian Film Academy (IIFA) awards held in June 2011. Many activities took place at the new Mississauga Celebration Square including art, dance, fashion and film of Bollywood;
- Youth Connect: Mississauga Recreation & Parks, with the Mayor's Youth Advisory Committee (MYAC) and the Mississauga Youth Action Team, hosted "YouthConnect 2011" – the first event to involve youth from across the City in developing community relationships and linkages to other youth in a fun and interactive way;
- Credit River Plan: The preliminary Vision, Master Plan and draft Concept Plans for the parks and natural areas along the Credit River were presented to the public for discussion and feedback. The preliminary plans were the product of extensive engagement with city departments, external agencies and many community organizations;
- 4th tour de Mississauga: The Mississauga Cycling Advisory Committee's (MCAC) 4th Annual Tour de

Mississauga was held on September 18, 2011, including off-road trails and on-road cycling routes in the northeast part of the City. Beginning and ending at Mississauga Celebration Square, the Tour featured three different routes and was open to cyclists 10 years old and up with any level of experience;

- Paul Henderson rink named: The City of Mississauga recognized Paul Henderson's special moment in hockey history, when he scored the series winning goal in the 1972 Canada Russia Summit Series, and his continuing contribution to hockey, by dedicating the Tomken Twin Arena Rink One in his honour;
- 30 years as Sister City with Kariya, Japan: The Mayor and Members of Council joined Mayor Takenaka of Kariya, Japan, to commemorate the 30th Anniversary Sister City Relationship, at an appreciation ceremony in Mississauga's Kariya Park on September 27th;
- Pet Licence Launch: To launch the MY PET licence outreach initiative, City of Mississauga Animal Services held a pet portrait day at South Common Community Centre. Mississauga residents are now able to purchase a pet licence at 14 convenient locations throughout the City;
- First Electric Vehicle: The City of Mississauga took a big step forward with its 'Greening Our Fleet' program with the addition of its first all-electric vehicle. The addition of the City's first zero emission vehicle is an example of the City's effort to adopt solutions to reduce greenhouse gas emissions and to fight climate change, a priority of both the Living Green Master Plan and the Strategic Plan;
- In 2011 the City of Mississauga received the following awards regarding the delivery of our services:
    - City of Mississauga received the Bruce Brunton Award for the National Public Works Week, from the Ontario Public Works Association;
    - Ontario Public Works Association (OPWA) awarded the 2010 OPWA Project of the Year Award, in the Environmental Category, to the Region of Peel, City of Mississauga and Credit Valley for the Cooksville Creek Flooding Remediation Program Project;
    - The Credit Valley Conservation Authority presented the City with the Friends of the Credit Conservation Award for the Elm Drive project;
    - Transit received from the Canadian Urban Transit Association (CUTA) the 2011National Transit Corporate Recognition Award for the MiWay Brand Implementation CMBC Program;
    - Mississauga Fire & Emergency Services won Top Honours at the International Auto Extrication Competition;
    - The Malton, Meadowvale and Mavis District Works Yards have been awarded 2011 Excellence in Storage Award from Salt Institute.

Implementing our Strategic Plan:

- The opening of the award winning Mississauga Celebration Square was critically acclaimed as the Greater Toronto Areas' first truly 21st Century square and had record attendance in its opening year;
- Sheridan College arrived in our Downtown sparking ancillary delights such as Scholars Green Park and the first roundabout in Peel;

- MiWay introduced additional accessible buses to the fleet to make travelling easier for all passengers. The last high floor vehicle was removed from service;
- Living Green Master Plan: The LGMP was endorsed by City Council. This is the first environmental Master Plan for the City of Mississauga. The Plan aims to set priorities and achieve the green objectives of the City's Strategic Plan which identifies 49 actions for the City and its partners to implement over the next 10 years;
- Theatre Studies: The City undertook a review of the Living Arts Centre and Meadowvale Theatre. The Draft Report made recommendations about the two theatres' future roles within the context of the City's Culture Master Plan;
- Paid parking introduced at the Civic Centre: Paid Parking came into effect in 2011 for the Civic Centre, Central Library and Living Arts Centre parking garages in downtown Mississauga;
- First roundabout: Duke of York Boulevard and Square One Drive was the location for the first downtown roundabout with features that help the vibrancy and walk-ability of the downtown area;
- Explored Hotel and Convention Centre: Staff issued a Request for Information (RFI), to retain a fairness advisor and amend the Official Plan to begin the process to potentially bring a hotel/convention centre to Mississauga's downtown;
- ISF and RInC: Thanks to the Infrastructure Stimulus Fund (ISF) and the Recreation Infrastructure Canada Fund (RInC) dollars provided by the Provincial and Federal governments in 2009, this year the City completed and opened 153 projects including: Mississauga Celebration Square; Burnhamthorpe, Lorne Park, Lakeview and Port Credit redeveloped library branches; new pools at Malton and Clarkson Community Centre; six renovated outdoor pools across the city; 15 sidewalks; 20 noisewalls; 73 park pathways; and the repair of 165 kilometres of road;
- Inspiration Lakeview and MOU: The City of Mississauga, the Province of Ontario and Ontario Power Generation (OPG) signed a Memorandum of Understanding (MOU) that commits the practice to work together on a shared vision for the future of the Lakeview lands that will benefit the community and families for generations. The parties will next develop a plan to perform technical and land use studies with the goal of providing public access to the waterfront and a new community at Lakeview;
- Interim Control Bylaw in the Downtown Core: In March, 2011, Council enacted an Interim Control Bylaw that puts a hold on all development applications for a portion of the downtown core. The Bylaw supports Mississauga's vision for a vibrant, walkable, compact and transit-oriented downtown. The bylaw freezes new development in the subject area, allowing the City the time it needs to examine land uses that would be more in keeping with Downtown21, Mississauga's new vision for its downtown;
- Highway 10 Plan and LRT: The Hurontario/MainStreet Corridor Master Plan will create a more people-friendly street with light-rail transit (LRT). A light rail system stretching from the waterfront in Port Credit, to downtown Mississauga and into downtown Brampton is the cornerstone of the Master Plan. According to the Plan, the proposed LRT would have up to 32 stations along the 20-kilometre route, reducing travel times and improving connections to GO Transit and the 403/Eglinton Bus Rapid Transit line now under construction;

- Port Credit Cultural Node: The Port Credit Cultural Node was included in the City's Culture Master Plan, approved by Council in June 2009. The addition of new bike racks is one facet of the Cultural Node pilot project. Other activities include additional on-street parking during the Port Credit Farmer's Market and the allowance of retail displays and street furniture. The new racks have an innovative design and are made from 100% recycled materials;
- In 2011 the City of Mississauga received the following awards regarding the implementation of our Strategic Plan:
    - Port Credit's waterfront had been noted as the number one public space in the Greater Toronto Area by Spacing Magazine;
    - Mississauga Celebration Square garnered an Award of Excellence in Urban Design, while the City's Burnhamthorpe Library Redevelopment and the pool additions at the Clarkson and Malton Community Centres each took home an Award of Merit in the City's annual Urban Design Awards.

Maintaining our Infrastructure:

- Outdoor Pools: The City of Mississauga officially reopened six renovated outdoor pools in communities which were: Applewood Heights, Lewis Bradley, David Ramsey, Erindale, Streetsville and Lions Club of Credit Valley;
- Federal and Provincial Election Campaigns: during both 2011 elections the City created public websites to promote its priority issues for both the candidates and the residents. Advocating for more infrastructure funding was a top priority in both elections;
- Public Art: The City of Mississauga added three new public art pieces to its public art collection including Familia installed in Harold E. Kennedy Park, Crossing Pedestrians at the intersection of City Centre Dr. and Duke of York Blvd and a future public art piece that will be installed next summer in the city's new roundabout;
- Facility Asset Management: Facilities and Property Management introduced a modern system to better identify future capital needs which will assist in prioritizing our funding requirements;
- In 2011 the City of Mississauga received the following awards regarding the maintenance of our infrastructure:
    - The City was awarded with the 2011 Award for Planning Excellence from the Canadian Institute of Planners (CIP) under the Social Planning – Transportation and Infrastructure Category for the Hurontario/Main Street Corridor Master Plan;
    - Malton Community Centre was awarded the Barrier Free Design Award of Merit from the Ontario March of Dimes.

Demonstrating Value for Money Through Continuous Improvement:

- Budget Town Halls: Mayor McCallion held six Budget Town Hall meetings which were broadcast live by Rogers TV, and made accessible to the on-line public through the use of Twitter and email. In addition the Region of Peel staff also presented their budget in open format to the citizens for Mississauga;

- AAA Rating: Mississauga once again received a AAA rating from Standard and Poor's;
- Debt Policy: Council approved a new debt policy as a proactive approach to managing debt, protecting the City's AAA credit rating and safeguarding the City's our long-standing financial reputation;
- Employee self serve reduced paper usage: Moving to electronic pay statements allows the City of Mississauga save paper, reduce clutter and do something positive for the environment. By increasing our paperless pay statement distribution, the City saved over 60,000 sheets of paper from being printed each year;
- In 2011 the City of Mississauga received the following awards regarding Continuous Improvement:
    - MiWay Transit system won several awards for innovation through the introduction of their mobile application which allows for real time information to be accessed on the move, including:
        - a Merit Award for our innovative "MiWay Mobile Website – Anytime, Anywhere, Transit Schedules for Mobile Devices" from the Canadian Association of Municipal Administrators (CAMA);
        - the Award of Excellence for Municipal Systems from Municipal Information Systems Association (MISA);
        - the Peter J. Marshall Municipal Innovation Award from Association of Municipalities of Ontario (AMO);
        - a Distinction Award from GTEC.
    - The Finance Division received the Distinguished Budget Presentation Award for the current budget from the Government Finance Officers Association (GFOA).

Continuing To Be an Employer Of Choice:

- Employee achievements: Over 100 City of Mississauga employees were honoured with internal Corporate Awards for Excellence, for going above and beyond and excelling on projects and initiatives completed in 2010. Over 850 individuals were nominated for the awards.
- In 2011 the City of Mississauga received the following awards regarding Employer of Choice:
    - Mayor McCallion was honoured as a "Nation Builder" in the spirit of the Famous 5 Woman by the Famous 5 Ottawa Chapter;
    - City of Mississauga was named as one of Canada's Best Employers for New Canadians by Canada's Top 100 Employers group;
    - The City was named as one of Canada's Top Employers for Young People in 2011 by Canada Top100 Employees, through Mediacorp Canada Inc.;
    - Public Affairs Consultants won the 2011 MarCom Awards, Gold category for the International Indian Film Academy (IIFA) activities and the "Don't be a Litterbug" campaign; and
    - Our Manager of Creative Services, was appointed to the 2011/2012 Board of Directors for the Association of Registered Graphic Designers of Ontario (RGD).

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 84 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 3,300 residents and one gymnasium for every 47,600 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 1.4 million items including books, magazines, multimedia and electronic resources;
- The Library attracts 4.2 million visits annually and with 67,000 residents attending programs in 2010, programming is a major focus for library staff;
- The Library has 460 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.

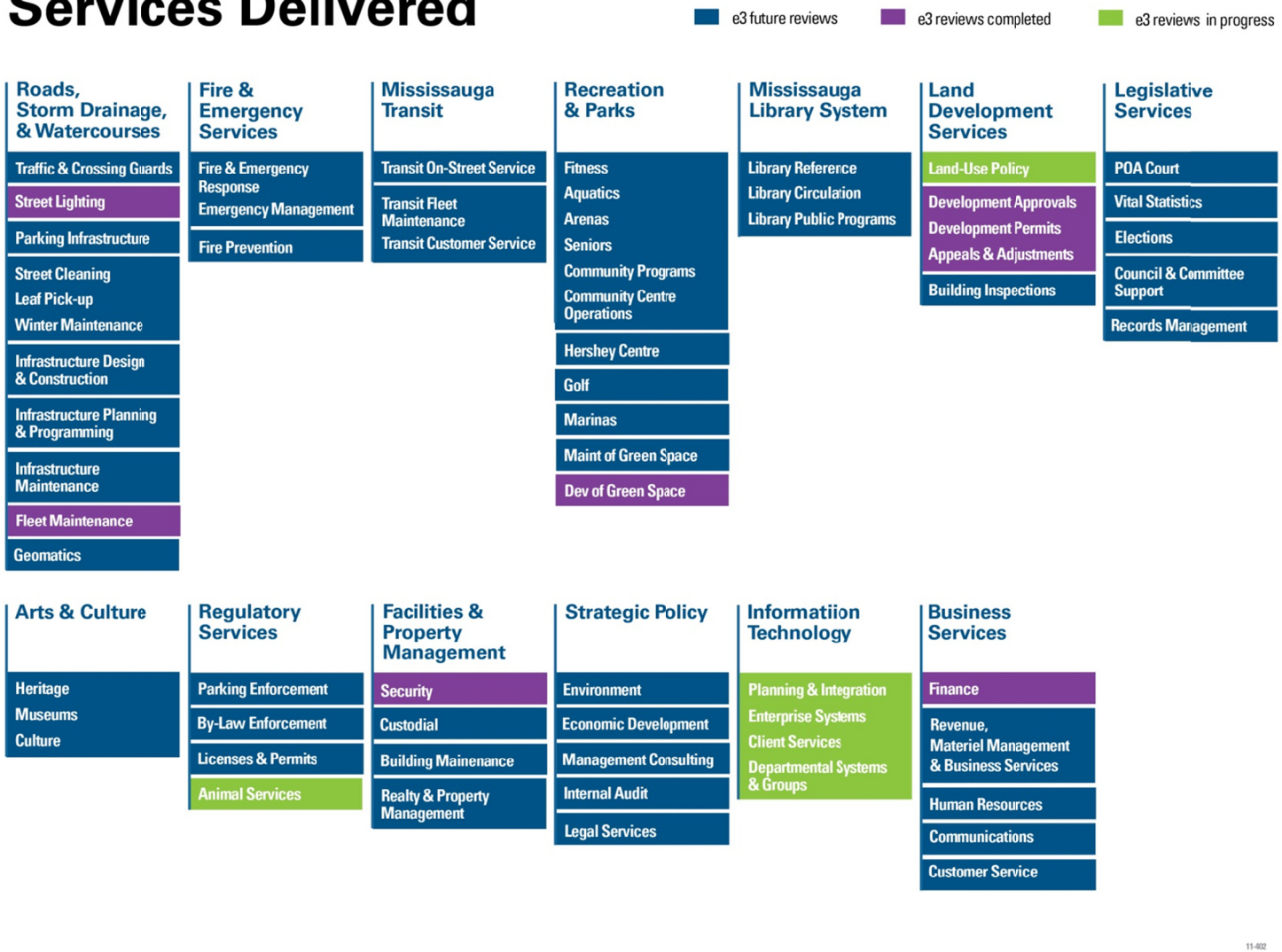
This includes performances by professional troupes, community productions, school presentations, drama, music and dance;

- 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,190 news releases per year, delivery of ten 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 820 wildlife related phone calls and over 112 web inquiries and handled over 147 dog bite complaints;
- Parking Enforcement approved over 18,000 residential/commercial parking considerations and annually settles over 20,000 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 7.6 million visits in 2010, which was an increase of 13% over 2009;and
- Economic Development, in one year, participated and presented to 61 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.



The four year plan 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.

For this planning cycle, staff were also challenged to develop ideas for budget reductions. 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. 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;
- Reviewing 16-20 services for economy, efficiency and effectiveness;
- Animal Services licensing initiative; and
- Street Lighting retrofit to LED.

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;
- 2,434 desktops / notebooks;
- 718 public computers;
- 446 buses;
- 3,700 bus stops;
- 327 parks;
- 290 buildings in total of various sizes;
- 5 million square feet of space;
- 5,209 lane km of road network;
- 244 km of bicycle lanes and boulevard multi-use trails;
- 2,204 km of sidewalks;
- 49,234 street lights;
- 56 kms of noise barriers;
- 223 bridges and culverts;
- 1,991 kms of storm sewer network; and
- 19 at grade parking facilities, four below-grade parking facilities,113 on-street and 74 off-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 $88 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, in addition to a debt financing plan, there is $315 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, commencing in 2012;
- 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 2009-11 the City was named one of the Top 100 organizations in Canada for Youth and in 2011 for New Canadians

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.

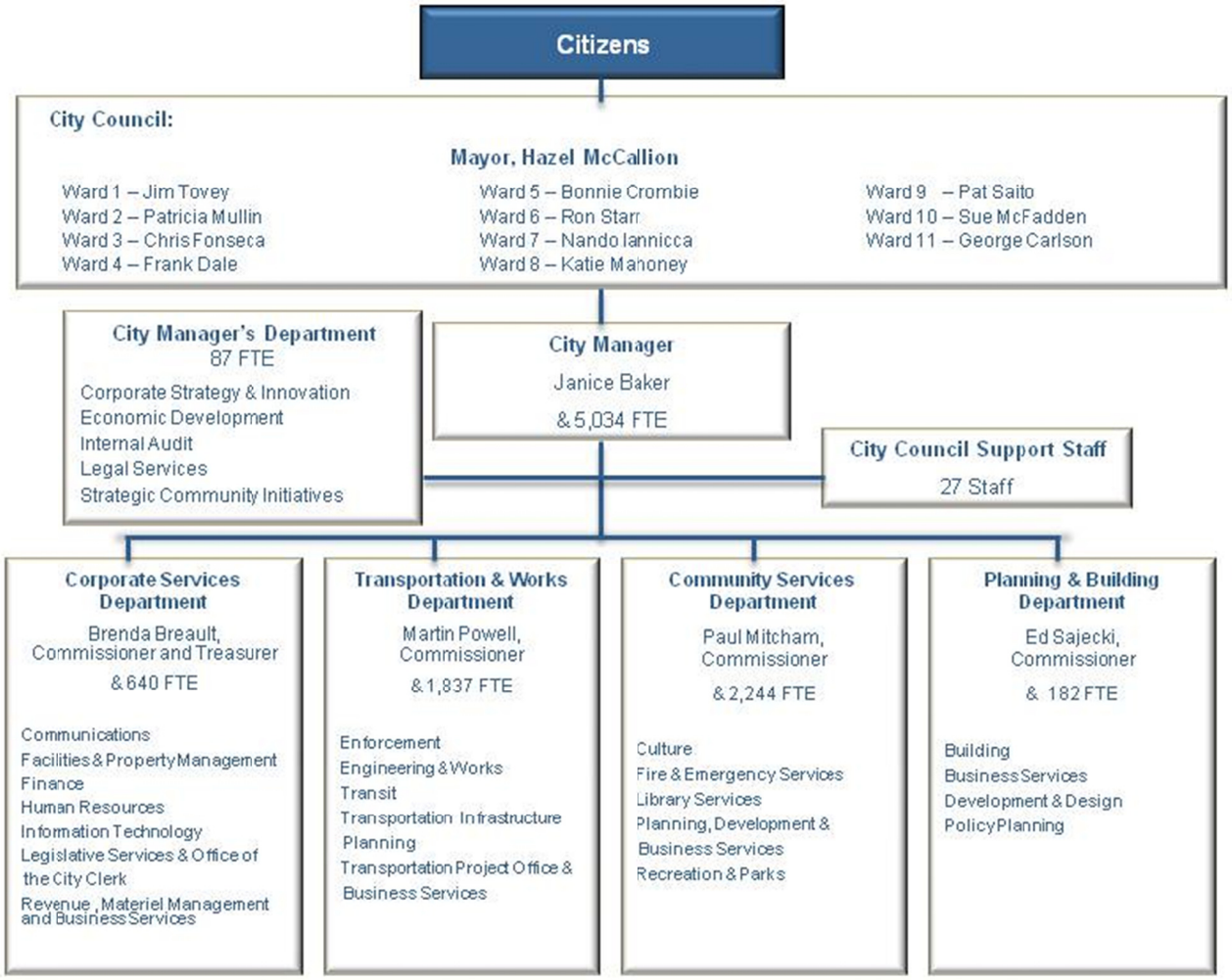
Profile of the Employees of the Corporation of Mississauga

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 eight years, unlike the average age of temporary workers which has dropped from 39 years in 2002 to 30 years today;
- Average service for full time staff is fourteen years and for temporary employees, six years;
- The City's workforce gender breakdown has not changed since 2002. 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 (59 percent) of the City's permanent workforce. This is a 13 percent increase from 2007. The Baby Boomer generation is in decline, but is still 32 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;
- 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 four 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 doubling over the next five years (270 in 2008 and 592 in 2012). 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

The proposed budget prepared by staff is comprised of four distinct components. The first component presents the cost to maintain current services and service levels. The second component represents the recommended Infrastructure Levy to support the 2012-2021 Capital Forecast. The third component provides for new initiatives identified in the 2011-2014 Business Plan, that staff recommend be undertaken in 2012. The fourth component includes options to reduce the tax rate which staff has recommended for Council's consideration. In addition to these recommended tax rate reduction options, a further list of tax rate reduction options is included in the budget document – these options are not recommended by staff as they represent significant changes to services and service levels, but have been presented for Council's consideration if they wish to reduce the tax rate below that proposed by staff. Each Service Area Plan outlines its financial drivers in tables which allow Council to debate each one individually.

The following table summarizes the proposed 2012 Budget. The impact on the City's tax rate and on the total property tax bill is shown. As noted earlier, there is only one property tax bill and the impact on the total tax bill is most relevant to a taxpayer.

Description ($ 000's)	2012	% Change	2013	2014
Prior Year Budget	**318,590**		**345,628**	**379,043**
Increases to Maintain Current Service Levels	17,018	5.3%	15,852	13,303
Assessment Growth		-1.1%		
Total Cost Maintain Current Service Levels	**335,608**	**4.2%**	**361,480**	**392,346**
Infrastructure Levy and Debt Financing	6,372	2.0%	6,913	7,581
Total Proposed New Initiatives	4,149	1.3%	10,925	1,125
Total Recommended Tax Rate Reduction Options	(500)	-0.2%	(275)	(25)
Proposed Budget	**345,628**	**7.4%**	**379,043**	**401,027**
Impact on Total Residential Tax Bill		**2.1%**		
Impact on Total Commercial Tax Bill		**1.2%**		

The cost to maintain current service levels requires a 4.2% increase in the City's tax requirements and has an impact of 1.2% on the total property tax bill. This is a significant accomplishment considering the many uncontrollable cost pressures on the City's Budget. Staff are recommending an Infrastructure levy of 2% or 0.6% on the total tax bill – this levy includes a 0.2% tax impact for debt repayments, which is non discretionary if debt is issued. New initiatives, if approved, add 1.3% to the City tax requirements or .4% on the total property tax bill. Tax rate reduction options total $500,000 and reduce the City tax requirements by 0.2%, for a total proposed Budget of 2.1% on the total residential property tax bill and 1.2% on the commercial / industrial tax bill.

Impact on Property Tax Bill

The following chart shows the forecast impact on the total property tax bill. The City comprises 29% of the total residential bill, the Region 47%, and Education 24%. For the Commercial/Industrial Tax Bill the City accounts for only 16%, the Region 28%, and Education 56%.

	City	Region (*est)	Education	Total Residential Tax Bill	Total Commercial Tax Bill
Maintain Current Service Levels	5.3%		0.0%	1.5%	0.9%
External Agencies and Regionally Controlled Programs		3.8%	0.0%	1.8%	1.0%
Provincial Upload	0.0%	(1.7%)	0.0%	(0.8%)	(0.4%)
Assessment Growth	(1.1%)	(1.8%)	0.0%	(1.2%)	(0.6%)
Total Cost to Maintain Current Service Levels	**4.2%**	**0.3%**	**0.0%**	**1.4%**	**0.8%**
Infrastructure Levy and Debt Financing	2.0%			0.6%	0.3%
Infrastructure Levy		1.0%	0.0%	0.5%	0.3%
Proposed New Initiatives	1.3%		0.0%	0.4%	0.2%
Recommended Tax Rate Reduction Options	(0.2%)		0.0%	(0.0%)	(0.0%)
Proposed Budget	**7.4%**	**1.3%**	**0.0%**	**2.8%**	**1.5%**

The Region of Peel's proposed Budget provides for a 1.3% increase, with an impact on the total tax bill of 0.6%. The Region of Peel's Budget includes Provincial upload savings of $14.2 million, a reduction of 1.7% in the Region's Budget. Without these upload savings the Region's tax increase would have been 2.9% or 0.9% on the total tax bill. Municipalities in the Region of Peel are part of a two tier government structure, therefore the savings accrue entirely to the upper tier – the City does not share in these savings. In a one tier government structure these savings would be available to offset cost pressures on all municipal services. Therefore it is important to look at the property tax impact of all municipal services rather than focusing on the separate Budgets of the lower and upper tier.

The Education tax rate is assumed not to increase as has been the case for the last 13 years. Therefore the total impact on a City of Mississauga resident's tax bill is 2.8%. For a commercial/industrial taxpayer the impact on the total tax bill is 1.5%. This proposed impact is equal to the final approved 2011 tax rate impact (2.8%) Of this increase, only 1.7% is for ongoing operations and new initiatives. The balance of 1.1% provides essential infrastructure funding to support both the City and Region's capital forecasts and to address the infrastructure gap. Without these infrastructure levies the condition of the City's and the Region's infrastructure will decline.

Financial details of the four components previously mentioned as well as detailed capital financing discussions are included in the Executive Summary and Financial Overview section of the 2012 Business Plan & Budget Update document.

Service Area Plans

For 2012, each service area has updated and presented exceptions and amendments to their respective four year approved Service Area Business Plans. 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; the Engineering and Works Division and the Transportation Project Office and Business Services Division.

Interesting facts about this service:

- The City's road network is over 5200 lane kilometres long with 730 signalized intersections. 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;
- There are thirty-three watercourses and fifty-five storm water management ponds which help to store, drain and clean the City's surface and rain water before it enters Lake Ontario; and
- There are approximately 3,500 cycling trips each weekday across Mississauga, many of which take place along the 250 kilometres of cycling facilities managed by this service area.

Highlights of the Business Plan include:

- A 55% savings to the City's annual energy costs and a 50% savings to the annual maintenance costs by converting forty-nine thousand streetlights to Low Emitting Diode (LED) technology;
- 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 adding approximately 30 kilometres of new cycling facilities annually;
- Implementation of the highest priority Cooksville Creek flooding remediation works and various erosion rehabilitation projects across the City;
- Continued implementation of the Infrastructure Asset Management Strategy, Minimum Maintenance Standards, Storm Drainage Network Modelling and the Storm Water Quality Control Strategy to improve the overall management, of the City's infrastructure; and
- 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.



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 and Communications (Dispatch) which operate 24 hours per day 365 days per year; Fire Prevention and Life Safety; Administration; Training; and Fleet/Building Maintenance.

Interesting facts about this service:

- In 2010, twenty four (24) 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;
- In 2010 approximately 46 percent of all emergency calls were medical related;
- In 2010 MFES visited over 16,000 residences in Mississauga to promote fire safety as part of the Home Safe Home program;
- In 2011 one of MFES' firefighters received the Ontario Firefighter Medal for Bravery for rescuing a woman from a fire in Toronto while off duty; and
- MFES Auto Extrication Team won the 2011 North American Auto Extrication Championship.

Highlights of the Business Plan include:

- New Infrastructure including the development of three new stations 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;
- Construction of relocated Fire Stations 119 and 106;
- The advancement of performance measure tracking and reporting capabilities;
- The completion and operation of relocated Fire Station 116 and co-location with the Peel Region Paramedic Services; and
- Important life safety information available on the City's website translated in the top 10 most spoken languages.

"*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: MiWay, the new 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:

- MiWay is the fourth largest transit system in Ontario following the Toronto Transit Commission (TTC), OC Transpo in Ottawa and GO Transit;
- MiWay operates on 88 routes serving 21 terminals and 3700 stops travelling almost 30 million km per year, delivering 1.26 million hours of service and 32 million revenue trips annually; and
- One transit bus reduces the need for 40-50 cars.

Highlights of the Business Plan include:

- Additional service hours have been requested to address congestion, construction and overcrowding. Approximately 30,000 additional service hours each year from 2011- 2014 is required to meet these service demands;
- As of spring 2011 MiWay has recaptured its pre-recession (2008) ridership levels. Currently ridership is growing at 6% but new service only at 2%. If this growth continues overcrowding will become more frequent;
- Commenced construction of the Mississauga Bus Rapid Transitway (BRT) in 2011. Upon completion the BRT will stretch 18km across the city and include 12 BRT stations;
- The contract was awarded to perform preliminary design and environmental assessment for the Light Rail Transit (LRT) on Hurontario/Main Street in partnership with the City of Brampton;
- Beginning in January 2011, MiWay began operation of the Presto card for customers. By November 2011, MiWay sold 2,200 Presto cards to customers and Presto revenues represent 4% of fares collected;
- The Business Systems group continues to build on the iBus project which will add new technological systems. The most recent addition is the automated next stop announcements and security cameras on MiWay buses;
- The first bi-annual customer satisfaction survey, undertaken in November 2011, will measure customer satisfaction levels, key drivers of satisfaction and deliver data on usage patterns and rider demographics;
- In 2011, 19 additional transit operators were hired. These operators have been assigned to relief pools reducing overtime by $1 million or 15%. Service cancellations due to no operator available down by 75%;
- For 2012, the diesel fuel budget is being increased creating a $1.5 million pressure in the operating budget.

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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:

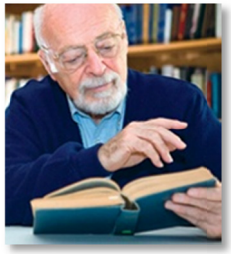
The Recreation and Parks Division and the Planning Development and Business Services Division.

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 155,000 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
- Parks has acquired 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;
- Opened Mississauga Celebration Square in June 2011 hosting 79 events and attracting 470,000 visitors in 2011 with plans to build year round events in 2012;
- Continue to build an array of low cost recreation activities. Including increasing *ActiveAssist to* 8,000 participants and continued growth in *Walmart At Play* and the *Jerry Love Fund* to provide access to our services;
- Established 24 Youth advisory groups across the city helping to plan and introduce 247 youth program and events across the community;
- Continue to build and introduce new aquatic programs at two new indoor pools with therapy tanks and six renovated outdoor pools enhancing older adult therapy programs, complementing fitness activities and invite ongoing participation from the child and adult market. Attendance at refurbished outdoor pools increased by 100% in 2011 from 2009;
- Continue to expand into electronic communication mediums and customize electronic communications to individual user preferences; and
- Increase percentage of customers using automated registration processes to 70% by the end of the business plan. The goal is to introduce additional self-serve modules for memberships and simple facility bookings.



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;
- Relocation of the Woodlands and Meadowvale Libraries;
- Implementation of the new Library computer system;
- The Self Service project is a major initiative that the Library is commencing 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 more co-ordinated service delivery, supporting the Youth and Older Adult plans.



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 including implementation of an application to allow electronic plan submission and review and maximize use of technology, such as 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:

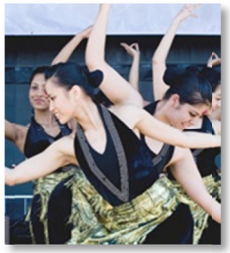
Office of the City Clerk which includes Access and Privacy; Committee of Adjustment support; Council support and Legislated Compliance; Municipal Elections; Provincial Offences Administration; Records Management; Vital Statistics and Printing and Mail Services.

Interesting facts about this service:

- In excess of 1,900 workers were recruited and trained to carry out the 2010 election;
- Conducted the first By-election in over 30 years for Ward 5 in 2011;
- 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, 2011 by-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:

The Culture Division which is made up of Culture Planning Section responsible for public art, policy development and research; Heritage Planning responsible for conservation of heritage assets and the Culture Operation Section consisting of Meadowvale Theatre, Museums, Arts and Culture Programs, Film and Television Office.

Interesting facts about this service:

- In 2011 over 300 films, television programs and commercials were shot in Mississauga;
- There are 300 buildings in Mississauga designated under the Ontario Heritage Act; and
- Meadowvale Theatre hosts more than 250 events and 150 public performances each year.

Highlights of the Business Plan include:

- Continue to implement the 44 recommendations in the Culture Master Plan over the next 3 years with particular focus in 2012 on:
- Development of guidelines to respond to and evaluate community demands for investment and creation of new cultural places and spaces (e.g. Clarke Hall, surplus schools, Bussell House etc), including identifying community needs, potential partners, funding models, development opportunities and creation of cultural nodes. Addresses 9 recommendations in Culture Master Plan;
- Develop new program partnerships at Meadowvale Theatre to address underserved areas including events for older adults and youth, summer and Christmas break activities;
- Collaborate with internal and external stakeholders to increase participation in cultural activities through new opportunities for programs and events (recommendations 33 and 36);
- Continue to implement the public art program (recommendation 40);
- Increase support for all aspects of heritage including preservation, collections, and designation (recommendation 10); and
- Strengthen cultural organizations through a variety of services, including grant support, educational workshops, and facilitating partnerships (recommendations 1 - 3 & 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:

- Regulatory Services provides services to residents of the City of Mississauga; issues mobile and stationary operating licenses to businesses; provides training to the taxi industry; provides pet licensing, adoption, kennelling, and advice to pet owners; issues pool permits and charity gaming licences; provides parking enforcement, and responds to all by-law related complaints;
- In performing due diligence, Regulatory Services assists the Corporation with risk management by maintaining community safety and standards in accordance with City By-laws;
- In 2010 Regulatory Services issued 24,090 licenses, responded to 27,704 complaints, issued 201,168 parking tickets, and completed 62,043 inspections;
- All complaints received are resolved, either in the year received (98%) or the following year (2%);
- Acting as an agent for the Canadian Mortgage and Housing Corporation, Regulatory Services delivered over 22 Rehabilitation Assistance Grants to eligible homeowners;
- Bicycle units employed by Parking Enforcement and Animal Services have been in use for the past three years. In addition to being an effective enforcement tool, the bicycle units create an opportunity for greater public interaction with enforcement staff, as the public finds officers on bicycles more approachable than officers in cars. Public feedback on the bicycle units has been very positive; and
- Mobile Licensing Enforcement trained 339 new taxicab drivers and inspected 8,810 public vehicles. In recognition of our expertise and best practices in public vehicle driver training, other municipalities continue to use our training services on a fee for service basis.

Highlights of the Business Plan include:

- As a part of the Animal Services Dog and Cat Licensing Initiative, a seven week licensing campaign was launched in 2011. During the campaign, an average of 244 new renewable licenses were added per week, which represents a 550% increase over a typical week prior to the campaign. In addition, the percentage of cats and dogs licensed of the estimated total cat/dog population increased from 11% to 15% and 14%, respectively;
- All Enforcement officers are now fully automated in the field, improving their productivity; and
- A number of existing by-laws were amended and a new Shark Fin By-law was enacted by Council.



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 replacement value of approximately $1.3 billion;
- The City's target electricity reduction for 2011 will equal the consumption of 90 homes; and
- The City owns and operates a portfolio of 290 buildings of various size and complexity totalling approximately 5 million square feet along with approximately 4,000 light poles and associated infrastructure for pathways, sport fields and parking lots.

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;
- Continue implementation of 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:

- Implement the 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; the SAP Centre of Excellence, Client Services and the 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 2,434 desktop personal computers and notebooks, and 718 PC's in the library branches including public walk-ups, 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 and all spaces leased by the city. 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;
- VCOM Mobile Radio Replacement project to 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.
- Implementation of all other Service Area technology initiatives identified in the Business Plan to support the delivery of services through the use of technology.



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 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:

- Materiel Management will be acquiring procurement software to automate and streamline the acquisition of goods and services and capitalize on the processes redesigned through the e3 Review;
- 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; and
  - 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 (Actual)	2011 (Actual)	2012 (Planned)	2013 (Planned)	2014 (Planned)
Financial Impact on Total Tax Bill	**1.37%**	**1.25%**	**1.60%**	**2.80%**	**2.80%**	**2.80%**	**2.50%**
Customer Resident Satisfaction with the City of Mississauga	87%	87%	82%	84%	88%	88%	88%
Employee Overall Employee Engagement Results	69%	69%	68%	68%	71%	71%	71%
Business Process 311 First Call Resolution*	**-**	**87%**	**93%**	**90%**	**90%**	**90%**	**90%**

* 311 was not fully in place in 2008

Executive Summary &

Financial Overview

MISSISSAUGA
Leading today for tomorrow

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1 Introduction

The City of Mississauga's proposed 2012-2014 Business Plan Update and 2012 Budget provide for the continued implementation and necessary revisions to the City's 2011 to 2014 Business Plan, which was approved by Council on March 09, 2011. Last year the City of Mississauga undertook an extensive process to create a four year detailed Business Plan and Budget. The 2011-2014 Business Plan and Budget outlined how and where the City plans to allocate resources to meet service expectations and transition into a major urban city. It provided a balance between achieving Mississauga's priorities and reflecting the needs of residents. Reviewed and updated annually, the plan is based on the City's five strategic priorities. 2012 marks the second year of Mississauga's four year Business Plan and Budget. For this "Update Year" the focus has been on updating and refining the four year approved Service Area Business Plans based on the current outlook and needs, with accompanying comprehensive financial information and forecasts that consider the impact of current economic conditions and the progress made on the plan to date.

The proposed 2012 Budget has also been developed to provide the right services in the most cost effective manner. The key areas of focus in developing the budget continue to be:

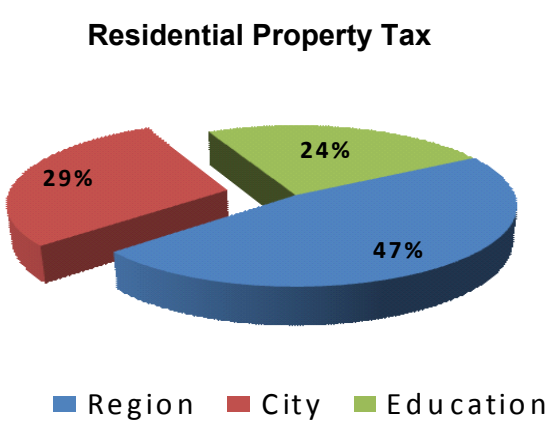
1. Deliver Existing Services
2. Deliver Value for Money through Continuous Improvement
3. Maintain our Infrastructure;
4. Implement the Strategic Plan; and
5. Continue to be an Employer of Choice

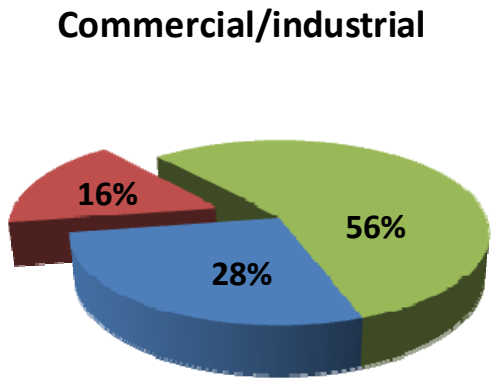
There are many pressures facing the City. The economy has been slow to recover and the European debt crisis has created a great deal of uncertainty, with forecasts of much slower growth globally and locally. The fragile economy impacts the City's development related revenues such as building permits as well as demand for recreation programs, creating revenue pressures. The City is still phasing out reserve fund support brought in during 2010 to offset significant revenue reductions in Transit and Land Development Services as a result of the economic downturn, which creates additional pressure on the City's tax requirements. The City is also faced with significant cost pressures in delivering current service levels – increases in diesel fuel and hydro rates are significantly above inflation. The City has limited funding options – where possible we look for efficiencies and increase user fees. However, once these are exhausted there remains a choice between increasing property taxes or reducing services or service levels.

The proposed 2012 Budget provides a balance between these pressures and meeting the service demands of the community. The proposed Budget maintains current service levels, incorporates continuous improvement efficiencies, provides for maintenance of our infrastructure and for some high demand new initiatives to continue implementation of the Strategic Plan. The budget provides for fair treatment of our employees, incorporating compensation adjustments which are consistent with other municipalities and public sector organizations. Finally, the proposed budget also includes recommended tax rate reduction options, that staff feel can be implemented with minimal impact on residents.

1.1 One Property Tax Bill

The property tax bill provides funding for three government organizations – City of Mississauga, the Region of Peel and provincial Education. The property tax payer is impacted by the total change in the property tax bill. The City's Business Plan and Budget only discusses the change in the City portion of the tax bill – which is 29% for residential and 16% for non-residential, as shown in the following graphs. However, in order for taxpayers to accurately understand the impact of the City's budget on their taxes, the focus is on the impact on the total tax bill. It is this total change that is comparable to other large, single tier cities such as Toronto, Ottawa, Hamilton and London.





1.2 2012 Budget Process

The proposed 2012 Budget is the result of an extensive process undertaken by staff, commencing with the preparation of the Budget Forecast presented to Budget Committee in June. Through the summer, service areas prepared their operating and capital budgets. Through October and November budget submissions were reviewed by the Leadership Team and the proposed budget finalized. The process for Council review of the budget is set out below. All Budget Committee meetings are open to the Public and will be broadcast by Rogers TV.

Presentation of Budget Overview

December 12, 2011 Budget Committee

Distribution of the Budget Document

December 23, 2011

Joint Region and City Public Open House

January 11, 2012

Service Area Budget Presentations

January 16/17, 2012

Budget Committee Deliberations

January 25/30/31, 2012 Budget Committees

Council Approval

February 8, 2012

1.3 Business Plan Update and Budget Document

For 2012, the Business Plan and Budget document provides an update to the detailed plans developed in the 2011-2014 Business Plan and Budget. For this “Update Year” staff have focused on primarily updating and presenting amendments to the four year approved Service Area Business Plans, while still providing comprehensive financial information and forecasts.

The Business Plans provide a summary document that sets out a brief description of the Service Area, what has changed since writing the 2011-2014 Business Plan and Budget and performance measurements. The complete 2011-2014 Business Plan and Budget can be found on the City’s website at http://www.mississauga.ca/portal/cityhall/budgetbook. The financial information in the updated plans includes the 2012 Operating and Capital Budgets, plus forecasts for 2013 and 2014. The Business Plans also include summarized explanations of each Budget Request and Tax Rate Reduction option. Similar to last year the Business Plan Update and Budget document is comprised of two volumes. Volume One includes the Executive Summary, the City Business Plan, Financial Overview and the Service Area Business Plans, as well as information on Reserves and Reserve Funds and Staff Complement. Volume Two contains Appendices 1 to 7 which provide detailed backup information on service area budgets and include the full Budget Request and Tax Rate Reduction Option Summaries. Volume Two has been produced to be an on-line document and is accessible through the City’s website at the following link : http://www.mississauga.ca/portal/cityhall/budgetbook.

1.4 City Services

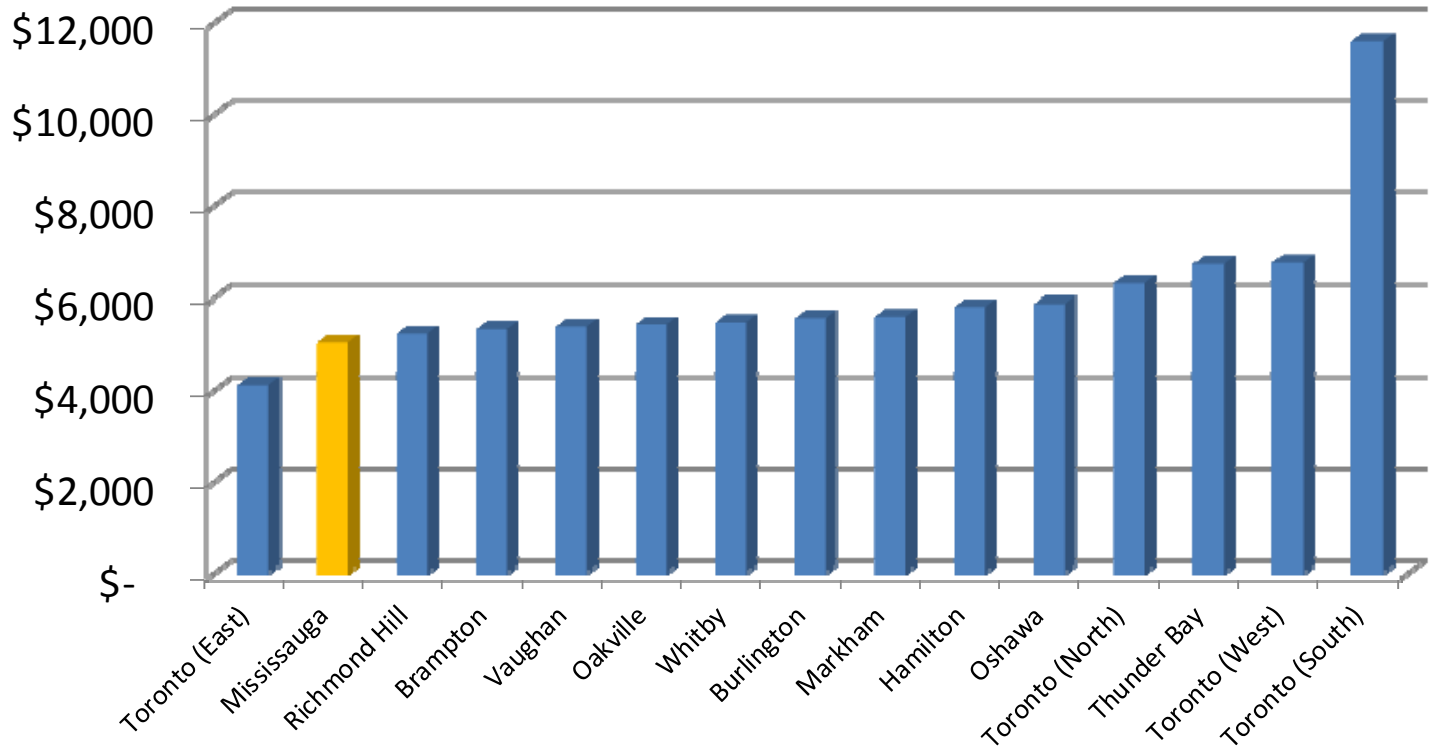
The City of Mississauga delivers valuable and essential services to our residents. These are services that are used every day by our residents –such as roads, sidewalks, parks, libraries and community centres. The City owns over $6.7 billion in infrastructure – this includes buildings, parks, playground equipment, buses, roads, sidewalks and many other items.

The average house in Mississauga has a value of $430,000. In 2011 this average home paid $1,200 in City taxes. The major services received and the amount paid for each are described below:

- Transit -$150
  - 91 routes,
  - 1.26 million hours of service with over 45 million passenger boardings
- Fire & Emergency Services -$275
  - 24/7 availability 365 days a year with an average response time of 5 minutes. Over 46% of calls are medically related
- Roads and Storm Drainage-$211
  - Snow cleared from 5,209 km of roads & 2,204 km of sidewalks ;
  - Power supplied to 49,234 street lights & 511 traffic lights;
  - 56 km of noise barriers
  - 2,000 km of storm sewers
- Libraries -$82
  - 18 locations, open seven days a week;
  - 1.4 million items in collection (multiple languages & formats)
- Recreation and Parks -$150
  - grass cut on 530 sports fields (soccer, baseball, etc.)
  - equipment maintained in 255 playgrounds
  - 261 kilometres of park trails / pathways
  - 6,700 acres of parkland maintained
  - 12 Community Centres
  - programs run at 25 ice rinks and 18 pools

1.5 City Tax Rates Are Very Competitive

The following chart provides a comparison of taxes for a four bedroom home to various municipalities, primarily from the GTA. The comparison is for the total property tax bill, including both upper and lower tier municipal responsibilities and education. Mississauga's taxes are among the lowest.



The following table presents the total tax levy, including upper and lower tier responsibilities, and education, on a per capita basis. While some of the tax levy is raised on commercial and industrial properties this provides a comparison of the total property tax burden by resident. Mississauga is the lowest in comparison to other major southern Ontario municipalities and is well below the average for Ontario municipalities.

Municipality	Per Capita
Oakville	**$1,412**
Ottawa	**$1,341**
Toronto	**$1,320**
Hamilton	**$1,269**
London	**$1,212**
Burlington	**$1,209**
Brampton	**$1,059**
Markham	**$1,056**
Mississauga	**$1,047**
Average	**$1,228**

Source: BMA Management Consulting, Municipal Study Database

The information in these two charts is from the BMA annual Municipal Study database which allows for the comparison of various municipal property tax related benchmark s as an indicator of the value for money in the current level of services provided by the City

.

2 2012 City Budget Overview

The proposed budget prepared by staff is comprised of four distinct components. The first component presents the cost to maintain current services and service levels. The second component represents the recommended Infrastructure Levy to support the 2012-2021 Capital Forecast. The third component provides for new initiatives identified in the 2011-2014 Business Plan, that staff recommend be undertaken in 2012. The fourth component includes options to reduce the tax rate which staff have recommended for Council's consideration. In addition to these recommended tax rate reduction options, a further list of tax rate reduction options is included in the budget document. These options are not recommended by staff as they represent significant changes to services and service levels, but have been presented for Council's consideration if they wish to reduce the tax rate below that proposed by staff.

The following table summarizes the proposed 2012 Budget. The impact on the City's tax rate and on the total property tax bill is shown. As noted earlier, there is only one property tax bill and the impact on the total tax bill is most relevant to a taxpayer.

Description ($ 000's)	2012	% Change	2013	2014
Prior Year Budget	**318,590**		**345,628**	**379,043**
Increases to Maintain Current Service Levels	17,018	5.3%	15,852	13,303
Assessment Growth		-1.1%		
Total Cost Maintain Current Service Levels	**335,608**	**4.2%**	**361,480**	**392,346**
Infrastructure Levy and Debt Financing	6,372	2.0%	6,913	7,581
Total Proposed New Initiatives	4,149	1.3%	10,925	1,125
Total Recommended Tax Rate Reduction Options	(500)	-0.2%	(275)	(25)
Proposed Budget	**345,628**	**7.4%**	**379,043**	**401,027**
Impact on Total Residential Tax Bill		**2.1%**		
Impact on Total Commercial Tax Bill		**1.2%**		

Note: Numbers may not balance due to rounding

The cost to maintain current service levels requires a 4.2% increase in the City's tax requirements and has an impact of 1.2% on the total property tax bill. This is a significant accomplishment considering the many uncontrollable cost pressures on the City's Budget. Staff are recommending an Infrastructure levy of 2% or 0.6% on the total tax bill – this levy includes a 0.2% tax impact for debt repayments, which is non discretionary if debt is issued. New initiatives add 1.3% to the City tax requirements or .4% on the total property tax bill. Tax rate reduction options total $500,000 and reduce the City tax requirements by 0.2%, for a total proposed Budget of 2.1% on the total residential property tax bill and 1.2% on the commercial/industrial tax bill.

2.1 Impact On Property Tax Bill

The following chart shows the forecast impact on the total property tax bill. The City comprises 29% of the total residential bill, the Region 47%, and Education 24%. For the Commercial/Industrial Tax Bill the City accounts for only 16%, the Region 28% and Education 56%.

	City	Region (*est)	Education	Total Residential Tax Bill	Total Commercial Tax Bill
Maintain Current Service Levels	5.3%		0.0%	1.5%	0.9%
External Agencies and Regionally Controlled Programs		3.8%	0.0%	1.8%	1.0%
Provincial Upload	0.0%	(1.7%)	0.0%	(0.8%)	(0.4%)
Assessment Growth	(1.1%)	(1.8%)	0.0%	(1.2%)	(0.6%)
Total Cost to Maintain Current Service Levels	4.2%	0.3%	0.0%	1.4%	0.8%
Infrastructure Levy and Debt Financing	2.0%			0.6%	0.3%
Infrastructure Levy		1.0%	0.0%	0.5%	0.3%
Proposed New Initiatives	1.3%		0.0%	0.4%	0.2%
Recommended Tax Rate Reduction Options	(0.2%)		0.0%	(0.0%)	(0.0%)
Proposed Budget	7.4%	1.3%	0.0%	2.8%	1.5%

The Region of Peel's proposed Budget provides for a 1.3% increase, with an impact on the total tax bill of 0.6%. The Region of Peel's Budget includes Provincial upload savings of $14.2 million, a reduction of 1.7% in the Region's Budget. Without these upload savings the Region's tax increase would have been 3.0% or 0.9% on the total tax bill. Municipalities in the Region of Peel are part of a two tier government structure, therefore the savings accrue entirely to the upper tier – the City does not share in these savings. In a one tier government structure these savings would be available to offset cost pressures on all municipal services. Therefore it is important to look at the property tax impact of all municipal services rather than focusing on the separate Budgets of the lower and upper tiers.

The Education tax rate is assumed not to increase as has been the case for the last 13 years. Therefore the total impact on a City of Mississauga resident's tax bill is 2.8%. For a commercial/industrial taxpayer the impact on the total tax bill is 1.5%. This proposed impact is equal to the final approved 2011 tax rate impact (2.8%) Of this increase, only 1.7% is for ongoing operations and new initiatives. The balance of 1.1% provides essential infrastructure funding to support both the City and Region's capital forecasts and to address the infrastructure gap. Without these infrastructure levies the condition of the City's and the Region's infrastructure will decline.

3 Cost to Maintain Current Service Levels:

The cost to deliver current service levels requires an increase of $17.0 million in City's tax levy, or 4.2% on the City's tax rate and 1.2% on the total tax bill. The following table sets out the main drivers of the increased cost to maintain current service levels.

Description ($ 000's)	2012
Increases/(Decreases) to Maintain Current Service Levels	
Labour and Benefits	14,512
Annualization of Previous Years Operating Cost Decisions	2,777
Cost Increases	7,615
Operating Impact of New Capital Projects	525
Efficiencies and Cost Savings	(3,381)
Current Revenue Changes	(5,031)
Total Changes to Maintain Current Service Levels	**17,018**

Labour costs reflect modest economic adjustments for both union and non-union staff, based on recent labour settlements and are equivalent to the labour increases included in the Region of Peel's Budget. This continues the philosophy that all staff must be treated equitably. Labour costs also include pressures due to a 20% increase in the amount of OMERS contributions for all staff except fire staff (contributions are based on a percentage of gross income and have increased from 10.7% to 12.8% on earnings over the Canadian Pension Plan earnings limit), as well as pressures from other statutory benefits. These pressures also impact staff as they match contributions and therefore face a significant increase in their deductions.

As with previous years, the total labour budget also includes a $5 million provision for gapping savings. The total budget for staffing has been reduced by this amount recognizing that there will be some savings as a result of staff vacancies and turnover during the year.

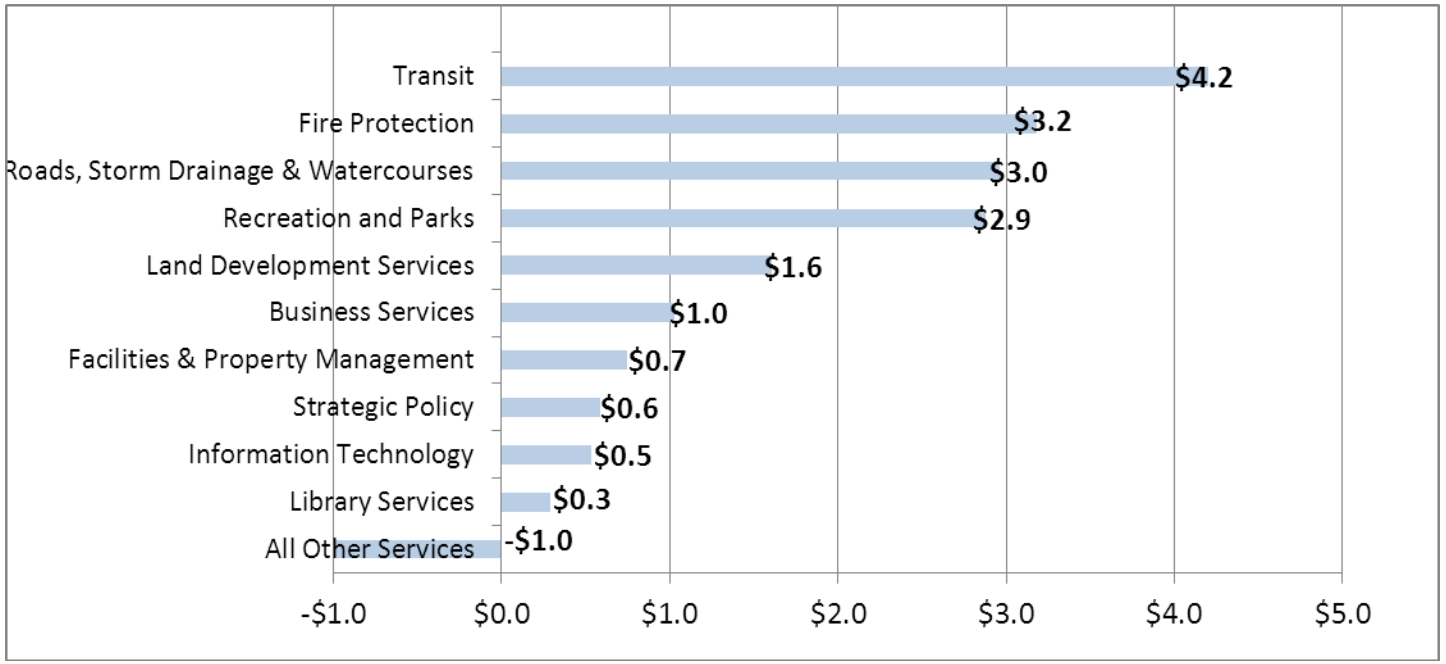
Annualized costs of new initiatives approved in 2011 increase costs in 2012 by $2.8 million. This includes the annualized cost of the Transit growth strategy implemented in 2011 and operating costs for Celebration Square. Operating costs associated with completed capital projects total $0.5 million, and include the opening of the Garry Morden Centre.

There are significant pressures on costs to deliver existing services. Many of these pressures are beyond the control of the City. Prices for diesel fuel have increased by 11%, resulting in an increase of $1.5 million on a budget of $13.7 million. Utility prices require an increase of $1.2 million, on a budget of $15.5 million or an 8% increase. Electricity prices for street lighting are forecast to increase 17%, or $0.8 million on a budget of $4.8 million. It is important to understand that a 1% increase in the tax rate generates only $3.2 Million. These items alone require over a 1% increase before any other cost pressures are considered. Appendix 1C – presents the cost changes by Service area.

Offsetting cost increases staff have identified $3.4 million in efficiencies and cost savings. These include savings on Roads Winter Maintenance materials, rationalization of Transit routes, review of IT maintenance contracts, utilities savings from energy efficiency improvements, and reduction in Transit marketing costs, plus other smaller initiatives. Appendix 1E identifies the efficiencies by service area and details are in Service Area Business Plans

Revenues have increased by $5.0 million. This includes $3.5 million in Transit fares due to growth in ridership and a fare increase. In November, Budget Committee considered rates and fees for most services and passed a number of fee increases which generated over $2 million in additional revenue. Fees and user charges provide revenue to support services which provide benefits to specific individuals and organizations, rather than all residents. Ensuring fees and user charges increase to offset cost increases reduces pressure on the City's tax levy requirements and reliance on property taxes for these services. If fees do not increase to cover cost increases, tax support for the program or service must increase. Appendix 1F summarizes the revenue changes by Service Area

The following chart presents a breakdown of the $17.0 million increased cost to maintain current service levels by service area. Five service areas account for 88% of the increase in the cost to maintain current service levels – Transit; Roads, Storm Drainage and Watercourses; Fire and Emergency Services; Recreation and Parks; and Land Development.



The following table shows the total Budget to Maintain Current Service Levels by service area:

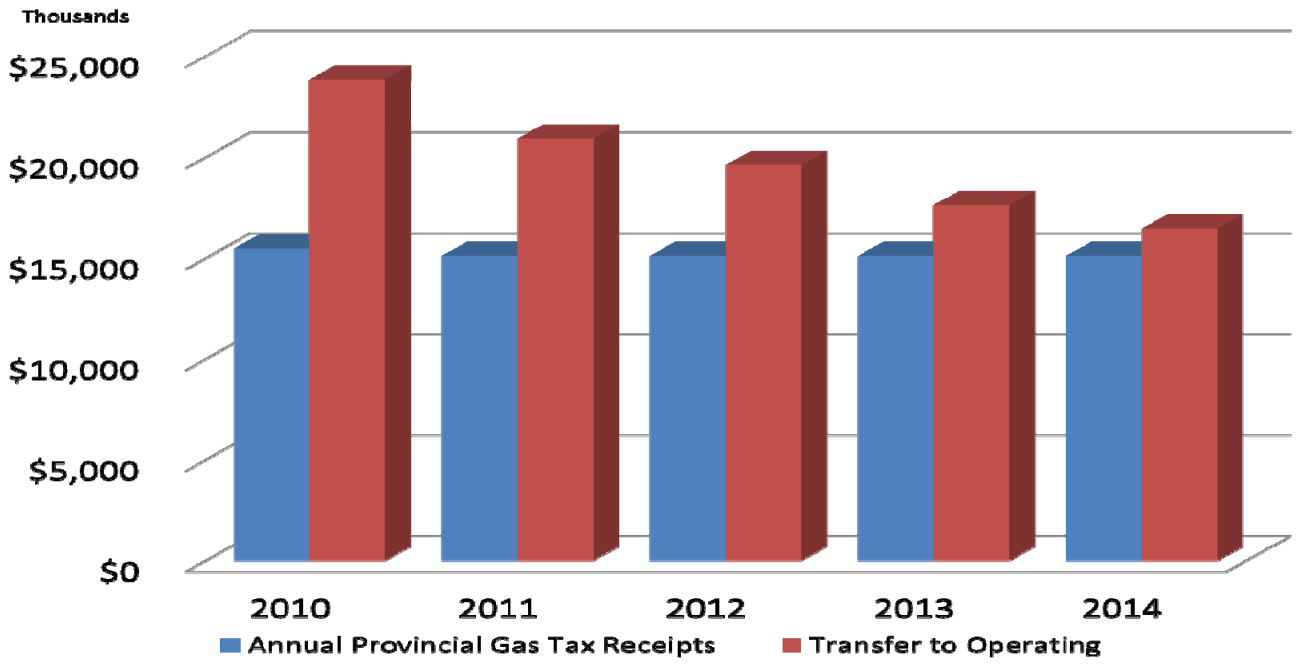
2012 Proposed Budget

Service Area	2011 Budget	2012 Maintain Current Service Levels	2012 Total to Maintain Current Service Levels	% Increase
Fire and Emergency Services	$84.0	$3.2	$87.2	3.8%
Roads, Storm Drainage and Watercourses	$64.2	$3.0	$67.2	4.6%
Mississauga Transit	$45.8	$4.2	$50.0	9.2%
Recreation and Parks	$45.6	$2.9	$48.5	6.3%
Mississauga Library	$24.6	$0.3	$24.9	1.2%
Business Services	$21.4	$1.0	$22.4	4.8%
Facilities and Property Management	$18.5	$0.7	$19.3	4.1%
Information Technology	$16.7	$0.5	$17.2	3.2%
Strategic Policy	$9.9	$0.6	$10.5	5.9%
Land Development Services	$5.0	$1.6	$6.6	32.2%
Arts and Culture	$4.5	$0.3	$4.8	6.8%
Council	$4.1	$0.1	$4.2	1.9%
Regulatory Services	$1.5	($0.2)	$1.3	-14.1%
Legislative Services	($2.6)	($0.1)	($2.7)	-3.7%
Financial Transactions	($24.8)	($1.1)	($25.9)	-4.3%
Total Operating Budget Forecast	**$318.6**	**$17.0**	**$335.6**	**5.3%**
Assessment Growth				**-1.1%**
City Operating Tax Rate Increase Forecast				**4.2%**
Impact on Total Tax Bill				**1.2%**

The following provides an overview of the service areas:

3.1 Transit

The increased costs to maintain current service levels in Transit are due primarily to the annualization of service expansion approved in 2011 and labour costs. These costs total $2.6 million and $4.2 million, respectively. The Budget also includes an increase of $0.10 per litre of diesel fuel, which has a $1.5 million impact on the budget of $13.7 million. There is also pressure on the transit budget due to the phasing out of Provincial Gas Tax funding that exceeds annual gas tax received from the province. In 2010, the transfer from the Gas Tax Reserve was increased above the annual gas tax received from the Province to offset the significant reduction in revenue from the economic downturn. Utilizing Provincial Gas Tax funding in excess of the annual receipts from the Province is not sustainable. Therefore the excess funding is gradually being phased out as shown in the chart below. This adjustment has a pressure of $1.3 million in 2012 or a City tax rate impact of 0.4% in 2012. The phase out will be completed in 2015.



The Transit Budget includes a fare increase, approved by Council in October, effective January 30, 2012, which offsets increased costs by $2.0 million. Council also approved elimination of 4 low performing routes and reduced service on 2 low performing routes, which will generate annual savings of $770,000. Growth in ridership is expected to generate an additional $1.2 million in revenues, and advertising revenues have increased by $1 million. The budget to maintain current service levels for Transit is increasing by $4.2 million or 9.2%. This is the largest driver in the total cost to maintain existing services and has a 1.3% impact on the City's tax rate, and 0.4% on the Total Property Tax Bill.

3.2 Fire and Emergency Services

The Fire and Emergency Services budget is the next largest driver in the City's Budget for the cost to maintain service levels with a proposed increase of $3.2 million or 3.8%. The Fire budget is over 95% labour, therefore the largest pressure on this budget is labour costs. The collective agreement for Fire expired at the end of 2010 and collective bargaining is currently underway. Overtime costs are also putting pressure on the budget and require an increase of $350,000. A reduction of $230,000 is also required to the revenue budget for false alarms as the budget is consistently not being met. The Fire Budget has an impact on the City's tax rate of 1.0% and 0.3% on the total property tax bill.

3.3 Roads, Storm Drainage and Waterworks

The Roads, Storm Drainage and Watercourse budget for maintaining current service levels has an increase of $3.0 million or 4.6%. The pressures on the budget to maintain existing service levels include increased cost for winter maintenance contracts and materials, increased hydro costs for street lighting and increased fuel costs totalling $3.7 million. The planned implementation of LED street lighting helps to mitigate hydro increases by $1 million, and staff have identified savings of $690,000 in traffic and winter maintenance materials. The impact on the City's tax rate is 1.0% and 0.3% on the total property tax bill.

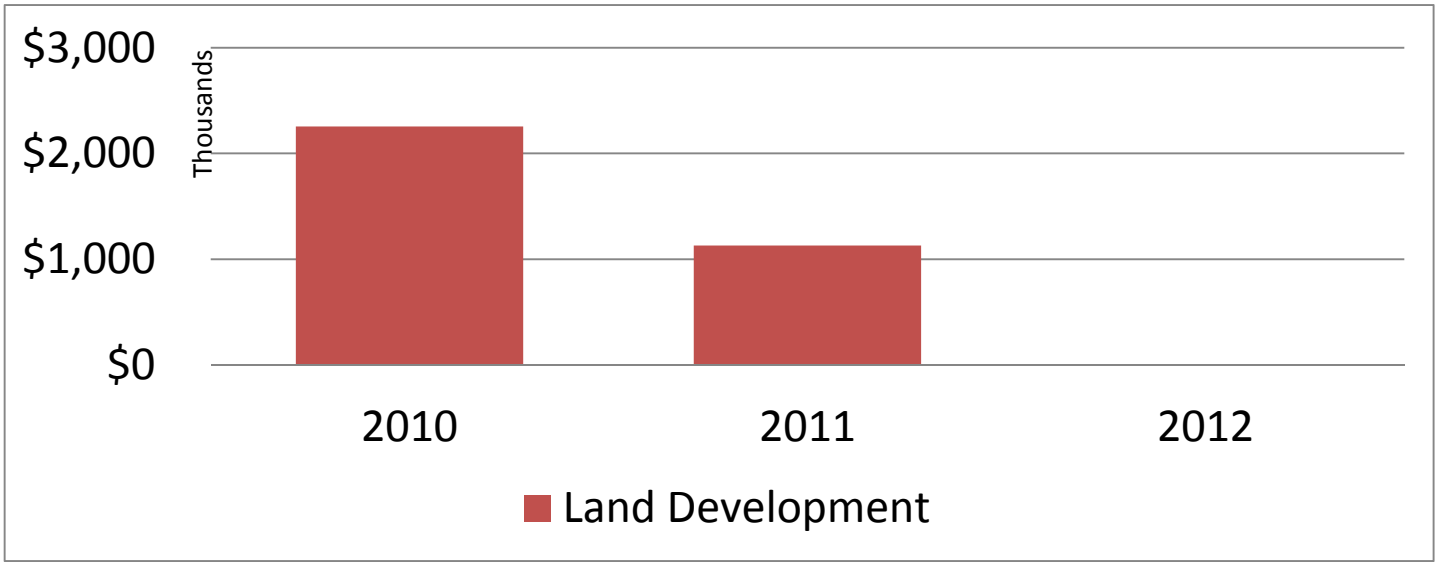
3.4 Recreation & Parks

The Recreation and Parks Budget requires an increase of $2.9 million, or 6.3%. The annualized cost from 2011 includes Celebration Square, offset by annualized revenues for Hershey Centre Dome Field, the Mississauga Celebration Square Gateway sign, and Malton and Clarkson therapy pools. Cost pressures of $664,000 come from increased utility prices and the net impact of closing the McKechnie pool for refurbishment. As well, a number of program revenues have been adjusted downwards to reflect reduced demand and actual revenue patterns. These are partially offset by fee increases for a net reduction in revenues of $164,000. In November Council approved the Recreation Pricing Study which is included in this document as Budget Request #665. This will result in a revenue increase of $360,000 which is not currently reflected in the Budget to Maintain Current Service Levels. It is included in the recommended tax rate reduction options section.

3.5 Land Development Services

The Land Development Services Budget requires an increase of $1.6 million, primarily due to the elimination of reserve funding for the program. In 2010, to offset the

significant reduction in Building and Planning fees resulting from the recession, as well as the build out of the City, the budget included transfers from reserves of $2.3 million. These transfers formed part of the service areas three year plan to reduce expenditures and absorb the longer term revenue reductions. In 2011 the transfer from reserves was reduced to $1.2 million, and in 2012 the transfers from reserves have been eliminated. The Budget also includes expenditure reductions due to a reduction of 4 FTE's as part of the three year plan.



3.6 Other

The remaining service areas of Facilities and Property Management, Information Technology, Business Services, Strategic Policy, Libraries, Legislative, Regulatory, Culture and Financial Transactions account for an increase of $2.1 million in the proposed 2012 Budget to maintain current service levels. The increases in these areas are primarily due to inflation related cost increases and labour provisions.

3.7 Summary of Cost to Maintain Current Service Levels

The City's Budget to maintain current service levels represents a 4.2% increase in the City's tax requirements and an impact on the total property tax bill of 1.2%. The Budget to Maintain Current Service levels:

- Maintains all the valued City Services
- Includes $3.0 million for annualization of 2011 decisions
- Provides for significant cost pressures associated with ongoing operations
- Results in a property tax increase of $11.68 per $100,000 of Residential Assessment

4 Infrastructure Levy

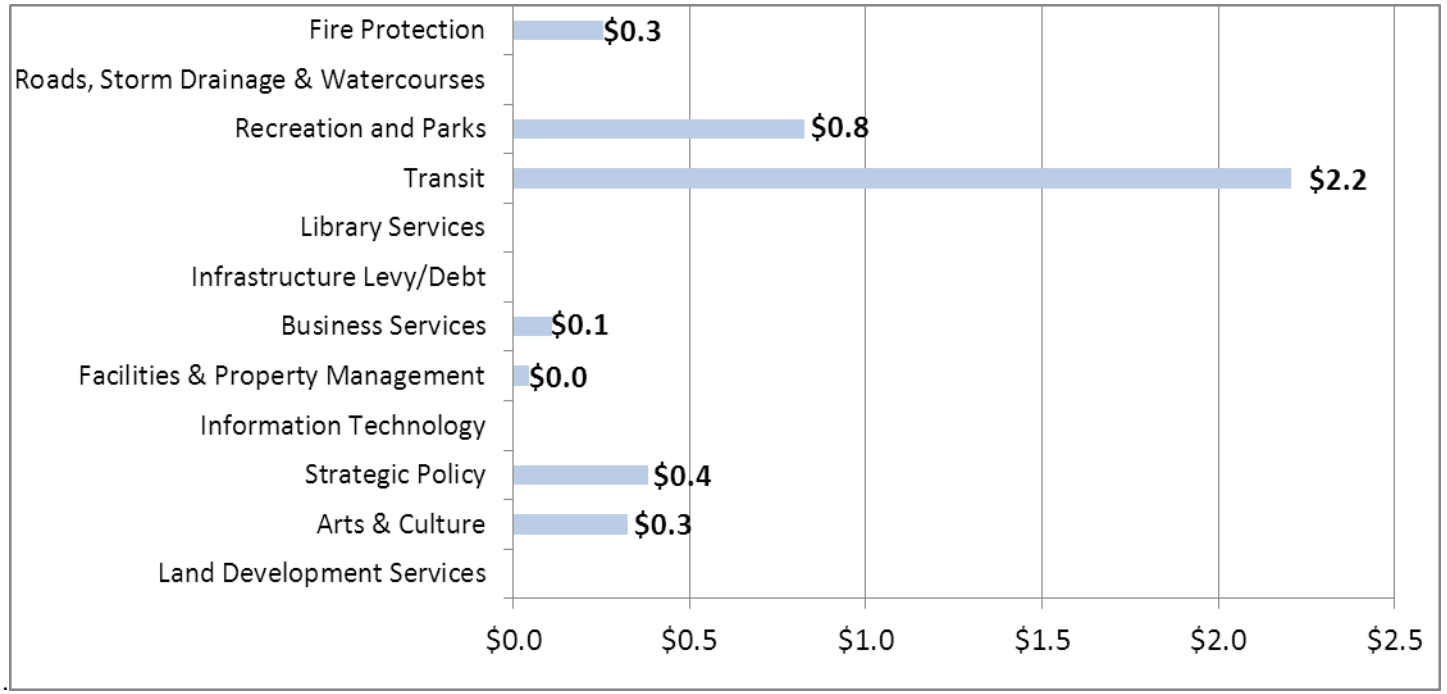
The 2012-2014 Business Plan Update and 2012 Budget includes an update to the City's ten year capital forecast. The 2011-2014 Business Plan identified that an annual infrastructure levy of 1% was included in the forecast for the next ten years, as well as the need to issue almost $450 million in debt. The forecast debt repayment charges required another 1% on average per year. Therefore the 2012 Budget includes a 2% Infrastructure Levy and a forecast that 2% will be required in each of the next ten years to support the capital program and resulting debt repayment. On the total property tax bill, the Infrastructure Levy has an impact of 0.6%. In 2012, 1.8% of the Infrastructure levy will be directly contributed to capital and 0.2% is required for debt charges related to debt issued in 2012. Reducing this levy to 1% in 2012 would require a reduction to the 2012 Capital Budget of $3.2 million or an increase in debt issued. This would result in future pressure on the Infrastructure levy, as debt charges will increase, or reductions in the Capital Program which will result in deterioration of the condition of the City's infrastructure. This is discussed more fully in the Capital Forecast and Infrastructure Levy section of the Executive Summary and Financial Overview.

5 New Initiatives

The proposed 2012 Budget includes $4.1 million for 22 proposed new initiatives. The impact on the City's tax requirements is 1.3% or 0.4% on the total property tax bill

The 2011-2014 Business Plan and Budget had identified over $7.2 million in new initiatives for 2012. Staff have carefully reviewed this list in light of the significant pressure on the City's Budget and are only recommending high priority initiatives. The resulting recommendations represent a reduction of 43% over last year's forecast, and a 1% reduction in the City's tax levy requirements (0.3% on total tax bill) from last year's plan.

The following chart shows the allocation of the new initiatives by service area. Each service area has prioritized the new initiatives, and this prioritized list is included in each service area Business Plan to facilitate Budget Committee's review.



The initiatives continue implementation of the Strategic Plan and supporting master plans balanced against economic conditions and the tax tolerance of our residents. The recommendations reflect a balanced, realistic implementation of the Business plan initiatives.

Major new initiatives include:

- Transit Service Plan, $2.1 million
- Recreation, Street Tree Block Pruning, $0.5 million
- Strategic Policy, Living Green Master Plan Implementation, $0.3 million
- Arts & Culture, Increase Culture Grants, $0.1 million
- Fire Prevention Legislation Resourcing, $0.1 million
- Strategic Policy, Economic Development Strategy Recommendations, $0.1 million
- Recreation, Mississauga Celebration Square Fall and Winter Programming, $0.1 million
- Recreation, Plant a Million Trees, $0.1 million

As noted above, details on each initiative are provided in the service area Business plans, and further detail is provided in Volume 2, Appendix 2 of the Budget Document.

6 Tax Rate Reduction Options

Recognizing the significant pressure on the 2012 Operating Budget, service areas were requested to identify tax rate reduction options in two categories:

1. Tax rate reduction options that staff recommend to Budget Committee, as they could be implemented with minimal or no service impact.
2. Additional tax rate reductions options for the consideration of Budget Committee. These options are not included in the proposed 2012 Budget as they will result in reductions to service levels but are provided as options for Budget Committee to consider to reduce the proposed 2012 Budget.

6.1 Recommended Tax Rate Reduction Options

Staff have recommended six tax rate reduction options which total $500,000 and reduce the City's tax requirements by 0.15%. The largest of these options is the Recreation and Price Pricing Study, at $0.4 million which was approved by Council on November 21, 2011. More detailed information is available in the individual service plans recommended tax rate reduction options section.

6.2 Other Tax Rate Reduction Options

An additional 27 Tax Rate Reduction Options have been identified but are not included in the proposed 2012 Budget as they represent major service adjustments and reductions to current service levels. These options have a value of $5.4 million and are listed in priority order in each service area business plan for Budget Committee consideration as they review the service area plans. Examples of these options include:

- eliminate fire suppression staff, $1.8 million in 2012, $0.6 million in future years
- various option to reduce library hours with savings up to $0.8 million in 2012, and up to $0.3 million in future years
- close 1 major Community Centre for savings of $0.4 million in 2012, and $0.4 million in future years
- modification of winter maintenance snow removal service levels for savings of $0.3 million in 2012

6.3 Summary of Proposed 2012 Operating Budget

The following table provides a summary of the impact on a Mississauga residential and commercial/industrial property tax bill for both the City and the Region of Peel. This is the impact that is comparable to other major single tier Cities such as Toronto and Ottawa.

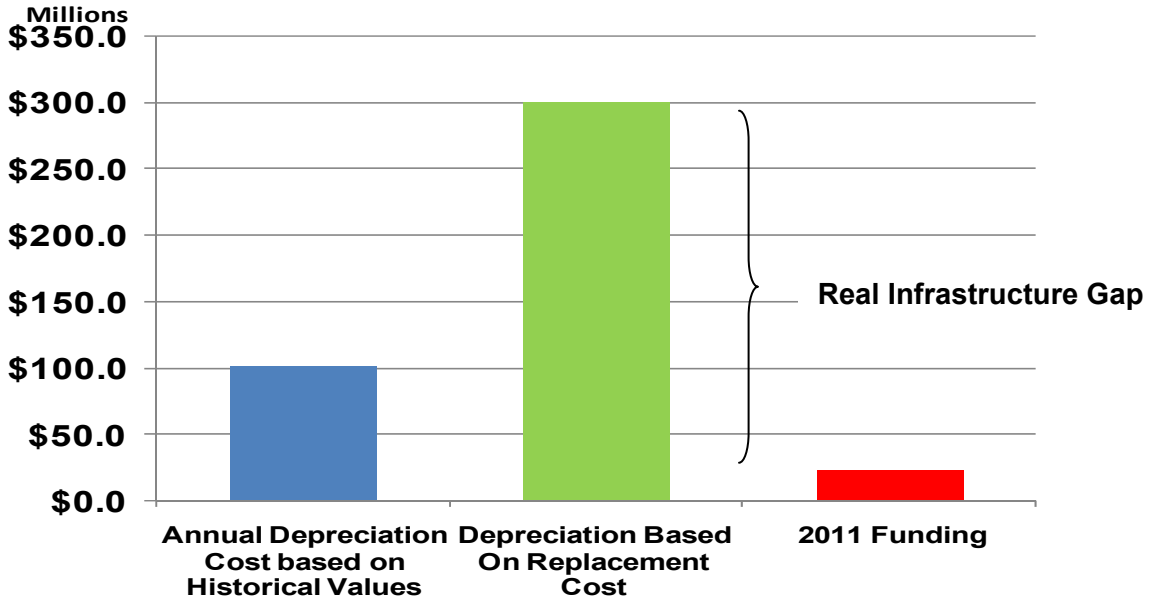
	City / Region	Total Residential Tax Bill	Total Commercial Tax Bill
City Total Cost to Maintain Current Service Levels	4.2%	1.2%	0.7%
City Infrastructure Levy and Debt Financing	2.0%	0.6%	0.3%
City Proposed New Initiatives	1.3%	0.4%	0.2%
City Recommended Tax Rate Reduction Options	(0.2%)	(0.0%)	(0.0%)
City Proposed Budget	7.4%	2.1%	1.2%
Region Budget for Ongoing Operations	0.3%	0.1%	0.1%
Region Budget for Infrastructure Levy	1.0%	0.5%	0.3%
Total Property Tax Bill		**2.8%**	**1.5%**

Of the proposed residential property tax increase, 1.7% relates to the ongoing operations of the City and the Region of Peel and new priority initiatives, well within the rate of inflation. The remaining 1.1% impact provides for the City's (0.6%) and the Region of Peel's (0.5%) infrastructure levies which are required to support the Capital Programs of both governments. Without these infrastructure levies significant cuts will be required to the Capital Programs of both municipalities. For commercial/industrial 0.9% relates to ongoing operations and new initiatives and 0.6% for infrastructure.

7 Capital Budget and Infrastructure Levy

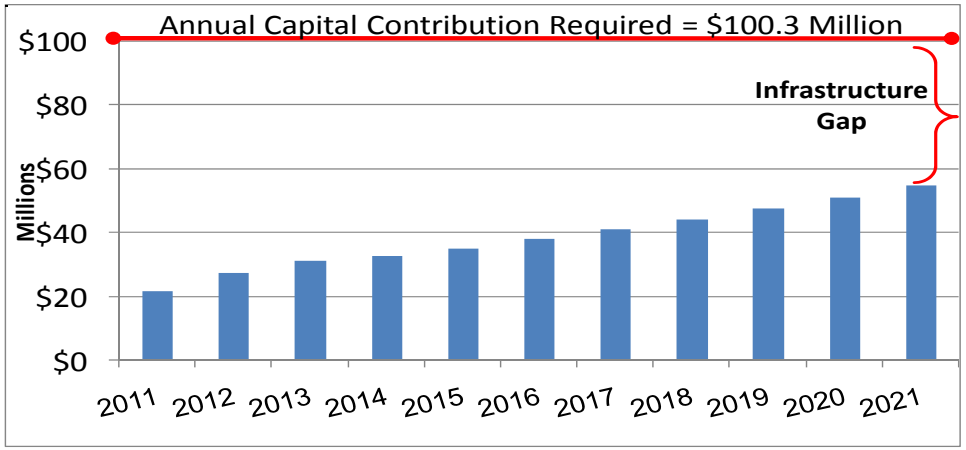
The City of Mississauga owns infrastructure assets with an estimated replacement cost of $6.7 billion excluding land. The historical value as recorded on the City's Financial Statements is $3.5 billion, excluding land. The accounting term for the annual deterioration and aging of assets is referred to as the amortization or depreciation expense. Depreciation 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 investing funds into an RESP or RRSP to fund a child's university education or your own retirement needs. Depreciation expense is the cost of the asset consumed each year while the transfer to capital refers to the amount of funding being provided from the tax levy each year for capital. The difference or gap between the depreciation expense and the transfers to capital is the minimum infrastructure gap. If funds are not raised to fund infrastructure rehabilitation, there will be significant deterioration in the condition of City facilities, roads, sidewalks, parks and other assets.

The following chart shows the annual depreciation expense for the City of $100.3 million as of the end of 2010 (blue bar). As noted above depreciation is based on historical costs. The value of depreciation stated in replacement cost is $300 million (green bar). The transfer to capital in 2011 is only $21.7 million, as shown by the red bar. Therefore, currently, the City is only providing for 22 percent of the historical depreciation cost, resulting in an annual infrastructure gap, based on historical values, of $78.6 million. To fully fund the City's depreciation expense, an increase in the City's tax levy of almost 25% would be required. Based on replacement values, the City is only providing for 7% of the replacement value of assets used up each year, resulting in a real annual infrastructure gap of $278 million. Closing this gap would require an increase in the City's annual tax levy of over 85%. In addition, as new infrastructure is added, depreciation expense increases. The infrastructure gap can only be closed by increasing tax based funding raised through an infrastructure levy and issuing debt.



In order to address this infrastructure gap the City requires a minimum annual Infrastructure Levy equal to a 1 percent increase in the City's Budget, not including funding required for debt charges. The 2012 Budget includes a recommended 2% infrastructure levy to cover both the transfer to Capital and debt charges. The 2% levy is forecast to be required for the next ten years, with 1% on average going to the transfer to capital and 1% to debt repayments. Many comparable municipalities in the GTA have infrastructure levies of 1% or higher. The following chart shows how the infrastructure levy gradually reduces the infrastructure gap. Note that the $100.3 million annual capital contribution is based on the lower historical assets costs and not the higher replacement costs.

Narrowing the Infrastructure Gap by Increasing Capital Transfers from Operating by an Average of 1% per Year

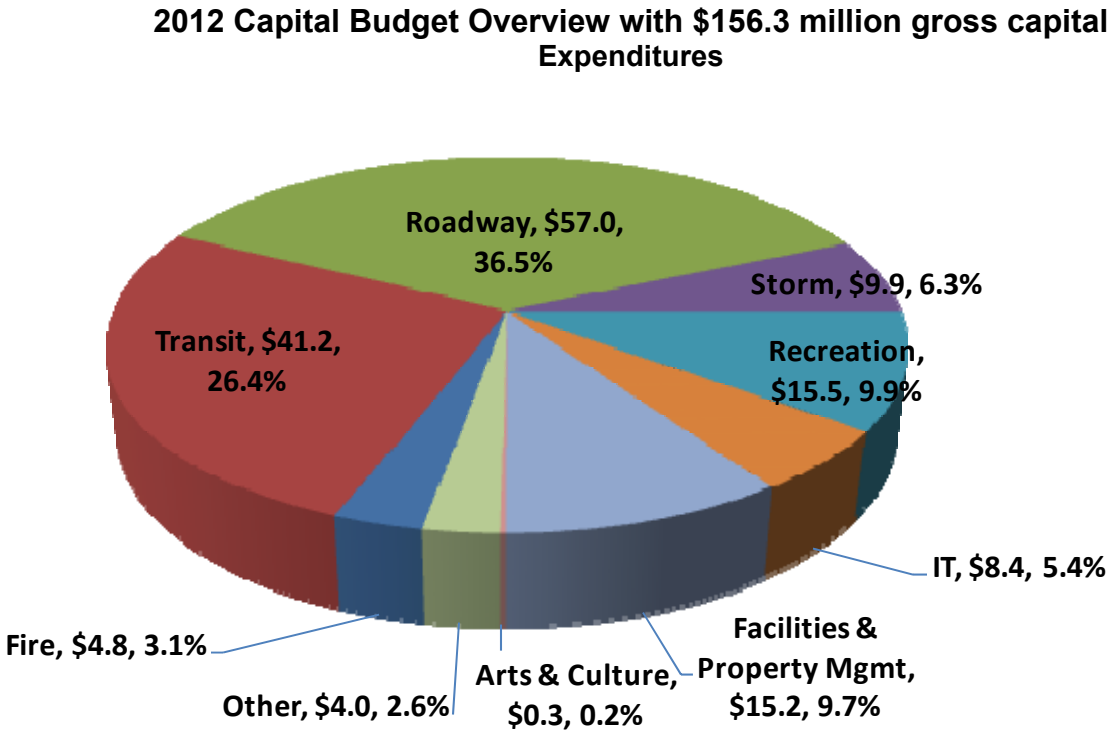


Increasing from $21.7 in 2011 to $54.9 million in 2021.

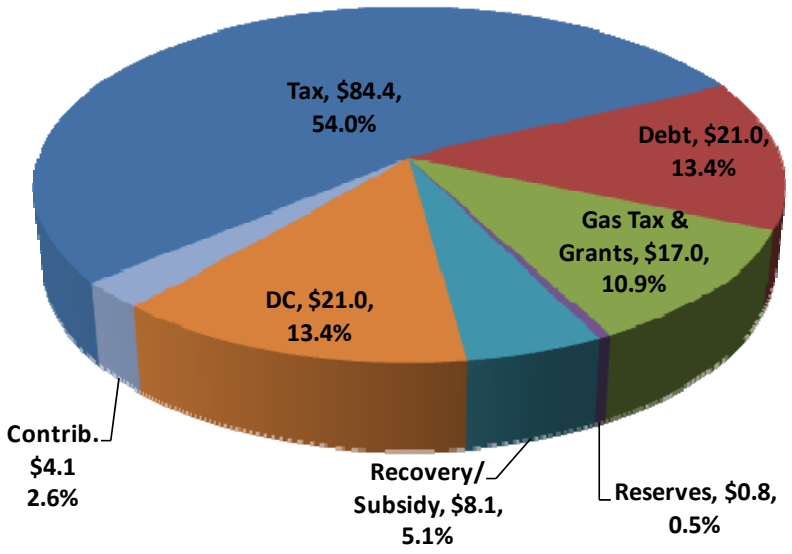
7.1 2012 Capital Budget

The proposed 2012 Capital Budget totals $156.3 million. Transportation related expenditures account for over 62% of the Budget, with Roadways at $57 million or 36%, and Transit at $41.2 million or 26%. Recreation and Parks totals $15.5 million or 10% and Facilities and Property Management at $15.2 million or 9.7%. The balance of the program provides for Fire, Storm Water, Information Technology, Culture and other programs such as Library and Strategic Policy.

Financing of the 2012 Capital Budget is sixty-seven percent tax based with $84.4 million from the Tax Capital Reserve, and $21.0 million from debt. Debt financing is proposed for the LED street light conversion project, which was approved by Council on December 14, 2011, and for the Dundas Street East Bridge over Cooksville Creek. Development charge funding provides $21 million or 13% Gas Tax and Grants $17 million or 11%, and subsidies and other reserve transfers provide $13 million or 8%.



2012 Capital Budget Overview with $156.3 million gross capital Funding



Highlights of the 2012 projects are as follows:

- $25.0 million for major roads and bridges and structure related works such as Dundas Street over Cooksville Creek;
- $20.9 million for the design and construction of the Bus Rapid Transit line;
- $18.0 million for phase 1 of the street lighting retrofit to the light emitting diode (LED) light source project;
- $14.8 million for road rehabilitation;
- $11.3 million for building lifecycle maintenance on various City facilities;
- $9.9 million for storm drainage including $4.1 million for Cooksville Creek;
- $6.0 million for the Light Rapid Transit study of the Hurontario corridor
- $7.5 million for the purchase of 15 buses for the Bus Rapid Transit line; and
- $2.2 million for the construction of Parkway Belt Park 302

7.2 2012 to 2021 Capital Budget Forecast

The 10 year Capital Forecast identifies significant investments in the City's existing infrastructure to maintain it in a state of good repair and to develop the infrastructure required to implement the Strategic Plan and related Master plans. The capital forecast totals $2.1 Billion which is primarily allocated to projects in transit, fire, roads, bridges, watercourses, recreation facilities and parks. Capital requirements identified through the Business Planning process that were previously not included in the City's Capital forecast have added $249 million over the next ten years. These requirements relate primarily to Facilities and Property Management and are a result of the completion of a major program implemented to identify the lifecycle needs for all the City's facilities, totalling $203.8 million. New capital requirements also include the program to convert all City streetlights to LED over 2012 and 2013 at a total cost of $35 million. The following chart shows the forecast ten year capital program by service area.

2012 to 2021 Capital Budget Forecast by Service ($ millions)					
Service Area	**2012**	**2013**	**2014**	**2015-2021**	**Total**
Roads, Storm Drainage & Watercourse	66.9	102.9	90.1	510.8	770.7
Transit	41.2	67.1	17.3	319.7	445.3
Facility & Property Management	15.2	14.0	23.6	291.3	344.2
Recreation & Parks	15.5	52.6	40.4	222.4	331.0
Information Technology	8.4	8.5	6.1	58.7	81.7
Fire & Emergency Services	4.8	8.0	9.2	39.0	61.0
Culture	0.3	0.7	6.6	22.4	30.0
Mississauga Library System	0.6	4.1	4.0	8.5	17.2
Strategic Policy	1.6	7.2	0.6	0.0	9.4
Business Services	1.2	2.2	1.1	2.2	6.7
Land Development Services	0.5	0.2	0.0	0.0	0.8
Legislative	0.1	0.1	0.2	0.3	0.6
Regulatory	0.1	0.3	0.0	0.1	0.5
Total	**156.3**	**268.0**	**199.3**	**1475.4**	**2099.0**
Capital Reduction	0.0	53.0	27.0	235.0	315.0
Total Proposed Capital Budget Forecast	**156.3**	**215.0**	**172.3**	**1240.4**	**1784.0**

Financing for the 10 year Capital forecast of $2.1 billion comes from Development Charges at $427 million, Gas Tax and Grants at $355 million, and transfers from Reserves, Contribution and other totalling $185 million with the remaining being $1.1 billion tax supported, through transfers from operating and debt financing.

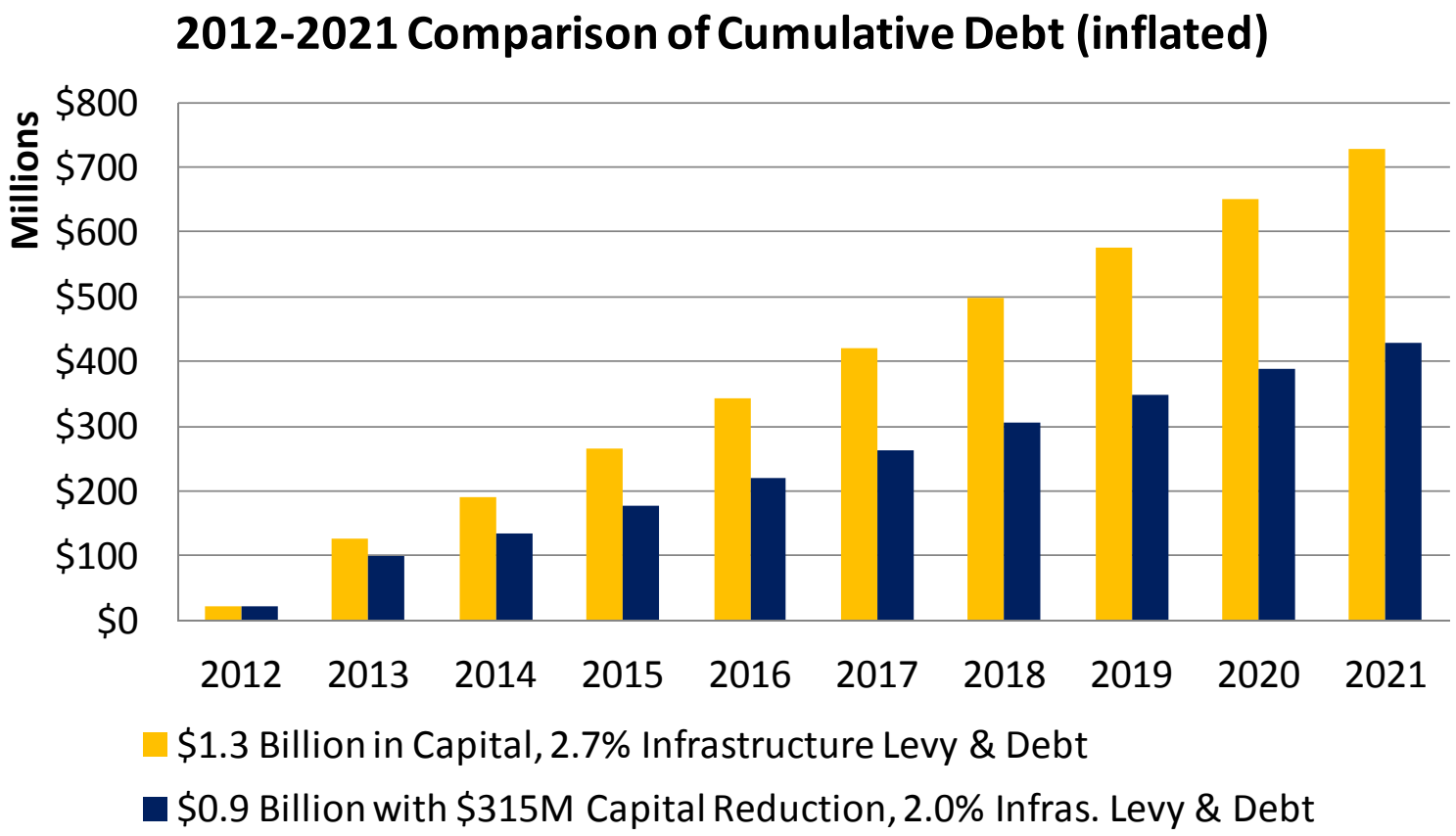
7.3 Highlights of the 2012 to 2021 projects are as follows:

- $291.2 million for building lifecycle maintenance on various City facilities;
- $176.3 million for replacement and growth buses;
- $68.2 million for the Bus Rapid Transit line, totalling $290.0 million;
- $62.0 million for the City's third bus storage facility;
- $41.6 million for Cooksville Creek storm drainage;
- $41.1 million for the renovation of facilities including Meadowvale, Rivergrove and South Common Community Centres and Iceland Arena;
- $35.0 million for the street lighting retrofit to the light emitting diode (LED) light source project;
- $32.2 million for the construction of new facilities including the Meadowvale and Sheridan Libraries and the Sports Park 459;
- $32.0 million for the development of the Waterfront;
- $31.7 million for the Cycling Program;
- $30.0 million for the Downtown Parking Program;
- $19.9 million for the bicycle and pedestrian trail system;
- $19.0 million for various grade separations throughout the City to relieve traffic congestions issues such as Drew Road and Ninth Line;
- $12.8 million for one relocated Fire Station and three new Fire Stations;
- $10.9 million for an Artifact Preservation and Storage Facility;
- $8.0 million for the Meadowvale Theatre renovation;
- $6.5 million for Art Gallery Mississauga;
- $5.8 million for the Lakeview/Ontario Power Generation Pier Trail.

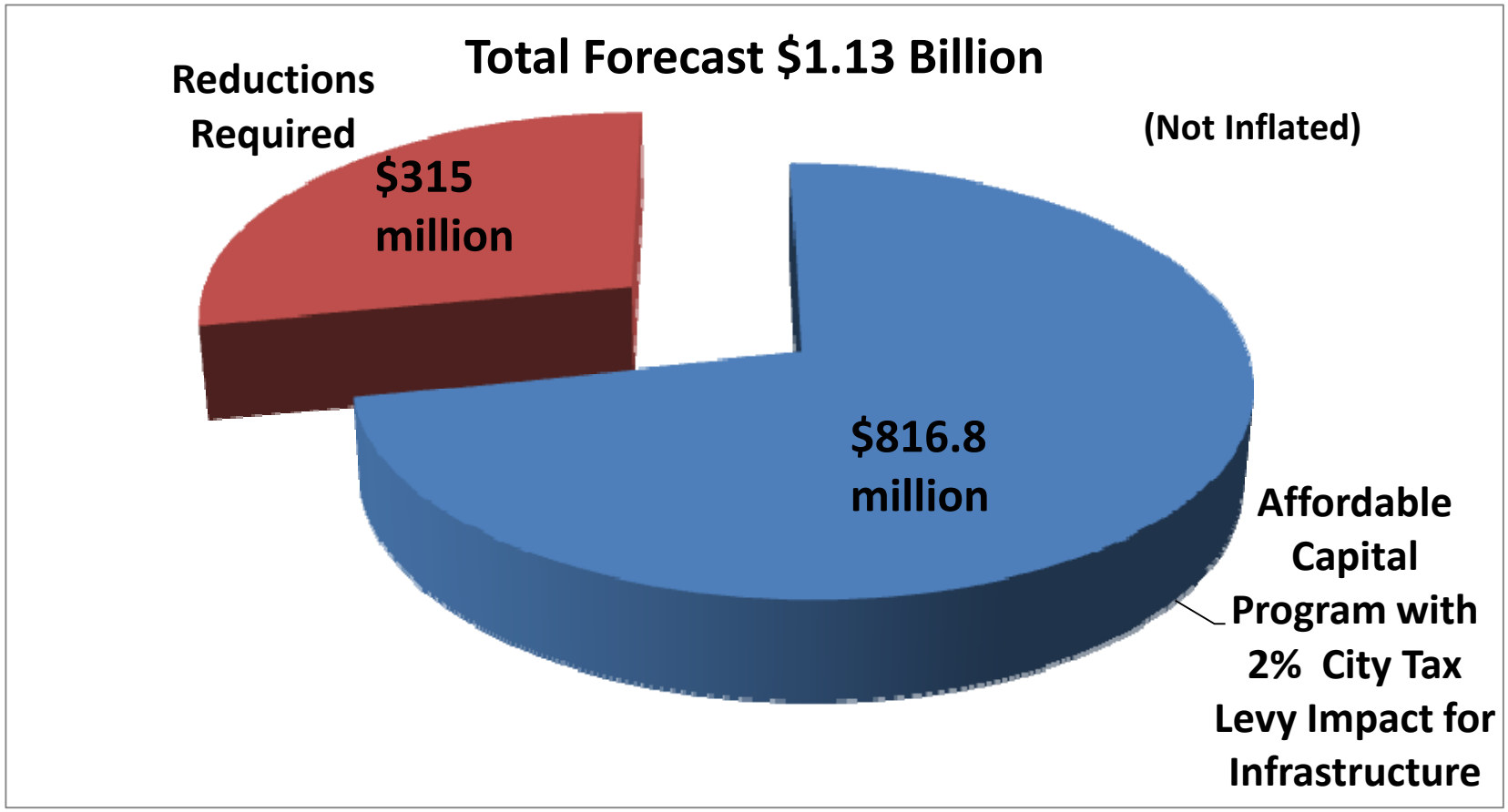
7.4 2012 to 2021 Capital Financing Challenges

The City's focus is to balance the needs of the infrastructure gap, future capital projects and debt financing commitments. The tax funded capital forecast of $1.1 billion would require the issuance of $730 million in debt (inflated dollars). This would result in an average annual operating budget impact of 2.7% for the next ten years – 1% for the infrastructure levy and an average annual increase of 1.7% for debt repayment.

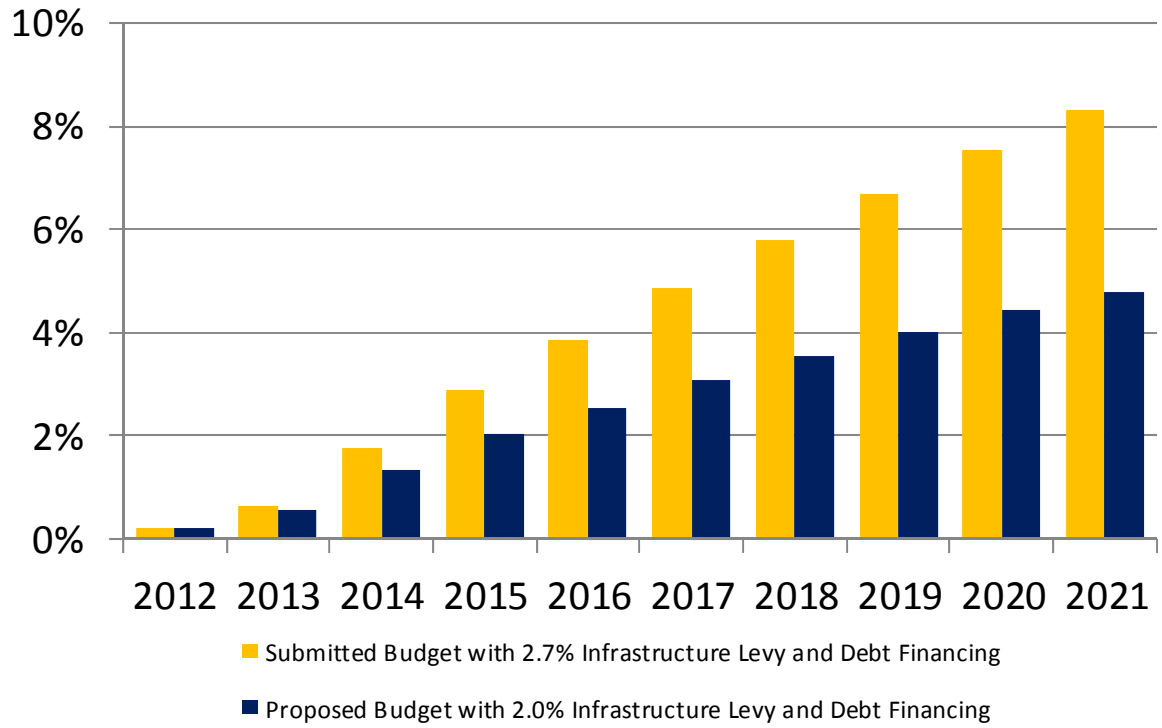
Recognizing that a 2.7% infrastructure and debt levy would put significant pressure on future operating budgets and require significant debt, staff recognize that the capital forecast will need to be reassessed and reduced with the goal of developing a sustainable program that can be supported by a 2% Infrastructure and Debt Financing Levy over 10 years with 1% allocated to Infrastructure and 1% to Debt Financing. Staff have identified over the last few years the requirement for an average annual impact of 2% for the infrastructure levy and debt charges. Based on these constraints, the amount of debt that could be issued over the next ten years totals $428.0 million (inflated dollars). Therefore, the $1.1 billion in tax capital projects must be reduced by $315 million.



With a 2% average annual infrastructure & debt financing levy, $315 million of the submitted capital program would be unfunded, and therefore requires staff to review future years to develop a capital program that fits within these constraints.


Total Forecast $1.13 Billion
(Not Inflated)
Reductions Required
$315 million
$816.8 million
Affordable Capital Program with 2% City Tax Levy Impact for Infrastructure

The city's new debt policy includes a debt limit of 10% of own fund revenues. The following chart shows forecast debt repayments as a percentage of own fund revenues – forecast debt charges based on $428 million of debt are well within these limits. If the submitted program was entirely funded through the issuance of $730 million in debt, debt charges would be approaching the debt limit by 2021, which further supports the recommendation for a 2% Infrastructure and Debt Financing Levy.



Therefore, staff are proposing an average annual infrastructure and debt financing levy of 2% for 2012 and each of the next nine years. As part of the 2013 to 2016 Business Planning and Budget process staff will review the submitted capital program and prioritize projects in order to be affordable within an average annual 2% capital levy.

7.5 Staffing Impacts of Proposed Budget

The City of Mississauga delivers services and services are delivered by people. The new initiatives proposed in the 2012 Budget represent increased service levels and some will require staffing in order to be able to deliver the initiative. The following table sets out the proposed full time equivalent (FTE) positions by service area. Appendix 5 to the Executive summary includes a listing of the proposed positions.

Summary of Full Time Equivalents (FTE)

($'000's)	2011 FTEs	New Operating FTEs	New Capital FTEs	2012
Roads, Storm Drainage & Watercourses	418.9	-1.6	0.0	417.3
Fire & Emergency Services	705.0	5.0	0.0	710.0
Mississauga Transit	1,225.3	21.3	0.0	1,246.6
Recreation & Parks	1,107.9	12.9	0.0	1,120.8
Mississauga Library System	330.7	-0.2	0.0	330.5
Land Development Services	151.8	-3.0	1.0	149.8
Legislative Services	74.9	1.0	0.0	75.9
Arts & Culture	45.9	3.7	0.0	49.6

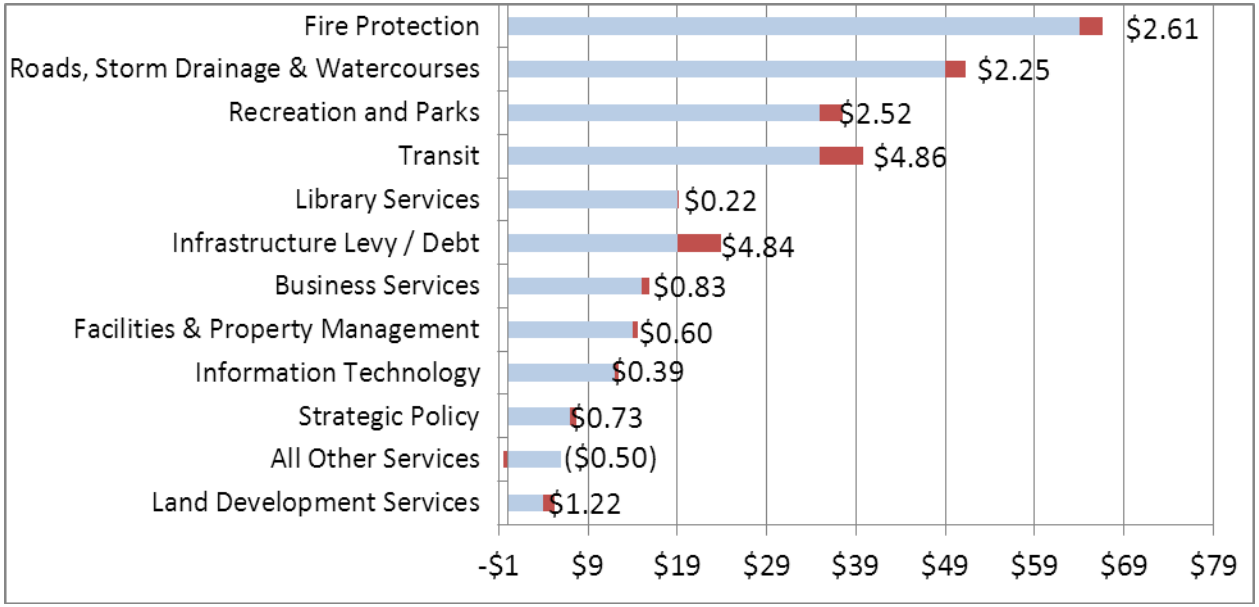
($'000's)	2011 FTEs	New Operating FTEs	New Capital FTEs	2012
Regulatory Services	131.0	1.0	0.0	132.0
Facility & Property Management	180.6	-0.4	-0.5	179.7
Strategic Policy	82.1	6.0	0.0	88.1
Information Technology	125.5	0.0	6.0	131.5
Business Services	236.1	3.7	2.0	241.9
Departmental Business Services	123.1	-1.0	0.0	122.1
Council	39.2	0.0	0.0	39.2
Total City-Wide Capital Budget by Service	**4,978.0**	**48.4**	**8.5**	**5,034.9**

Note: Numbers may not balance due to rounding.

8 Taxation Impact

8.1 Where Your 2012 City Tax Dollars Will Go

The following chart illustrates where a City of Mississauga resident's City property taxes will go. In 2011 the City Share of Property Taxes were $278 per $100,000 of Assessment. The 2012 Proposed Budget results in an increase is $20.57 for a total of $298.57 per $100,000 of Assessment. The red part of each bar indicates how the 2012 increase of $20.57 is allocated by service area.



8.2 Property Tax Impacts

The following chart presents the impact of the City's proposed 2012 Budget on different housing types and different assessed values.

2012 Impact on Residential Tax Bill					
Type of Housing		Condominium	Townhouse	Detached 3 Bedroom	Detached 4 Bedroom Executive
Assessment	$ 100,000	$ 250,000	$ 350,000	$ 430,000	$ 750,000
Proposed Mississauga Budget	20.57	51.43	72.00	88.45	154.28
Proposed Peel Region Budget	5.89	14.71	20.60	25.31	44.14
Total	**$ 26.46**	**$ 66.14**	**$ 92.59**	**$ 113.76**	**$ 198.42**

This chart presents the impact on properties of different assessed values for Commercial/Industrial

2012 Impact on Commercial Tax Bill					
Assessment	$ 100,000	$ 500,000	$1,000,000	$ 5,000,000	$10,000,000
Proposed Mississauga Budget	29.10	145.49	290.97	1,454.87	2,909.73
Proposed Peel Region Budget	8.30	41.48	82.97	414.85	829.70
Total	**$ 37.39**	**$ 186.97**	**$ 373.94**	**$ 1,869.72**	**$ 3,739.43**

2012 Impact on Industrial Tax Bill					
Assessment	$ 100,000	$ 500,000	$ 1,000,00	$ 5,000,000	$10,000,000
Proposed Mississauga Budget	32.42	162.10	324.19	1,620.96	3,241.91
Proposed Peel Region Budget	9.24	46.22	92.44	462.21	924.42
Total	**$ 41.66**	**$ 208.32**	**$ 416.63**	**$ 2,083.16**	**$ 4,166.33**

8.3 Conclusion

The City is facing many pressures due to economic conditions, cost increases and service pressures. The 2012 proposed budget provides an appropriate balance between meeting these pressures and the impact on the property tax payer. The overall increase in a property taxpayers bill is 2.8%. Of this increase, 1.7% is required to maintain services and service levels with some new initiatives. Funding to support the City and Region infrastructure maintenance and rehabilitation requires an increase of 1.1%. When compared to taxes paid to other levels of government and for other non-discretionary expenditures property taxes represent good value for money. Property taxes provide for the services that residents use everyday

The following appendices provide further detail on the City.

Appendix 1A: 2012 Proposed Budget and 2013 and 2014 Forecast by Service Area

Appendix 1B: Annualization of Previous Years Operating Costs Decisions by Service Area.

Appendix 1C: Cost Increases by Service Area

Appendix 1D: Operating Impacts of New Capital Projects ($000's) by Service Area

Appendix 1E: Efficiencies and Cost Savings by Service Area

Appendix 1F: Current Revenue Changes by Service Area

Appendix 2: Proposed New Initiatives by Service Area

Appendix 3: Recommended Tax Rate Reduction Options by Service Area

Appendix 4: 2012 to 2021 Capital Budget Forecast

Appendix 5: Proposed new FTE’s by Service Area

9 Appendices

Appendix 1A

2012 Proposed Net Budget

Service Area	2011 Budget	2012 Proposed Budget	2013 Forecast	2014 Forecast
Roads, Storm Drainage and Watercourses	$64.2	$67.2	$70.4	$73.5
Fire and Emergency Services	$84.0	$87.5	$92.4	$94.9
Mississauga Transit	$45.8	$52.2	$70.1	$73.3
Recreation and Parks	$45.6	$49.0	$51.6	$54.4
Mississauga Library	$24.6	$24.9	$26.0	$26.3
Land Development Services	$5.0	$6.6	$7.1	$7.8
Legislative Services	($2.6)	($2.7)	($2.4)	($2.1)
Arts and Culture	$4.5	$5.0	$5.5	$5.6
Regulatory Services	$1.5	$1.4	$1.8	$1.7
Facilities and Property Management	$18.5	$19.3	$20.1	$20.8
Strategic Policy	$9.9	$10.8	$11.7	$12.1
Information Technology	$16.7	$17.2	$17.8	$18.3
Business Services	$21.4	$22.5	$23.5	$24.4
Council	$4.1	$4.2	$4.3	$4.4
Financial Transactions	($24.8)	($25.9)	($25.9)	($26.9)
Total Operating Budget Forecast	**$318.6**	**$339.3**	**$374.1**	**$388.6**
Infrastructure Levy and Debt Financing		**$6.4**	**$6.9**	**$7.6**
Total Proposed Net Tax Supported Operating Budget & Forecast		**$345.7**	**$381.0**	**$396.2**

Appendix 1B

Annualization of Previous Years Operating Costs Decisions by Services ($000's)			
Service Area	**2012 Proposed Budget**	**2013 Forecast**	**2014 Forecast**
Roads, Storm Drainage and Watercourses	(143)	0	0
Fire and Emergency Services	0	0	0
Mississauga Transit	2,590	0	0
Recreation and Parks	16	(85)	(125)
Mississauga Library	(35)	0	0
Land Development Services	(369)	(197)	0
Legislative Services	(31)	8	40
Arts and Culture	219	85	0
Regulatory Services	88	0	0
Facilities and Property Management	98	0	0
Strategic Policy	38	0	0
Information Technology	131	0	0
Business Services	184	22	0
Council	0	0	0
Financial Transactions	0	0	0
Total	**2,777**	**(167)**	**(85)**

Appendix 1C

Cost Changes by Service ($000's)			
Service Area	**2012 Proposed Budget**	**2013 Forecast**	**2014 Forecast**
Roads, Storm Drainage and Watercourses	3,700	1,937	2,022
Fire and Emergency Services	657	42	39
Mississauga Transit	3,263	2,192	1,868
Recreation and Parks	1,329	474	567
Mississauga Library	30	69	69
Land Development Services	65	(116)	0
Legislative Services	(331)	6	40
Arts and Culture	(139)	11	10
Regulatory Services	43	10	9
Facilities and Property Management	227	130	133
Strategic Policy	145	0	0
Information Technology	46	0	0
Business Services	133	21	18
Council	0	0	0
Financial Transactions	(1,001)	0	0
Total	**7,615**	**4,276**	**4,349**

Appendix 1D

Operating Impacts of New Capital Projects by Service ($000's)			
Service Area	**2012 Proposed Budget**	**2013 Forecast**	**2014 Forecast**
Roads, Storm Drainage and Watercourses	10	0	0
Fire and Emergency Services	351	97	0
Mississauga Transit	0	5,504	(706)
Recreation and Parks	44	198	366
Mississauga Library	0	0	(334)
Land Development Services	0	0	0
Legislative Services	0	0	0
Arts and Culture	0	0	0
Regulatory Services	0	0	0
Facilities and Property Management	82	83	0
Strategic Policy	0	0	0
Information Technology	38	0	0
Business Services	0	0	0
Council	0	0	0
Financial Transactions	0	0	0
Total	**525**	**5,882**	**(674)**

Appendix 1E

Efficiencies and Cost Savings by Service ($000's)			
Service Area	**2012 Proposed Budget**	**2013 Forecast**	**2014 Forecast**
Roads, Storm Drainage and Watercourses	(1,050)	0	0
Fire and Emergency Services	0	0	0
Mississauga Transit	(1,372)	(71)	0
Recreation and Parks	(66)	(10)	0
Mississauga Library	(101)	0	0
Land Development Services	(20)	0	0
Legislative Services	(20)	0	0
Arts and Culture	0	0	0
Regulatory Services	0	0	0
Facilities and Property Management	(277)	(51)	0
Strategic Policy	(75)	0	0
Information Technology	(241)	0	0
Business Services	(54)	(30)	0
Council	0	0	0
Financial Transactions	(100)	(24)	(1,015)
Total	**(3,381)**	**(186)**	**(1,015)**

Appendix 1F

Current Revenue Changes by Service ($000's)			
Service Area	**2012 Proposed Budget**	**2013 Forecast**	**2014 Forecast**
Roads, Storm Drainage and Watercourses	(886)	25	25
Fire and Emergency Services	230	0	0
Mississauga Transit	(4,490)	(824)	(2,087)
Recreation and Parks	(442)	(670)	(467)
Mississauga Library	(78)	0	0
Land Development Services	1,050	0	0
Legislative Services	27	6	0
Arts and Culture	128	0	0
Regulatory Services	(679)	0	0
Facilities and Property Management	35	0	0
Strategic Policy	0	0	0
Information Technology	(32)	16	14
Business Services	(280)	0	0
Council	0	0	0
Financial Transactions	387	0	0
Total	**(5,031)**	**(1,447)**	**(2,516)**

Proposed New Initiatives by Service ($000's)			
Service Area	**2012 Proposed Budget**	**2013 Forecast**	**2014 Forecast**
Roads, Storm Drainage and Watercourses	0	0	0
Fire and Emergency Services	256	2,072	161
Mississauga Transit	2,207	7,604	1,214
Recreation and Parks	826	334	171
Mississauga Library	0	232	(10)
Land Development Services	0	24	0
Legislative Services	0	0	0
Arts and Culture	270	183	20
Regulatory Services	56	(35)	(495)
Facilities and Property Management	43	41	0
Strategic Policy	381	445	64
Information Technology	0	0	0
Business Services	110	25	0
Council	0	0	0
Financial Transactions	0	0	0
Total	**4,149**	**10,925**	**1,125**

Recommended Tax Rate Reduction Options by Service ($000's)			
Service Area	**2012 Proposed Budget**	**2013 Forecast**	**2014 Forecast**
Roads, Storm Drainage and Watercourses	0	0	0
Fire and Emergency Services	0	0	0
Mississauga Transit	0	0	0
Recreation and Parks	(387)	(275)	(25)
Mississauga Library	0	0	0
Land Development Services	0	0	0
Legislative Services	0	0	0
Arts and Culture	(50)	0	0
Regulatory Services	0	0	0
Facilities and Property Management	0	0	0
Strategic Policy	0	0	0
Information Technology	(18)	0	0
Business Services	(45)	0	0
Council	0	0	0
Financial Transactions	0	0	0
Total	**(500)**	**(275)**	**(25)**

Appendix 4

2012 to 2021 Capital Budget Forecast by Service ($ millions)					
Service Area	**2012**	**2013**	**2014**	**2015-2021**	**Total**
Roads, Storm Drainage & Watercourse	66.9	102.9	90.1	510.8	770.7
Transit	41.2	67.1	17.3	319.7	445.3
Facility & Property Management	15.2	14.0	23.6	291.3	344.2
Recreation & Parks	15.5	52.6	40.4	222.4	331.0
Information Technology	8.4	8.5	6.1	58.7	81.7
Fire & Emergency Services	4.8	8.0	9.2	39.0	61.0
Culture	0.3	0.7	6.6	22.4	30.0
Mississauga Library System	0.6	4.1	4.0	8.5	17.2
Strategic Policy	1.6	7.2	0.6	0.0	9.4
Business Services	1.2	2.2	1.1	2.2	6.7
Land Development Services	0.5	0.2	0.0	0.0	0.8
Legislative	0.1	0.1	0.2	0.3	0.6
Regulatory	0.1	0.3	0.0	0.1	0.5
Total	**156.3**	**268.0**	**199.3**	**1475.4**	**2099.0**
Capital Reduction	0.0	53.0	27.0	235.0	315.0
Total Proposed Capital Budget Forecast	**156.3**	**215.0**	**172.3**	**1240.4**	**1784.0**

Summary of FTE Adjustments

Operating or Capital	Initiative	Staff Description	Full Time Permanent FTE	Contract/ Part Time FTE	Total	Service Area	Appendix 5 Budget Change Type
Operating	Annualization of City Wide Museum Program	Part Time staff for museum programs		0.2	0.2	Arts & Culture	Maintain Current Service Levels
Operating	Budget Changes to reflect actual	Part time staff for various art programs		-0.5	-0.5	Arts & Culture	Maintain Current Service Levels
Operating	BR 106: Position required to Implement Cultural Facilities and Spaces Policy	Develop long term plans for cultural infrastructure	1		1	Arts & Culture	New Initiatives
Operating	BR 143: Program Development at Meadowvale Theatre	Facilitate new community programs and uses for theatre	1		1	Arts & Culture	New Initiatives
Operating	BR 130: Heritage Plans for Mississauga's Villages - Funding from Art Reserve	Heritage Planner (contract) to review conservation districts		2	2	Arts & Culture	New Initiatives
Operating	Improve insurance claim management services	Claims Analyst	1		1	Business Services	Maintain Current Service Levels

Operating or Capital	Initiative	Staff Description	Full Time Permanent FTE	Contract/ Part Time FTE	Total	Service Area	Appendix 5 Budget Change Type
Operating	Conversion of 3 HR contract positions	HR Consultant for TW, Employee Development Consultant, & Employee Health Claims Assistant	3	-3	0	Business Services	Maintain Current Service Levels
Operating	Conversion of 1 Accounts Payable contract position	Accounts Payable Representative	1	-1	0	Business Services	Maintain Current Service Levels
Operating	Annualization of TW OD Consultant hired in 2011	TW Organizational Development Consultant		0.25	0.25	Business Services	Maintain Current Service Levels
Operating	BR 23: Enhance financial policy and grant management	Financial Policy Analyst	1		1	Business Services	New Initiatives
Operating	BR 733: AODA Employment Standard Compliance (Funded by Reserve for 1 year)	HR Consultant & Ergonomist		2	2	Business Services	New Initiatives
Operating	BR 747: Elimination of Information Desk	Temporary Front line staff		-0.5	-0.5	Business Services	Recommended Rate Reduction Options
Operating	Expand Energy Management Capabilities*	Energy Co-ordinator (currently Capital contract)	1		1	Facilities & Property Management	Maintain Current Service Levels

Operating or Capital	Initiative	Staff Description	Full Time Permanent FTE	Contract/ Part Time FTE	Total	Service Area	Appendix 5 Budget Change Type
Operating	Implement Civic Precinct Cleaning Efficiency	1 Full time and 1.4 Part time staff	-1	-1.4	-2.4	Facilities & Property Management	Maintain Current Service Levels
Operating	BR 649: Increased Preventative and Demand Maintenance Requirements	HVAC Trade Staff	1	0	1	Facilities & Property Management	New Initiatives
Operating	Scheduling Coordinator for Garry W. Morden	Scheduling Coordinator	1		1	Fire & Emergency Services	Maintain Current Service Levels
Operating	BR 73: Fire Prevention Legislation Resourcing	Fire Prevention	2		2	Fire & Emergency Services	New Initiatives
Operating	BR 717: Data Analyst	Analyst	1		1	Fire & Emergency Services	New Initiatives
Operating	BR 96: Fire Training Officers	Training Officers	1		1	Fire & Emergency Services	New Initiatives
Operating	Conversion of Existing Contract TXM Application Developer	Application Developer for TXM (Tax Manager)	1	-1	0	Information Technology	Maintain Current Service Levels
Operating	Three Year Plan Reductions	Vacant Urban Designer	-1		-1	Land Development Services	Maintain Current Service Levels

Operating or Capital	Initiative	Staff Description	Full Time Permanent FTE	Contract/ Part Time FTE	Total	Service Area	Appendix 5 Budget Change Type
Operating	Three Year Plan Reductions	Vacant Temporary Labour - Zoning By-law Review Team Planner		-1	-1	Land Development Services	Maintain Current Service Levels
Operating	Three Year Plan Reductions	Transfer Planner position to SCI	-1		-1	Land Development Services	Maintain Current Service Levels
Operating	Conversion To Permanent	Convert Project Coordinator to Permanent (more than 3 three year contract)	1	-1	0	Land Development Services	Maintain Current Service Levels
Operating	Conversion To Permanent	Convert Planner - Zoning By Law Review to permanent	1	-1	0	Land Development Services	Maintain Current Service Levels
Operating	Three Year Plan Reductions	Vacant Administrative Assistant	-1	0	-1	Departmental Support Service-Planning & Building	Maintain Current Service Levels
Operating	Election staff	2011 Bi-Election staff		0.5	0.5	Legislative Services	Maintain Current Service Levels
Operating	Election staff	2010 Election Temporary Recount staff		-0.7	-0.7	Legislative Services	Maintain Current Service Levels

Operating or Capital	Initiative	Staff Description	Full Time Permanent FTE	Contract/ Part Time FTE	Total	Service Area	Appendix 5 Budget Change Type
Operating	Legislative staff	Temporary POA staff		0.5	0.5	Legislative Services	Maintain Current Service Levels
Operating	Print Shop Lean Production Strategy	Print Shop Temporary labour		-0.5	-0.5	Legislative Services	Maintain Current Service Levels
Operating	Annualization of Reduction initiative in 2011	Temporary staff in Microfilming		-0.3	-0.3	Legislative Services	Maintain Current Service Levels
Operating	BR247: Municipal Election	Election Staff for 2014 Election	1	0.5	1.5	Legislative Services	New Initiatives
Operating	Rationalize Sunday Staffing Levels	Temporary Staff		-0.2	-0.2	Mississauga Library	Maintain Current Service Levels
Operating	Presto Implementation	Presto Analyst		1	1	Mississauga Transit	Maintain Current Service Levels
Operating	Presto Implementation	Presto Technical Business Analyst		1	1	Mississauga Transit	Maintain Current Service Levels
Operating	Presto Implementation	Presto Equipment Technician	1		1	Mississauga Transit	Maintain Current Service Levels

Operating or Capital	Initiative	Staff Description	Full Time Permanent FTE	Contract/ Part Time FTE	Total	Service Area	Appendix 5 Budget Change Type
Operating	Transit Operations Information System (TOS replacement)	Technical Business Analyst		0.25	0.25	Mississauga Transit	Maintain Current Service Levels
Operating	Transit Service Rationalization	Transit Operator	-6		-6	Mississauga Transit	Maintain Current Service Levels
Operating	BR 418: iBus Project - ITS for Transit	Transit Equipment Technician	1		1	Mississauga Transit	New Initiatives
Operating	BR 477: Transit Service Plan	Transit Operator	20		20	Mississauga Transit	New Initiatives
Operating	BR 477: Transit Service Plan	Operations Supervisor	1		1	Mississauga Transit	New Initiatives
Operating	BR 477: Transit Service Plan	Route Supervisor	1		1	Mississauga Transit	New Initiatives
Operating	BR 477: Transit Service Plan	Mechanic	1		1	Mississauga Transit	New Initiatives
Operating	Community Groups On-Line Services	Customer Service Representative	-1		-1	Recreation & Parks	Maintain Current Service Levels
Operating	Civic Centre Food Services	FT: 1 Supervisor, 1 Chef PT: 5 Servers, 1 Line cook & 1 PT Supervisor	2	7	9	Recreation & Parks	Maintain Current Service Levels

Operating or Capital	Initiative	Staff Description	Full Time Permanent FTE	Contract/ Part Time FTE	Total	Service Area	Appendix 5 Budget Change Type
Operating	Mississauga Celebration Square	Rink Patrol Staff & Long Term Temporary Staff		2.2	2.2	Recreation & Parks	Maintain Current Service Levels
Operating	Malton Community Center	Various PT Staff		1	1	Recreation & Parks	Maintain Current Service Levels
Operating	Clarkson Community Center pool	Various PT Staff		3	3	Recreation & Parks	Maintain Current Service Levels
Operating	Dome Field at Hershey Sportzone	Various PT Staff		1.8	1.8	Recreation & Parks	Maintain Current Service Levels
Operating	Park Land Growth	Parks Person		1	1	Recreation & Parks	Maintain Current Service Levels
Operating	Mississauga Valley Community Centre Therapy Pool	Various PT Staff		3.3	3.3	Recreation & Parks	Maintain Current Service Levels
Operating	Closure of Terry Fox Pool for 12 Weeks	Various PT Staff		* -2.4	-2.4	Recreation & Parks	Maintain Current Service Levels
Operating	Closure of McKechnie Pool for 8 months	Various PT Staff		* -10	-10	Recreation & Parks	Maintain Current Service Levels

Operating or Capital	Initiative	Staff Description	Full Time Permanent FTE	Contract/ Part Time FTE	Total	Service Area	Appendix 5 Budget Change Type
Operating	Revenue Pressure for various lines of business Staff Savings	Various PT Staff		-1.5	-1.5	Recreation & Parks	Maintain Current Service Levels
Operating	Contract Staff for 2009 Supplementary Capital Projects	Landscape Architects		-1.5	-1.5	Recreation & Parks	Maintain Current Service Levels
Operating	Conversion of Long-Term Contract Staff	9 Forestry Positions & 1 Recreation Position	10	-10	0	Recreation & Parks	Maintain Current Service Levels
Operating	Mississauga Celebration Square - Contract Conversion	Event Programmer, Production Supervisor & Media Wall Programmer/Co-ordinator	3	-3	0	Recreation & Parks	Maintain Current Service Levels
Operating	BR 225: Plant a Million Trees	Program Co-ordinator	1		1	Recreation & Parks	New Initiatives
Operating	BR 697: Dedicated Security - Civic Precinct	Security Officers	3		3	Recreation & Parks	New Initiatives
Operating	BR 506: Street Tree Block Pruning	Forestry Contract Administrator	1		1	Recreation & Parks	New Initiatives
Operating	BR 586: Backlit Advertising in CC and Libraries	Account Representative		1	1	Recreation & Parks	Recommended Rate Reduction Options

Operating or Capital	Initiative	Staff Description	Full Time Permanent FTE	Contract/ Part Time FTE	Total	Service Area	Appendix 5 Budget Change Type
Operating	Convert Existing IT Staff from Contract to Full Time	IT Support Representatives	3	-3	0	Departmental Business Services-Comm Serv	Maintain Current Service Levels
Operating	BR 764 : Animal Services E3 Licensing Initiative	Call Centre Agent	1		1	Regulatory Services	New Initiatives
Operating	Staff Reductions - Transportation Asset Management	Temporary Labour Staff Reduction		-1.6	-1.6	Roads, Storm Drainage and Watercourses	Maintain Current Service Levels
Operating	Position initiated to assist with the Strategic Plan development and has continued to be necessary to research, conduct analysis and report on significant elements of strategic projects including Downtown 21, Sheridan College and Inspiration Lakeview.	Researcher	1	-1	0	Strategic Policy	Maintain Current Service Levels
Operating	Transfer of Strategic Leader to Strategic Community Initiatives which is offset by reduction in Land Development Services	Strategic Leader	1		1	Strategic Policy	Maintain Current Service Levels

Operating or Capital	Initiative	Staff Description	Full Time Permanent FTE	Contract/ Part Time FTE	Total	Service Area	Budget Change Type
Operating	BR 154: Waterfront Mississauga Revitalization	Researcher	0	1	1	Strategic Policy	New Initiatives
Operating	BR 377: EDO Strategy Recommendations	Manager, International Development	1		1	Strategic Policy	New Initiatives
Operating	BR 373: Living Green Master Plan Implementation	Environmental Coordinator	1		1	Strategic Policy	New Initiatives
Operating	BR 373: Living Green Master Plan Implementation	Community Energy Coordinator	1		1	Strategic Policy	New Initiatives
Operating	BR 373: Living Green Master Plan Implementation	Director	1		1	Strategic Policy	New Initiatives
Capital	Front End Procurement Software	Investigator/ buyer for software options		1	1	Business Services	Maintain Current Service Levels
Capital	Buyer for Rec & Parks capital procurement	Buyer for Recreation and Parks Capital Project		1	1	Business Services	Maintain Current Service Levels
Capital	Expand Energy Management Capabilities*	Energy Co-ordinator (currently Capital contract)		-1	-1	Facilities & Property Management	Maintain Current Service Levels
Capital	Annualization of Project Co-ordinator hired in 2011.	Project Co-ordinator		0.5	0.5	Facilities & Property Management	Maintain Current Service Levels

Operating or Capital	Initiative	Staff Description	Full Time Permanent FTE	Contract/ Part Time FTE	Total	Service Area	Appendix 5 Budget Change Type
Capital	Windows 7 & Office 2010 - Annualization of 2 contract positions hired in 2011	Project Leader and Application Tester		1	1	Information Technology	Maintain Current Service Levels
Capital	Enterprise Reporting - Annualization of 3 contract staff hired in 2011	Project Leader, Business Objects Enterprise Specialist, and Application Developer		1.5	1.5	Information Technology	Maintain Current Service Levels
Capital	VCOM Mobile Radio Replacement	Project Leader		1	1	Information Technology	Maintain Current Service Levels
Capital	MAX System Upgrade	IT Support for MAX system Upgrade		1	1	Information Technology	Maintain Current Service Levels
Capital	SAP Financial Modules per E3	Project Leader (0.5) and Financial Systems Support analyst		1.5	1.5	Information Technology	Maintain Current Service Levels
Capital	BR 342: Contract Backfill - Charged to Labour Recovery from Capital	One FTE Contract Backfill for Eplan Project BR342 for 2012 only, backed out in 2013.		1	1	Land Development Services	New Initiatives
Capital	BR 779: New System for Cemeteries Management	Project Manager & IT Developer		2	2	Recreation & Parks	New Initiatives
Total			**63.0**	**6.3**	**56.9**		

* Temporary reductions only

Roads, Storm Drainage & Watercourses Business Plan

City of Mississauga

2012-2014 Update

MISSISSAUGA
Leading today for tomorrow



Last year the City of Mississauga undertook an extensive process to create a four year, 2011 through 2014, detailed Business Plan and Budget. Approved in March 2011, the 2011-2014 Business Plan and Budget outlines how and where the City plans to allocate resources to provide good value for taxpayers. Reviewed and updated annually, the four year plan is based on the City's five strategic priorities. 2012 marks the second year of Mississauga's four year Business Plan and Budget. For this "Update Year" staff have focused on primarily updating and presenting exceptions and amendments to the four year approved Service Area Business Plans, while still providing comprehensive financial information and forecasts.

The following summary document sets out a brief description of the Service Area, what has changed since writing the 2011-2014 Business Plan and Budget and performance measurements. The complete 2011-2014 Business Plan and Budget can be found on the City's website.

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1 Existing Core Services

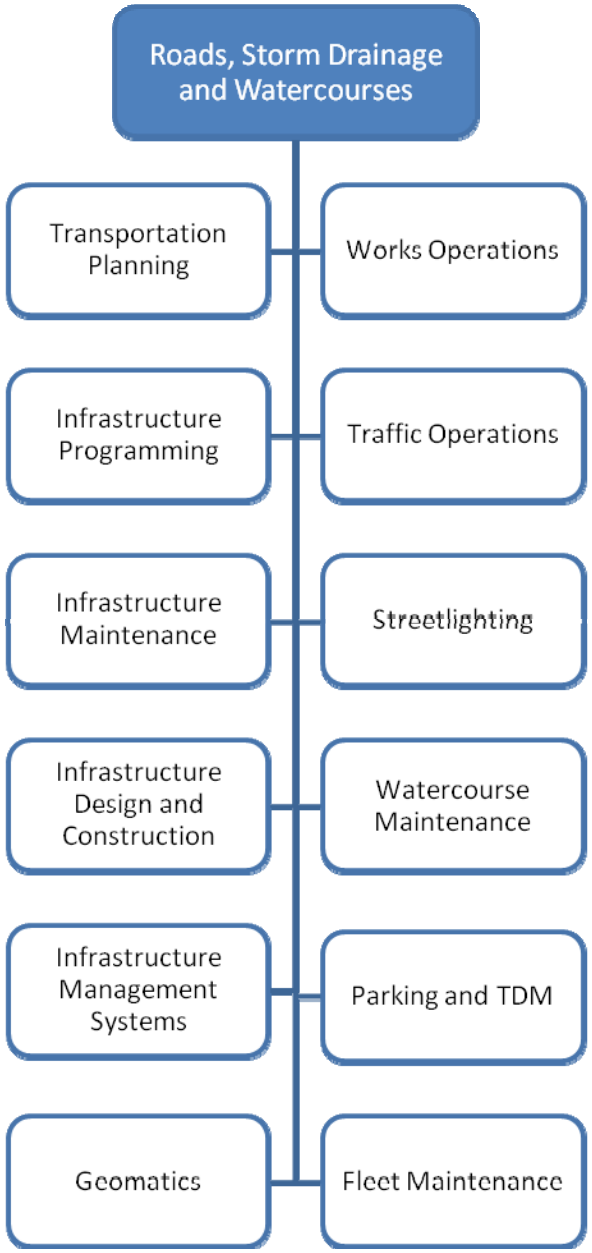
1.1 Vision and Mission

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.



1.2 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 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.



Flush street design along City Centre Drive and the Mississauga Celebration Square

This section includes Major Initiatives and Activities that have changed or require updating since the approval of the 2011-2014 Business Plan & Budget. Updates and accomplishments are listed by Initiative below. Detailed descriptions of these initiatives can be found in the approved Business Plans on the City's website.

2 Updates & Accomplishments

2.1 Updates

Transportation Master Plan

As an initial step in the development of a Transportation Master Plan (TMP), an interim Transportation Strategy "*Moving Mississauga: From Vision to Action*" was presented to City Council in April 2011. This document is a multi-modal transportation action plan and will provide framework for guiding decisions and establishing priorities regarding the development of the City's Transportation system. A formal TMP will be developed when the province releases policy guidelines for municipalities to follow.

Traffic Management Centre

Planning is currently underway to convert the existing traffic control centre into a traffic management centre utilizing intelligent transportation system (ITS) technology. A number of traffic projects were completed to support the City's traffic management objective; twenty traffic control signals were converted to the City's wireless network (for a total of 47), nine traffic signals were installed (for a total of 520), seven pedestrian count down signals were installed (for a total of 86), two new accessible pedestrian signals were installed (for a total of 21), and three new traffic monitoring cameras were installed (for a total of 15).

Minimum Maintenance Standards Implementation

New inspection programs for street signs, sidewalks and streetlights were introduced in order to comply with the changes to the *Ontario Accessibility Act* and *Minimum Maintenance Standards*. Through continuous improvement and in keeping with the service area's goal to lever existing technology, these inspection systems will continue to evolve and enable the City to manage assets more efficiently.

Burnhamthorpe Road through the City Centre

Resurfacing works planned for Burnhamthorpe Road West were deferred until the Transit Project Assessment Process (TPAP) and preliminary design for the Hurontario Street Light Rapid Transit (LRT) and the subsequent Environmental Assessment (EA) for Burnhamthorpe Road West from Living Arts Drive to Mavis Road are completed.

To ensure that the road remains in a state of good repair, minimum maintenance and patching work will be performed. Pedestrian safety improvements planned for the Kariya Gate and Duke of York Boulevard intersections will be implemented in 2012, along with a cycling and pedestrian connection along the north side of the road.

Cooksville Creek Capital Projects

New storm water projects have been identified as part of the *Cooksville Creek Flood Evaluation Study*. Design works for structure improvements are now scheduled in 2012 for the King Street East and the Paisley Boulevard East creek crossings as well as a stormwater facility in the vicinity of Hurontario Street and Matheson Boulevard. These projects have replaced most of the Cooksville Creek projects originally planned for 2012.

Watercourse Management Plan

The plan has been extended city-wide to include more frequent inspection of priority watercourse locations, utilizing the additional student resources added to the program in 2011. This means that additional planned labour increases in 2012 are not required for this program. Existing maintenance budgets will be used to accommodate needed work on a priority basis that is identified as part of the extended inspection program. The requirement to increase maintenance budgets in the future will be monitored through 2012.

Noise Barrier Replacement Program

The *Infrastructure Stimulus Fund* program allowed the City to address all the original NOW and 1-5 year needs identified by the 2004 condition survey study. An update to the condition survey was completed in 2011 and the funding was adjusted to reflect the current state of the noise barrier network. It is expected that the new 1-3 year replacement needs will be addressed by 2014.

Sidewalk Program / Transit Accessibility

The ten year sidewalk program was adjusted to reflect reduced development charges funding and to reduce the impact on operating costs. The transit accessibility priority list is expected to be completed by 2016 instead of 2014.

Transportation Demand Management (TDM) and Parking

Implementation of transportation management plans and policies continue. Paid parking was introduced in the Civic Precinct parking garages and the municipal shared use parking lots at the Sheridan College downtown campus.

Energy Efficient Street Lighting

The pilot program to implement LED lighting along City Centre Drive was completed along with a business case to replace all existing lighting along City streets and pathways.

2.2 Accomplishments

Continuous Improvement and Best Practices

Efficiencies of $1.88 million were implemented for the leaf collection, street cleaning, and winter maintenance programs which has enabled the City to absorb increased cost pressures for 2012 across the entire maintenance program.

Asset Management

In keeping with the service area's goal of maintaining a state of good repair for infrastructure, 100 roads (44 kilometres) were resurfaced, seven bridge/culvert structures were rehabilitated, four kilometres of noise barriers were replaced along Tomken Road, Burnhamthorpe Road East and West, Rathburn Road East and Robert Speck Parkway and watercourse improvements were completed along Little Etobicoke Creek, Cooksville Creek and the Credit River.

In addition, the pavement and bridge/culvert management systems were updated with new inventory and condition assessment information. The information was analyzed and presented to Budget Committee.

Cycling Master Plan Implementation

The Cycling Office was opened in mid-2011 and work began on expanding the cycling network. It is expected that 20 kilometres of new facilities will be completed by year end with a targeted average of 30 kilometres of new cycling facilities to be built annually thereafter.



New cycling sharrows on City Centre Drive

New on-road cycling facilities were installed along City Centre Drive, Tenth Line West, Elm Drive West, Camilla Road, Webb Drive, Mississauga Road, Aldridge Street, Truscott Drive and Lorne Park Road. New multi-use trail facilities have been constructed along Burnhamthorpe Road East, Rathburn Road West, Derry Road West and Walden Circle. Additional multi-use trails were added in partnership with the Region of Peel along Britannia Road West, the Queensway and Derry Road West.

Pilot projects implemented in 2011 include green pavement markings in the bike lane at Dundas Street West and Mississauga Road as well as a demonstration of innovative bicycle parking at the Port Credit Farmers Market.

Greening – Environmental Stewardship

The construction of the Elm Drive low impact development project was completed and included new cycling lanes and parking lay-bys with permeable pavers and rain gardens.

Municipal parking lots completed for the Sheridan College downtown campus feature permeable pavement and LED lighting.



Low impact development features along Elm Drive West

New Transportation Infrastructure

The Ridgeway Drive overpass connection between Unity Drive and Angel Pass was completed and now provides a connection over Highway 403 between Burnhamthorpe Road West and Eglinton Avenue.

Nine kilometres of new transit accessible sidewalks were installed along various transit routes throughout the City. The

sidewalks were installed mostly along major and industrial roads.

Twelve subdivisions were assumed, adding 18.5 kilometres of roadway to the City's network and maintenance programs.

Downtown 21 Master Plan Projects

The Duke of York roundabout and Square One Drive extension adjacent to Sheridan College were completed. The projects include the City's first roundabout and an innovative flush street design, giving priority to the needs of pedestrians and cyclists.



Duke of York, Square One Drive Roundabout

2.3 Awards and Recognition

- 2011 Ontario Public Works Association (OPWA), Bruce Brunton Award for National Public Works Week;
- 2011 Excellence in Storage Award from Salt Institute for the Malton, Meadowvale and Mavis District Works Yards;
- 2010 OPWA - Project of the Year Award in the Environmental Category to the Region of Peel, City of Mississauga and Credit Valley for the Cooksville Creek Flooding Remediation Program Project
- 2011 Canadian Institute of Planners Award for Planning Excellence in Transportation and Infrastructure for the Hurontario/Main Street Corridor Master Plan; and
- 2011 Friends of the Credit Conservation Award for municipal leadership in the integration of low impact development practices for the Elm Drive Project

3 Proposed Changes

3.1 Proposed Budget Summary

This part of the Business Plan provides changes to the 2012 - 2014 Business Plan Update and 2012 Budget. The tables below summarize the changes to maintain current service levels and costs for net budget reduction options and proposed new initiatives. A more detailed summary is available in later sections.

Changes to Maintain Current Service Levels -- see 3.2

Description ($ 000's)	2012	2013	2014
Prior Year Budget	**64,246**	**67,210**	**70,405**
Increases/(Decreases) to Maintain Current Service Levels			
Labour and Benefits	1,333	1,232	1,047
Annualization of Previous Years Operating Cost Decisions	(143)	0	0
Cost Increases	3,700	1,937	2,022
Operating Impact of New Capital Projects	10	0	0
Efficiencies and Cost Savings	(1,050)	0	0
Current Revenue Changes	(886)	25	25
Total Changes to Maintain Current Service Levels	**2,964**	**3,194**	**3,093**
Total Cost to Maintain Current Services Levels	**67,210**	**70,405**	**73,498**
Total Proposed New Initiatives	**0**	**0**	**0**
Total Recommended Tax Rate Reduction Options	**0**	**0**	**0**
Proposed Budget	**67,210**	**70,405**	**73,498**

Note: Numbers may not balance due to rounding

3.2 Changes to Maintain Current Service Levels

The following table illustrates highlights of this service area's costs to maintain current service levels. A detailed description is provided in Appendix 1 of Volume 2.

Changes to Maintain Current Service Levels

Changes to Maintain Current Service Levels Description ($ 000's)	FTE	2012	2013	2014	Total Net Costs
Labour and Benefits	(1.6)	1,333	1,232	1,047	3,612
Annualization of Previous Years Operating Cost Decisions					
Off-Street Parking-Additional Revenue	0.0	(265)	0	0	(265)
Off-Street Parking-Operating Costs	0.0	122	0	0	122
Cost Increases					
Winter Maintenance Contracts and Materials Increases	0.0	1,819	785	816	3,420
Streetlighting Hydro and Maintenance (see 2012 Light Emitting Diode (LED) reduction below)	0.0	1,910	763	826	3,499
Traffic Maintenance	0.0	142	142	142	426
Other Changes	0.0	(171)	247	238	314
Operating Impact of New Capital Projects					
Rain Gauge Program Increased Costs	0.0	10	0	0	10
Efficiencies and Cost Savings					
Light Emitting Diode (LED) Streetlighting Retrofit Cost Avoidance	0.0	(1,000)	0	0	(1,000)
Windrow Subsidy	0.0	(50)	0	0	(50)

Changes to Maintain Current Service Levels Description ($ 000's)	FTE	2012	2013	2014	Total Net Costs
Current Revenue Changes					
Increase in Contract Recoveries	0.0	(489)	0	0	(489)
Realignment of Budget to Reflect Actuals	0.0	(200)	0	0	(200)
Road Degradation-Fees and Charges Approved for 2012	0.0	(122)	0	0	(122)
Other Changes	0.0	(75)	25	25	(26)
Total Changes to Maintain Current Service Levels	**(1.6)**	**2,964**	**3,194**	**3,093**	**9,251**

2011 - 2014 Cost to Maintain Current Service Levels - Budget and Forecast

($ 000's)	2011 Budget	2012 Budget	2013 Forecast	2014 Forecast
Labour Costs	25,992	27,294	28,526	29,573
Other Operating Expenses	44,123	46,710	48,575	50,535
Total Costs	70,115	74,004	77,101	80,107
Total Revenues	(7,913)	(8,874)	(8,849)	(8,824)
Net Cost before Corporate Support Allocations	**62,202**	**65,130**	**68,252**	**71,283**
Corporate Support Allocations	2,044	2,081	2,153	2,215
Total Net Budget	**64,246**	**67,210**	**70,405**	**73,498**

Note: Numbers may not balance due to rounding.

2012 - 2014 Net Operating Budget by Program to Maintain Current Service Levels

Program Expenditures ($ 000's)	2012 Budget	2013 Forecast	2014 Forecast
Maintenance Control	7,458	7,899	8,280
Sewer Bridges & Watercourses	1,456	1,456	1,456
Winter Maintenance	19,657	20,453	21,279
Roads and Sidewalk Maintenance	4,711	4,752	4,793
Cleaning and Litter Pickup	3,876	3,944	4,009
Development Construction	1,125	1,175	1,217
Engineering & Capital Works	575	746	891
Corporate Fleet Maintenance	1,454	1,596	1,728
Transportation & Infrastructure Planning	4,472	4,697	4,892
Streetlighting	8,059	8,800	9,604
Crossing Guards	2,517	2,584	2,641
Traffic Management	8,786	9,091	9,371
Parking Facilities	(177)	(168)	(159)
Geomatics	3,241	3,378	3,495
Total Net Budget	**67,210**	**70,405**	**73,498**

Note: Numbers may not balance due to rounding.

2012 Net Operating Budget by Program to Maintain Current Service Levels

Program Expenditures ($ 000's)	2010 Actual	2011 Budget	2012 Budget	Change %
Maintenance Control	9,403	7,134	7,458	4.5
Sewer Bridges & Watercourses	1,559	1,363	1,456	6.8
Winter Maintenance	16,419	18,671	19,657	5.3
Roads and Sidewalk Maintenance	4,915	4,703	4,711	0.2
Cleaning and Litter Pickup	3,194	3,648	3,876	6.3
Development Construction	999	1,071	1,125	5.1
Engineering & Capital Works	(45)	320	575	79.7
Corporate Fleet Maintenance	1,138	1,320	1,454	10.1
Transportation & Infrastructure Planning	3,092	4,362	4,472	2.5
Streetlighting	7,880	7,149	8,059	12.7
Crossing Guards	2,504	2,472	2,517	1.8
Traffic Management	7,606	9,125	8,786	(3.7)
Parking Facilities	(144)	(168)	(177)	(5.7)
Geomatics	2,941	3,077	3,241	5.3
Total Net Budget	**61,461**	**64,246**	**67,210**	**4.6%**

Note: Numbers may not balance due to rounding.

3.3 Capital Plan

The table below lists new capital projects and/or changes to existing capital projects from the previous 2011- 2020 Capital Forecast, in priority order. The next pages(s) provides a summary of each 2012 newly identified capital projects. Details of each new Capital budget Request are contained in Appendix 2 of Volume 2

2012 - 2014 Net Capital Detail Changes

Program Expenditures ($ 000's)	BR #	2012 Budget	2013 Forecast	2014 Forecast	Post 2014 Forecast	Total ($)	Area of Focus	Strategic Pillar
Streetlighting Retrofit to Light Emitting Diode (LED) light source	749	18,000	17,000	0	0	35,000	Continuous improvement, value for money and tax rate management	
Recycling Receptacles on the City's Road Allowance	773	750	750	0	0	1,500	Identifying any new initiatives that align with the Strategic Plan	Green - Living Green
Ninth Line - Derry Road West to North Limit	N/A	(9,400)	4,700	4,700	0	0	Road Improvements	
Creekbank Road Extension North Limit of Creekbank to South Highway 401	N/A	930	0	(930)	0	0	Road Improvements	
Creekbank Road Extension - Highway 401 Bridge to Enterprise Road	N/A	0	(2,362)	0	2,362	0	Road Improvements	
Drew Road - Dixie Road to Tomken Road - Phase 1	N/A	0	(6,000)	0	6,000	0	Road Improvements	
Drew Road - Dixie Road to Tomken Road - Phase 2	N/A	0	0	(8,500)	8,500	0	Road Improvements	

Program Expenditures ($ 000's)	BR #	2012 Budget	2013 Forecast	2014 Forecast	Post 2014 Forecast	Total ($)	Area of Focus	Strategic Pillar
Centreview Drive Widening - Duke of York to Rathburn Road West	N/A	0	0	(1,270)	1,270	0	Road Improvements	
Courtneypark Drive East Widening - Tomken Road to Dixie Road	N/A	0	0	(3,770)	0	(3,770)	Road Improvements	
Goreway Drive Grade Separation - Construction	N/A	0	0	0	(8,000)	(8,000)	Grade Separation	
Highway 403 North Service Road from Mavis Road to Hurontario Street	N/A	0	0	0	(8,050)	(8,050)	Road Improvements	
Creekbank Road Extension Structure over Highway 401	N/A	0	0	0	(11,302)	(11,302)	Road Improvements	
Sawmill Creek Erosion Control - Burnhamthorpe Road West to Swallowdale Court	N/A	(1,890)	750	0	0	(1,140)	Erosion Control	
Retrofit - Cooksville Creek - North of Bristol Road between McLaughlin Road and Hurontario Street	N/A	(3,500)	0	0	0	(3,500)	Storm Water Management	
Retrofit - Mullet Creek Arch Storm Water Management Pond #5401 - West of Argentia Road & North of Derry Road West	N/A	(3,590)	0	0	0	(3,590)	Storm Water Management	
Cooksville Creek Crossing Improvement - Canadian Pacific Railway	N/A	0	0	(3,360)	0	(3,360)	Culvert Improvement	

Program Expenditures ($ 000's)	BR #	2012 Budget	2013 Forecast	2014 Forecast	Post 2014 Forecast	Total ($)	Area of Focus	Strategic Pillar
Cooksville Creek Crossing Improvements and Flood Protection - King Street East and Paisley Boulevard East	N/A	0	0	7,210	0	7,210	Flood Relief	
New Facility - Cooksville Creek North of Matheson Road Between McLaughlin Road and Hurontario Street	N/A	0	0	16,800	0	16,800	Storm Water Management	
Mullet Creek Erosion Control - Wabukayne Tributary, Upstream of Canadian Pacific Railway	N/A	0	0	0	(2,740)	(2,740)	Erosion Control	
Land Acquisition - Avonhead Creek Storm Water Management Facility #0402	N/A	0	0	0	(2,160)	(2,160)	Storm Water Management	
Cycling Program	N/A	(3,620)	(1,850)	(1,620)	900	(6,190)	Cycling Master Plan	
Noise Wall Program	N/A	(2,200)	(2,375)	(131)	(1,437)	(6,143)	Maintaining a state of good repair for our infrastructure	
Property Acquisition	N/A	(7,030)	(1,680)	(2,180)	21,180	10,290	Property Acquisition	
Total Net Expenditures		**18,750**	**17,750**	**0**	**0**	**36,500**		

Note: Numbers may not balance due to rounding.

2012 New Initiatives for Capital Budget

Priority	Initiative	Budget Impact ($000)s	FTE Impact	Summary and Justification
1	BR 749 Streetlighting Retrofit to Light Emitting Diode (LED) light source	$18,000	0.0	Based on the "New Streetlighting Technologies" pilot project results, Transportation and Works recommends the conversion of the City's streetlights to light emitting diode technology with a streetlighting monitoring system. The streetlighting monitoring system allows for constant monitoring of the status and energy consumption of the streetlighting system. The capital cost of this project is estimated to be $33.6 million (net). The payback period for this project, relative to a "do nothing" scenario, is 6 years after project completion. Light Emitting Diode technology will reduce streetlighting energy and maintenance costs in Mississauga by approximately 50%. This includes the elimination of costs to patrol and relamp the existing streetlighting system.
2	BR 773 Recycling Receptacles on the City's Road Allowance	$750	0.0	This initiative deals with the fabrication and installation of up to 750 combined waste and recycling receptacles at transit bus stops, platforms, terminals and other appropriate locations in the City's road allowance. The installation of the recycling bins on the City's road allowance in areas of high pedestrian activity offers the public opportunities to recycle, thereby diverting material from the waste stream.
	Total	**$18,750**	**0.0**	

2012 - 2021 Total Net Capital Program

Program Expenditures ($ 000's)	2012 Budget	2013 Forecast	2014 Forecast	Post 2014 Forecast	Total ($)
Bridge and Structure Rehabilitation	4,500	4,500	4,500	31,500	45,000
Major Roads	5,625	11,755	10,405	122,107	149,892
Other Engineering	32,113	48,098	21,545	141,463	243,219
Roadway Rehabilitation	14,774	16,224	23,900	168,900	223,798
Storm Drainage	9,900	7,290	29,790	46,833	93,813
Total Net Expenditures	**66,912**	**87,867**	**90,140**	**510,803**	**755,722**

Note: Numbers may not balance due to rounding.

3.4 Human Resources

Human Resources Requirement Distribution

Program	2011	2012	2013	2014
Maintenance Control	118.0	118.0	118.0	118.0
Engineering & Capital Works	60.6	60.6	60.6	60.6
Development Construction	12.0	12.0	12.0	12.0
Corporate Fleet Maintenance	27.7	27.7	27.7	27.7
Crossing Guards	68.8	68.8	68.8	68.8
Traffic Management	54.0	54.0	54.0	54.0
Transportation & Infrastructure Planning	43.7	42.1	42.1	42.1
Parking Facilities	2.0	2.0	3.0	3.0
Corporate Support Services Geomatics	32.0	32.0	32.0	32.0
Total Service Distribution	**418.9**	**417.3**	**418.3**	**418.3**

4 Performance Measures

4.1 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.

Performance Measures Update

Measures for Roads, Storm Drainage and Watercourses

	Objective	Measure	2009 Actual	2010 Planned	2010 Actual	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	$1,989	$2,000	$1,839	$2,000	$2,100	$2,200	$2,400
		Average Storm Water Management Operating Cost per Km of Storm Sewer	$1,235	$1,300	$1,334	$1,300	$1,350	$1,400	$1,400
		Average Winter Maintenance Operating Cost Per Lane Km	$2,877	$3,500	$3,196	$3,500	$3,700	$3,800	$4000
	Planned increase in parking revenues over time with the introduction of new parking facilities	Annual Gross Parking Revenues	$290,204	$255,000	$345,977	$729,200	$891,200	$900,000	$1,157,000
Customers	Adhere to service request response Level	Percentage of customer requests meeting target response date	68%	75%	94%	90%	90%	90%	90%
	Citizen Satisfaction	Average citizen satisfaction rating for roads, traffic and environmental planning	7.1	7.5	7.1	7.5	8	8	8
Employees	Employee Satisfaction	Overall employee engagement for Transportation and Works	65%	66%	63%	67%	68%	69%	70%
		Employee engagement survey participation for Transportation and Works	45%	48%	58%	58%	58%	58%	55%
		Employee satisfaction professional and personal development for Transportation and Works	62%	63%	61%	61%	65%	66%	67%

Measures for Roads, Storm Drainage and Watercourses

	Objective	Measure	2009 Actual	2010 Planned	2010 Actual	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	77%	76%	77%	75%	74%	73%	72%
		Percentage of Bridges in Good Condition Or Better	87%	90%	81%	80%	80%	80%	90%
	Move traffic efficiently, volume to capacity ratio	Percentage of City owned intersections that function at or above capacity	14%	14%	14%	14%	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	80%	90%	89%	93%	100%	100%	100%

Fire and Emergency Services Business Plan

City of Mississauga

2012-2014 Update









MISSISSAUGA
Leading today for tomorrow



Last year the City of Mississauga undertook an extensive process to create a four year, 2011 through 2014, detailed Business Plan and Budget. Approved in March 2011, the 2011-2014 Business Plan and Budget outlines how and where the City plans to allocate resources to provide good value for taxpayers. Reviewed and updated annually, the four year plan is based on the City's five strategic priorities. 2012 marks the second year of Mississauga's four year Business Plan and Budget. For this "Update Year" staff have focused on primarily updating and presenting exceptions and amendments to the four year approved Service Area Business Plans, while still providing comprehensive financial information and forecasts.

The following summary document sets out a brief description of the Service Area, what has changed since writing the 2011-2014 Business Plan and Budget and performance measurements. The complete 2011-2014 Business Plan and Budget can be found on the City's website.

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1 Existing Core Services

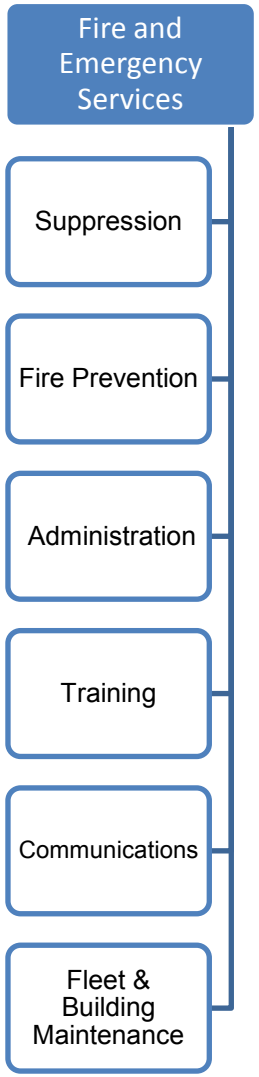
1.1 Vision and Mission

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 an 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.



1.2 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, 9 reserve vehicles, 7 speciality vehicles, and some thirty-four 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.

This section includes Major Initiatives and Activities that have changed or require updating since the approval of the 2011-2014 Business Plan & Budget. Updates and accomplishments are listed by Initiative below. Detailed descriptions of these initiatives can be found in the approved Business Plans on the City's website.

2 Updates & Accomplishments

2.1 Updates

In the 2011-2014 Fire and Emergency Services Business Plan a number of goals and objectives were established with the intention to provide clear, consistent information to both the public and Council. The overall goals of the division focussed around effective and efficient delivery of emergency response and life safety education to the community. These goals included modifying the way response time is measured and reported and the impact risk plays in the appropriate distribution of resources and public safety.

Operational objectives were set for all services within Fire and Emergency Services.

In the 2011-2014 Business Plan, MFES committed to working towards improving response times for all types of emergencies. The first step to accomplishing this goal was to begin measuring all components that impact response time and report on 'total response time'. This is the time it takes from the time MFES receives the call to the time resources arrive on scene. MFES has begun to collect and report response data based on total response time at the 90^{th} percentile. A 2010 year end activity report was provided to Council outlining actual response times in comparison to 2009 as well as against MFES established targets.

MFES continues to work with Council through the budget process to determine appropriate resourcing to meet response requirements city wide.

In order to assess response requirements and appropriate response, MFES committed to completing the categorization of all properties in the city based on their potential life safety risk. In support of this goal, the creation of a database is underway that will ultimately identify and classify all building stock in the City of Mississauga based on risk. The intent of this database will be to ensure the existing deployment model is effective and that the appropriate resources are being deployed to match the risk in the community. It will also help to determine that public education programs are appropriately targeted to match the risk and identify opportunities to enhance these programs.

Fire prevention and public education is an integral component of MFES's commitment to community safety. In the 2011-2014 Business Plan MFES committed to ensuring that fire safety information is accessible to all residents. To that end, important life safety information has been made available on the City's website in the top 10 most spoken languages in Mississauga as identified in the latest Census.

Through the development of the MFES 2010 Fire Master Plan, an analysis was completed to identify geographic areas of the city that may pose response challenges. The study indicated there were a number of areas where emergency response challenges existed and would likely be exacerbated by ongoing growth and intensification. A proposal was articulated in the 2011-2104 Business Plan to help address these growth related issues. Recommendations identified three new stations would be required over the short term in order to positively impact response times in these areas.

The Hurontario and Eglinton area was identified as the number one priority. As part of the 2011 budget process, funding was provided for land acquisition in this area for the construction of a new fire station.

Also identified in the Business Plan was the relocation of three existing stations and the development of the Garry W. Morden Centre.

Fire Station 116 previously located in a leased facility on Telford Way was relocated to 6825 Tomken Road and is a co-location project with the Region of Peel Paramedic Services. The construction of this facility was completed in October 2011 and is now occupied.



Fire Station 116 and Region of Peel Paramedic Reporting Facility

Fire Station 106 currently located on Dixie Road is in the process of being relocated within its immediate response area to 1355 Winding Trail and will also be a co-location project with the Region of Peel Paramedic Services. It is currently under construction and expected to be completed by the fall of 2012.



Fire Station 106 and Region of Peel Paramedic Satellite Station

Fire Station 119 is currently located in a leased facility at 3201 Elmbank Rd. The City has purchased land on Airport Road for the relocation of this station and is exploring a co-location opportunity with Peel Region Paramedic Services at this site. The design and construction of this station is expected to commence in the spring of 2012.

Construction of the Garry W. Morden Centre (GWMC) is underway and is on schedule to be completed by early 2012. This facility located at 7535 Ninth Line is a partnership between the City of Mississauga, the Region of Peel and the Federal Government. It will be the City's first Leadership in Energy and Environmental Design (LEED) accredited facility. This facility will replace the existing fire training centre located on Britannia Road in Mississauga (built in 1977) which is entering an intensive maintenance phase in its lifecycle. The current training facility and property is no longer sufficient to accommodate the existing number of emergency personnel who are required to complete on-going training. GWMC facilities will also replace the existing Mechanical Division currently located at Fire Headquarters. The mechanical division was added in 1983 to accommodate 11 front line vehicles and 12 support vehicles. It can no longer accommodate the existing fleet which is made up of

30 front line vehicles, nine reserve vehicles, seven specialty vehicles and 34 support vehicles.



Garry W. Morden Centre Administration Building

Within the administration building will be training classrooms for the training of both City of Mississauga staff as well as Department of National Defence (DND) Staff. It will include office space for Fire and Emergency Services Training and Mechanical staff.



Driver Training Circuit – Garry W. Morden Centre (Partnership with Peel Regional Police)

The site is approximately 37 acres in size and will be used in a number of different ways. In a partnership with Peel Regional Police (PRP), a 1.2 kilometre driver training circuit is being developed for the purposes of both tactical police training and driver safety training for both PRP and Fire and Emergency Services. There will also be opportunities for cross training as part of the track portion of the facility will be a highway response prop complete with jersey walls to allow for the training of both police and Fire on the handling of collisions on divided 400 series highways. There will also be training buildings such as a smoke tower and burn house that will be used for live fire training. There will be other training opportunities such as confined space, trench rescue, auto extrication, vehicle fire and ice rescue just to name a few.



Smoke Tower Training Prop – Garry W. Morden Centre

As part of the LEED certification, the facility will include such components as radiant floor heating in the garage bays, energy efficient HVAC system, heat recovering ventilators, low consumption showers, low emissivity solar glazing, and high reflective roofing membrane to reflect heat. There will also be air quality monitoring stations surrounding the property and the building design has allowed for the harvesting and storage of rainwater to be used in the vehicle wash bay area and for flushing toilets.

3 Proposed Changes

3.1 Proposed Budget Summary

This part of the Business Plan provides changes to the 2012 - 2014 Business Plan Update and 2012 Budget. The tables below summarize the changes to maintain current service levels and costs for net budget reduction options and proposed new initiatives. A more detailed summary is available in later sections.

Changes to Maintain Current Service Levels -- see 3.2

Description ($ 000's)	2012	2013	2014
Prior Year Budget	**84,048**	**87,229**	**90,056**
Increases/(Decreases) to Maintain Current Service Levels			
Labour and Benefits	1,944	2,688	2,283
Annualization of Previous Years Operating Cost Decisions			
Cost Increases	657	42	39
Operating Impact of New Capital Projects	351	97	0
Efficiencies and Cost Savings	0	0	0
Current Revenue Changes	230	0	0
Total Changes to Maintain Current Service Levels	**3,182**	**2,827**	**2,322**
Total Cost to Maintain Current Services Levels	**87,229**	**90,056**	**92,378**

Proposed New Initiatives -- see 3.3

Total Proposed New Initiatives	**256**	**2,072**	**161**
Total Recommended Tax Rate Reduction Options	**0**	**0**	**0**
Proposed Budget	**87,485**	**92,128**	**92,539**

Note: Numbers may not balance due to rounding

3.2 Changes to Maintain Current Service Levels

The following table illustrates highlights of this service area's costs to maintain current service levels. A detailed description is provided in Appendix 1 of Volume 2.

Changes to Maintain Current Service Levels

Description ($ 000's)	FTE	2012	2013	2014	Total Net Costs
Labour and Benefits	0.0	1,944	2,688	2,283	6,914
Cost Increases					
Increased Overtime	0.0	350	0	0	350
Utility Increase	0.0	28	17	18	63
Allocations (Building, IT and Departmental Services)	0.0	33	25	21	79
Emergency Response Vehicle Simulator Training cost	0.0	60	0	0	60
Fuel increases	0.0	30	0	0	30
Other Changes	0.0	157	0	0	157
Operating Impact of New Capital Projects					
Garry W. Morden Centre Capital Project	2.0	351	97	0	448
Current Revenue Changes					
False Alarm Revenue Decline	0.0	200	0	0	200
Other Changes	0.0	30	0	0	30
Total Changes to Maintain Current Service Levels	**2.0**	**3,182**	2,827	2,322	**8,331**

Note: Numbers may not balance due to rounding

2011 - 2014 Cost to Maintain Current Service Levels - Budget and Forecast

($ 000's)	2011 Budget	2012 Budget	2013 Forecast	2014 Forecast
Labour Costs	81,592	84,200	86,984	89,267
Other Operating Expenses	3,420	3,831	3,849	3,866
Total Costs	85,012	88,031	90,833	93,133
Total Revenues	(1,564)	(1,434)	(1,434)	(1,434)
Net Cost before Corporate Support Allocations	**83,448**	**86,597**	**89,399**	**91,700**
Corporate Support Allocations	599	632	657	678
Total Net Budget	**84,048**	**87,229**	**90,056**	**92,378**

2012 - 2014 Net Operating Budget by Program to Maintain Current Service Levels

Program Expenditures ($ 000's)	2012 Budget	2013 Forecast	2014 Forecast
Suppression	74,212	76,658	78,654
Building Maintenance	1,062	1,087	1,113
Vehicle Maintenance	3,022	3,062	3,095
Prevention	4,266	4,398	4,510
Divisional Support Services	4,667	4,851	5,006
Total Net Budget	**87,229**	**90,056**	**92,378**

Note: Numbers may not balance due to rounding.

2012 Net Operating Budget by Program to Maintain Current Service Levels

Program Expenditures ($ 000's)	2010 Actual	2011 Budget	2012 Budget	Change %
Suppression	68,634	71,550	74,212	3.7
Building Maintenance	848	1,028	1,062	3.3
Vehicle Maintenance	2,777	2,961	3,022	2.1
Prevention	3,759	4,274	4,266	(0.2)
Divisional Support Services	5,552	4,235	4,667	10.2
Total Net Budget	**81,569**	**84,048**	**87,229**	**3.8%**

Note: Numbers may not balance due to rounding.

3.3 Proposed New Initiatives

The 2011-2014 Business Plan and Budget identified a number of new initiatives, presented as Budget Requests. In preparing the 2012 Budget these initiatives were reviewed. The following table presents the new initiatives proposed for 2012 to 2014, in priority order, and the costs for the new or enhanced service levels. The next page(s) provide a summary of each 2012 new initiative. Details of each New Initiative Budget Request are contained Appendix 2 of Volume 2:

Proposed New Initiatives

Description ($ 000's)	BR #	FTE	2012	2013	2014	Total Net Costs	Area of Focus	Strategic Pillar
Fire Prevention Legislation Resourcing	73	2.0	108	108	0	216	Continuous improvement, value for money and tax rate management	
Data Analyst	717	1.0	55	55	0	110	Continuous improvement, value for money and tax rate management	
Fire Training Officers	96	3.0	62	124	0	186	Continuous improvement, value for money and tax rate management	
Training Resources for Emergency Management Office	164	0.0	31	0	0	31	Continuous improvement, value for money and tax rate management	
Deputy Chief Position	163	1.0	0	202	0	202	Continuing to be an Employer of Choice	
Building Maintenance Mechanic	65	1.0	0	106	0	106	Maintaining a state of good repair for our infrastructure	

Description ($ 000's)	BR #	FTE	2012	2013	2014	Total Net Costs	Area of Focus	Strategic Pillar
Station 120- Hurontario and Eglinton area	74	20.0	0	1,440	0	1,440	Identifying any new initiatives that align with the Strategic Plan	Connect
Stores/Equipment Clerk	116	1.0	0	37	37	74	Continuing to be an Employer of Choice	
Total New Initiatives		**29.0**	256	**2,072**	**37**	**2,365**		

Note: Numbers may not balance due to rounding

2012 Proposed New Initiatives for Operating Budget

Priority	Initiative	Budget Impact ($000)s	FTE Impact	Summary and Justification
1	BR 73 Fire Prevention Legislation Resourcing	$108	2.0	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 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 sites requires an additional 656 hours of annual inspection time. Ontario Regulation 144/06 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. This requires an additional 810 inspection hours annually. OBC regulation now mandate residential fire sprinklers for all new **highrise residential occupancies over three storeys**. This has implications due to the continued development of the downtown core and intensification along the major transit routes and development nodes. Given the anticipated growth related to the Downtown development and other development nodes city wide, a significant number of residential buildings that fall under these regulations will be built. Also, coinciding with recent changes to the zoning bylaw to define Lodging Units, Council has passed a licensing bylaw (72-10) for the approval and registration of all **multi-unit dwelling and lodging houses** across the city. This licensing bylaw and lodging unit registry has a fire safety inspection component that will include mandatory fire and life safety inspections. It is estimated that in order to keep up with the growth and addition of occupancies over three (3) storeys and mandatory fire and life safety inspections for multi-unit dwelling and lodging occupancies, a minimum of an additional 1200 inspection hours will be required annually.

Priority	Initiative	Budget Impact ($000)s	FTE Impact	Summary and Justification
				A study completed by MFES in conjunction with the Ontario Fire Marshals office assessed the current capacity of a fire inspector to be 1350 hours annually. Given the above legislative requirements and number of inspection hours (2666) required to meet these requirements, two (2) additional inspectors are requested.
2	BR 717 **Data Analyst**	$55	1.0	This position will be responsible for the compilation and update of a detailed risk assessment database which will be used for the assessment of every property in the City based on risk. It will ultimately be used to make operational decisions such as resourcing and deployment models for each risk and property type. This has been identified as a key goal within the Fire and Emergency Services Business Plan. This position will also handle internal and external requests for data and statistics and be required to assist with both qualitative and quantitative analyses of statistical data generated by Mississauga Fire & Emergency Services (MFES) on an ongoing basis. It will allow MFES to develop statistical modelling and proactive data analyses to assist in planning for operational deployments, fire risks, response times and statistical mapping.
3	BR 96 **Fire Training Officers**	$62	1.0	These additional training officers are required to effectively address the increasing safety training needs of our staff. Health and Safety legislation and stringent Ministry of Labour Fire Service Standards present increasing mandatory training requirements. Coupled with an expanded annual curriculum and at the Garry W Morden Center, these regulatory agencies and safety standards require an increase to the full time training officer compliment. The current staff complement does not have the capacity to meet the increasing research, program design, delivery and evaluation components for more than 50 core programs. The training officer requested in 2012 will address the immediate requirements associated with technology, new media and communications including mobile data unit support and training

Priority	Initiative	Budget Impact ($000)s	FTE Impact	Summary and Justification
4	BR 164 Training Resources for Emergency Management Office	$31	0.0	Current operating budget is not adequate to support training for City employees and for the maintenance of Emergency Operating Centre (EOC) and associated supplies. The City of Mississauga has only one full time staff dedicated to Emergency Management which is significantly below other municipalities of similar size therefore in order to provide adequate training for city staff, additional training materials and supplies are required. The requirement for additional outreach to staff and residents has been identified and this increase will allow for the purchase of the appropriate materials to adequately meet the ongoing needs of Emergency Management in the City of Mississauga.
	Total	**$256**	**4.0**	

3.4 Capital Plan

The table below lists new capital projects and/or changes to existing capital projects from the previous 2011- 2020 Capital Forecast, in priority order.

2012 - 2014 Net Capital Detail Changes

Program Expenditures ($ 000's)	BR #	2012 Budget	2013 Forecast	2014 Forecast	Post 2014 Forecast	Total ($)	Area of Focus	Strategic Pillar
Fire Vehicle Replacement	N/A	450	(735)	(16)	(1,540)	(1,841)		
Fire Station 101 Renovation	N/A	250	0	(250)	0	0		
Interface Fire/Medical Dispatch Computer System-Provincial Initiative	N/A	80	0	0	0	80		
Upgrade to Voice Communication radio system(VCOM)-cash flow funding	N/A	75	721	450	(800)	446		
Additional Prevention Vehicle	N/A	10	0	0	0	10		
Master Plan Study	N/A	(38)	38	(42)	(5)	(47)		
Fire Vehicle for the new Deputy Chief position	N/A	(68)	68	0	0	0		

Program Expenditures ($ 000's)	BR #	2012 Budget	2013 Forecast	2014 Forecast	Post 2014 Forecast	Total ($)	Area of Focus	Strategic Pillar
Fire Station 119 Relocation	N/A	(160)	(1,250)	750	660	0		
Construction of new Fire Station 120	N/A	(160)	(1,250)	750	660	0		
Construction of new Fire Station 123	N/A	0	540	(950)	410	0		
Construction of New Fire Station 124	N/A		(1,000)	(160)	1,160	0		
Fire Station 104 Renovation	N/A	0	0	1,500	(1,500)	0		
Fire Safety Equipment	N/A	0	0	50	265	315		
Fire Station 107 Renovation	N/A	0	0	(500)	500	0		
Replacement of the Laptops in Fire Trucks	N/A	0	0	0	500	500		
Refurbish fire vehicles to maintain life cycle	N/A	0	0	0	262	262		

Program Expenditures ($ 000's)	BR #	2012 Budget	2013 Forecast	2014 Forecast	Post 2014 Forecast	Total ($)	Area of Focus	Strategic Pillar
Hoses, fittings, breathing equipment, furniture, appliances	N/A	0	0	0	200	200		
Installation of traffic signal pre-emption equipment	N/A	0	0	0	25	25		
Total Net Expenditures		**439**	**(2,868)**	**1,582**	**797**	**(50)**		

Note: Numbers may not balance due to rounding.

2012 - 2021 Total Net Capital Program

Program Expenditures ($ 000's)	2012 Budget	2013 Forecast	2014 Forecast	Post 2014 Forecast	Total ($)
Stations and Auxiliary Buildings	1,330	3,578	5,740	14,997	25,645
Vehicles and Equipment	3,426	4,327	3,472	23,985	35,210
Total Net Expenditures	**4,756**	**7,905**	**9,212**	**38,982**	**60,855**

Note: Numbers may not balance due to rounding.

3.5 Human Resources

Human Resources Requirement Distribution

Program	2011	2012	2013	2014
Suppression	617.0	619.0	641.0	642.0
Building Maintenance	2.0	2.0	3.0	3.0
Vehicle Maintenance	10.0	10.0	10.0	10.0
Prevention	38.0	40.0	40.0	40.0
Divisional Support services	38.0	39.0	41.0	41.0
Total Service Distribution	**705.0**	**710.0**	**735.0**	**736.0**

4 Performance Measures

4.1 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 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.

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.

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.

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.

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.

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. At year end 2010 MFES was over one minute and thirty seconds 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. At year end 2010 MFES was just over forty 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. **At year end 2010 MFES was just over one minute 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. **At year end 2010 MFES was approximately eighteen seconds short of reaching the benchmark.**

Measures for Fire & Emergency Services	2008 (Actual)	2009 (Actual)	2010 (Actual)	2011 (Planned)	2012 (Planned)	2013 (Planned)	2014 (Planned)
Financial Measures							
Total Operating Cost per Capita	$102	$107	$112	$115	$123	$128	$123
Customer Measures							
Number of Home Safe Home Inspections Annually	14,551	16,126	16,361	15,000	17,160	17,820	18,480
Number of Defibrillator Saves Annually	19	23	24	28	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%	53%	63%	66%	69%	73%
% of Staff having Fire & Life Safety Certification	35%	35%	53%	65%	65%%	75%	75%
Internal Business Measures							
First Unit Travel Time for Moderate Risk Occupancies (90th Percentile) (Minutes)	5:45	6:02	5:38	5:45	5:50	5:45	5:45
First Unit Travel Time for High Risk Occupancies (90th Percentile) (Minutes)	4:21	4:13	4:43	4:45	4:50	4:45	4:45
First Unit Total Response Time for Moderate Risk Occupancies (90th Percentile) (Minutes)	7:54	8:05	7:25	7:45	7:50	7:45	7:45
First Unit Total Response Time for High Risk Occupancies (90th Percentile) (Minutes)	6:19	6:12	6:38	6:45	6:50	6:45	6:45

Appendix 1 - 2012 Other Tax Rate Reduction Options

Priority	Initiative	Budget Impact ($000)s	FTE Impact	Summary and Justification
1	BR 655 Charge Residents for Motor Vehicle Accidents	($270)	0.0	Charge residents of Mississauga for MFES attendance at motor vehicle collisions. Currently only non-resident drivers/owners are charged. A review of 2010 data related to motor vehicle collisions indicated there were approximately 880 motor vehicle collisions where City residents were involved. Based on this data at a cost recovery of $410.00 per truck per hour which is set by the Province of Ontario, it is expected to generate approximately $360,000 annually. Commencing April 1, 2012, this initiative is expected to generate $270,000 in the year. It is anticipated that this will be negatively received by the public and is likely to generate complaints.

Priority	Initiative	Budget Impact ($000)s	FTE Impact	Summary and Justification
2	BR 654 Eliminate Suppression Staff	($1,799)	(31.0)	Eliminate suppression positions with associated operating requirements resulting in the elimination of two front line vehicles from service. This is not recommended by MFES as it is estimated that approximately 20% more fire incidents in each response area would have response times that do not meet MFES targets or any industry accepted guidelines. MFES target for first responding vehicle is 6 minutes and 20 seconds 90% of the time, the current response time is 7 minutes and 30 seconds 90% of the time. A reduction in staffing will further deteriorate these already deficient response times city wide. Also in order to meet the requirements of critical tasking, MFES targets 20 firefighters on scene within 10 minutes and 20 seconds, 90% of the time. MFES current total response time is 13 minutes and 13 seconds 90% of the time. This is both a community safety as well as a staff safety issue. In some cases the removal of two vehicles from service may impact the availability of a truck to respond at all in the event of large or simultaneous incidents and will negatively impact the ability to have the appropriate number of firefighters on scene to complete the job safely and effectively. Based on a 2010 survey of 10 major Canadian Fire Departments the following were the related findings: • MFES fire suppression cost per capita is already well below the all comparable municipalities and is $26.00 per capita below the average. • The average number of suppression staff per capita for all departments surveyed is 1:873. MFES is 1:1198. • Of all departments surveyed, the average number of persons protected per station is 30,213. MFES is much higher at 36,900.
Total		**($2,069)**	**(31.0)**	

MiWay – The New Mississauga Transit Business Plan

City of Mississauga

2012-2014 Update

MiWAY

The new Mississauga Transit

MISSISSAUGA

Leading today for tomorrow



Last year the City of Mississauga undertook an extensive process to create a four year, 2011 through 2014, detailed Business Plan and Budget. Approved in March 2011, the 2011-2014 Business Plan and Budget outlines how and where the City plans to allocate resources to provide good value for taxpayers. Reviewed and updated annually, the four year plan is based on the City's five strategic priorities. 2012 marks the second year of Mississauga's four year Business Plan and Budget. For this "Update Year" staff have focused on primarily updating and presenting exceptions and amendments to the four year approved Service Area Business Plans, while still providing comprehensive financial information and forecasts.

The following summary document sets out a brief description of the Service Area, what has changed since writing the 2011-2014 Business Plan and Budget and performance measurements. The complete 2011-2014 Business Plan and Budget can be found on the City's website.

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1 Existing Core Services

1.1 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;

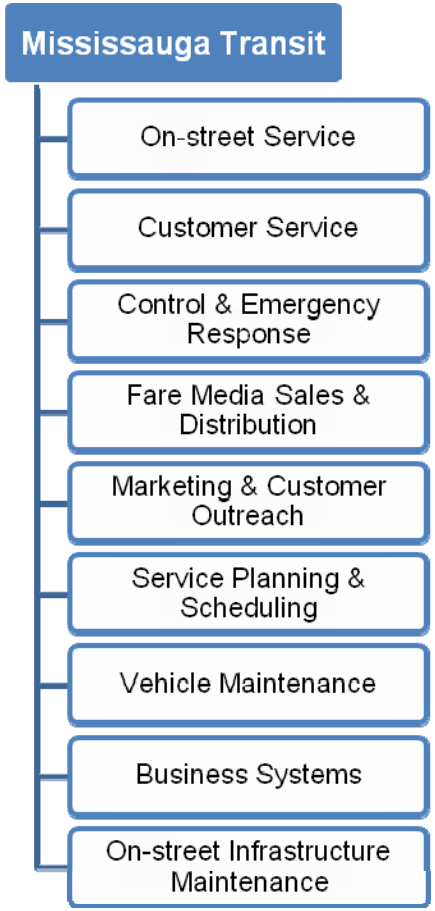
Connect our City. To contribute to a vibrant, successful city by connecting communities within Mississauga and within the Greater Golden Horseshoe to support a 24-hour city;

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.



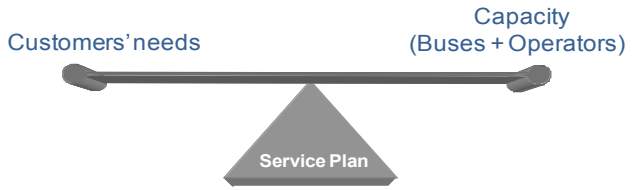
1.2 Service Delivery Model

MiWay the new Mississauga Transit service delivery model has evolved to create the conditions in which there is a strong focus on our customers and the delivery of flexible, integrated transit services that meet the needs of an increasingly diverse community. Excellent customer service, safety, on-time service, clean buses, positive employee relationships, and sound financial management will 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 MiWay, will provide the managerial know-how and skills required to ensure delivery of an efficient, customer oriented, and safe service.

MiWay strives to consistently accomplish two service delivery 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 Service Development section constantly reviews 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.





This section includes Major Initiatives and Activities that have changed or have been updated since the approval of the 2011-2014 Business Plan & Budget. Updates and accomplishments are listed by Initiative below. Detailed descriptions of these initiatives can be found in the approved Business Plans on the City's website.

2 Updates & Accomplishments

2.1 Updates

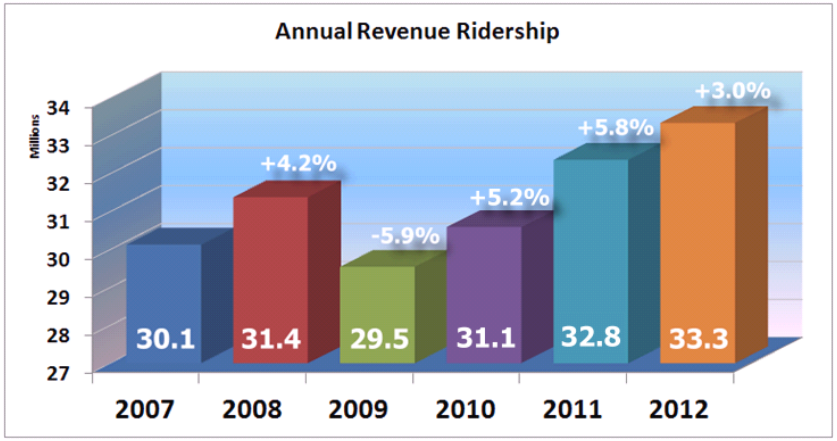
Ridership Growth

Due to the exhaustion of provincial gas tax funding, all service growth is funded by property taxes and fares. New service rarely achieves the target revenue initially and therefore additional subsidy is required beyond the desired revenue/cost ratio of 50%.

Additional service hours have been requested to address congestion in the network due to construction and traffic or address overcrowding due to increased ridership on a given route. Approximately 30,000 additional service hours each year from 2011- 2014 is required to meet these service challenges.

Currently ridership is growing at approximately 6% on MiWay and only a minimal 2% of service growth has occurred in 2011. As of Spring 2011 MiWay has recaptured its pre-recession (2008) ridership levels, expecting almost 33 million trips by the end of the year. The consequences that result without a comparable growth in service is often overcrowding and full buses leaving customers behind and increasing travel times. In addition, at these low growth rates (2%) there is little opportunity to add new routes or services to grow ridership through new or improved transit service.

The capital requirement for new buses has been reduced from the original 15/year to a new basic support of six new buses per year, anchored on DC charges. Due to the arrival of the BRT buses in 2012 no DC funded buses are required.



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 system supported by appropriate land use and built form framework.

Building upon the completion of the Hurontario-Main Street Corridor Master Plan (October 2010) and the Metrolinx Benefits Case Assessment (BCA), the next phase involves undertaking the preliminary design for LRT and completing the Environmental Assessment (EA) through the Transit Project Assessment Process (TPAP). Although the TPAP process is shorter than the traditional EA, this requires substantial design work to be completed prior to commencing the 6 month review process. Additional studies will be required on specific issues such as noise, vibration, assessing the various road/transit related alternatives surrounding the Highway 403 interchange crossings, etc.

The consulting assignment for this phase was awarded in late 2011 with a tentative completion anticipated for late 2013.

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 MiWay.

Market Research

To build on the successful introduction of the new MiWay brand, a 3 year marketing and communications strategic plan is being developed. The plan will be developed based on stakeholder research to measure and monitor brand awareness and overall perceptions of MiWay. It will assist staff in understanding and addressing the perceived barriers and attractors to greater use of transit. It will also validate MiWay's Brand essence of 'Easy & Stress Free' and develop targeted and effective marketing and communications in order to build support and riders for MiWay.

Customer Satisfaction Research

The first bi-annual customer satisfaction survey, undertaken in November 2011, will measure customer satisfaction levels, key drivers of satisfaction and deliver data on usage patterns and rider demographics. Findings will assist in future planning and assist in identifying future budget needs.



MiWay Website and Mobile Site

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).

More and more customers are turning to the MiWay website (**www.miway.ca**) and the award-winning MiWay Mobile Site (m.miway.ca) for their transit information needs.

The MiWay website (www.miway.ca) received 409,118 page views (and 323,352 unique page views)in October 2011, up more than 25% from October 2010, when the website received 320,416 page views (and 256,040 unique page views).

In October 2011, the award-winning MiWay Mobile Site (m.miway.ca) received 413,966 page views and 76,603 visits, up more than 500% from October 2010 (the first month it was available to customers) when the Mobile Site received 67,148 page views and 12,699 visits.

Diesel Fuel Price Increases

For 2012, the diesel fuel budget is being increased to bring it in line with domestic prices paid during 2011 as the events in the Middle East have caused price increases that resulted in a $3 million over expenditure in the fuel budget.The adjustment from $0.84 to $0.94 per litre for 2012 creates a $1.5 million pressure in the operating budget. Similar increases have been forecasted for 2013 and 2014.

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.

In 2011, 19 additional transit Operators were hired. These additional Operators have been assigned to the relief pools and spareboards. As a result overtime has been reduced by $1 million or 15% and service cancellations due to no Operator availability by 75%.

The Health & Safety Specialist has been hired and is currently developing protocols including return to work plans that will not only reduce both the time away from work but also permit a return to full duties sooner.

Presto – GTA Fare Card

Beginning in June 2011, MiWay began operation of the Presto card for customers. The Presto fare card can now be purchased from the Presto website, at the City Centre Transit Terminal or at any GO Transit train station. This product allows customers to load value onto the card to travel any participating GTA transit system. By November 2011, MiWay has sold 2,200 Presto cards to customers and Presto revenues represent 4% of fares collected. Over the next year, MiWay will expand the Presto card sale locations, introduce a loyalty program for card users and continue to educate customers on how to use Presto.

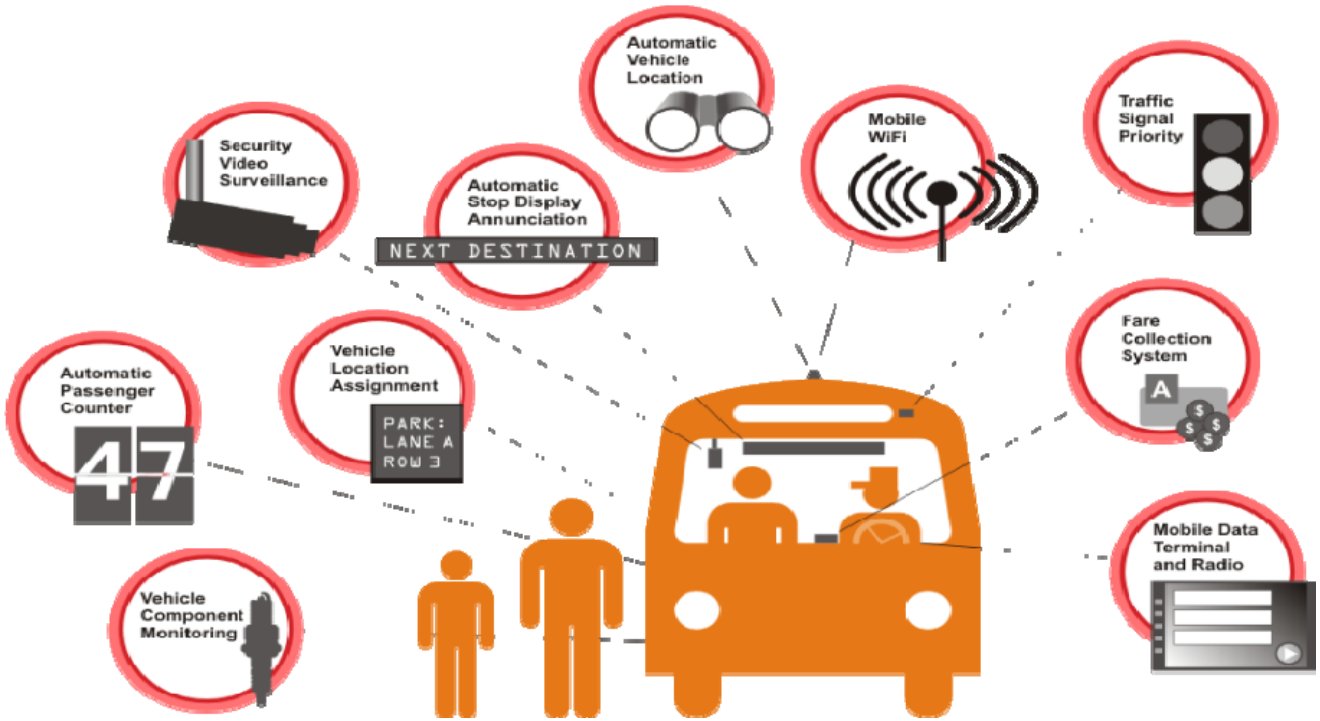
Information Technology

Technology will continue to play an important role in the effectiveness for both internal and external stakeholders. The Business Systems group continues to build on the iBus project which will add new technological systems. The most recent addition is the automated next stop announcements.

This project meets the standards required by the AODA and was implemented on the entire MiWay bus fleet in 2011.

A second project completed in 2011 is the security cameras on the MiWay buses. By the end of 2011, security cameras will be installed and active on all 446 MiWay buses. The security cameras will provide added safety for both our customers and our Operators.

iBus Project with all ITS Components



2.2 Accomplishments

As MiWay continues to grow and transition into an urban service provider, a number of significant milestones have been achieved:

- Another 43 new buses with the new MiWay colours have been added to the bus fleet;
- Implemented five new limited-stop pre-BRT routes:
  - Route 110 – University, in September 2007;
  - Route 109 – Meadowvale, in October 2008;
  - Route 101 – Oakville Express, in October 2009;
  - Route 107 – Malton Express, in March 2010;
  - Route 103 – Hurontario Express, in September 2011;
- Awarded contract to introduce ITS (Intelligent Transportation Systems) technologies for transit; which among other benefits delivered automated next stop announcements and bus security cameras on all MiWay buses in 2011;
- MiWay has achieved 82% route accessibility and added another 350 accessible stops in 2011. The goal is to achieve full route accessibility in 2012.;
- Achieved 100% transit fleet accessibility – All MiWay buses are low floor vehicles;
- Added 100,000 service hours between 2009 and 2011;
- Successfully partnered with Brampton Transit to implement improved transit service in the Hurontario corridor between Port Credit and Shoppers World in September 2011;
- Initiated the construction of the BRT;
- Awarded the contract to perform preliminary design and environmental assessment for the Light Rail Transit (LRT) on Hurontario/Main Street in partnership with the City of Brampton;
- Successfully launched new brand ***MiWay*** The New Mississauga Transit, in August 2010.
- Re-designed and enhanced the MiWay website;
- Launched an internet microsite for mobile devices and a MiWay Transit App for iphones and ipod touch devices – both are award winning projects.

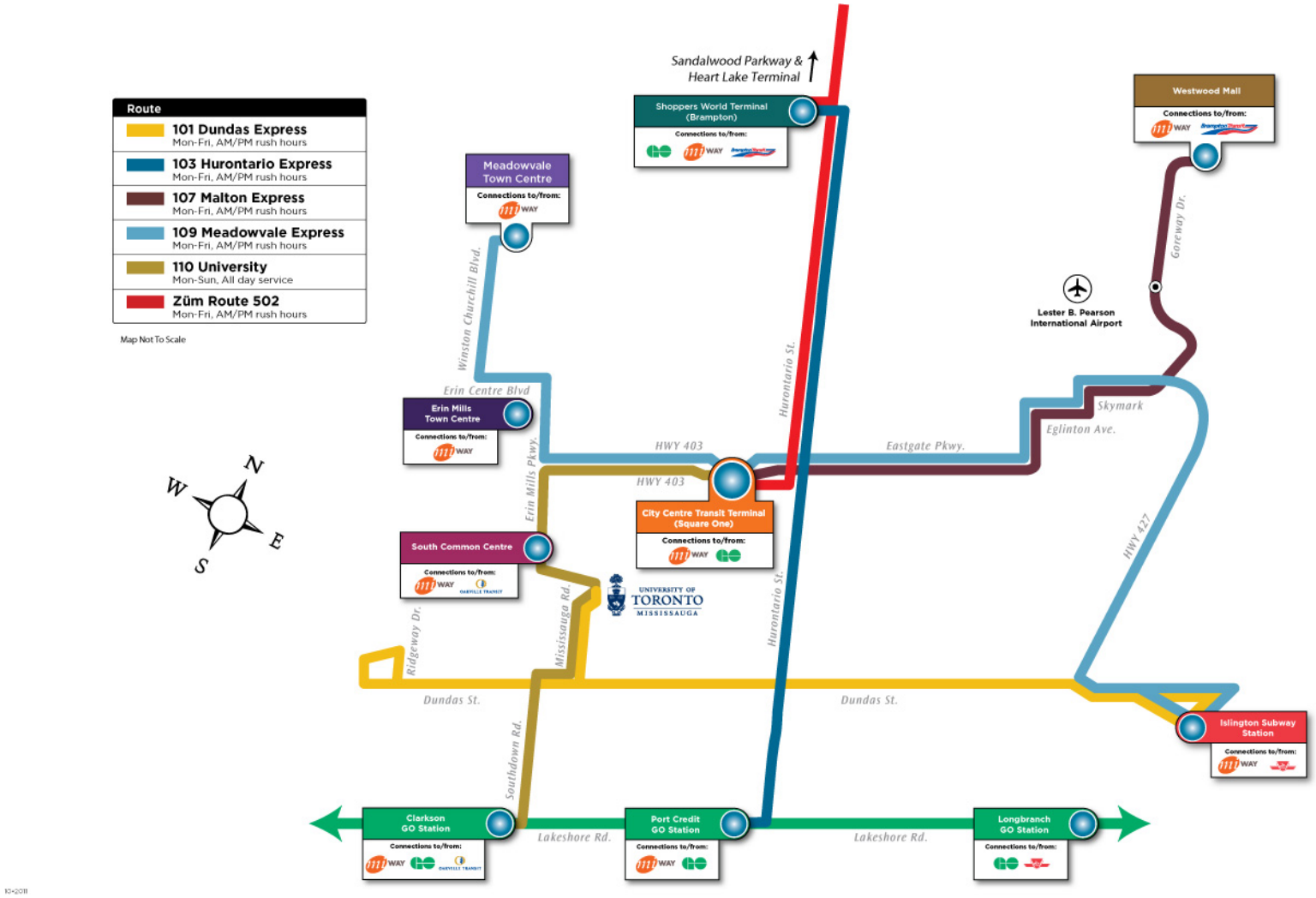
2.3 Awards and Recognition

MiWay Brand Award:

- 2010/11 Award for Acceptional Performance & Outstanding Acheivement for the MiWay Brand Implementation from the Canadian Urban Transit (CUTA);

MiWay Mobile Site (m.miway.ca) Awards:

- 2011 Excellence in Municipal Systems Award from the Municipal Information Systems Association [MISA]
- Certificate of Merit as part of the 2011 Willis Award for Innovation from the Canadian Association of Municipal Administrators [CAMA]
- 2011 Peter J. Marshall Municipal Innovation Award from the Association of Municipalities of Ontario [AMO]
- 2011 GTEC Distinction Award Honouree for Excellence in Public Service Delivery (Municipal Category) from Canada's Government Technology Event [GTEC]
- The City's Continuous Improvement Award of Excellence (2010) as part of the CAFE Award Program.



New Faster Service – Five limited stops MiExpress routes

3 Proposed Changes

3.1 Proposed Budget Summary

This part of the Business Plan provides changes to the 2012 - 2014 Business Plan Update and 2012 Budget. The tables below summarize the changes to maintain current service levels and costs for net budget reduction options and proposed new initiatives. A more detailed summary is available in later sections.

Changes to Maintain Current Service Levels -- see 3.2

Description ($ 000's)	2012	2013	2014
Prior Year Budget	**45,771**	**49,970**	**60,334**
Increases/(Decreases) to Maintain Current Service Levels			
Labour and Benefits	4,208	3,562	2,863
Annualization of Previous Years Operating Cost Decisions	2,590	0	0
Cost Increases	3,263	2,192	1,868
Operating Impact of New Capital Projects	0	5,504	(706)
Efficiencies and Cost Savings	(1,372)	(71)	0
Current Revenue Changes	(4,490)	(824)	(2,087)
Total Changes to Maintain Current Service Levels	**4,199**	**10,363**	**1,938**
Total Cost to Maintain Current Services Levels	**49,970**	**60,334**	**62,272**

Proposed New Initiatives -- see 3.3

Total Proposed New Initiatives	**1,463**	**2,049**	**0**
Total Recommended Tax Rate Reduction Options	**0**	**0**	**0**
Proposed Budget	**51,433**	**62,383**	**62,272**

Note: Numbers may not balance due to rounding

3.2 Changes to Maintain Current Service Levels

The following table illustrates highlights of this service area's costs to maintain current service levels. A detailed description is provided in Appendix 1 of Volume 2.

Changes to Maintain Current Service Levels

Description ($ 000's)	FTE	2012	2013	2014	Total Net Costs
Labour and Benefits	0.0	5,008	3,562	2,863	15,028
Annualization of Previous Years Operating Cost Decisions					
Annualization of wages/salaried personnel (includes 37 operators)	0.0	746	5	0	751
Provincial gas tax draw reduction	0.0	2,058	0	0	2,058
Increase revenues based on prior year	0.0	(500)	0	0	(500)
Diesel fuel	0.0	206	0	0	206
Delete 2 contract positions (Presto Analyst, Technical Business Analyst)	0.0	0	0	(194)	(194)
Other Changes	0.0	80	50	0	130
Cost Increases					
Diesel and other transportation related items (gasoline)	0.0	1,554	1,593	1,839	5,730
Presto maintenance/equipment fees	0.0	560	0	0	560
Heating/hydro costs	0.0	400	423	113	936
Cancellation of Route 32	0.0	(250)	0	0	(250)
Allocations	0.0	124	112	99	335
Other Changes	0.0	75	10	11	96

Description ($ 000's)	FTE	2012	2013	2014	Total Net Costs
Operating Impact of New Capital Projects	0.0	0	0	0	0
BRT Operation and Maintenance	42.0	0	5,504	(706)	4,798
Efficiencies and Cost Savings					
Transit service rationalization	(6.0)	(772)	(71)	0	(843)
Move fare increase start from April/2012 to January/2012	0.0	(500)	0	0	(500)
Reduction in marketing budget	0.0	(100)	0	0	(100)
Current Revenue Changes					
Fare increase	0.0	(2,040)	(1,843)	(1,911)	(5,794)
Ridership growth of 2%	0.0	(1,200)	(1,200)	(1,200)	(3,600)
Advertising revenue contract changes	0.0	(1,000)	0	(907)	(1,907)
GTA pass revenue re-allocation	0.0	(250)	0	0	(250)
Provincial gas tax reduction - revenue phase-in (2012 in annualization above)	0.0	0	2,256	1,931	4,187
Other Changes	0.0	0	(37)	0	(37)
Total Changes to Maintain Current Service Levels	36.0	4,199	10,364	1,938	20,840

Note: Numbers may not balance due to rounding

2011 - 2014 Cost to Maintain Current Service Levels - Budget and Forecast

($ 000's)	2011 Budget	2012 Budget	2013 Forecast	2014 Forecast
Labour Costs	103,555	108,533	116,026	118,290
Other Operating Expenses	28,163	30,509	34,083	35,745
Total Costs	131,718	139,042	150,109	154,035
Total Revenues	(88,376)	(91,625)	(92,440)	(94,527)
Net Cost before Corporate Support Allocations	**43,342**	**47,417**	**57,669**	**59,508**
Corporate Support Allocations	2,429	2,553	2,665	2,764
Total Net Budget	**45,771**	**49,970**	**60,334**	**62,272**

2012 - 2014 Net Operating Budget by Program to Maintain Current Service Levels

Program Expenditures ($ 000's)	2012 Budget	2013 Forecast	2014 Forecast
Transit	506	524	539
Office of Director	(87,028)	(87,399)	(89,392)
Transit Maintenance	42,132	46,138	48,040
Transit Business System	3,105	3,232	3,101
Transit Operations	86,337	92,709	94,716
Transit Business Development	4,918	5,130	5,269
Total Net Budget	**49,970**	**60,334**	**62,272**

Note: Numbers may not balance due to rounding.

2012 Net Operating Budget by Program to Maintain Current Service Levels

Program Expenditures ($ 000's)	2010 Actual	2011 Budget	2012 Budget	Change %
Transit	536	498	506	1.7
Office of Director	(75,059)	(84,005)	(87,128)	(3.7)
Transit Maintenance	34,649	39,285	42,204	7.4
Transit Business System	1,185	2,223	3,105	39.7
Transit Operations	75,846	82,701	87,137	5.4
Transit Business Development	3,770	5,069	4,918	(3.0)
Total Net Budget	**40,927**	**45,771**	**50,742**	**10.9%**

Note: Numbers may not balance due to rounding.

3.3 Proposed New Initiatives

The 2011-2014 Business Plan and Budget identified a number of new initiatives, presented as Budget Requests. In preparing the 2012 Budget these initiatives were reviewed. The following table presents the new initiatives proposed for 2012 to 2014, in priority order, and the costs for the new or enhanced service levels. The next page(s) provide a summary of each 2012 new initiative. Details of each New Initiative Budget Request are contained Appendix 2 of Volume 2:

Proposed New Initiatives

Description ($ 000's)	BR #	FTE	2012	2013	2014	Total Net Costs	Area of Focus	Strategic Pillar
iBus Project - ITS for Transit	418	1.0	74	17	0	91	Delivering on initiatives within the Strategic Action Plan	Move
Transit Service Plan	477	23.0	1,389	2,032	0	3,421	Delivering on initiatives within the Strategic Action Plan	Move
Total New Initiatives		**24.0**	**1,463**	**2,049**	**0**	**3,512**		

Note: Numbers may not balance due to rounding

2012 Proposed New Initiatives for Operating Budget

Priority	Initiative	Budget Impact ($000)s	FTE Impact	Summary and Justification
1	BR 418 iBus Project - ITS (intelligent transportation system) for Transit	$74	1.0	The iBus project is one of the many phases of Mississauga Transit's IT framework plan. It has three important benefits for our customers: (1) automated next stop announcements will be done visually and audibly, (2) actual scheduling can be checked against published schedules and (3) produce current bus arrival information. The FTE requested, one (1) Transit Equipment Technician, will be responsible for the maintenance of the bus cameras in the fleet.
2	BR 477 Transit Service Plan	$1,389	23.0	Due to the exhaustion of provincial gas funding, the Ridership Growth Strategy (RGS) has been scaled down in total scope and full implementation extended two years, ending December 2013. This provides modest growth of 2.1% in addressing congestion in the network due to traffic, construction and ridership growth. A total of 20 new operators are required to implement. In addition, an Operations Supervisor, Route Supervisor and Mechanic will be added.
	Total	**$1,463**	**24.0**	

3.4 Capital Plan

The table below lists new capital projects and/or changes to existing capital projects from the previous 2011- 2020 Capital Forecast, in priority order.

2012 - 2014 Net Capital Detail Changes

Program Expenditures ($ 000's)	BR #	2012 Budget	2013 Forecast	2014 Forecast	Post 2014 Forecast	Total ($)	Area of Focus	Strategic Pillar
Dundas Corridor Study		(2,000)	1,000	0	0	(1,000)	Delivering on Initiatives within the Strategic Action Plan	Move
GTA Farecard - Presto		0	0	(1,000)	0	(1,000)	Delivering on Initiatives within the Strategic Action Plan	Move
Transit Service Plan		0	(1,950)	0	0	(1,950)	Delivering on Initiatives within the Strategic Action Plan	Move
Transit Bus Fleet Replacement		(7,784)	1,923	0	38,733	32,872	Maintaining a state of good repair for our infrastructure	Move
Total Net Expenditures		**(9,784)**	**973**	**(1,000)**	**38,733**	**28,922**		

Note: Numbers may not balance due to rounding.

2012 - 2021 Total Net Capital Program

Program Expenditures ($ 000's)	2012 Budget	2013 Forecast	2014 Forecast	Post 2014 Forecast	Total ($)
Buildings	40	40	2,640	60,280	63,000
Buses	3,668	19,764	14,018	168,226	205,676
Higher Order Transit (BRT/LRT)	26,503	44,565	8	0	71,076
On-Street Facilities	325	375	190	81,500	82,390
Other Transit	1,900	1,600	0	4,900	8,400
Transit Vehicles and Equipment	855	750	460	4,800	6,865
Total Net Expenditures	**33,291**	**67,094**	**17,316**	**319,706**	**437,407**

Note: Numbers may not balance due to rounding.

3.5 Human Resources

Human Resources Requirement Distribution

Program	2011	2012	2013	2014
Transit	1,225.3	1,246.6	1,310.6	1,307.8
Total Service Distribution	**1,225.3**	**1,246.6**	**1,310.6**	**1,307.8**

MiWay faces similar challenges to those experienced by large operational environments. It also faces the traditional issues of attracting and retaining talent to address growth needs and managing the impending wave of retirements.

The organizational structure is continuing to evolve to address gaps created by the expansion of service, equipment, and facilities. While on-street service, number of operators and the number of buses has increased significantly, the administrative and support structure has remained almost the same.

Additionally, there are a number of new projects and initiatives underway to improve the operation of MiWay both internally and for our customers. These essential improvement and growth related projects add to the existing workloads of staff.

A contract Organizational Design Consultant has been hired in 2011 and will work with the Transit Management Team to develop new organizational designs to manage the increasingly complex requirements. Issues such as span of control, operational resiliency, roles & responsibilities, succession and training will be incorporated into the final organizational structure.

To this effect a re-organization will take place in the next few years which will require additional resources to effectively deliver a transit system that will meet the needs of customers and attract new riders. MiWay 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	**1,225.3**
2012 Budget Requirement	**1,246.6**
2013 Forecast	**1,310.6**
2014 Forecast	**1,307.8**

4 Performance Measures

4.1 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 organization can retain balance to its performance and know that it is moving towards the attainment of its goals.

About the Measures for MiWay

Financial Measures

Revenue to cost (R/C) ratio is transit's key financial metric. At 47 percent we are very close to the preferred industry ratio of 50 percent for a system of our size. To achieve a consistent R/C ratio, fare revenues and the City's contribution to transit 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 on average $1.91; however the city's actual cost was $4.29.

Municipal operating contribution per capita is the amount that the City contributes to transit per resident.

Customer Measures

MiWay's customer service team responsibilities are to:

- Respond to customer information inquiries; and
- Register and address customer compliments and complaints.

Information requests are trip planning requests taken through the MiWay call centre.

Feedback these are customer concerns and complaints received through the MiWay 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.

Customer Satifaction – The bi-annual customer survey will measure satisfaction levels, key drivers of satisfaction and deliver data on usage patterns an rider demographics. Findings will assist in future planning and assist in identifying future budget needs.

Market Research – To measure and monitor brand awareness and overall perceptions of MiWay. To understand the perceived barriers and attractors to greater use of transit. Validate MiWay's Brand essence of 'Easy & Stress Free' and to develop targeted and effective marketing and communications in order to build support and riders for MiWay.

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 MiWay 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 staff as conducive to a productive and safe work environment.

Business Process Measures

Until the full deployment of ITS, MiWay 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 (Actual)	2011 (Planned)	2012 (Planned)	2013 (Planned)	2014 (Planned)
Financial ($)							
Gross cost per vehicle per hour	$100	$100	$104	$108	$111	$114	$117
Gross cost per revenue passenger	$3.92	$4.29	$4.40	$4.49	$4.59	$4.69	$4.79
Municipal operating contribution per capita	$75	$69	$69	$80	$84	$88	$92
Revenue to cost ratio	49%	47%	47%	47%	47%	47%	47%
Customer							
Information requests	471,521	387,704	400,327	425,222	420,653	415,478	435,562
Feedback	8,625	8,084	8,285	8,789	8,897	8,931	9,212
Self-service options (Click n Ride & CityLink)	6,675,024	5,686,308	6,298,216	6,660,375	6,752,325	6,852,167	7,012,699
Resolution Rate	95%	96%	96%	95%	95%	95%	95%
Employee Survey Results							
Overall employee engagement for Transit	59.4%	59.4%	59.4%	67%	70%	70%	70%
Workplace safety	67.9%	67.9%	70%	70%	75%	75%	75%
Employee satisfaction professional and personal development for transit	70.9%	70.9%	71%	71%	73%	73%	75%
Business Process							
Preventable accidents / million km driven	3.23	1.96	1.73	2.75	2.60	2.40	2.10
Onboard incidents / million revenue passengers	6.85	7.64	6.10	7.00	6.90	6.80	6.70
Complaints / operator	0.22	0.21	0.24	0.20	0.20	0.19	0.19
Actual vs. planned training days	197	111	157	166	170	173	179

Recreation and Parks Business Plan

City of Mississauga

2012-2014 Update

MISSISSAUGA
Leading today for tomorrow



Last year the City of Mississauga undertook an extensive process to create a four year, 2011 through 2014, detailed Business Plan and Budget. Approved in March 2011, the 2011-2014 Business Plan and Budget outlines how and where the City plans to allocate resources to provide good value for taxpayers. Reviewed and updated annually, the four year plan is based on the City's five strategic priorities. 2012 marks the second year of Mississauga's four year Business Plan and Budget. For this "Update Year" staff have focused on primarily updating and presenting exceptions and amendments to the four year approved Service Area Business Plans, while still providing comprehensive financial information and forecasts.

The following summary document sets out a brief description of the Service Area, what has changed since writing the 2011-2014 Business Plan and Budget and performance measurements. The complete 2011-2014 Business Plan and Budget can be found on the City's website.

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1 Existing Core Services

1.1 Vision and Mission

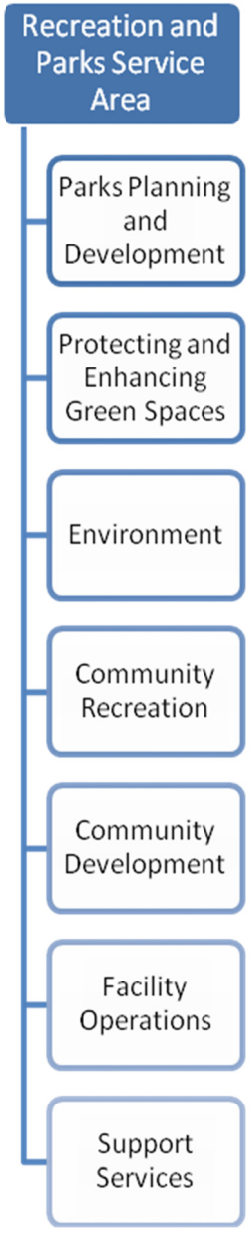
Vision

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.





1.2 Service Delivery Model

The chart above outlines the service delivery model within Recreation and Parks Service Area illustrating the major services provided.

Recreation and Parks and the 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

This section includes Major Initiatives and Activities that have changed or require updating since the approval of the 2011-2014 Business Plan & Budget. Updates and accomplishments are listed by Initiative below. Detailed descriptions of these initiatives can be found in the approved Business Plans on the City's website.

2 Updates & Accomplishments

ActiveAssist Program

In 2010 the ActiveAssist fee assistance program provided 4,000 residents with the opportunity to participate in healthy active living activities. In 2011 this number has doubled to 8,000 residents. Introduced three years ago, ActiveAssist attracts participation from across the city increasing participation and access to recreation to those who might not otherwise have the opportunity.

Infrastructure Stimulus Fund (ISF) and Recreational Infrastructure Canada (RInC) programs

Under the leadership of Facilities and Property Management, Recreation and Parks realized the benefits of $102M of infrastructure improvements including the re-vitalization of 6 outdoor pools, the addition of 2 indoor pools (including therapy pools) to Malton and Clarkson Community Centres, and the development of Celebration Square in the downtown core.

Celebration Square Programming

The investment in Celebration Square provided enhanced casual "drop-in" visits and attracted an increasing number of community and city events. Through the spring and summer Celebration Square hosted 79 events and attracted over 470,000 visitors. This is just the beginning…the Celebration Square Committee has a depth and breadth of knowledge that will grow, adapt and attract an emerging balance of festivals, events, artists and programs that will lead a dynamic transformation of the downtown core. As the network with the Living Arts Centre, Sheridan College and Square One continues to evolve, the downtown transit corridor fully develops and the Downtown 21 plan moves into action the possibilities are both intriguing and exciting.

Parks Hansen Project

The roll-out of Hansen for Parks Maintenance is a significant innovation that will lead to improved management information and operational efficiencies as all full time Parks staff are now recording their work activity as it happens. This is providing the Division with accurate cost information for park maintenance activities by location and amenity.

Tree Planting

Partnering with such groups as the Credit Valley Conservation Authority, Toronto and Region Conservation and Evergreen, as well as over 4,000 volunteers, City staff has planted more than 23,000 native trees and shrubs in City parkland and green spaces.

Enersource Got Skates? Program

The 2010/2011 season was very successful with over 8,500 participants either learning to skate for the first time or building on newly learned skills. With the expansion of the "travelling roadshow" for the 2011/2012 season, attendance is expected to grow by upwards of 4,000 participants.

Mississauga Youth Plan

Now in action mode, the Youth Plan is now referred to as Mississauga's Youth Movement. 24 Youth Advisory groups were the main thrust behind the youth movement in 2011; consulting with staff, planning and delivering 247 free youth programs and events through our community centres and 193 free youth programs and events through our libraries. In addition, 107 youth serving partner agencies and groups are

directly linked to the Youth Movement in Mississauga and the number of partnerships is continuing to grow.

E-News and Customer Surveys

Recreation and Parks continues to grow and evolve their one to one dynamic e-mail newsletters, now sent to approximately 68,000 residents each month; increasing public awareness of recreation and other program opportunities.

In addition, on-line customer surveys continue to provide valuable input and resident feedback, with over 87% of respondents in 2011 indicating a positive satisfaction rating for the program(s) in which they participated.

Parks Mural Program

5 murals were completed in Wards 9 and 10 to beautify bridge underpasses and to deter graffiti and vandalism. These works of art were all painted by volunteers from the community.

3 Proposed Changes

3.1 Proposed Budget Summary

This part of the Business Plan provides changes to the 2012 - 2014 Business Plan Update and 2012 Budget. The tables below summarize the changes to maintain current service levels and costs for net budget reduction options and proposed new initiatives. A more detailed summary is available in later sections.

Changes to Maintain Current Service Levels -- see 3.2

Description ($ 000's)	2012	2013	2014
Prior Year Budget	**45,636**	**48,513**	**51,127**
Increases/(Decreases) to Maintain Current Service Levels			
Labour and Benefits	1,997	2,706	2,299
Annualization of Previous Years Operating Cost Decisions	16	(85)	(125)
Cost Increases	1,329	474	567
Operating Impact of New Capital Projects	44	198	366
Efficiencies and Cost Savings	(66)	(10)	0
Current Revenue Changes	(442)	(670)	(467)
Total Changes to Maintain Current Service Levels	**2,877**	**2,614**	**2,639**
Total Cost to Maintain Current Services Levels	**48,513**	**51,127**	**53,766**

Proposed New Initiatives and Recommended Tax Rate Reduction Options -- see 3.3 and 3.4

Total Proposed New Initiatives	**826**	**334**	**171**
Total Recommended Tax Rate Reduction Options	**(387)**	**(275)**	**(25)**
Proposed Budget	**48,952**	**51,186**	**53,912**

Note: Numbers may not balance due to rounding

3.2 Changes to Maintain Current Service Levels

The following table illustrates highlights of this service area's costs to maintain current service levels. A detailed description is provided in Appendix 1 of Volume 2.

Changes to Maintain Current Service Levels

Description ($ 000's)	FTE	2012	2013	2014	Total Net Costs
Labour and Benefits	0.0	1,997	2,706	2,299	7,002
Annualization of Previous Years Operating Cost Decisions					
Mississauga Celebration Square	2.2	400	0	0	400
Contract Staff for Special Capital projects - Labour Recovery from Reserve	0.0	126	0	0	126
Contract Staff for Special Capital projects - Part Time reduction	(1.5)	(126)	0	0	(126)
Debris Management-Cooksville Creek	0.0	21	0	0	21
Asset Mangement Program	0.0	21	0	0	21
Parkland Growth	0.0	19	0	0	19
Malton Community Centre Pool	1.0	(14)	0	0	(14)
Clarkson Community Centre Pool	3.0	(29)	0	0	(29)
Dome Field at Hershey Sportzone	1.8	(268)	0	0	(268)
Mississauga Celebration Square - Gateway Sign	0.0	(74)	0	0	(74)
Mississauga Celebration Square - Title Rights	0.0	(50)	(75)	(100)	(225)
Digital Advertising in Community Centres and Libraries	0.0	(10)	(10)	(25)	(45)
Cost Increases					
Food Services Initiative	9.0	606	95	6	707
Utility Increase	0.0	476	384	405	1,265
McKechnie Pool Closure - 8 months	0.0	188	(188)	0	0

Description ($ 000's)	FTE	2012	2013	2014	Total Net Costs
Allocations (Building, IT and Departmental Services)	0.0	118	99	84	302
Program and Rental Fee Increase	0.0	91	118	121	330
Conversion of Contract Staff to Full Time	0.0	74	0	0	74
Vehicle Fuel Pressure	0.0	54	0	0	54
201 City Centre Lease Increase	0.0	4	0	0	4
Other Changes	0.0	(132)	0	0	(132)
Labour Recovery from Capital Projects	0.0	(150)	0	0	(150)
Meadowvale Community Centre Redevelopment Closure	(14.0)	0	(34)	(50)	(84)
Operating Impact of New Capital Projects					
Parkland Growth	10.5	62	198	406	666
Mississauga Valley Community Centre Therapy Pool	3.3	(18)	0	0	(18)
Bell Gairdner Estate	0.3	0	0	(40)	(40)
Efficiencies and Cost Savings					
Community Groups On-line Services	(1.0)	(66)	0	0	(66)
Rental Contract Processing Automation	(0.5)	0	(10)	0	(10)
Current Revenue Changes					
Revenue Pressure - Various Lines of Business	(1.5)	698	0	0	698
Program & Rental Fee Increase - 2.5%	0.0	(534)	(443)	(450)	(1,427)
Food Services Initiative	0.0	(606)	(257)	(17)	(880)
Cemetary Operations	0.0	0	30	0	30
Total Changes to Maintain Current Service Levels	**12.6**	**2,877**	**2,614**	**2,639**	**8,130**

Note: Numbers may not balance due to rounding

2011 - 2014 Cost to Maintain Current Service Levels - Budget and Forecast

($ 000's)	2011 Budget	2012 Budget	2013 Forecast	2014 Forecast
Labour Costs	60,527	62,571	64,964	67,268
Other Operating Expenses	29,912	30,977	31,865	32,419
Total Costs	90,439	93,548	96,829	99,688
Total Revenues	(47,765)	(48,115)	(48,881)	(49,185)
Net Cost before Corporate Support Allocations	**42,674**	**45,433**	**47,947**	**50,502**
Corporate Support Allocations	2,962	3,080	3,180	3,264
Total Net Budget	**45,636**	**48,513**	**51,127**	**53,766**

2012 - 2014 Net Operating Budget by Program to Maintain Current Service Levels

Program Expenditures ($ 000's)	2012 Budget	2013 Forecast	2014 Forecast
Recreation Facilities and Programs	12,366	13,119	14,022
Divisional Support Services	9,941	10,190	10,316
Boulevards and Forestry	5,958	6,141	6,272
Golf/Marinas and Hershey Centre	(1,277)	(823)	(419)
Parks Maintenance	18,562	19,360	20,286
Parks Planning and Development	2,964	3,140	3,289
Total Net Budget	**48,513**	**51,127**	**53,766**

Note: Numbers may not balance due to rounding.

2012 Net Operating Budget by Program to Maintain Current Service Levels

Program Expenditures ($ 000's)	2010 Actual	2011 Budget	2012 Budget	Change %
Recreation Facilities and Programs	10,076	10,642	12,366	16.2
Divisional Support Services	9,883	9,869	9,941	0.7
Boulevards and Forestry	5,463	5,747	5,958	3.7
Golf/Marinas and Hershey Centre	(1,053)	(1,088)	(1,277)	(17.4)
Parks Maintenance	16,379	17,618	18,562	5.4
Parks Planning and Development	2,131	2,848	2,964	4.1
Total Net Budget	**42,878**	**45,636**	**48,513**	**6.3%**

Note: Numbers may not balance due to rounding.

3.3 Proposed New Initiatives

The 2011-2014 Business Plan and Budget identified a number of new initiatives, presented as Budget Requests. In preparing the 2012 Budget these initiatives were reviewed. The following table presents the new initiatives proposed for 2012 to 2014, in priority order, and the costs for the new or enhanced service levels. The next page(s) provide a summary of each 2012 new initiative. Details of each New Initiative Budget Request are contained Appendix 2 of Volume 2:

Proposed New Initiatives

Description ($ 000's)	BR #	FTE	2012	2013	2014	Total Net Costs	Area of Focus	Strategic Pillar
Mississauga Celebration Square - Fall and Winter Programming	703	0.0	118	0	0	118	Continuous improvement, value for money and tax rate management	
Dedicated Security - Civic Precinct	697	3.0	147	48	0	195	Maintaining a state of good repair for our infrastructure	
Plant a Million Trees	225	1.0	87	28	0	115	Delivering on initiatives within the Strategic Action Plan	Green
Street Tree Block Pruning	506	1.0	464	21	0	485	Maintaining a state of good repair for our infrastructure	
Cemeteries Management	779	0.0	10	(25)	(25)	(40)	Maintaining a state of good repair for our infrastructure	
Woodland Hazardous Tree Maintenance	229	0.0	0	100	0	100	Maintaining a state of good repair for our infrastructure	
Youth Plan	322	4.0	0	70	100	170	Delivering on initiatives within the Strategic Action Plan	Belong
Asset Management	476	2.0	0	92	96	188	Maintaining a state of good repair for our infrastructure	
Total New Initiatives		**11.0**	**826**	**334**	**171**	**1,331**		

2012 Proposed New Initiatives for Operating Budget

Priority	Initiative	Budget Impact ($000)s	FTE Impact	Summary and Justification
1	BR 703 Mississauga Celebration Square - Fall and Winter Programming	$118		Funding will deliver year-round programming to Mississauga Celebration Square to create vibrancy during the Fall, Spring and Winter seasons. New programming will include: a Winter-long Festival (Below Zero), Spring and Fall markets, a Halloween Event, expand Movie Nights and screen programming, and Spring festival for youth. Year-round vibrancy will provide the potential for greater long-term revenue generation from sponsorships, commercial rentals and tourism.
2	BR 697 Dedicated Security in Civic Precinct	$147	3.0	The Mississauga downtown area has seen a significant increase in infrastructure with the addition of Mississauga Celebration Square, Community Common, Scholars Green, and the Sheridan College parking area. Coupled with Jubilee Garden, the skateboard park and the Civic Centre underground parking area, all areas result in an increase in visitor traffic and the potential for security related issues. Currently, Corporate Security does not perform regular proactive patrols of these areas, but relies heavily on the 1 exterior CCTV camera stationed at the top of the City Hall facade. Compared to pre-Celebration Square times, the number of Special Occurrence Reports in and around this area has doubled (61 in 2009 vs. 116 in 2011 for the same 6 month period). This recommendation is to add 3 additional Security staff to perform pro-active patrols of all areas. The schedule of hours will reflect the season. During the summer months, coverage will be provided from 11am-7pm and 7pm-3am to coincide with the Celebration Square events. During the colder weather, the Celebration Square focus would shift to having a dedicated Officer to police the new skating rink.
3	BR 225 Plant a Million Trees	$87	1.0	As part of the City's commitment to "Living Green", the Plant a Million Trees Program, is designed to enhance the environmental legacy of both public and private lands through an increase in the overall tree canopy of Mississauga. Implementation of the Plant a Million Tree Program will include trees planted on public property by staff, while individual volunteers, businesses and other community groups will plant on privately owned lands. The proposed level of funding will allow the City to facilitate the planting of one million trees over 20 years. All residents, parkland users and private land owners are positively impacted as a proactive approach is taken into ensuring a strong commitment to our environment.

Priority	Initiative	Budget Impact ($000)s	FTE Impact	Summary and Justification
4	BR 506 Street Tree Block Pruning	$464	1.0	Existing service levels allow Urban Forestry Staff to prune 10,000 trees annually out of approximately 250,000 tree assets located on boulevards and main arterial roads, resulting in a 25 year maintenance cycle. Additional service levels will allow for a proactive maintenance cycle of approximately 8 years, reduce resident requests and reactive service calls. A proper pruning maintenance cycle will enhance the current inventory of public tree assets visible to all residents and users of the City's transportation infrastructure. This work will be completed by contractors and as a result, a contract manager is required to ensure that the work is completed according to city standards.
5	BR 779 Cemeteries Management	$10	2.0	The existing AIM Cemetery Management Database is no longer supported. A new system is required to meet the growing demands of cemetery operations moving forward and to comply with legislative requirements for maintenance of adequate cemetery records. The new management system will increase service delivery efficiencies and enable future revenue growth through improved identification of unused and unsold land, beginning in 2013. Cemetery customers and inquirers are positively impacted as increased efficiencies allow operations to be expedited, resulting in an increase in anticipated revenues. This request requires a Project Manager and IT Developer to acquire software, implement and train staff. These 2 resources will be fully recovered from capital and reversed in January 1, 2013 and no additional operating personnel required.
Total		**$826**	**7.0**	

3.4 Recommended Tax Rate Reduction Options

The following table presents recommended tax rate reduction options that can be considered to reduce the service area budget. They are presented in priority order. The next page(s) provides a summary of each 2012 option. Appendix 1 at the end of the Service Area Business Plan provides a summary of other tax rate reduction options for Council's consideration. These other options are not recommended. The full details of tax rate reduction options are available in Appendix 2 of Volume 2.

Recommended Tax Rate Reduction Options

Description ($ 000's)	BR #	FTE	2012	2013	2014	Total Net Costs
Backlit Advertising in Community Centres and Libraries	586	1.0	(27)	(15)	(25)	(67)
Impact of Pricing Study	665	0.0	(360)	(260)	0	(620)
Total Recommended Tax Rate Reduction Options		**1.0**	**(387)**	**(275)**	**(25)**	**(687)**

Note: Numbers may not balance due to rounding

2012 Recommended Tax Rate Reduction Options

Priority	Initiative	Budget Impact ($000)s	FTE Impact	Summary and Justification
1	BR 586 Backlit Advertising in Community Centres and Libraries	($27)	1.0	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.
2	BR 665 Impact of Pricing Study	($360)		The current pricing model for Recreation and Parks programs is to implement an annual increase consistent with the rate of inflation across all lines of business. The Pricing Study established specific cost recovery ratios for each line of business whereby fee increases are implemented in an effort to maintain year over year cost recovery ratios. Recreation and Parks program participants may potentially see fee increases beyond the typical inflationary adjustments. At the same time, some fees may see slight decreases. The Recreation & Parks pricing study has been discussed at Budget Committee on November 21, 2011 and approved by Council through resolution BC-0040-2011, on November 23, 2011.
	Total	**($387)**	**1.0**	

3.5 Capital Plan

The table below lists newly identified capital projects for 2012 – 2014, which were not included in the 2011- 2020 Capital Forecast, in priority order. The next page(s) provides a summary of each 2012 newly identified capital project. Details of each New Capital Project Initiative Budget Request are contained in Appendix 2 of Volume 2.

2012 - 2014 Net Capital Detail Changes

Program Expenditures ($ 000's)	BR #	2012 Budget	2013 Forecast	2014 Forecast	Post 2014 Forecast	Total ($)	Area of Focus	Strategic Pillar
Paid Parking - Destination Parks	660	350	0	0	0	350	Maintaining a state of good repair for our infrastructure	Connect
Cemetery Database System	779	150	0	0	0	150	Maintaining a state of good repair for our infrastructure	Connect
South Common CC Renovation	N/A	0	0	0	8,000	8,000		
Iceland Arena Renovation	N/A	0	0	0	7,000	7,000		
Meadowvale Community Centre & Library Renovation	N/A	(6,471)	(9,500)	(3,012)	0	(18,983)		
Meadowvale Community Centre & Library Renovation	N/A	0	6,471	9,500	3,012	18,983		
Rivergrove CC Renovation	N/A	0	0	(6,500)	6,500	0		
P459 - Sports Park & Community Facilities	N/A	0	(5,936)	(7,336)	(12,240)	(25,511)		
P459 - Sports Park & Community Facilities	N/A	200	0	1,700	16,731	18,631		
2021 Other Annual Projects	N/A	0	0	0	5,000	5,000		

Program Expenditures ($ 000's)	BR #	2012 Budget	2013 Forecast	2014 Forecast	Post 2014 Forecast	Total ($)	Area of Focus	Strategic Pillar
Bicycle/Pedestrian System	N/A	(220)	(2,442)	2,541	539	419		
City Centre Development	N/A	409	1,380	1,380	580	3,749		
Planning and Development Studies	N/A	(100)	(100)	100	181	81		
Riverwood Park Development	N/A	(649)	282	129	(1,446)	(1,684)		
Waterfront Development	N/A	(4,590)	6,008	(1,166)	(31)	221		
Park Facility Installation	N/A	(226)	600	(52)	212	534		
Park Redevelopment	N/A	769	(491)	469	3,520	4,267		
Parkland Acquisition	N/A	(19,260)	25,315	2,500	8,693	17,248		
Parkland Development	N/A	87	(123)	177	(9,593)	(9,452)		
Total Net Expenditures		**(29,550)**	**21,465**	**430**	**36,658**	**29,003**		

Note: Numbers may not balance due to rounding.

2012 New Initiatives for Capital Budget

Priority	Initiative	Budget Impact ($000)s	FTE Impact	Summary and Justification
4	BR 660 Paid Parking Destination Parks	$350		As the city establishes paid parking, Recreation and Parks staff will work with Transportation and Works to implement paid parking at 13 destination park locations. Pay and display machines would be located within these parks. These park locations identified have a high utilization rate, while at the same time, do not have user fees related to sport field permits. Currently there is no fee for parking in any park locations. **The Following Parks have been identified:** Erindale, J.C Saddington, J.J. Plaus, Jack Darling Memorial, Lakefront Promenade, Lakeside, Marina, Port Credit Memorial, R.K. McMillian, Rhododendron Gardens, Richard's Memorial, St. Lawrence and Wildwood Park.
5	BR 779 Cemeteries Management	$150	2.0	The existing AIM Cemetery Management Database is no longer supported. A new system is required to meet the growing demands of cemetery operations moving forward and to comply with legislative requirements for maintenance of adequate cemetery records. The new management system will increase service delivery efficiencies and enable future revenue growth through improved identification of unused and unsold land, beginning in 2013. Cemetery customers and inquirers are positively impacted as increased efficiencies allow operations to be expedited, resulting in an increase in anticipated revenues. This request requires a Project Manager and IT Developer to acquire software, implement and train staff. These 2 resources will be fully recovered from capital and reversed in January 1, 2013 and no additional operating personnel required.
	Total	**$500**	**2.0**	

2012 - 2021 Total Net Capital Program

Program Expenditures ($ 000's)	2012 Budget	2013 Forecast	2014 Forecast	Post 2014 Forecast	Total ($)
City Wide Facilities	5,024	9,924	12,395	43,244	70,587
City Wide Recreation	460	6,471	11,200	41,878	60,009
Facility Renovations and Rehabilitations	438	438	438	3,066	4,380
Park Facility Installation	1,012	1,180	0	3,693	5,885
Park Redevelopment	2,964	1,706	2,607	14,099	21,376
Parkland Acquisition	0	27,315	6,500	58,544	92,359
Parkland Development	318	863	1,882	29,131	32,194
Parks Maintenance	1,064	738	598	4,490	6,890
Sports Field Maintenance	503	815	1,685	4,567	7,570
Urban Forestry	1,848	1,672	1,784	12,040	17,344
Vehicles, Equipment	1,762	1,382	1,217	7,412	11,773
Total Net Expenditures	**15,393**	**52,504**	**40,306**	**222,164**	**330,366**

Note: Numbers may not balance due to rounding.

3.6 Human Resources

Human Resources Requirement Distribution

Program	2011	2012	2013	2014
Recreation Facilities and Programs	615.3	617.7	622.1	620.1
Divisional Support Services	79.0	82.0	81.8	81.8
Boulevards and Forestry	42.0	46.0	44.0	44.0
Golf/Marinas and Hershey Centre	77.1	78.9	78.9	78.9
Parks Maintenance	262.0	265.2	268.7	274.7
Parks Planning and Development	32.5	31.0	32.0	33.0
Total Service Distribution	**1,107.9**	**1,120.8**	**1,127.5**	**1,132.5**

4 Performance Measures

4.1 Balanced Scorecard

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

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 19 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 – 40 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 53.7 percent cost recovery**,** Mississauga is 17 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 (Actual)	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%
Cost per Hectare of Parks/ Open Space	$6,268	$6,039	$5,892	$6,234	$6,627	$6,698	$6,807
Customer							
Customer Satisfaction (e-valuation)	85%	85%	88%	89%	89%	89%	90%
# of Annual Visits to Community Centres	8.11M	7.84M	9.61M	9.65M	9.40M	9.30M	9.31M
# of People Enrolled in Recreational programs	151,500	146,200	148,100	156,000	154,000	152,000	155,000
Employee							
Overall Employee Satisfaction (Employee Survey every 2 yrs)	81.4%	81.4%	79.4%	79.4%	80%	80%	80%
Business Process							
On-line Registration	50%	53%	57%	60%	64%	68%	70%

NOTES:
2009 – Erin Meadows Pool closure Q3
2010 – PC Arena & 6 Outdoor Pools closure
2012 – F. McKechnie Pool closure (6 months)
2013 – Mead CC closure (8 months)
2014 – Mead CC closure (4 months)

Appendix 1 - 2012 Other Tax Rate Reduction Options

Priority	Initiative	Budget Impact ($000)s	FTE Impact	Summary and Justification
3	BR 276 Cellular Towers on Parkland	($30)		Placement of cell towers in parkland and within public property has the potential to generate revenue through a contract/lease. These locations must be acceptable to the community and Council. For 2012, there is an agreement to locate a cell tower at Iceland (approved in principle by Council) with discussions to locate an additional cell tower within Lisgar Park, which would be subject to Council approval.
4	BR 660 Paid Parking Destination Parks	($90)		As the city establishes paid parking, Recreation and Parks staff will work with Transportation and Works to implement paid parking at 13 destination park locations. Pay and display machines would be located within these parks. These park locations identified have a high utilization rate, while at the same time, do not have user fees related to sport field permits. Currently there is no fee for parking in any park locations. **The Following Parks have been identified:** Erindale, J.C Saddington, J.J. Plaus, Jack Darling Memorial, Lakefront Promenade, Lakeside, Marina, Port Credit Memorial, R.K. McMillian, Rhododendron Gardens, Richard's Memorial, St. Lawrence and Wildwood Park.
5	BR 738 Curtail 50% of the 2008 Funding increase for Floral Displays	($50)	(1.0)	In 2008, $100,000 was approved for enhancements to numerous City flower beds. This initiative would reduce by half the number of floral displays maintained. Parks users would be impacted by this initiative.
6	BR 739 Eliminate Remaining Balance of the 2008 Funding for Floral Displays	($50)	(1.0)	In 2008, $100,000 was approved for enhancements to numerous City flower beds. This initiative would totally eliminate the floral displays maintained. Parks users would be impacted by this initiative.

Priority	Initiative	Budget Impact ($000)s	FTE Impact	Summary and Justification
7	BR 662 Reduce Corporate Grant Funding	($305)		In the 2011 budget the City provided grant funding of $720,000 to eleven (11) community groups. Recreation and Parks budget allocation for Grants is $650,000, with the additional $70,000 approved by Council during the 2011 Grant Review process. The service level adjustment would reduce funding by $305,000. In the fall of 2011, Council approved (GC-0607-2011) that the City pilot a multi-year operating agreement with Safe City Mississauga and agreed to allocate an upset limit of $322,000 from the existing Corporate Grant envelope to this agreement. This initiative will leave $328,000 in the 2012 Corporate Grant envelope. If the Corporate Grant envelope is reduced by $305,000, there will be $23,000 remaining to fund the Square One Older Adult Centre. The following 2011 grant recipients would receive no funding in 2012 and beyond: - Riverwood Conservatory ($74,600 in 2011 funding) - Mississauga Sport Council ($131,859 in 2011 funding) - Volunteer MBC ($35,000 in 2011) - Big Brothers and Big Sisters ($13,561 in 2011) - Mississauga Friendship Association ($12,000 in 2011) - Community Living Mississauga ($10,500 in 2011) - St. John's Ambulance ($7,500 in 2011) Please note that Nexus Youth Services represents a net zero expenditure as the grant covers the rental and use of City office space to deliver Nexus services
8	BR 741 Eliminate the Goose Management Program	($187)	(2.5)	This initiative is to eliminate the funding associated with the goose management program. There is annual operating funding of $187,000 that would be saved from the elimination of this program. The budget is made up of temporary staff of $116,000, re-location expenses of $31,000 and turf maintenance expenses of $40,000. All park users in lake front parks would be affected by negative turf conditions due to fouling of park areas.

Priority	Initiative	Budget Impact ($000)s	FTE Impact	Summary and Justification
9	BR 740 Reduce Boulevard Maintenance Cycle	($100)		The current service level is set at 8 boulevard maintenance cycles per season. This initiative is to reduce the maintenance cycles to 6 per season. Each cycle has an approximate value of $50,000, resulting in a savings of $100,000. As a comparator, other neighbouring municipalities provide 12-15 boulevard maintenance cycles per year. Mississauga residents driving by these areas would be impacted by the reduction in garbage pick-up that occurs with each maintenance cycle.
10	BR 651 Close 1 Single Pad Arena	($174)	(2.0)	**Closure criteria (all must be met):** Closure to occur at a stand-alone single pad arena. Closure to occur at arena with the fewest number of hours rented (and impacting limited number of local area residents) for both Prime Time and Non-Prime Time. Closure to occur at arena where ice is out the 3rd week of March 2012 to accommodate an April 2012 closure. **Based on 2010 data at arena meeting all criteria:** Program Impact - 180 Got Skates participants, 185 skating program participants and 192 Camp participants would be impacted. Public Skating Impact - based on 2010 statistics 4,400 public skating participants would be impacted by the closure. Rental Impact - 197 Rental Bookings impacted. Would aim to retain approx. 50% within current system.

Priority	Initiative	Budget Impact ($000)s	FTE Impact	Summary and Justification
11	BR 658 Close 1 Major Community Centre	($396)	(18.5)	All major community centres offer a wide variety of healthy, active lifestyle activities. All activities are operated for all age ranges, from pre-school to Teens and Adults to Seniors. Removing one such centre from the City's inventory of 11 major sites would save close to $800,000 per year. Service Impacts include: Reduced opportunity for residents to pursue healthy, active lifestyles. Increased travel time and distance for users to find alternative program locations. 4,200 hours of registered program hours would be eliminated. 2,800 registered program participants would be displaced and requiring alternative program locations. Drop In Program Impact - 38,200 drop in participants would be impacted. 2,700 annual room rental bookings with a value of $200k would be impacted. 1,600 arena ice/floor bookings with a value of $300k would be impacted. Service level for community centres moves from 1:66,200 residents to 1:73,800. Service level for Gymnasia moves from 1:46,900 residents to 1:50,900. Service level for Ice pads moves from 1:29,100 residents to 1:30,800 (if 2 ice pads close new service level becomes 1:32,100).
	Total	**($1,382)**	**(25.0)**	

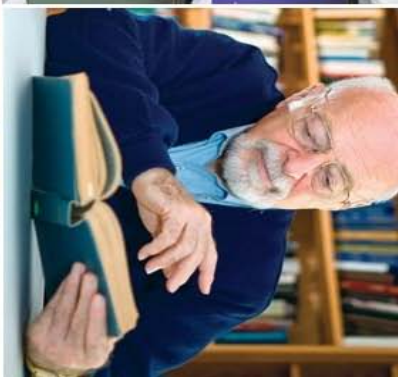
Mississauga Library System Business Plan

City of Mississauga

2012-2014 Update









MISSISSAUGA
Leading today for tomorrow



Last year the City of Mississauga undertook an extensive process to create a four year, 2011 through 2014, detailed Business Plan and Budget. Approved in March 2011, the 2011-2014 Business Plan and Budget outlines how and where the City plans to allocate resources to provide good value for taxpayers. Reviewed and updated annually, the four year plan is based on the City's five strategic priorities. 2012 marks the second year of Mississauga's four year Business Plan and Budget. For this "Update Year" staff have focused on primarily updating and presenting exceptions and amendments to the four year approved Service Area Business Plans, while still providing comprehensive financial information and forecasts.

The following summary document sets out a brief description of the Service Area, what has changed since writing the 2011-2014 Business Plan and Budget and performance measurements. The complete 2011-2014 Business Plan and Budget can be found on the City's website.

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1 Existing Core Services

1.1 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.

The Mississauga Public Library Board exists so that every resident can:

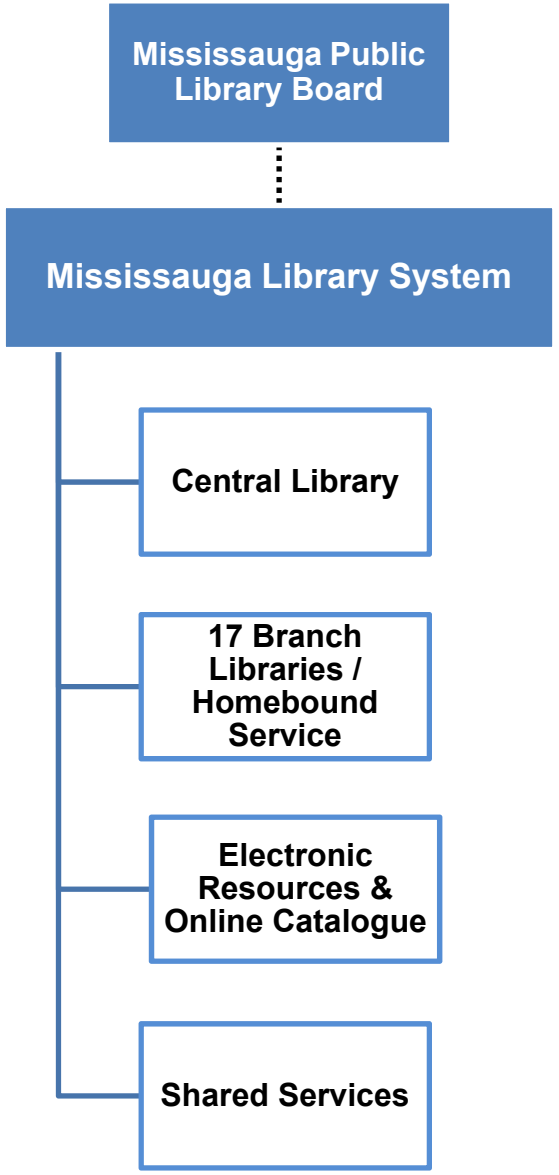
- Develop skills
- Acquire knowledge and information
- Improve the quality of his/her life and the life of the community
- Enjoy a welcoming, customer friendly environment while incorporating appropriate technologies and ensuring value for cost.

Vision

The Library provides life-long enrichment, education and empowerment.

Mission

The Mississauga Public Library Board exists to provide library services to meet the life-long informational, educational, cultural and recreational needs for all citizens.



1.2 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.

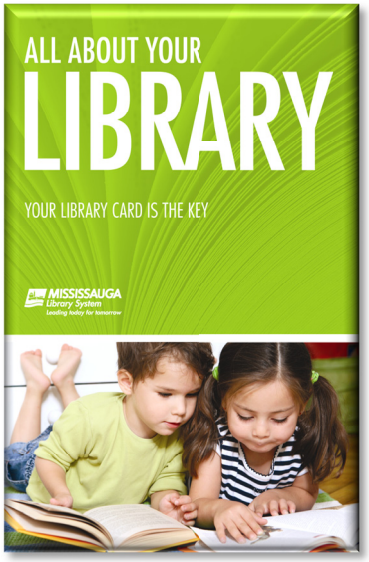
Service to library users is provided through a number of channels. A large Central Library and 17 branch locations of varying sizes, provide physical spaces where the library's services, programs and collections can be used and accessed. For customers unable to come to the library, arrangements can be 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.

This section includes Major Initiatives and Activities that have changed or have been updated since the approval of the 2011-2014 Business Plan & Budget. Updates and accomplishments are listed by Initiative below. Detailed descriptions of these initiatives can be found in the approved Business Plans on the City's website.

2 Updates & Accomplishments

2.1 Updates

Activate Future Directions:

The goal of the *2009 Future Directions Master Plan for Library Services* is to provide an innovative, sustainable and fiscally responsible framework for the future direction and delivery of Library Services in the short term (5 years) with a long term (25 year) outlook.

The Master Plan recommends actions to address the current and future needs of library users, ensuring that they have access to library services, amenities, programs and facilities that contribute to the City's strategic pillar Completing Our Neighbourhoods. Service delivery models are identified to address the needs of library users within the context of the City's changing demographics, creating an environment where Youth, Older Adults and New Immigrants Thrive.

Active implementation of some of the key recommendations in the plan commenced in 2010 and continued in 2011.

Meadowvale Library:

Deferral of construction by one year from 2012 to 2013 due to facilitate coordinated funding of the community centre renovation.

Initiate Collection Growth Initiative:

Year one of this initiative in 2011 is underway. Deferral of year two from 2012 to 2013 to facilitate coordination of funding sources.

Self Serve Check-Out:

Phase 1 of the self serve project commenced and will follow the installation of the new computer system, scheduled to go-live late 2012.

2.2 Accomplishments

Infrastructure Stimulus Fund (ISF) Project:

In the spring of 2009, the federal and provincial governments announced a major infrastructure funding program to help stimulate the economy. The Library was allocated $25.6 million for the renovation of four older libraries: Lakeview, Port Credit and Lorne Park as well as the expansion of Burnham Thorpe library, theatre and social service agency.

All four locations re-opened in 2011.

Public-Use Computers

The initiative to provide 20 additional public computers, for a total of over 460, into libraries where current usage was at capacity, has been completed.

3 Proposed Changes

3.1 Proposed Budget Summary

This part of the Business Plan provides changes to the 2012 - 2014 Business Plan Update and 2012 Budget. The tables below summarize the changes to maintain current service levels and costs for net budget reduction options and proposed new initiatives. A more detailed summary is available in later sections.

Changes to Maintain Current Service Levels -- see 3.2

Description ($ 000's)	2012	2013	2014
Prior Year Budget	**24,604**	**24,893**	**25,696**
Increases/(Decreases) to Maintain Current Service Levels			
Labour and Benefits	473	734	624
Annualization of Previous Years Operating Cost Decisions	(35)	0	0
Cost Increases	30	69	69
Operating Impact of New Capital Projects	0	0	(334)
Efficiencies and Cost Savings	(101)	0	0
Current Revenue Changes	(78)	0	0
Total Changes to Maintain Current Service Levels	**289**	**803**	**359**
Total Cost to Maintain Current Services Levels	**24,893**	**25,696**	**26,055**

Proposed New Initiatives -- see 3.3

Total Proposed New Initiatives	**0**	**232**	**(10)**
Total Recommended Tax Rate Reduction Options	**0**	**0**	**0**
Proposed Budget	**24,893**	**25,928**	**26,045**

Note: Numbers may not balance due to rounding

3.2 Changes to Maintain Current Service Levels

The following table illustrates highlights of this service area's costs to maintain current service levels. A detailed description is provided in Appendix 1 of Volume 2.

Changes to Maintain Current Service Levels

Description ($ 000's)	FTE	2012	2013	2014	Total Net Costs
Labour and Benefits	330.7	473	734	624	1,831
Annualization of Previous Years Operating Cost Decisions					
Consolidated Service Delivery	0.0	(45)	0	0	(45)
Rationalize Sunday Staffing Levels	(0.2)	(10)	0	0	(10)
Annualization for Sunday Opening	0.0	20	0	0	20
Cost Increases					
Utility Increase	0.0	47	49	52	148
Allocations (Building, IT and Departmental Services)	0.0	33	20	17	69
Other Changes	0.0	(50)	0	0	(50)
Operating Impact of New Capital Projects					
Meadowvale Branch Library Relocation/Redevelopment	0.0	0	0	(334)	(334)
Efficiencies and Cost Savings					
Library Leases Reduction - Meadowvale & Cooksville Library	0.0	(101)	0	0	(101)
Current Revenue Changes					
Burnhamthorpe Branch Library - Dixie Bloor Neighbourhood Drop-In Centre Lease	0.0	(103)	0	0	(103)
Fines Revenue Decline	0.0	25	0	0	25
Total Changes to Maintain Current Service Levels	**330.5**	**289**	**803**	**359**	**1,450**

Note: Numbers may not balance due to rounding

2011 - 2014 Cost to Maintain Current Service Levels - Budget and Forecast

($ 000's)	2011 Budget	2012 Budget	2013 Forecast	2014 Forecast
Labour Costs	20,777	21,165	21,900	22,524
Other Operating Expenses	5,235	5,181	5,230	4,886
Total Costs	26,012	26,347	27,130	27,410
Total Revenues	(2,314)	(2,392)	(2,392)	(2,330)
Net Cost before Corporate Support Allocations	**23,699**	**23,955**	**24,738**	**25,080**
Corporate Support Allocations	906	938	958	975
Total Net Budget	**24,604**	**24,893**	**25,696**	**26,055**

2012 - 2014 Net Operating Budget by Program to Maintain Current Service Levels

Program Expenditures ($ 000's)	2012 Budget	2013 Forecast	2014 Forecast
Central Library Services	4,806	4,947	5,067
Public Services	12,692	13,198	13,629
Divisional Support Services	7,395	7,551	7,359
Total Net Budget	**24,893**	**25,696**	**26,055**

Note: Numbers may not balance due to rounding.

2012 Net Operating Budget by Program to Maintain Current Service Levels

Program Expenditures ($ 000's)	2010 Actual	2011 Budget	2012 Budget	Change %
Central Library Services	4,210	4,690	4,806	2.5
Public Services	10,508	12,483	12,692	1.7
Administration & Support Services	9,051	7,431	7,395	(0.5)
Total Net Budget	**23,769**	**24,604**	**24,893**	**1.2%**

Note: Numbers may not balance due to rounding.

3.3 Proposed New Initiatives

The 2011-2014 Business Plan and Budget identified a number of new initiatives, presented as Budget Requests. In preparing the 2012 Budget these initiatives were reviewed. The following table presents the new initiatives proposed for 2012 to 2014, in priority order, and the costs for the new or enhanced service levels. The next page(s) provide a summary of each 2012 new initiative. Details of each New Initiative Budget Request are contained Appendix 2 of Volume 2:

Proposed New Initiatives

Description ($ 000's)	BR #	FTE	2012	2013	2014	Total Net Costs	Area of Focus	Strategic Pillar
Library Collection Growth Funding	174	0.0	0	42	57	99	Identifying any new initiatives that align with the Strategic Plan	Connect Belong
Self Serve Check-Out	147	(9.8)	0	0	(67)	(67)	Continuous improvement, value for money and tax rate management	Connect Belong
Library Services for Older Adults	454	1.0	0	95	0	95	Delivering on initiatives within the Strategic Action Plan	Belong
Library Services for Newcomers	464	1.0	0	95	0	95	Delivering on initiatives within the Strategic Action Plan	Belong
Total New Initiatives		**(7.8)**	**0**	232	**(10)**	**222**		

Note: Numbers may not balance due to rounding

3.4 Capital Plan

The table below lists new capital projects and/or changes to existing capital projects from the previous 2011- 2020 Capital Forecast, in priority order.

2012 - 2014 Net Capital Detail Changes

Program Expenditures ($ 000's)	BR #	2012 Budget	2013 Forecast	2014 Forecast	Post 2014 Forecast	Total ($)	Area of Focus	Strategic Pillar
Central Library Revitalization		32	270	(260)	(130)	(88)	Maintaining a state of good repair for our infrastructure	Connect
Self Serve Check-Out		(256)	(204)	(30)	490	0	Continuous Improvement, value for money and tax rate management	Connect Belong
Library Collection Growth Funding		(395)	(35)	(25)	455	0	Delivering on Initiatives within the Strategic Action Plan	Connect Belong
Electronic Strategy		(50)	(250)	(250)	0	(550)	Continuous Improvement, value for money and tax rate management	Connect
Meadowvale Library Branch - Construction		(2,876)	0	2,876	0	0	Delivering on Initiatives within the Strategic Action Plan	Connect Belong
2021 Equipment replacement and minor renovation		0	0	0	235	235	Maintaining a state of good repair for our infrastructure	Connect
Total Net Expenditures		**(3,545)**	**(219)**	**2,311**	**1,050**	**(403)**		

Note: Numbers may not balance due to rounding.

2012 - 2021 Total Net Capital Program

Program Expenditures ($ 000's)	2012 Budget	2013 Forecast	2014 Forecast	Post 2014 Forecast	Total ($)
Buildings	261	3,367	2,946	4,104	10,678
Materials & Equipment	331	777	1,016	4,377	6,501
Total Net Expenditures	**592**	**4,144**	**3,962**	**8,480**	**17,178**

Note: Numbers may not balance due to rounding.

3.5 Human Resources

Human Resources Requirement Distribution

Program	2011	2012	2013	2014
Central Library Services	76.9	76.7	76.7	66.9
Public Services	217.8	217.8	217.8	217.8
Support Services	36.0	36.0	38.0	38.0
Total Service Distribution	**330.7**	**330.5**	**332.5**	**322.7**

4 Performance Measures

4.1 Balanced Scorecard

A balanced scorecard identifies measures in four key areas of an organization's performance: Financial, Customer Service, Employees; and Business Processes.

By paying attention to all four areas, the organization can retain a balanced approach as it moves towards its goals.

About the measures for Library Services:

Financial

Expenditures per capita are lower on average than similar benchmarked library systems, indicating that 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.

Customer Service

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 similar to and in some cases above the national average.

Employees

Employee satisfaction is measured through the bi-annual **Employee Satisfaction** results from the 2010 survey for the Library were at 71.5% as compared to the City score of 67.7%.

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 capita remains at 0.56 sq ft over the course of this plan, above average.

Measures for Library Services	2008 (Actual)	2009 (Actual)	2010* (Actual)	2011 (Planned)	2012 (Planned)	2013 (Planned)	2014 (Planned)
Financial							
Expenditure per capita	$32.36	$32.65	$34.09	$35.25	$35.56	$36.44	$36.68
Expenditure per capita - library materials	$3.31	$3.29	$3.32	$3.24	$3.28	$3.29	$3.27
Customers (000s)							
Visits	4,372	4,440	4,225	4,502	4,520	4,560	4,600
Circulation	7,940	8,236	7,614	8,351	8,385	8,435	8,486
In-library use of materials	1,876	1,806	1,606	1,665	1,800	1,850	1,870
Reference inquiries	356	322	417	267	243	221	201
Computer use	502	757	614	768	771	775	780
Electronic uses (includes database use, visits to website)	799	818	825	830	850	900	1000
Program attendance	120	118	67	120	120	130	140
Employees							
Employee Satisfaction Grand Average	73.8	73.8	71.5	71.5	74.0	74.0	75.0
Business Processes							
Collection size (000s)**	1,371	1,333	1,306	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.

** Extensive weeding conducted prior to implementation of new computer system.

Appendix 1 - 2012 Other Tax Rate Reduction Options

Priority	Initiative	Budget Impact ($000)s	FTE Impact	Summary and Justification
1a	BR 657 Curtail Sunday Service to 2009 Level (6 locations open)	($241)		**Reduce current seasonal Sunday service (Oct-May) from 18 locations to six locations (2009 service levels).** - All Sunday customers would be impacted as Sundays are a popular day for library use, particularly at Central and in larger locations - Customers will be inconvenienced with potentially needing to use a different location on Sundays if home branch not open - Mississauga's Sunday service currently exceeds comparable large urban library systems.
1b	BR 727 Curtail Sunday Service to 2009 Level (6 locations open) & Extend to Cover School Year	($155)		**Reduce current seasonal Sunday service (Oct-May) from 18 locations to six locations (2009 service levels) AND extend the Sunday season to correspond with the school year (pre-2005 service level)** - Sunday customers in school will benefit from return to a 'school year' Sunday season - Some Sunday customers will be inconvenienced if their home branch isn't open on Sundays and have to use another location on Sundays - Mississauga's Sunday service currently exceeds comparable large urban library systems. - Impact on customers - positive impact to align service with school year; negative impact inconvenience of potentially needing to use a different location on Sundays if home branch not open.

Priority	Initiative	Budget Impact ($000)s	FTE Impact	Summary and Justification
2	BR 682 Hours Reduction - Early evening closure all locations (8pm) - July and August	($59)	(1.0)	**Close all library locations that are open to 9pm, one hour earlier at 8pm during July and August.** - Reduces annual operating hours by 557. - Impacts available time for customers to book and use library computers and sign out materials; Nexus Youth Centre impacts on youth using their services; evening programs will need to be adjusted; potential challenges with 8pm closing in retail locations.
3	BR 653 Hours Reduction - Friday Evening Closure at Additional 4 Branch Libraries	($22)	(0.5)	**Close 4 branches currently open on Friday evenings at 6pm instead of 9pm.** - Central Library would remain open on Friday evenings - All other branches (13) are currently closed Friday evenings through previous service reductions - Impacts available time for customers to use the library, book and use library computers and sign out materials - All online library services available
4	BR 656 Hours Reduction - Friday Evening Closure at Central Library	($25)	(0.5)	**Close Central Library Friday evenings at 6pm instead of 9pm.** - If combined with BR #653, no library service in city on Friday evenings - Impacts available time for customers to use the library, book and use library computers and sign out materials - All online library services available

Priority	Initiative	Budget Impact ($000)s	FTE Impact	Summary and Justification
5	BR 663 Hours Reduction - One Weekday at 6 Additional Branch Libraries	($269)	(8.5)	**Reduce weekday service at six locations, from 5 weekdays open to 4 weekdays open.** - Currently 11 locations provide Monday to Friday weekday service; this would reduce to 5. - 7 branches are already closed 1 weekday (Monday) - Customers would have one day less for library service - Average of 850 customers visit each location per weekday; 1100 items circulated per weekday; 60% library computer usage - Outreach and programming activities would have to shift to another day
Total		**($771)**	**(10.5)**	

Land Development Services Business Plan

City of Mississauga

2011-2014 Update



MISSISSAUGA
Leading today for tomorrow



Last year the City of Mississauga undertook an extensive process to create a four year, 2011 through 2014, detailed Business Plan and Budget. Approved in March 2011, the 2011-2014 Business Plan and Budget outlines how and where the City plans to allocate resources to provide good value for taxpayers. Reviewed and updated annually, the four year plan is based on the City's five strategic priorities. 2012 marks the second year of Mississauga's four year Business Plan and Budget. For this "Update Year" staff have focused on primarily updating and presenting exceptions and amendments to the four year approved Service Area Business Plans, while still providing comprehensive financial information and forecasts.

The following summary document sets out a brief description of the Service Area, what has changed since writing the 2011-2014 Business Plan and Budget and performance measurements. The complete 2011-2014 Business Plan and Budget can be found on the City's website

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1 Existing Core Services

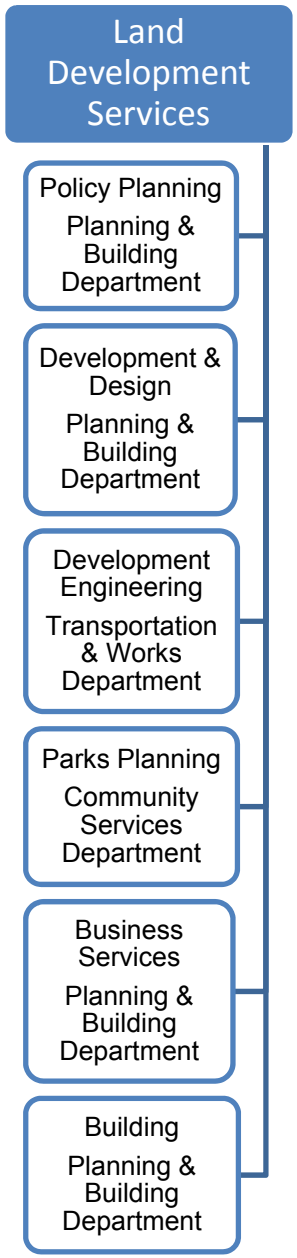
1.1 Vision and Mission

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.



1.2 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

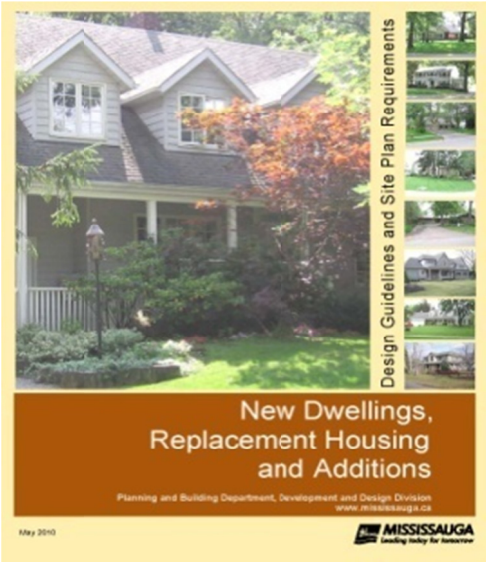
- Preparing and maintaining the Official Plan, city-wide policy studies, environmental policy planning and monitoring and implementing components of the Strategic Plan;
- Advising on planning initiatives in adjacent municipalities, as well as Federal, Provincial and Regional governments;
- Conducting 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.

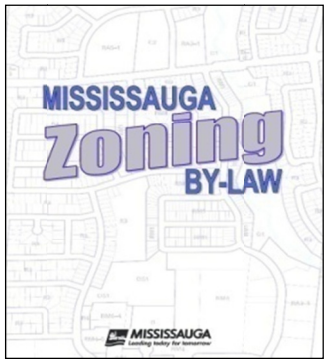


Guidelines and site plan requirements to assist homeowners, designers, architects and landscape architects.

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.

This section includes Major Initiatives and Activities that have changed or require updating since the approval of the 2011-2014 Business Plan & Budget. Updates and accomplishments are listed by Initiative below. Detailed descriptions of these initiatives can be found in the approved Business Plans on the City's website.

2 Updates & Accomplishments

2.1 Updates

Downtown21 - Regulatory Implementation:

The 2011-2014 LDS Business Plan included an initiative to commence developing a policy framework and associated zoning and design guidelines in 2011 to implement the Downtown21 Master Plan. Due to imminent concerns related to big box type development, Council passed an Interim Control By-law (ICB) on March 9, 2011 to be in effect for a period of one year with a possible extension for up to one additional year. The ICB was passed to allow staff time to study how development can proceed in a way to ensure that strategic land use policies are protected in the Downtown Core. Work will continue over the next few years to implement the Master Plan including the preparation of a Local Area Plan, a Community Improvement Plan and additional amendments to the Official Plan as additional studies are complete.

Ninth Line Corridor Review:

The 2011-2014 LDS Business Plan included undertaking a comprehensive phased study of the Ninth Line Corridor lands which would establish a planning framework to guide future land development. Given interest in moving forward with the development of a community centre and sports field within the corridor in advance of completion of the full planning study, a site specific amendment will be undertaken to permit a community centre and sports field on Park 459. The comprehensive review will also begin in this timeframe.

Affordable Housing Strategy and Action Plan:

In 2011, a Council Education Session and Stakeholder Forum were held to discuss development of a made-in-Mississauga strategy in response to new Provincial legislation effective January 1, 2012 requiring all municipalities in Ontario to permit second units. Work also continued on other components of Housing Choices: Affordable Housing Strategy and Action Plan including establishing affordable housing targets and developing policies regarding rental housing protection.

Field Computing and Automation:

Work began on the implementation of field computing and enhanced automation of building permit approval and building inspection services. The first step will be implementation of an application to allow electronic plan submission and review. Research has been completed and next step will be to begin the request for proposal process.

2.2 Accomplishments

New Mississauga Official Plan:

On September 22, 2011 Regional Council granted partial approval on the new Mississauga Official Plan. The Official Plan 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.

Canadian Institute of Planners Award:

The Cities of Mississauga and Brampton received a Canadian Institute of Planners 2011 Award of Planning Excellence in the category of Transportation and Infrastructure for the Hurontario/Main Street Corridor Master Plan. The Master Plan is a key element for achieving many of the aims of Mississauga's Strategic Plan and new Official Plan. It will help to serve the people of Mississauga and Brampton by connecting the communities to each other and to transit systems that serve communities across the region.

Online Portable Sign Permits:

In February 2011, the Planning and Building eSigns – Online Portable Sign Application was launched allowing online delivery of portable sign permits through eCity. Ninety percent of all portable sign applications received are now being processed through this online, self- serve channel.

3 Proposed Changes

3.1 Proposed Budget Summary

This part of the Business Plan provides changes to the 2012 - 2014 Business Plan Update and 2012 Budget. The tables below summarize the changes to maintain current service levels and costs for net budget reduction options and proposed new initiatives. A more detailed summary is available in later sections.

Changes to Maintain Current Service Level -- see 3.2

Description ($ 000's)	2012	2013	2014
Prior Year Budget	**5,079**	**6,687**	**7,188**
Increases (Decreases) to Maintain Current Service Levels			
Labour and Benefits	883	814	692
Annualization of Previous Years Operating Cost Decisions	(369)	(197)	0
Cost Increases	64	(116)	0
Operating Impact of New Capital Projects	0	0	0
Efficiencies and Cost Savings	(20)	0	0
Current Revenue Changes	1,050	0	0
Total Changes to Maintain Current Service Levels	**1,608**	**501**	**692**
Total Cost to Maintain Current Services	**6,687**	**7,188**	**7,880**

Proposed New Initiatives -- see 3.3

Total Proposed New Initiatives	**0**	**24**	**0**
Total Recommended Tax Rate Reduction Options	**0**	**0**	**0**
Proposed Budget	**6,687**	**7,212**	**7,880**

Note: Numbers may not balance due to rounding

3.2 Changes to Maintain Current Service Levels

The following table illustrates highlights of this service area's costs to maintain current service levels. A detailed description is provided in Appendix 1 of Volume 2.

Changes to Maintain Current Service Levels

Description ($ 000's)	FTE	2012	2013	2014	Total Net Costs
Labour and Benefits	0.0	883	814	692	2,389
Annualization of Previous Years Operating Cost Decisions					
Labour Reductions as part of Three Year Plan	(3.0)	(369)	(197)	0	(566)
Cost Increases					
New Building Code Reference Materials	0.0	13	(13)	0	0
New Building Code Training	0.0	53	(53)	0	0
Zoning-By-Law Review Legal Resources	0.0	20	(50)	0	(30)
Other Changes	0.0	(22)	0	0	(22)
Efficiencies and Cost Savings					
Internal Printing Reduction	0.0	(20)	0	0	(20)
Current Revenue Changes					
Recovery From Reserves for Revenue Shortfall - Ended 2011	0.0	1,129	0	0	1,129
Increase Site Plan & Rezoning Application Fees	0.0	(175)	0	0	(175)
Increase Mobile Sign Revenues & Fees	0.0	(25)	0	0	(25)
Remove Transfer From Reserves for Zoning-By-Law Review	0.0	121	0	0	121
General Fees & Charges Increase	0.0	(10)	0	0	(10)
Other Changes	0.0	10	0	0	10
Total Changes to Maintain Current Service Levels	**0.0**	**1,608**	**501**	**692**	**2,801**

Note: Numbers may not balance due to rounding

2011 - 2014 Cost to Maintain Current Service Levels - Budget and Forecast

($ 000's)	2011 Budget	2012 Budget	2013 Forecast	2014 Forecast
Labour Costs	14,263	14,708	15,197	15,779
Other Operating Expenses	1,563	1,606	1,489	1,489
Total Costs	15,825	16,314	16,686	17,268
Total Revenues	(13,630)	(12,512)	(12,512)	(12,512)
Net Cost before Corporate Support Allocations	**2,195**	**3,802**	**4,174**	**4,756**
Corporate Support Allocations	2,883	2,886	3,015	3,124
Total Net Budget	**5,079**	**6,687**	**7,188**	**7,880**

2012 - 2014 Net Operating Budget by Program to Maintain Current Service Levels

Program Expenditures ($ 000's)	2012 Budget	2013 Forecast	2014 Forecast
Development & Design	6,578	6,886	7,189
Policy Planning	2,657	2,759	2,845
Building	(2,548)	(2,456)	(2,154)
Total Net Budget	**6,687**	**7,188**	**7,880**

Note: Numbers may not balance due to rounding.

2012 Net Operating Budget by Program to Maintain Current Service Levels

Program Expenditures ($ 000's)	2010 Actual	2011 Budget	2012 Budget	Change %
Development & Design	5,256	6,190	6,578	6.3
Policy Planning	2,091	2,564	2,657	3.6
Building	(183)	(3,675)	(2,548)	30.7
Total Net Budget	**7,164**	**5,079**	**6,687**	**31.7%**

Note: Numbers may not balance due to rounding.

3.3 Proposed New Initiatives

The 2011-2014 Business Plan and Budget identified a number of new initiatives, presented as Budget Requests. In preparing the 2012 Budget these initiatives were reviewed. The following table presents the new initiatives proposed for 2012 to 2014, in priority order, and the costs for the new or enhanced service levels. The next page(s) provide a summary of each 2012 new initiative. Details of each New Initiative Budget Request are contained Appendix 2 of Volume 2:

Proposed New Initiatives

Description ($ 000's)	BR #	FTE	2012	2013	2014	Total Net Costs	Area of Focus	Strategic Pillar
Building Division - Field Computing & Enhanced Automation - Building Inspection Services. Capital required $453K in 2012 and $82K in 2013. Operating Funds - P&B will need to add $24,300 starting in 2013 for 3G Data Plan Rogers. Staff costs are incorporated in the project budget from capital allowing business units to backfill existing staff seconded to this project.	342	0.0	0	24	0	24	Continuous Improvement, value for money and tax rate management	
Policy Division - Ninth Line Corridor Review (Reserve Funded - No Tax Impact)	715	0.0	0	0	0	0	Continuous Improvement, value for money and tax rate management	Connect
Policy Division - Growth Forecast (Reserve Funded - No Tax Impact)	192	0.0	0	0	0	0	Delivering on Initiatives within the Strategic Action Plan	Connect
Policy Division - Municipal Comprehensive Review of Employment Lands (Reserve Funded - No Tax Impact)	364	0.0	0	0	0	0	Other	
Policy Division - Affordable Housing Strategy and Action Plan Implementation (Reserve Funded - No Tax Impact	347	0.0	0	0	0	0	Delivering on Initiatives within the Strategic Action Plan	Belong

Description ($ 000's)	BR #	FTE	2012	2013	2014	Total Net Costs	Area of Focus	Strategic Pillar
Policy Division - Community Improvement Plans (Reserve Funded - No Tax Impact)	365	0.0	0	0	0	0	Identifying any new initiatives that align with the Strategic Plan	Connect
Policy Division - Malton Area Plan Review (Reserve Funded - No Tax Impact)	214	0.0	0	0	0	0	Identifying any new initiatives that align with the Strategic Plan	Connect
Policy Division - Parking Strategy Review Study to Implement the City Structure (Reserve Funded - No Tax Impact)	426	0.0	0	0	0	0	Delivering on Initiatives within the Strategic Action Plan	Connect
Policy Division - Implementation of Community Impact Assessment Database/ System (Cost Shown is Reserve Funded - No Tax Impact)	193	0.0	0	0	0	0	Other	
Total New Initiatives		**0.0**	**0**	**24**	**0**	**24**		

2012 Proposed New Initiatives for Operating Budget

Priority	Initiative	Budget Impact ($000)s	FTE Impact	Summary and Justification
1	BR 715 Policy Division - Ninth Line Corridor Review (Reserve Funded - No Tax Impact)	$0	0.0	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. 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. Requested funding would facilitate retaining a consultant to undertake the study. ($200K Reserve Funded - No Tax Impact)
2	BR 192 Policy Division - Growth Forecast (Reserve Funded - No Tax Impact)	$0	0.0	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 every five years. This is for consultants to develop the model, calculate the demand and report the forecasts. ($150K Reserve Funded - No Tax Impact)
3	BR 364 Policy Division - Municipal Comprehensive Review of Employment Lands (Reserve Funded - No Tax Impact)	$0	0.0	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. As part of the work program for the Mississauga Official Plan Review, consultants will be retained to prepare the Employment Land Review Study to fulfill the requirements for a municipal comprehensive review (MCR). ($100K Reserve Funded - No Tax Impact)
4	BR 347 Policy Division - Affordable Housing Strategy and Action Plan Implementation (Reserve Funded - No Tax Impact)	$0	0.0	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. In 2012, additional funds are being requested for consulting work based on the finalized project scope. ($80K Reserve Funded - No Tax Impact)

Priority	Initiative	Budget Impact ($000)s	FTE Impact	Summary and Justification
5	BR 365 Policy Division - Community Improvement Plans (Reserve Funded - No Tax Impact)	$0	0.0	The Community Improvement Plans 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. ($100K Reserve Funded - No Tax Impact)
6	BR 214 Policy Division - Malton Area Plan Review (Reserve Funded - No Tax Impact)	$0	0.0	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. To complete the Malton Area Plan Review and anticipated scope of work, expertise in the field of land use and social planning are required. ($200K Reserve Funded - No Tax Impact)
Total		**$0**	**0.0**	

3.4 Capital Plan

The table below lists new capital projects and/or changes to existing capital projects from the previous 2011- 2020 Capital Forecast, in priority order. The next page(s) provides a summary of each 2012 newly identified capital projects. Details of each new capital Budget Request are contained in Appendix 2 of Volume 2.

2012 - 2014 Net Capital Detail Changes

Program Expenditures ($ 000's)	BR #	2012 Budget	2013 Forecast	2014 Forecast	Post 2014 Forecast	Total ($)	Area of Focus	Strategic Pillar
Field Computing & Enhanced Automation - Building Inspection Services	342	453	82	0	0	535	Continuous Improvement, value for money and tax rate management	Connect
Total Net Expenditures		**453**	**82**	**0**	**0**	**535**		

Note: Numbers may not balance due to rounding.

Priority	Initiative	Budget Impact ($000)s	FTE Impact	Summary and Justification
1	Field Computing & Enhanced Automation - Building Inspection Services	$453	1.0	This initiative is described in detail in the business case which has now been endorsed by IT Committee. Phase 1 will allow our clients and customers to submit their applications electronically through a web based interface and will enable our staff to review electronic submissions versus traditional paper based plans. Phase 2 will see our inspection staff equipped with updated notebooks complete with connection to easily access digital plans in the field, as well as communicate with MAX.
	Total	**453**	**1.0**	

2012 - 2021 Total Net Capital Program

Program Expenditures ($ 000's)	2012 Budget	2013 Forecast	2014 Forecast	Post 2014 Forecast	Total ($)
Policy Division	538	239	47	0	824
Total Net Expenditures	**538**	**239**	**47**	**0**	**824**

Note: Numbers may not balance due to rounding.

3.5 Human Resources

Human Resources Requirement Distribution

Program	2011	2012	2013	2014
Development and Design Division	49.5	46.5	46.5	46.5
Policy Planning Division	22.0	22.0	22.0	22.0
Building Division	80.3	81.3	80.3	80.3
Total Service Distribution	**151.8**	**149.8**	**148.8**	**148.8**

Note : Labour saving dollars in 2013 are identified in the budget but the corresponding 2 FTE is not shown in the 2013 total.

4 Performance Measures

4.1 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 5.9 percent higher and 13.8 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.

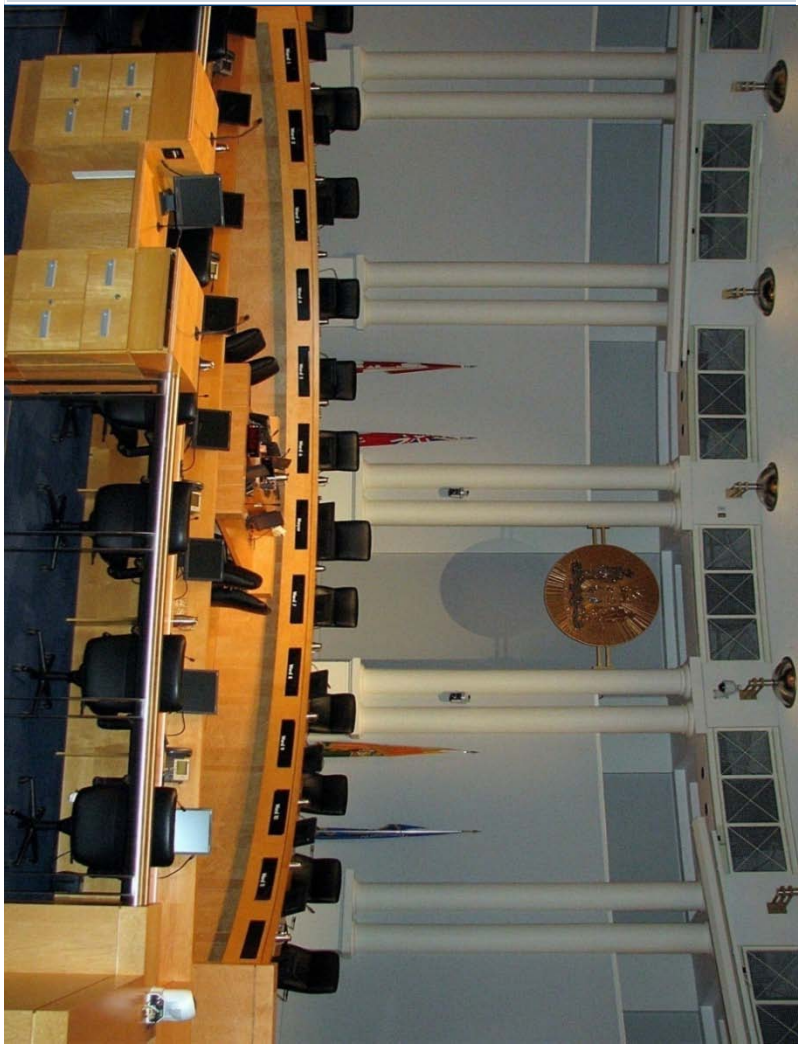
Measures for Land Development Services	2008 (Actual)	2009 (Actual)	2010 (Actual)	2011 (Planned)	2012 (Planned)	2013 (Planned)	2014 (Planned)
Financial							
Budget vs Actual	5%	1.4%	(2%)	(4%)	(2%)	(1%)	(1%)
Customer							
Average wait time (minutes)*	-	-	4.7	4.7	4.3	4.3	4.3
Employee							
Continuous Quality Improvement Index	68.8%	68.8%	70.5%	70.5%	71.0%	71.0%	72.0%
Business Process							
Building Permit Status Report on-line transactions	23,161	20,298	29,954	28,000	29,000	30,000	31,000
Development Application Status Report online transactions	10,403	8,135	8,518	9,000	9,500	10,000	10,500
Building Inspections Booked online	1,872	2,092	2,671	3,000	3,250	3,500	3,750
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

2012-2014 Update





Last year the City of Mississauga undertook an extensive process to create a four year, 2011 through 2014, detailed Business Plan and Budget. Approved in March 2011, the 2011-2014 Business Plan and Budget outlines how and where the City plans to allocate resources to provide good value for taxpayers. Reviewed and updated annually, the four year plan is based on the City's five strategic priorities. 2012 marks the second year of Mississauga's four year Business Plan and Budget. For this "Update Year" staff have focused on primarily updating and presenting exceptions and amendments to the four year approved Service Area Business Plans, while still providing comprehensive financial information and forecasts.

The following summary document sets out a brief description of the Service Area, what has changed since writing the 2011-2014 Business Plan and Budget and performance measurements. The complete 2011-2014 Business Plan and Budget can be found on the City's website

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1 Existing Core Services

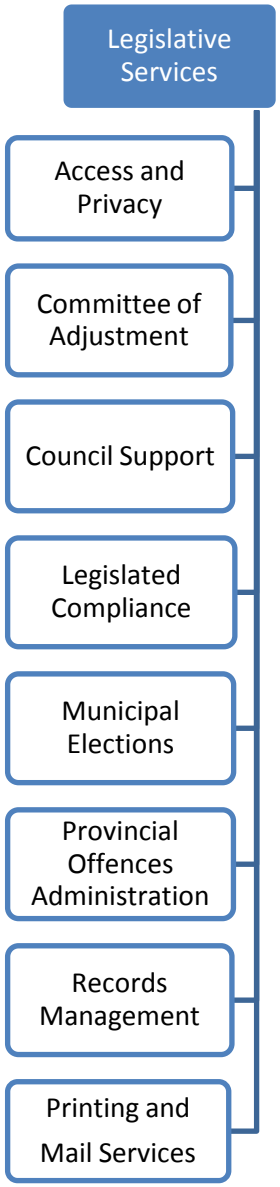
1.1 Vision and Mission

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.



1.2 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

This section includes Major Initiatives and Activities that have changed or have been updated since the approval of the 2011-2014 Business Plan & Budget. Updates and accomplishments are listed by initiative below. Detailed descriptions of these initiatives can be found in the approved Business Plans on the City's website.

2 Updates & Accomplishments

2.1 Updates

Administration Changes

In 2011, responsibility for the Printing and Mail Services was moved from the Business Services area to Legislative Services.

Municipal Election

In 2010, a recount of Ward 1 ballots was undertaken at the request of Council and in 2011 a Municipal By-election was conducted for Ward 5. Both undertakings were successfully completed; however, these two events added additional pressure and delays in the 2010 Election wrap-up process and future 2014 Election planning.

2.2 Accomplishments

Legislative Services successfully carried out an initiative that is an essential part of its mandate to provide Open and Accessible Government. Starting in 2011, complete Council and Committee agendas are provided online on the City's Website.

In excess of 675 requests for information were received under the Municipal Freedom of Information and Personal Privacy Protection Act. The City continues to have a compliance rate in excess of 99% which is among the highest in the Province.

The Records Centre initiated a project to review the state of record boxes prior to scheduled destruction of records. The Records Centre was able to recycle over 1000 boxes slated for destruction which results in a reduction in the overall cost of annual box purchases.

Records Management Services completed one eRecords Solution for Facilities Maintenance which resulted in the implementation of stronger records management practices for contracts, invoices, work orders and City events.

The POA Court administration processed in excess of 85,000 new charges. In addition, a "Green Initiative" has saved the printing of 100's of pages of daily reports which are now being generated and saved electronically.

Clerk's Office Counter Services will issue 2900 Marriage Licences; perform 350 Civil Marriage Ceremonies and issue over 5000 Burial Permits. In addition, the Committee of Adjustment will process over 500 applications.

Printing and Mail Services provided a 96.7% on time delivery rate. In addition, in collaboration with Transportation and Works, Printing and Mail Services prepared a mailing by Canada Post to communicate an annual leaf pick-up saving approximately 25% on costs from the previous year's hand delivered communication to residents by Transportation and Works staff.

3 Proposed Changes

3.1 Proposed Budget Summary

This part of the Business Plan provides changes to the 2012 - 2014 Business Plan Update and 2012 Budget. The tables below summarize the changes to maintain current service levels and costs for net budget reduction options and proposed new initiatives. A more detailed summary is available in later sections.

Changes to Maintain Current Service Level -- see 3.2

Description ($ 000's)	2012	2013	2014
Prior Year Budget	**(2,518)**	**(2,611)**	**(2,343)**
Increases/(Decreases) to Maintain Current Service Levels			
Labour and Benefits	261	248.8	211.3
Annualization of Previous Years Operating Cost Decisions	(31)	8.0	40.0
Cost Increases	(331)	6.0	40.0
Operating Impact of New Capital Projects	0	0.0	0.0
Efficiencies and Cost Savings	(20)	0.0	0.0
Current Revenue Changes	27	6.0	0.0
Total Changes to Maintain Current Service Levels	**(94)**	**269**	**291**
Total Cost to Maintain Current Services Levels	**(2,611)**	**(2,343)**	**(2,051)**

Proposed New Initiatives and Recommended Tax Rate Reduction Options -- see 3.3 and 3.4

Total Proposed New Initiatives	**77**	**34**	**2,400**
Total Recommended Tax Rate Reduction Options	**0**	**0**	**0**
Proposed Budget	**(2,534)**	**(2,309)**	**349**

Note: Numbers may not balance due to rounding

3.2 Changes to Maintain Current Service Levels

The following table illustrates highlights of this service area's costs to maintain current service levels. A detailed description is provided in Appendix 1 of Volume 2.

Changes to Maintain Current Service Levels

Description ($ 000's)	FTE	2012	2013	2014	Total Net Costs
Labour and Benefits	0.0	261	249	211	722
Annualization of Previous Years Operating Cost Decisions					
Annualized positions approved in 2011	0.0	(31)	8	40	17
Cost Increases					
Costs budgeted for 2011 By-election removed	0.0	(416)	0	0	(416)
POA cost increase due to rate increase for Interpreters, ICON charges, temporary labour and other miscellaneous expenses	0.5	76	0	0	76
Departmental Business Service Allocations and various miscellaneous charges	0.0	9	6	40	55
Efficiencies and Cost Savings					
Printing Services Lean Production program savings	(0.5)	(20)	0	0	(20)
Existing Revenue Changes					
POA revenue increase due to growth in number of charges laid	0.0	(340)	0	0	(340)
Committee of Adjustment revenue increase due to growth in application volume	0.0	(64)	(26)	0	(90)
Miscellaneous revenue	0.0	(4)	0	0	(4)
Eliminate 2012 transfer from Election reserve	0.0	435	32	0	467
Total Changes to Maintain Current Service Levels	**0.0**	**(94)**	**269**	**291**	**467**

Note: Numbers may not balance due to rounding

2011 - 2014 Cost to Maintain Current Service Levels - Budget and Forecast

($ 000's)	2011 Budget	2012 Budget	2013 Forecast	2014 Forecast
Labour Costs	5,572	5,638	5,895	6,146
Other Operating Expenses	1,427	1,234	1,234	1,269
Total Costs	6,999	6,872	7,128	7,415
Total Revenues	(9,658)	(9,631)	(9,625)	(9,625)
Net Cost before Corporate Support Allocations	**(2,660)**	**(2,760)**	**(2,497)**	**(2,210)**
Corporate Support Allocations	142	148	154	160
Total Net Budget	**(2,518)**	**(2,611)**	**(2,342)**	**(2,051)**

Note: Numbers may not balance due to rounding.

2012 - 2014 Net Operating Budget by Program to Maintain Current Service Levels

Program Expenditures ($ 000's)	2012 Budget	2013 Forecast	2014 Forecast
Council Committees	112	112	112
Elections	120	126	131
Provincial Offences Act	(5,909)	(5,847)	(5,794)
Office of the City Clerk	2,626	2,786	2,984
Printing and Mail Services	439	481	517
Total Net Budget	**(2,611)**	**(2,342)**	**(2,051)**

2012 Net Budget by Program to Maintain Current Service Levels

Program Expenditures ($ 000's)	2010 Actual	2011 Budget	2012 Budget	Change %
Council Committees	54	112	112	0.0
Elections	120	116	120	4.0
Provincial Offences Act	(5,703)	(5,696)	(5,909)	(3.7)
Office of the City Clerk	2,167	2,534	2,626	3.6
Print Shop	396	417	439	5.4
Total Net Budget	**(2,966)**	**(2,518)**	**(2,611)**	**3.7%**

Note: Numbers may not balance due to rounding.

3.3 Proposed New Initiatives

The 2011-2014 Business Plan and Budget identified a number of new initiatives, presented as Budget Requests. In preparing the 2012 Budget these initiatives were reviewed. The following table presents the new initiatives proposed for 2012 to 2014, in priority order, and the costs for the new or enhanced service levels. The next page(s) provide a summary of each 2012 new initiative. Details of each New Initiative Budget Request are contained Appendix 2 of Volume 2:

Proposed New Initiatives

Description ($ 000's)	BR #	FTE	2012	2013	2014	Total Net Costs	Area of Focus	Strategic Pillar
Municipal Elections*	247	7.0	77	34	2,400	2,511	Other	
Total New Initiatives		**7.0**	**77**	**34**	**2,400**	**2,511**		

* Note: Funded from the Election Reserve Fund

2012 Proposed New Initiatives for Operating Budget

Priority	Initiative	Budget Impact ($000)s	FTE Impact	Summary and Justification
1	BR 247 Municipal Elections	$77	1.5	To respond effectively to increased election activity, the City must allocate resources to the municipal election program outside of the regular election years. With the occurrence of recount in 2010 and by-election in 2011, the work plan, follow-up of 2010 election and preparation work for 2014 election is significantly impacted by limited staff resources. To improve the process, explore voting options and capitalize on new technology options, an additional two staff positions are required in 2012.
	Total	**$77**	**1.5**	

3.4 Capital Plan

The table below lists new capital projects and/or changes to existing capital projects from the previous 2011- 2020 Capital Forecast, in priority order.

2012 - 2021 Total Net Capital Program

Program Expenditures ($ 000's)	2012 Budget	2013 Forecast	2014 Forecast	Post 2014 Forecast	Total ($)
Office of the City Clerk	14	39	0	0	53
Printing and Mail Services	36	25	155	344	560
Total Net Expenditures	**50**	**64**	**155**	**344**	**613**

Note: Numbers may not balance due to rounding.

3.5 Human Resources

Human Resources Requirement Distribution

Program	2011	2012	2013	2014
Elections	1.7	3.0	3.0	8.0
Provincial Offence Act	18.2	18.7	18.7	18.7
Office of the City Clerk	38.3	38.0	39.0	39.0
Committee of Adjustments	3.0	3.0	3.0	3.0
Printing and Mail Services	13.7	13.2	13.2	13.2
Total Service Distribution	**74.9**	**75.9**	**76.9**	**81.9**

4 Performance Measures

4.1 Balanced Scorecard

A Balanced Scorecard identifies measures 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

Court Administration and Support Cost per $100 of revenue is a measure of efficiency and reflects the court administrative cost of operating court administration and support.

Customer Measures

Number of Freedom of Information (FOI) inquiries received measures the volume of requests from the general public for information.

Information Privacy Commission Compliance Rate indicates the City's annual report on its performance and compliance with the Information Privacy Commissioner (IPC) when responding to access to information requests through the Municipal Freedom of Information and Protection of Privacy Act (MFIPPA).

Counter Customer Service Survey measures customer satisfaction of Clerks Office counter services.

Employees/Innovation and Learning Measures

Satisfaction with City and Job Satisfaction is measured to enable growth and development of City staff. An employee engagement survey is conducted in which overall job satisfaction and satisfaction with the City is assessed. This provides valuable information to promote higher levels of organizational performance and employee wellness.

Internal Business Processes Measures

Number of eRecords Management Solutions measures new business processes established to collaborate and manage records electronically.

Number of Committee meetings publicly streamed measures the provision of access to Council and Committee proceedings and the following standing committee meetings are planned to be video streamed over the internet through 2014; Council, General Committee, Planning Development Committee and Budget.

Percentage of Court Matters resolved without trial pertains to tickets which are issued and where the recipient has opted to pay rather than go 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 (Actual)	2011 (Planned)	2012 (Planned)	2013 (Planned)	2014 (Planned)
Financial							
Court Administration and Support Cost per $100 of revenue	$36	$31	$28	$28	$29	$28	$28
Customer							
Number of FOI inquiries received	494	569	662	760	860	860	860
Information Privacy Commission Compliance Rate	99.5%	99.5%	99.5%	99.5%	99.5%	99.5%	99.5%
Counter Customer Service Survey (Rating – Good/Excellent)	-	-	-	85.0%	87.5%	90.0%	92.5%
Employee							
Satisfaction with City	76.7%	-	68.5%	-	70.0%	-	71.0%
Job Satisfaction	73.2%	-	70.0%	-	72.0%	-	73.0%
Business Process							
Number of e-records management solutions	0	1	1	1	3	3	4
Number of Committee meetings publicly streamed	1	1	1	1	4	4	4
Percentage court matters resolved without trial	58.0%	63.0%	63.0%	64.0%	67.0%	67.0%	67.0%
POA Charges received per administrative employee	6,414	7,014	7,644	7,700	7,700	7,700	7,700

Arts and Culture Business Plan

City of Mississauga

2012-2014 Update

MISSISSAUGA
Leading today for tomorrow



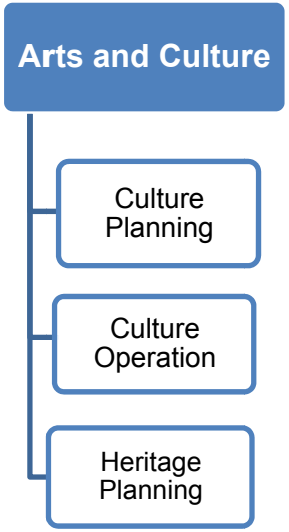
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1 Existing Core Services



1.1 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.

1.2 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 29 full time staff and the equivalent of 16.9 staff who work part time to deliver many of our programs. Specifically, the services area has three key sections: Culture Planning, Heritage Planning and Culture Operations.

Culture Planning staff are responsible for long range plans, including public art development and implementation, development of plans to support the creation of a vibrant downtown, cultural nodes, cultural facilities and other cultural amenities such as the culture map. This group conducts research to determine current successes and future trends.

Heritage Planning staff are responsible for identifying and protecting Mississauga's cultural heritage properties under the Ontario Heritage Act. This includes almost 300 designated structures, including two heritage conservation districts in Meadowvale Village and Old Port Credit Village.

Culture Operations staff are responsible for the delivery of a variety of arts, heritage and cultural programs and services including the administration of the grant programs, providing both pre-registered programs and city-wide events open to all residents and visitors. They operate the three museums in Mississauga and Meadowvale Theatre. The Film and Television Office manages all aspects of this business, including proactively attracting production to the city.

This section includes Major Initiatives and Activities that have changed or require updating since the approval of the 2011-2014 Business Plan & Budget. Updates and accomplishments are listed by Initiative below. Detailed descriptions of these initiatives can be found in the approved Business Plans on the City's website.

2 Updates & Accomplishments

2.1 Updates

Activate the Culture Master Plan:

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 between 2009 and 2014. This Plan was approved by City Council in June 2009, with the delivery of services to be provided by the newly formed Culture Division. To support the mandate of the Plan, Heritage Planning, the Museums, Meadowvale Theatre and the Film and Television Office were transferred to the Culture Division in October 2009.

Since then, the service area has focused on the implementation of the recommendations in the Plan. As of mid 2011, 10 recommendations were completed and 20 were partially completed or in progress. These include;

- implementation of a public art program, including the installation of Familia at Harold Kennedy Park and the cross walk markings at the Duke of York and City Centre Drive;
- increased funding to arts, heritage and culture organizations and to festivals; and
- continue to engage stakeholders through the creation of the Mississauga Cultural Resource Partnership.

2.2 Accomplishments

Listed below are some of the major accomplishments of the arts and culture service area in 2011. Each of these reflects the direction articulated in the Culture Master Plan.

International Indian Film Festival (IIFA)

Mississauga was one of the Buzz locations for the International Indian Film Festival, often referred to as the Bollywood Awards. This event is held in a different country each year, but never before in North America. During the month of June over 50 events were held throughout Mississauga, including at schools, community centres and parks, culminating in a three day festival at the new Mississauga Celebration Square. Over 100,000 people participated in these events which included local, national and international artists.

Leslie Log House

Mississauga opened its third public museum in May 2011 in partnership with the Streetsville Historical Society.

Meadowvale Theatre Improvements

New lighting and sound infrastructure was installed at Meadowvale Theatre which will enhance the quality of productions held at this venue. As well, new carpet and other enhancements were made to the lobby and theatre area.

Living Arts Centre/Meadowvale Theatre Study

A study was conducted of Living Arts Centre and Meadowvale Theatre to make recommendations on the role of each facility within the context of the Culture Master Plan. The results provide both facilities with guidance for future plans and budget submissions in order to ensure continued support for the growth and development of culture in Mississauga.

Port Credit Culture Node

In spring 2011, City Council approved a pilot project to create a culture node in the downtown area of Port Credit. This initiative is in partnership with the Port Credit BIA and allowed for additional on street parking during the farmers' market, new bike rack installations along the main street, and the development of temporary encroachment agreements to permit future street furniture and retail displays during the summer months. Additional enhancements are planned for 2012.

City Initiated Cultural Events

In order to promote cultural activities and the benefits they provide such as strengthening a sense of community and attracting tourists, a number of successful events were organized in 2011 by staff in partnership with various community groups. These included:

- Salmon Run Project and Exhibition celebrated the value of salmon and the Credit River throughout our history. This project gave 24 local artists the opportunity to create a unique salmon sculpture and was carried out in partnership with the Art Gallery of Mississauga;
- Dapper Don, an exhibit of 10 Don Cherry's unique sports jackets was held at the Hershey Centre during the Memorial Cup. The exhibit was made possible because of the participation of a variety of partners including the Mississauga Arts Council and the Mississauga Sports Council.
- Over 6,000 people participated in Culture Days Take 2 combined with Door Open to celebrate arts and heritage throughout Mississauga including on Mississauga Celebration Square where a wide range of local artists performed.

3 Proposed Changes

3.1 Proposed Budget Summary

This part of the Business Plan provides changes to the 2012 - 2014 Business Plan Update and 2012 Budget. The tables below summarize the changes to maintain current service levels and costs for net budget reduction options and proposed new initiatives. A more detailed summary is available in later sections.

Changes to Maintain Current Service Levels -- see 3.2

Description ($ 000's)	2012	2013	2014
Prior Year Budget	**4,518**	**4,825**	**5,054**
Increases/(Decreases) to Maintain Current Service Levels			
Labour and Benefits	99	133	113
Annualization of Previous Years Operating Cost Decisions	219	85	0
Cost Increases	(139)	11	10
Operating Impact of New Capital Projects	0	0	0
Efficiencies and Cost Savings	0	0	0
Current Revenue Changes	128	0	0
Total Changes to Maintain Current Service Levels	**307**	**229**	**124**
Total Cost to Maintain Current Services Levels	**4,825**	**5,054**	**5,178**

Proposed New Initiatives and Recommended Tax Rate Reduction Options -- see 3.3 and 3.4

Total Proposed New Initiatives	**270**	**183**	**20**
Total Recommended Tax Rate Reduction Options	**(50)**	**0**	**0**
Proposed Budget	**5,045**	**5,237**	**5,198**

Note: Numbers may not balance due to rounding

3.2 Changes to Maintain Current Service Levels

The following table illustrates highlights of this service area's costs to maintain current service levels. A detailed description is provided in Appendix 1 of Volume 2.

Changes to Maintain Current Service Levels

Description ($ 000's)	FTE	2012	2013	2014	Total Net Costs
Labour and Benefits	0.0	99	133	113	346
Annualization of Previous Years Operating Cost Decisions					
Annualization of 5 new full time positions in 2011	0.0	209	0	0	209
Annualization of City-wide Museum Programs	0.2	10	0	0	10
Public Art Program new staff	1.0	0	85	0	85
Cost Increases					
Utility Increase	0.0	4	6	7	17
Allocations (Building, IT and Departmental Services)	0.0	5	5	4	14
Decreased costs offset by decreased revenues	(0.5)	(128)	0	0	(128)
Other Changes	0.0	(21)	0	0	(21)
Current Revenue Changes					
Program & Rental Fee Increase - 2.5%	0.0	3	0	0	3
Revenue decreases offset by cost decreases	0.0	125	0	0	125
Other Changes	0.0	0	0	0	0
Total Changes to Maintain Current Service Levels	**0.7**	**307**	**229**	**124**	**660**

Note: Numbers may not balance due to rounding

2011 - 2014 Cost to Maintain Current Service Levels - Budget and Forecast

($ 000's)	2011 Budget	2012 Budget	2013 Forecast	2014 Forecast
Labour Costs	2,916	3,179	3,397	3,510
Other Operating Expenses	2,646	2,567	2,573	2,580
Total Costs	5,562	5,746	5,970	6,090
Total Revenues	(1,161)	(1,044)	(1,044)	(1,044)
Net Cost before Corporate Support Allocations	**4,401**	**4,702**	**4,927**	**5,046**
Corporate Support Allocations	118	123	128	132
Total Net Budget	**4,518**	**4,825**	**5,054**	**5,178**

Note: Numbers may not balance due to rounding.

2012 - 2014 Net Operating Budget by Program to Maintain Current Service Levels

Program Expenditures ($ 000's)	2012 Budget	2013 Forecast	2014 Forecast
Arts & Culture	3,454	3,610	3,670
Heritage	269	278	285
Theatre	344	372	397
Museums	713	747	776
Filming	45	48	51
Total Net Budget	**4,825**	**5,054**	**5,178**

Note: Numbers may not balance due to rounding.

2012 Net Operating Budget by Program to Maintain Current Service Levels

Program Expenditures ($ 000's)	2010 Actual	2011 Budget	2012 Budget	Change %
Arts & Culture	2,824	3,306	3,454	4.5
Heritage	223	266	269	1.2
Theatre	180	293	344	17.5
Museums	701	673	713	6.0
Filmings	52	(19)	45	337.7
Total Net Budget	**3,979**	**4,518**	**4,825**	**6.8%**

Note: Numbers may not balance due to rounding.

3.3 Proposed New Initiatives

The 2011-2014 Business Plan and Budget identified a number of new initiatives, presented as Budget Requests. In preparing the 2012 Budget these initiatives were reviewed. The following table presents the new initiatives proposed for 2012 to 2014, in priority order, and the costs for the new or enhanced service levels. The next page(s) provide a summary of each 2012 new initiative. Details of each New Initiative Budget Request are contained Appendix 2 of Volume 2:

Proposed New Initiatives

Description ($ 000's)	BR #	FTE	2012	2013	2014	Total Net Costs	Area of Focus	Strategic Pillar
Implement Cultural Facilities and Spaces Plan	106	1.0	72	24	0	96	Identifying any new initiatives that align with the Strategic plan	Connect
Program Development at Meadowvale Theatre	143	1.0	56	16	(5)	67	Continuous improvement, value for money and tax rate management	
New Cultural programs Through Partnerships	685	0.0	25	25	25	75	Identifying any new initiatives that align with the Strategic plan	Belong
Increase Grants to Culture Groups	243	0.0	117	118	0	235	Identifying any new initiatives that align with the Strategic plan	Prosper
Heritage Plans for Mississauga's Villages	130	0.0	0	0	0	0	Delivering on initiatives within the Strategic Action Plan	Connect
Total New Initiatives		**2.0**	**270**	**183**	**20**	**473**		

Note: Numbers may not balance due to rounding

2012 Proposed New Initiatives for Operating Budget

Priority	Initiative	Budget Impact ($000)s	FTE Impact	Summary and Justification
1	BR 106 Implement Cultural Facilities and Spaces Plan	$72	1.0	Guidelines are required to respond to and evaluate community demands for investment and creation of new cultural places and spaces (e.g. Clarke Hall, surplus schools, Bussell House etc). Need to develop and implement plan for addressing these including identify community needs, potential partners. funding models and development opportunities. Addresses 9 recommendations in Culture Master Plan.
2	BR 143 Program Development at Meadowvale Theatre	$56	1.0	As per recommendation 40 of LAC/Meadowvale Theatre Study, programmer is required to develop new program partnerships to address underserved areas including events for older adults and youth, summer and Christmas break activities.
3	BR 685 New Cultural programs Through Partnerships	$25	0.0	To increase the number of fully accessible, event-based cultural activities throughout the city on year round basis.
4	BR243 Increase Grants to Culture Groups	$117	0.0	To attain $3.00 per capita funding to arts and culture, four year plan was established. This takes fourth year of plan and spreads it over 2 years, which may require some groups to delay their plans for 2012 until 2013.
5	BR 130 Heritage Plans for Mississauga's Villages	$0	2.0	To update the Meadowvale Village Conservation District Plan which was written in 1980, to bring it into conformity with 2005 provincial legislation. Other options for creating Heritage Conservation District will be reviewed. Two contract staff for 2 years, funded through Arts Reserve.
	Total	**$270**	**4.0**	

3.4 Recommended Tax Rate Reduction Options

The following table presents recommended tax rate reduction options that can be considered to reduce the service area budget. They are presented in priority order. The next page(s) provides a summary of each 2012 option. Appendix 1 at the end of the Service Area Business Plan provides a summary of other tax rate reduction options for Council's consideration. These other options are not recommended. The full details of tax rate reduction options are available in Appendix 2 of Volume 2.

Recommended Tax Rate Reduction Options

Description ($ 000's)	BR #	FTE	2012	2013	2014	Total Net Costs
Reduction to Technical Assistance Grants	680	0.0	(50)	0	0	(50)
Total Recommended Tax Rate Reduction Options		**0.0**	**(50)**	**0**	**0**	**(50)**

Note: Numbers may not balance due to rounding

2012 Recommended Tax Rate Reduction Options

Priority	Initiative	Budget Impact ($000)s	FTE Impact	Summary and Justification
1	BR 680 Reduction to Technical Assistance Grants	($50)	0.0	Limited service impact in the short term as requests for this funding has been limited in previous years. May need to increase fund in future years if requests grow.
	Total	**($50)**	**0.0**	

3.5 Capital Plan

The table below lists new capital projects and/or changes to existing capital projects from the previous 2011- 2020 Capital Forecast, in priority order.

2012 - 2014 Net Capital Detail Changes

Program Expenditures ($ 000's)	BR #	2012 Budget	2013 Forecast	2014 Forecast	Post 2014 Forecast	Total ($)	Area of Focus	Strategic Pillar
Artifact Preservation and Storage Facility - Design and Construction			(200)	(2,450)	2,650	0		
Art Gallery of Mississauga - Design and Construction			(500)	(1,755)	2,255	0		
Total Net Expenditures		**0**	**(700)**	**(4,205)**	**4,905**	**0**		

2012 - 2021 Total Net Capital Program

Program Expenditures ($ 000's)	2012 Budget	2013 Forecast	2014 Forecast	Post 2014 Forecast	Total ($)
Buildings	83	433	3,693	13,636	17,845
Materials & Equipment	228	258	258	1,536	2,280
Total Net Expenditures	**311**	**691**	**3,951**	**15,172**	**20,125**

Note: Numbers may not balance due to rounding.

3.6 Human Resources

Human Resources Requirement Distribution

Program	2011	2012	2013	2014
Arts & Culture	16.4	16.9	17.9	17.9
Heritage	2.0	2.0	2.0	2.0
Theatre	12.0	13.0	13.0	13.0
Museums	13.5	15.7	15.7	13.7
Filming	2.0	2.0	2.0	2.0
Total Service Distribution	**45.9**	**49.6**	**50.6**	**48.6**

4 Performance Measures

4.1 Balanced Scorecard

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

By focusing 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 Arts and Culture

Financial Measures

Per capita grants to arts and culture organizations is 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. The per capita funding available in 2011 was $2.55, bringing the City closer to its target of $3.00 per capita

Customer Measures

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 Sunset Concert Series. Increased programs of this nature allow for increased involvement and understanding of the importance of cultural events in the life of a city.

Employee Measures

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 development and an emphasis on these competencies 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.

Business Process Measures

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 (Actual)	2011 (Actual)	2012 (Planned)	2013 (Planned)	2014 (Planned)
Financial Per capita grants to arts and culture organizations	1.50	1.91	2.23	2.55	2.71	3.00	3.00
Customer Number of city wide free arts and culture events	2	7	8	11	13	15	16
Total Number of permanent public art installations	13	13	15	17	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

Appendix 1 - 2012 Other Tax Rate Reduction Options

Priority	Initiative	Budget Impact ($000)s	FTE Impact	Summary and Justification
2	BR 99 Eliminate Interactive Culture Website position	($88)	(1.0)	Without a staff resource 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, connecting with residents and in particular with youth will be extremely difficult. Opportunities for a more dynamic presence (including video streaming, live feeds, Twitter etc), and the ability to communicate quickly to an audience will not occur. With the growing use of social media and continually evolving technology, our link to residents will become more and more tenuous.
	Total	**($88)**	**(1.0)**	

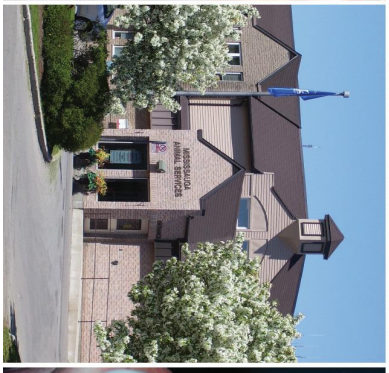
Regulatory Services Business Plan

City of Mississauga

2012-2014 Update











MISSISSAUGA
Leading today for tomorrow



Last year the City of Mississauga undertook an extensive process to create a four year, 2011 through 2014, detailed Business Plan and Budget. Approved in March 2011, the 2011-2014 Business Plan and Budget outlines how and where the City plans to allocate resources to provide good value for taxpayers. Reviewed and updated annually, the four year plan is based on the City's five strategic priorities. 2012 marks the second year of Mississauga's four year Business Plan and Budget. For this "Update Year" staff have focused on primarily updating and presenting exceptions and amendments to the four year approved Service Area Business Plans, while still providing comprehensive financial information and forecasts.

The following summary document sets out a brief description of the Service Area, what has changed since writing the 2011-2014 Business Plan and Budget and performance measurements. The complete 2011-2014 Business Plan and Budget can be found on the City's website

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1 Existing Core Services

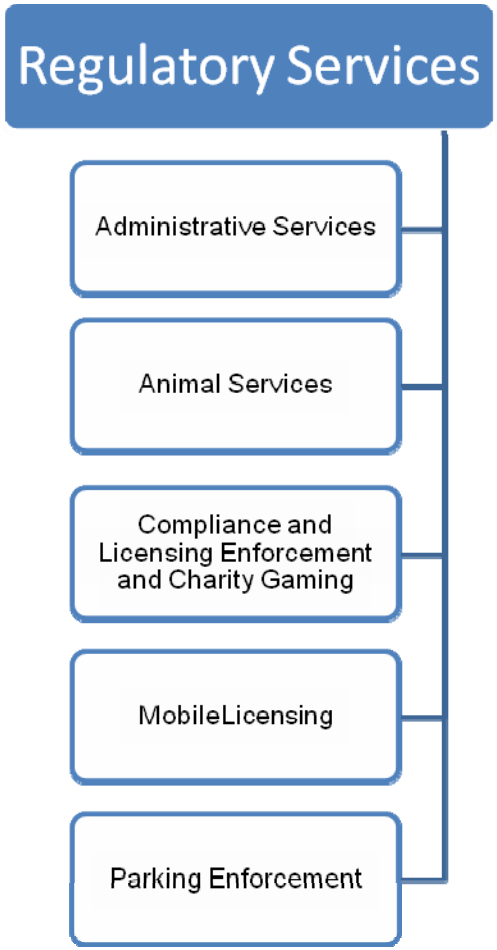
1.1 Vision and Mission

Vision

Regulatory Services will be seen as leaders and the model for success in municipal law enforcement.

Mission

We achieve compliance with municipal by-laws and provide services to maintain order, safety and community standards in the City.



1.2 Service Delivery Model

Regulatory Services are mandated to enforce various City by-laws. Some of the major by-laws enforced by Regulatory Services include:

- Animal Care and Control By-law;
- *Dog Owners Liability Act*;
- Shark Fin By-law;
- Traffic By-law;
- Accessible Parking By-law;
- Fire Route By-law;
- Business Licensing By-law;
- Property Standards By-law;
- Zoning By-law;
- Tow Truck Licensing By-law;
- Public Vehicle Licensing By-law;
- Ice Cream Vendors By-law.

Other Services

- Operate the Animal Shelter and deliver 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;
- Act as an agent for the CMHC Residential Rehabilitation Assistance Program;
- Co-ordinate Liquor Licence approvals;
- Participate on the Integrated Municipal Enforcement Team;
- Issue stationary business and charity gaming licences; and,
- Enforce regulations for various public vehicle licences.

In performing due diligence Regulatory Services assists the Corporation with risk management and maintains community safety and standards.

Regulatory Services is one of five divisions of the Transportation and Works Department; consists of 142 staff members (full and part time); and comprises five sections: Animal Services; Compliance and Licensing Enforcement and Charity Gaming; Mobile Licensing Enforcement; and, Parking Enforcement.

This section includes Major Initiatives and Activities that have changed or require updating since the approval of the 2011-2014 Business Plan & Budget. Updates and accomplishments are listed by Initiative below. Detailed descriptions of these initiatives can be found in the approved Business Plans on the City's website.

2 Updates & Accomplishments

2.1 Updates

Animal Services

Field Automation: In the 2011-2014 Regulatory Services Approved Business Plan, Field Automation was identified as an area of opportunity for officers to work in the field via wireless connection to the databases. Animal Services was the first section to be launched live in the field in August 2011.

Increase On-line Services, Dog and Cat Licensing: Proceeding, Business Case has been drafted with projected completion in 2012, Q3. This will expand the present on-line services to include new Dog and Cat license purchases and annual Cat License renewals.

Compliance and Licensing Enforcement

By-laws: Compliance and Licensing brought forward the following new by-laws and/or amendments to existing by-laws which were enacted by Council; Municipal Address By-law, Encroachment By-law, Swimming Pool Enclosure By-law, Firearms By-law and the Shark Fin By-law.

Staff Development: Two Municipal Law Enforcement officers successfully completed Level 3 of the Ontario Association of Property Standards Officers training and are now fully certified as Property Standards Officers. West Nile Virus inspections were conducted by selected officers from Animal Services who were chosen to work within the department to learn Compliance and Licensing Enforcement.

3-1-1 Call Centre: The transfer of complaints and inquiries to the 3-1-1 Call Centre was completed in late Fall. This provides a standardized access point for all residents, improving customer service and increasing the efficiency of Enforcement staff.

Mobile Licensing

By-laws: Mobile Licensing Enforcement brought forward several amendments to the Tow Truck Licensing By-law. An area of concern addressed through these amendments was the practice of tow truck drivers suggesting to vehicle owners at the scene of an accident that the vehicle be transported to a body shop outside of the municipal boundary. As the City of Mississauga has no authority to regulate fees outside of the municipal boundaries, this practice potentially placed individuals at the risk of inflated charges with little or no recourse.

Staff Development: Mobile Licensing Enforcement officers along with four officers from the other sections, received training on interviewing techniques from Peel Regional Police.

Driver Training: The Taxi Driver Training School provides training to all City of Mississauga drivers prior to obtaining a licence or on the renewal of a licence to operate. This training ensures service quality, professionalism and safety within the industry.

In recognition of our expertise and best practices in the area of public vehicle driver training other municipalities continue to use our training services on a fee for service basis.

Parking Enforcement

Field Automation: Field Automation will be completed for all Parking Enforcement Officer's by the end of 2011. This will provide officers with full on-line capability in the field resulting in less off-road time and ensuring access to real-time data.

Bicycle Unit: The Bicycle Unit was launched on Monday, May 18, 2011. The Unit is responsible for patrolling all employee paid parking garages, and the University of Toronto Mississauga campus. In addition, integrated patrols with Animal Services Officers and Mobile Licensing Officers were undertaken. Bicycle Unit officers assisted Peel Regional Police on two occasions involving missing persons as well as assisting in the apprehension of two robbery suspects. The Bicycle Unit creates an opportunity for greater public interaction with enforcement staff, as the public finds officers on bicycles more approachable then officers in cars. Public feedback on the Bicycle Unit has been very positive.

In-car Radios: In car two-way radios have been installed in Parking Enforcement Officer's vehicles. This augments the current portable radio system, and enhances officer safety and communication.

Administrative Penalties System: A working group has been created to review the option of Administrative Penalties as an alternative to the current Provincial Offences Court System. In addition, the Parking Enforcement Manager is also an active member of the Certified Statements Working Group, which is reviewing Provincial legislation to provide alternatives for officers attending Court.

2.2 Accomplishments

Divisional Accomplishments

Career Development Opportunities: A one-year career developmental opportunity for a Mobile Licensing Inspector was created through attrition. In addition to developing employees on a professional level, this initiative also develops bench strengths.

Sheridan College Field Practicum: The Enforcement Division continues to participate in the Sheridan College field practicum placement which exposes students to opportunities in municipal law enforcement and helps to provide a potential recruitment pool of qualified candidates for the future.

Staff Training: All Enforcement officers attended self-defence and tactical communication training facilitated by the Kombat Arts Training Academy.

Animal Services

Chameleon Software Upgrade: The Chameleon software upgrade was completed in April 2011, allowing staff to more effectively use the system, to be more productive and to provide better public service. Chameleon software is an integrated shelter software system which tracks all of the operational data for Animal Services.

Review of Animal Services: An e3 Review which assesses and makes recommendations in the areas of economy, efficiency and effectiveness was completed in August 2011. Recommendations included amendments to the Animal Care and Control By-law, and Chameleon upgrade to support new Pet License initiatives which commenced in October 2011. The new Pet Licence initiative included: public outreach, community education and license drive.

Compliance and Licensing Enforcement

Mediation Service (April 13, 2011): A community-based mediation service was implemented in Mississauga, following Council approval. The mediation service provides law enforcement officers with an alternative remedy that if successful, can be much more effective than a penalty imposed by a court.

Safety Initiative: Staff from Fire Prevention Services and Compliance and Licensing distributed to the public a "What You Should Know" flyer outlining the provisions of the Fireworks By-law.

Joint Enforcement Agency Project: Compliance and Licensing staff teamed with Peel Regional Police, Peel Health Inspectors, Peel Tobacco Enforcement Officers and Alcohol Gaming Commission of Ontario personnel to ensure compliance with various by-laws, including Liquor Laws.

Mobile Licensing Enforcement

Vehicle Inspection Workshop: Six Municipal Law Enforcement Officers attended a Vehicle Inspection Workshop on September 14, 2011 at the Ontario Trucking Association Office.

Administration: The AMANDA Licensing System was successfully upgraded, allowing staff to more effectively use the system, to be more productive and to provide better public service. The AMANDA Licensing System is an automated business licensing software program used for the issuance of a variety of businesses, vehicle owner and driver licences; and for the tracking and scheduling of training courses offered to the public vehicle industry.

Mobile Licensing successfully launched the field automation project. This project provides officers on-line connect ability in their vehicles.

Parking Enforcement

Ministry of Transportation (MTO) Audit: An audit was conducted by MTO staff surrounding the Authorized User Agreement between the MTO and Parking Enforcement. This Agreement provides Parking Enforcement with access to registered owner information through license plate searches. This audit was conducted in February 2011 and the subsequent report was favourable.

Internal Communication: A monthly electronic newsletter "Between the Lines" was created for Parking Enforcement and implemented January 2011 to increase communication.

Trial Reduction: Parking Enforcement's new initiative to encourage residents to exercise their First Attendance option has resulted in a steady decline in the number of requests for trial. In particular, third quarter results indicate a decrease of 10.3% in requests for trial.

3 Proposed Changes

3.1 Proposed Budget Summary

This part of the Business Plan provides changes to the 2012 - 2014 Business Plan Update and 2012 Budget. The tables below summarize the changes to maintain current service levels and costs for net budget reduction options and proposed new initiatives. A more detailed summary is available in later sections.

Changes to Maintain Current Service Levels -- see 3.2

Description ($ 000's)	2012	2013	2014
Prior Year Budget	**1,520**	**1,306**	**1,778**
Increases/(Decreases) to Maintain Current Service Levels			
Labour and Benefits	334	462	393
Annualization of Previous Years Operating Cost Decisions	88	0	0
Cost Increases	43	10	9
Operating Impact of New Capital Projects	0	0	0
Efficiencies and Cost Savings	0	0	0
Current Revenue Changes	(679)	0	0
Total Changes to Maintain Current Service Levels	**(214)**	**472**	**401**
Total Cost to Maintain Current Services Levels	**1,306**	**1,778**	**2,179**

Proposed New Initiatives -- see 3.3

Total Proposed New Initiatives	**56**	**(51)**	**(569)**
Total Recommended Tax Rate Reduction Options	**0**	**0**	**0**
Proposed Budget	**1,362**	**1,727**	**1,610**

Note: Numbers may not balance due to rounding

3.2 Changes to Maintain Current Service Levels

The following table illustrates highlights of this service area's costs to maintain current service levels. A detailed description is provided in Appendix 1 of Volume 2.

Changes to Maintain Current Service Levels

Description ($ 000's)	FTE	2012	2013	2014	Total Net Costs
Labour and Benefits	0.0	334	462	393	1,189
Annualization of Previous Years Operating Cost Decisions					
e3/Community Awareness Officer/Grade D, September 1, 2011 start	0.0	50	0	0	50
e3/Project Leader/Grade G, February 25, 2011 Start	0.0	15	0	0	15
e3/New Revenues/Cat Registration Fees	0.0	(67)	0	0	(67)
e3/New Revenues/Dog Licenses	0.0	(235)	0	0	(235)
e3/Transfer from Reserves to Offset Cost	0.0	75	0	0	75
BR#590/Revenue Shortfall Reversal	0.0	250	0	0	250
Cost Increases					
e3 Initiative/Outreach Materials	0.0	20	0	0	20
Departmental Support Services (DSS) Allocations	0.0	8	6	5	19
Increase Uniform Budget	0.0	2	0	0	2
Information Technology (IT) Maintenance Allocations	0.0	1	1	1	4
Ministry of Transportation Ontario (MTO) Fees-Fines & Ticket Increase Expectation	0.0	11	0	0	11
Utilities Allocations	0.0	1	3	3	6
Current Revenue Changes					

Description ($ 000's)	FTE	2012	2013	2014	Total Net Costs
Compliance & Licensing Enforcement/License Fee Increase	0.0	(69)	0	0	(69)
Mobile Licensing/License Fee Increase	0.0	(8)	0	0	(8)
Mobile Licensing/Charge for Re-Inspection	0.0	(4)	0	0	(4)
Mobile Licensing/English Language Test	0.0	(16)	0	0	(16)
Parking Enforcement/Increased Fines	0.0	(545)	0	0	(545)
e3 Initiative/Increase Cat Registration Revenues	0.0	(19)	0	0	(19)
e3 Initiative/Increase Dog Licensing Revenues	0.0	(69)	0	0	(69)
Reduce Revenue Budget for Parking Considerations	0.0	45	0	0	45
Reduce Revenue Budget for Fees-General	0.0	23	0	0	23
Transportation & Works Fees & Charges By-law Increases	0.0	(18)	0	0	(18)
Total Changes to Maintain Current Service Levels	**0.0**	**(214)**	**472**	**401**	**659**

Note: Numbers may not balance due to rounding

2011 - 2014 Cost to Maintain Current Service Levels - Budget and Forecast

($ 000's)	2011 Budget	2012 Budget	2013 Forecast	2014 Forecast
Labour Costs	10,292	10,691	11,153	11,546
Other Operating Expenses	1,872	1,907	1,909	1,912
Total Costs	12,165	12,598	13,062	13,458
Total Revenues	(11,182)	(11,838)	(11,838)	(11,838)
Net Cost before Corporate Support Allocations	**983**	**760**	**1,224**	**1,619**
Corporate Support Allocations	538	546	554	560
Total Net Budget	**1,520**	**1,306**	**1,778**	**2,179**

2012 - 2014 Net Operating Budget by Program to Maintain Current Service Levels

Program Expenditures ($ 000's)	2012 Budget	2013 Forecast	2014 Forecast
Enforcement Administration	1,089	1,125	1,156
Animal Services	1,782	1,885	1,974
Mobile Licensing	(136)	(78)	(29)
Compliance & Licensing Enforcement	759	875	974
Parking Enforcement	(2,187)	(2,029)	(1,895)
Net Budget Impact	**1,306**	**1,778**	**2,179**

Note: Numbers may not balance due to rounding.

2012 Net Operating Budget by Program to Maintain Current Service Levels

Program Expenditures ($ 000's)	2010 Actual	2011 Budget	2012 Budget	Change %
Enforcement Administration	1,148	1,064	1,089	2.3
Animal Services	2,008	1,976	1,782	(9.8)
Mobile Licensing	(460)	(186)	(136)	26.6
Compliance & Licensing Enforcement	885	698	759	8.8
Parking Enforcement	(1,707)	(2,033)	(2,187)	(7.6)
Total Net Budget	**1,873**	**1,520**	**1,306**	**14.1%**

Note: Numbers may not balance due to rounding.

3.3 Proposed New Initiatives

The 2011-2014 Business Plan and Budget identified a number of new initiatives, presented as Budget Requests. In preparing the 2012 Budget these initiatives were reviewed. The following table presents the new initiatives proposed for 2012 to 2014, in priority order, and the costs for the new or enhanced service levels. The next page(s) provide a summary of each 2012 new initiative. Details of each New Initiative Budget Request are contained Appendix 2 of Volume 2:

Proposed New Initiatives

Description ($ 000's)	BR #	FTE	2012	2013	2014	Total Net Costs	Area of Focus	Strategic Pillar
Animal Services e3 licensing initiative	764	0.0	31	(110)	(495)	(574)	Continuous improvement, value for money and tax rate management	
Reduced revenue in Charity Gaming	765	0.0	25	0	0	25		
Licensing of Secondary Suites	762	7.0	0	(16)	(74)	(90)	Other	
Additional FT Animal Services Officer	310	1.0	0	75	0	75	Other	
Total New Initiatives		**8.0**	**56**	**(51)**	**(569)**	**(564)**		

Note: Numbers may not balance due to rounding

2012 Proposed New Initiatives for Operating Budget

Priority	Initiative	Budget Impact ($000)s	FTE Impact	Summary and Justification
1	BR 764 Animal Services e3 licensing initiative	$31	1.0	Approved through the e3 Review of Animal Services in 2011. It is estimated that only a small percentage of dogs and cats are currently licensed in Mississauga and the cost to move this initiative forward is expected to be offset by increased revenue. Increased emphasis on facilitating dog and cat licensing through public education, rotating license locations, enhancement of online capabilities and a phone option.
2	BR 765 Reduced revenue in Charity Gaming	$25	0.0	The new Charity Bingo and Gaming Revitalization Initiative permits the conversion of Ontario Bingo Halls into Charitable Gaming Centres through the introduction of electronic gaming products. One Bingo Hall in Mississauga wishes to move to the new regulatory framework, which will result in reduced licensing revenue for the City of an estimated $25,000.
	Total	**$56**	**1.0**	

3.4 Capital Plan

The table below lists new capital projects and/or changes to existing capital projects from the previous 2011- 2020 Capital Forecast, in priority order.

2012 - 2021 Total Net Capital Program

Program Expenditures ($ 000's)	2012 Budget	2013 Forecast	2014 Forecast	Post 2014 Forecast	Total ($)
Vehicles, Equipment and Other	100	270	33	66	469
Total Net Expenditures	**100**	**270**	**33**	**66**	**469**

Note: Numbers may not balance due to rounding.

3.5 Human Resources

Human Resources Requirement Distribution

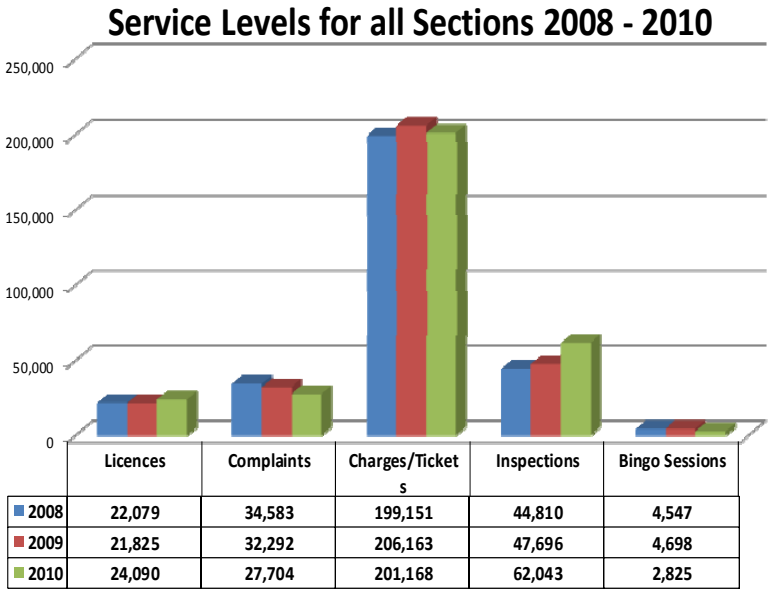
Program	2011	2012	2013	2014
Enforcement Administration	8.9	8.9	8.9	8.9
Animal Services	31.4	32.4	33.4	32.4
Mobile Licensing	14.0	14.0	14.0	14.0
Compliance & Licensing Enforcement	27.8	27.8	32.8	34.8
Parking Enforcement	48.9	48.9	48.9	48.9
Total Service Distribution	**131.0**	**132.0**	**138.0**	**139.0**

4 Performance Measures

Regulatory Services delivers services to all City of Mississauga residents and businesses. Services include providing mobile and stationary operating licences; taxi industry training; pet licensing, adoption, kennelling; issuing pool permits, charity gaming licences; providing parking enforcement and responding to by-law related complaints. Regulatory Service's commitment is to respond to and rectify all complaints received.

The following captures service levels in 2010:

- Animal Services conducted over 80 educational visits and community events, answered 820 wildlife related phone calls and 112 web inquiries and handled over 147 dog bite complaints;
- Compliance and Licensing Enforcement (C&LE) is the authorized agent for CMHC and delivered over 22 Residential Rehabilitation Assistance Grants to eligible homeowners. C&LE conducted 19 Marijuana Grow Operation remediation investigations and issued 181 Swimming Pool Enclosure Permits;
- Mobile Licensing trained 339 new taxicab driver applicants and inspected 8,810 public vehicles;
- Parking Enforcement approved over 18,000 residential/commercial parking considerations, settled over 20,000 tickets disputed through the First Attendance Facility and issued 200,468 parking tickets to illegally parked vehicles; and
- Across the Division, 27,704 complaints were received and 98 percent of those complaints received were rectified. The remaining percentage of complaints is carried over to the next year.



	Licences	Complaints	Charges/Tickets	Inspections	Bingo Sessions
2008	22,079	34,583	199,151	44,810	4,547
2009	21,825	32,292	206,163	47,696	4,698
2010	24,090	27,704	201,168	62,043	2,825

Facilities and Property Management Business Plan

City of Mississauga

2012-2014 Update









MISSISSAUGA
Leading today for tomorrow



Last year the City of Mississauga undertook an extensive process to create a four year, 2011 through 2014, detailed Business Plan and Budget. Approved in March 2011, the 2011-2014 Business Plan and Budget outlines how and where the City plans to allocate resources to provide good value for taxpayers. Reviewed and updated annually, the four year plan is based on the City's five strategic priorities. 2012 marks the second year of Mississauga's four year Business Plan and Budget. For this "Update Year" staff have focused on primarily updating and presenting exceptions and amendments to the four year approved Service Area Business Plans, while still providing comprehensive financial information and forecasts.

The following summary document sets out a brief description of the Service Area, what has changed since writing the 2011-2014 Business Plan and Budget and performance measurements. The complete 2011-2014 Business Plan and Budget can be found on the City's website.

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1 Existing Core Services

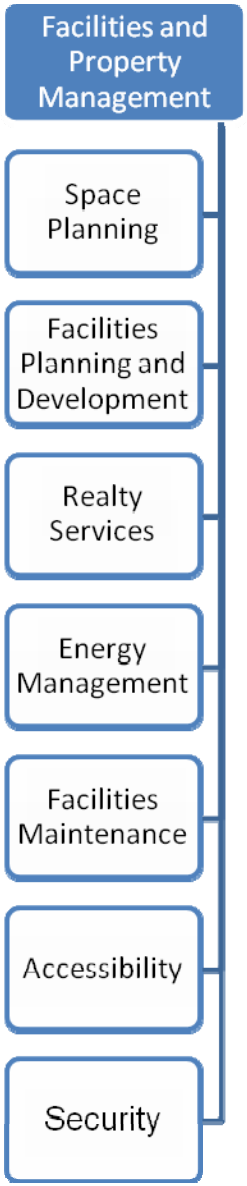
1.1 Vision and Mission

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".



1.2 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 Planning and Development; 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.

This section includes Major Updates & Accomplishments that have changed or require updating since the approval of the 2011-2014 Business Plan & Budget. Updates and accomplishments are listed by initiative below.

2 Updates & Accomplishments

2.1 Updates

FPM has developed a solid foundation of trusting relationships in partnering with other business areas and provides multiple services and advice and guidance in all aspects of property management.

In support of the City's strategic objectives under the "Move" pillar, FPM contributed as follows:

- 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.

Furthering the "Connect" pillar of the strategic plan and in pursuit of the goal of creating great public spaces, FPM in 2011:

- Will see the total renovation of the Corporate Security Operations Centre (CSOC) and the Phase 1 implementation of a new video surveillance system (Genetac). The new surveillance system will convert the old analog system to an IP based system with network servers distributed throughout the City.
- Through consultation with client departments, continuing to develop a Facility Asset Management Program model based on the Facility Condition Index (FCI). This Program has resulted in a detailed facility inventory including all building and site systems and provides a strong base of information allowing the City to understand the current and future condition of the portfolio based on capital funding levels.

The "Belong" pillar of the strategic plan has been advanced to:

- Continues to implement accessibility upgrades at City facilities to improve the "visitability" of facilities frequented by the public.

2.2 Accomplishments

In support of the City's "Green" pillar of its strategic plan to become a more environmentally sustainable community, FPM:

- In 2010, eliminated approximately 620 tons of greenhouse gas emissions which equates to the elimination of approximately 188 cars.
- In 2010, $194,000 in grants was secured for energy conservation projects. Energy Management has secured $158,113 in grants for various energy conservation projects in 2011.
- Central Parkway Transit Campus Garage expansion and renovation project was recognized as a High Performance New Construction (HPNC) by Ontario Power Authority (OPA). The project incorporated several green building measures in keeping with the City's ambitious energy and environmental initiatives.

Furthering the "Connect" pillar of the strategic plan and in pursuit of the goal of creating great public spaces, FPM:

- Successfully completed a two year project to convert the Corporate Security Access Controls system. The conversion included changing 91 controllers covering approximately 400 access controlled entrances, 7 elevators and over 1000 alarm points through 36 facilities. This was accomplished without any breaks in services to users.
- Corporate Security made presentations and provided training to various client departments including Recreation and Library staff. Topics ranged from promoting security awareness, educating on dealing with security related incidents/issues in an effective and safe way, legislation and regulations
- Successfully completed 2 heritage projects under the Investing in Ontario Act (IOA): Leslie Log House Restoration and Streetsville Village Hall Renovation. The Leslie Log House project team received the Mississauga Heritage Foundation 2011 Heritage Award for significant contribution to the restoration of the Leslie Log House.

The "Belong" pillar of the strategic plan has been advanced through:

- Coordination of a successful National Access Awareness Event with 5 staff receiving Exceptional Accessible Customer Service Awards.
- The City received the 2011 Canada March of Dimes Award of Merit for Barrier-Free Design for the Malton Community Centre Pool Addition, a yearly national award presented to the owner of a building or facility that has been designed or renovated with special regard to accessibility for people with disabilities.

Infrastructure Stimulus Fund (ISF) and Recreational Infrastructure Canada (RInC) programs:

The City successfully completed the ISF/RInC Program within approved budgets in accordance with tight timelines. The Program included the following projects:

ISF: Mississauga Celebration Square, Burnhamthorpe Library Addition, Clarkson Community Centre Pool Addition, Malton Community Centre Pool Addition, Lakeview Branch Library Renovation, Lorne Park Branch Library Renovation, Port Credit Branch Library Renovation and Pathway Lighting and Paving Construction in 73 parks. The total value of the ISF projects: $108,175,000.

RInC: Applewood Heights Outdoor Pool, Erindale Outdoor Pool, David Ramsey Outdoor Pool, Lewis Bradley Outdoor Pool, Lions Club of Credit Valley (Port Credit) Outdoor Pool, and Streetsville Outdoor Pool. Total value of the 6 RInC outdoor pool projects: $24,000,000.

These projects were all substantially completed on time for the City to host public ceremonies/events, with participation by the Government of Canada, the Province of Ontario and the City, representing all 3 levels of government, to officially open/re-open the 13 major ISF/RInC facilities that had been under construction since 2009.

Events that took place included the re-opening of Lakeview, Lorne Park and Port Credit Libraries on May 7; re-opening of Mississauga Celebration Square on June 22; opening of Clarkson Community Centre Pool and Malton Community Centre Pool on June 18; re-opening of Applewood Heights, David Ramsey, Erindale, Lewis Bradley, Port Credit and Streetsville Outdoor Pools on July 9 & 10, and re-opening of Burnhamthorpe Library and Maja Prentice Theatre on September 10.

3 Proposed Changes

3.1 Proposed Budget Summary

This part of the Business Plan provides changes to the 2012 - 2014 Business Plan Update and 2012 Budget. The tables below summarize the changes to maintain current service levels and costs for net budget reduction options and proposed new initiatives. A more detailed summary is available in later sections.

Changes to Maintain Current Service Level -- see 3.2

Description ($ 000's)	2012	2013	2014
Prior Year Budget	**18,557**	**19,306**	**20,120**
Increases/(Decreases) to Maintain Current Service Levels			
Labour and Benefits	585	652	554
Annualization of Previous Years Operating Cost Decisions	98	0	0
Cost Increases	227	130	133
Operating Impact of New Capital Projects	82	83	0
Efficiencies and Cost Savings	(277)	(51)	0
Current Revenue Changes	35	0	0
Total Changes to Maintain Current Service Levels	**749**	**814**	**687**
Total Cost to Maintain Current Services Levels	**19,306**	**20,120**	**20,807**

Proposed New Initiatives and Recommended Tax Rate Reduction Options -- see 3.2 and 3.3

Total Proposed New Initiatives	**43**	**41**	**0**
Total Recommended Tax Rate Reduction Options	**0**	**0**	**0**
Proposed Budget	**19,349**	**20,161**	**20,807**

Note: Numbers may not balance due to rounding

3.2 Changes to Maintain Current Service Levels

The following table illustrates highlights of this service area's costs to maintain current service levels. A detailed description is provided in Appendix 1 of Volume 2.

Changes to Maintain Current Service Levels

Description ($ 000's)	FTE	2012	2013	2014	Total Net Costs
Labour and Benefits	0.0	585	652	554	1,791
Annualization of Previous Years Operating Cost Decisions					
Annualized positions approved in 2011	0.5	98	0	0	98
Cost Increases					
Utilities	0.0	117	112	118	347
Building Maintenance	0.0	115	0	0	115
Departmental Services cost allocation offset by various miscellaneous changes	0.0	(5)	18	15	28
Operating Impact of New Capital Projects					
Lease pressure for accommodation of City staff	0.0	82	83	0	165
Efficiencies and Cost Savings					
Utilities savings from various initiatives including Improved Utility Procurement Strategy	0.0	(121)	0	0	(121)
Facility Cleaning efficiencies	(2.8)	(157)	(51)	0	(208)
Current Revenue Changes					
Recycling revenue	0.0	(35)	0	0	(35)
Tower Garden food services contract expires	0.0	70	0	0	70
Total Changes to Maintain Current Service Levels	**(2.3)**	**749.4**	**814**	**687**	**2,250**

Note: Numbers may not balance due to rounding

2011 - 2014 Cost to Maintain Current Service Levels - Budget and Forecast

($ 000's)	2011 Budget	2012 Budget	2013 Forecast	2014 Forecast
Labour Costs	12,147	12,710	13,367	13,921
Other Operating Expenses	7,569	7,624	7,762	7,881
Total Costs	19,716	20,334	21,130	21,802
Total Revenues	(482)	(368)	(368)	(368)
Net Cost before Corporate Support Allocations	**19,234**	**19,966**	**20,762**	**21,434**
Corporate Support Allocations	(678)	(660)	(642)	(627)
Total Net Budget	**18,557**	**19,306**	**20,120**	**20,807**

2012 - 2014 Net Operating Budget by Program to Maintain Current Service Levels

Program Expenditures ($ 000's)	2012 Budget	2013 Forecast	2014 Forecast
Building Maintenance	6,050	6,176	6,284
Building Operations	3,290	3,355	3,441
Capital Project Management & Space Planning	2,322	2,488	2,629
FPM Divisional Support	1,161	1,200	1,233
Realty Services	862	992	1,032
Security	3,383	3,557	3,706
Utilities	2,238	2,352	2,484
Total Net Budget	**19,306**	**20,120**	**20,807**

Note: Numbers may not balance due to rounding.

2012 Net Operating Budget by Program to Maintain Current Service Levels

Program Expenditures ($ 000's)	2010 Actual	2011 Budget	2012 Budget	Change %
Building Maintenance	5,667	5,909	6,050	2.4
Building Operations	2,949	3,287	3,290	0.1
Capital Project Management & Space Planning	1,597	2,108	2,322	10.1
FPM Divisional Support	1,248	1,123	1,161	3.4
Realty Services	591	679	862	27.0
Security	3,026	3,228	3,383	4.8
Utilities	1,972	2,223	2,238	0.7
Total Net Budget	**17,050**	**18,557**	**19,306**	**4.0%**

Note: Numbers may not balance due to rounding.

3.3 Proposed New Initiatives

The 2011-2014 Business Plan and Budget identified a number of new initiatives, presented as Budget Requests. In preparing the 2012 Budget these initiatives were reviewed. The following table presents the new initiatives proposed for 2012 to 2014, in priority order, and the costs for the new or enhanced service levels. The next page(s) provide a summary of each 2012 new initiative. Details of each New Initiative Budget Request are contained Appendix 2 of Volume 2:

Proposed New Initiatives

Description ($ 000's)	BR #	FTE	2012	2013	2014	Total Net Costs	Area of Focus	Strategic Pillar
Trade Staff (HVAC) Resource to support increase in Facility Portfolio	649	1.0	43	41	0	84	Maintaining a state of good repair for our infrastructure	
Total New Initiatives		**1.0**	**43**	**41**	**0**	**84**		

Note: Numbers may not balance due to rounding

2012 Proposed New Initiatives for Operating Budget

Priority	Initiative	Budget Impact ($000)s	FTE Impact	Summary and Justification
1	BR 649 HVAC Equipment Maintenance	$43	1.0	Additional Trade Staff (HVAC) resource required for Preventative and Demand Maintenance driven by growth in City facility portfolio and increased complexity of building systems. Twenty six new facilities have been added since 2000. In 2008, just for Transit Campus redevelopment, the number of HVAC assets has increased from 149 to 526. Without additional resources, equipment life cycle will be reduced, higher reactive cost will be incurred and warranty expectations may not be met.
	Total	**$43**	**1.0**	

3.4 Capital Plan

The table below lists new capital projects and/or changes to existing capital projects from the previous 2011- 2020 Capital Forecast, in priority order. The next page(s) provides a summary of each 2012 newly identified capital projects. Details of each new capital Budget Request are contained in Appendix 2 of Volume 2.

2012 - 2014 Net Capital Detail Changes

Program Expenditures ($ 000's)	BR #	2012 Budget	2013 Forecast	2014 Forecast	Post 2014 Forecast	Total ($)	Area of Focus	Strategic Pillar
Fire alarm system renewal Civic Centre	669	509	0	0	0	509	Maintaining a state of good repair for our infrastructure	
Pathway Lighting systems	669	530	0	0	0	530	Maintaining a state of good repair for our infrastructure	
Sport Lighting-Meadowvale Sports Park	669	200	0	0	0	200	Maintaining a state of good repair for our infrastructure	
Sport lighting-Mississauga Valley Park	669	201	0	0	0	201	Maintaining a state of good repair for our infrastructure	
Sport lighting-Wildwood Park	669	325	0	0	0	325	Maintaining a state of good repair for our infrastructure	
Replace Folding Walls-Burnhamthorpe CC	669	60	0	0	0	60	Maintaining a state of good repair for our infrastructure	
Iceland Arena-Replace sliding and Other doors	669	117	0	0	0	117	Maintaining a state of good repair for our infrastructure	

Program Expenditures ($ 000's)	BR #	2012 Budget	2013 Forecast	2014 Forecast	Post 2014 Forecast	Total ($)	Area of Focus	Strategic Pillar
Erin Mills Twin Arena various repairs	669	22	0	0	0	22	Maintaining a state of good repair for our infrastructure	
Interior Finishes -Various Locations	669	652	1,000	1,400	18,200	21,252	Maintaining a state of good repair for our infrastructure	
Structural repairs various locations	669	0	4,000	12,600	163,800	180,400	Maintaining a state of good repair for our infrastructure	
New Vehicle for HVAC program	649	47	0	0	0	47	Maintaining a state of good repair for our infrastructure	
Relocation & Office Accommodation		(1,360)	0	0	0	(1,360)	Maintaining a state of good repair for our infrastructure	
Lifecycle maintenance of Roofing System		665	0	0	0	665	Maintaining a state of good repair for our infrastructure	
Total Net Expenditures		**2,616**	**5,000**	**14,000**	**182,000**	**202,968**		

Note: Numbers may not balance due to rounding.

2012 New Initiatives for Capital Budget

Priority	Initiative	Budget Impact ($000)s	FTE Impact	Summary and Justification
1	Capital pressure on Life Cycle maintenance for City facilities (BR669)	$2,616	0.0	Additional capital funding required to address lifecycle maintenance requirements of ageing $1.9 billion City's facility infrastructure.
2	HVAC Maintenance Requirements (BR649)	$47	0.0	Additional vehicle required for the new HVAC trade position requested to carry out required preventative and demand maintenance on a growing and increasing complex HVAC systems inventory.
	Total	**$2,663**	**0.0**	

2012 - 2021 Total Net Capital Program

Program Expenditures ($ 000's)	2012 Budget	2013 Forecast	2014 Forecast	Post 2014 Forecast	Total ($)
Capital Construction & Improvement	919	500	500	34,578	36,497
Facility Services	530	747	756	5,082	7,115
Lifecycle Maintenance	11,271	11,976	21,559	246,434	291,240
Space Planning	2,361	780	780	4,819	8,740
Vehicles & Equipment	117	42	39	362	560
Total Net Expenditures	**15,198**	**14,045**	**23,633**	**291,276**	**344,152**

Note: Numbers may not balance due to rounding.

3.5 Human Resources

Human Resources Requirement Distribution

Program	2011	2012	2013	2014
Building Maintenance	32.0	33.0	33.0	33.0
Security	49.7	49.7	49.7	49.7
Building Operations	42.4	40.0	39.6	39.6
Utilities	4.0	4.0	4.0	4.0
Capital Project Management and Space Planning	35.5	36.0	36.0	36.0
Realty Services	10.0	10.0	10.0	10.0
FPM Divisional Support	7.0	7.0	7.0	7.0
Total Service Distribution	**180.6**	**179.7**	**179.3**	**179.3**

4 Performance Measures

4.1 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 in equivalent KWH per square meter 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 (Actual)	2011 (Planned)	2012 (Planned)	2013 (Planned)	2014 (Planned)
Financial							
Average Maintenance Cost per Square Meter*	$10.69	$11.98	$12.00	$12.71	$12.97	$13.20	$13.32
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%	73%	70%	70%	70%	70%
Business Process							
Electricity Consumption per Square Meter (KWH)	188.3	179.4	186.1	189.0	187.2	185.3	183.4
Water M3 Consumption per Square Meter	1.890	1.938	1.869	1.968	1.949	1.929	1.910
Natural Gas M3 Consumption per Square Meter	22.13	22.18	22.22	25.55	25.30	25.04	24.79
Maintain Energy Consumption Levels in equivalent KWh per square meter at 1% annual reduction on e-kWh/m^2 ***	412.7	412.3 (-0.1%)	419.5 (1.7%)	457.3 (9.0%)	452.8 (-1.0%)	448.2 (-1.0%)	443.8 (-1.0%)
Square Meter Maintained per FTE*	50	50	50	52	52	52	52

* Corrected square metres based on newly established Asset Management model for 2011.

** This data was not measured in 2008 and 2009.

***** 2011 Energy Consumption Levels increased due to additional space added to the building portfolio with more complex mechanical and electrical systems requiring higher energy consumption (i.e. Transit and Parks).**

Appendix 1 - 2012 Other Tax Rate Reduction Options

Priority	Initiative	Budget Impact ($000)s	FTE Impact	Summary and Justification
1	BR 670, Reduced Cleaning Services	($95)	0.0	Reduce cleaning in all facilities by 10%, Comfort Stations by 15% and Courthouse day-porter services by 50% starting in the first quarter of 2012. Reduced cleaning service level may cause sanitary issues and negative perception of facilities from public and staff.
	Total	**($95)**	**0.0**	

Strategic Policy Business Plan

City of Mississauga

2012-2014 Update



MISSISSAUGA
Leading today for tomorrow



Last year the City of Mississauga undertook an extensive process to create a four year, 2011 through 2014, detailed Business Plan and Budget. Approved in March 2011, the 2011-2014 Business Plan and Budget outlines how and where the City plans to allocate resources to provide good value for taxpayers. Reviewed and updated annually, the four year plan is based on the City's five strategic priorities. 2012 marks the second year of Mississauga's four year Business Plan and Budget. For this "Update Year" staff have focused on primarily updating and presenting exceptions and amendments to the four year approved Service Area Business Plans, while still providing comprehensive financial information and forecasts.

The following summary document sets out a brief description of the Service Area, what has changed since writing the 2011-2014 Business Plan and Budget and performance measurements. The complete 2011-2014 Business Plan and Budget can be found on the City's website

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1 Existing Core Services

1.1 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.

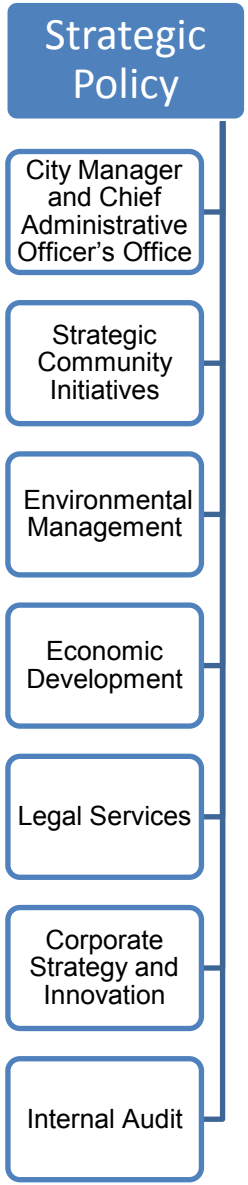
Strategic planning has always been a way of life at the City of Mississauga. In the past few years, considerable effort has been put into developing new strategies and revamping existing plans through a coordinated and innovative planning approach for the future of Mississauga.

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.



1.2 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 is 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.

This section includes Major Initiatives and Activities that have changed or have been updated since the approval of the 2011-2014 Business Plan & Budget. Updates and accomplishments are listed by Initiative below. Detailed descriptions of these initiatives can be found in the approved Business Plans on the City's website.

2 Updates & Accomplishments

2.1 Updates & Accomplishments

Strategic Community Initiatives

- Successfully completed *Inspiration Lakeview* , a community exercise to define uses for the former Lakeview Power generating site;
- Negotiated a Memorandum of Understanding with OPG and the Province of Ontario which commits to a shared vision for the Lakeview site by 2014;
- Prepared a workplan for the Master Plan for the OPG site to be developed in 2012;
- Focused on the Main Street District of Downtown Mississauga to commence discussions on opportunities to achieve the community's vision;
- Successfully coordinated all ISF and RInC projects, including liaising with the Provincial and Federal government;
- Produced the annual progress report on the Strategic Plan;
- Provided strategic leadership to ensure Sheridan College opened Phase I in September 2011;
- Commenced discussions on future District Energy options for the community;
- Commenced discussions on Sheridan Phase II with one member of staff transferred from Land Development Services to resource from within;
- Main Street District report will be brought forward to Council in 2012;and
- Feasibility study to gain access to the Western Pier in at Lakeview scheduled to be completed in 2012.

Environmental Management

- Developed the Living Green Master Plan in collaboration with multiple community stakeholders.
- The Living Green Master Plan builds on the environmental direction expressed in the Strategic Plan; provides a framework to guide decisions, policies and actions across the corporation based on environmental performance; and provides an action plan with actions categorized according to the City's role to "Set an Example", "Encourage Others" and "Compel Others" to achieve environmental sustainability. The following six priorities identified in the plan will guide the allocation of resources across the corporation and the strategic initiatives of the environment office.
- Living Green Master Plan Priorities

  1. Build on Environmental Success
  2. Create an Environment Office
  3. Raise Public Awareness
  4. Collect Baseline Data
  5. Understand Mississauga's Energy Future
  6. Build Partnerships and Collaborations

- Continued to work with Regional Climate Change Strategy partners to implement Strategy starting by updating corporate and community Greenhouse Gas and Criteria Air Contaminants inventories, establishing emission reduction targets and prioritized actions; and enhancing local climate modeling and monitoring;
- Continued to provide direction and help deliver an internally focused "living green" communications plan which creates a shift towards a greener corporate culture; and
- Continued to work with Corporate Communications to implement a community focused environmental education and awareness strategy that: provides timely City of Mississauga environmental news; showcases ways the City is leading by example and encouraging others with action oriented information; and the value to residents and businesses to live green in Mississauga.

Economic Development Office

- Innovation Centre Action Plan: This strategic action was advanced by conducting a study in conjunction with the Ministry of Research & Innovation and RIC Centre. The recommendations were presented to General Committee in October and the first meeting of the Mississauga Innovation Leadership Alliance held in November;
- International Marketing Strategy: This major report, building on the Economic Development Strategy, was developed through stakeholder engagement and presented to General Committee in November 2011; and
- Downtown Hotel Convention Centre: A Request For Information to develop this major facility was developed and issued, with the results presented to Council.

Legal Services

- Provided legal advice to Council and staff throughout 2011 on many matters including the Council Code of Conduct and the Judicial Inquiry, election issues (federal, provincial, municipal), flooding matters, Downtown 21, various Metrolinx matters, the BRT and the LRT, matters regarding the Hershey complex, procurement, labour and employment matters;
- Attended at the OMB and advocated Council's position on several Committee of Adjustment appeals, zoning by-law and OPA appeals, including OPA 95 and Mississauga Plan, and the Development Charges By-law;
- Defended the Corporation before the WSIB, at the Human Rights Tribunal, in respect of labour arbitration matters; represented the Corporation in POA court, and before the Licensing tribunal and property standards committee;
- Successfully advocated before the Federal Court, obtaining a decision that ensures the City's right to collect PILT payments when tenants of the GTAA default on their taxes; obtained intervener status and made submissions in respect of the City of Toronto appeal of the interpretation of the Municipal Elections Act; filed to participate in CRTC review regarding telecom infrastructure;
- Completed expropriation proceedings required for the BRT and drafted significant construction related contracts for the BRT;
- Provided strategic advice and legal input into the downtown Interim Control By-law and in defending the by-law in ongoing proceedings at the OMB;

- Provided training to City staff on matters respecting procurement, changes to the Construction lien Act and contaminated land and real estate; and
- Drafted regulatory by-laws and many complex agreements on behalf of all City departments provided strategic and legal input into many projects, including those for the Mississauga Celebration Square screens, the OPG MOU and environmental review, Sheridan College, exploring a development corporation and P3s, the Port Credit Cultural Node, drafting and negotiating complex IT hardware, software and systems agreements such as the e-City renewal, development, servicing and related agreements for the downtown roundabout, completing tax sales matters, and completing many complex procurements.

Corporate Strategy and Innovation

- Delivered a four year Corporate Business Plan for Council's consideration;
- A range of corporate policies were introduced and reviewed in 2011 including cash handling, bid awards and bid protests, the community support program and debt management policy;
- Overall six new corporate policies developed, nine major policy reviews and 38 other policies reviewed as part of the Corporate Policy program;
- Introduced several new tools to ensure projects delivered consistently and more effectively in the corporation;
- Effectively supported Council in identifying the City's strategy for both the Provincial and Federal Elections;
- Advanced e3 reviews for Land use Policy, Animal Services and Information Technology;
- Continued to foster and grow a culture of innovation; and
- Provided executive support to the City Manager, Leadership Team and Mayor's Office, including agenda reviews.

Internal Audit

- Updated the three year Internal Audit Work Plan established for 2010 to 2012;
- Delivered refresher power point presentations to the Audit Committee on Corporate Governance, the Role of the Audit Committee and the Internal Audit Function;
- Successfully completed the first technical IT audit on Active Directory, the underlying technology within the Microsoft Windows operating system;
- Provided an educational session to the Audit Committee on the Role of Information Security in the Enterprise as part of the launch of the Identity and Access Management Audit;
- Commenced preparation for the 2012 External Quality Assurance Review in accordance with the Standards for Professional Practice of Internal Auditing and the Code of Ethics established by the Institute of Internal Auditors; and
- Continued to provide proactive advice on enhancing controls and mitigating risks by participating in project teams or conducting specific reviews.

3 Proposed Changes

3.1 Proposed Budget Summary

The tables below summarize the changes to maintain current service levels and costs for net budget reduction options and proposed new initiatives. A more detailed summary is available in later sections.

Changes to Maintain Current Service Level -- see 3.2

Description ($ 000's)	2012	2013	2014
Prior Year Budget	**9,876**	**10,462**	**10,877**
Increases/(Decreases) to Maintain Current Service Levels			
Labour and Benefits	478	415	352
Annualization of Previous Years Operating Cost Decisions	38	0	0
Cost Increases	145	0	0
Operating Impact of New Capital Projects	0	0	0
Efficiencies and Cost Savings	(75)	0	0
Current Revenue Changes	0	0	0
Total Changes to Maintain Current Service Levels	**586**	**415**	**352**
Total Cost to Maintain Current Services	**10,462**	**10,877**	**11,229**

Proposed New Initiatives -- see 3.3

Total Proposed New Initiatives	**381**	**445**	**64**
Total Recommended Tax Rate Reduction Options	**0**	**0**	**0**
Proposed Budget	**10,843**	**11,322**	**11,293**

Note: Numbers may not balance due to rounding

3.2 Changes to Maintain Current Service Levels

The following table illustrates highlights of this service area's costs to maintain current service levels. A detailed description is provided in Appendix 1 of Volume 2.

Changes to Maintain Current Service Levels

Description ($ 000's)	FTE	2012	2013	2014	Total Net Costs
Labour and Benefits	0.0	478	415	352	1,245
Annualization of Previous Years Operating Cost Decisions					
Contract Staff for Legal Services	0.0	38	0	0	38
Cost Increases					
Position transfer from Land Development Services	1.0	122	0	0	122
Conversion of Researcher	0.0	18	0	0	18
Other Changes	0.0	5	0	0	5
Efficiencies and Cost Savings					
Staff restructuring	0.0	(60)	0	0	(60)
Various target reductions throughout service area	0.0	(15)	0	0	(15)
Total Changes to Maintain Current Service Levels	**1.0**	**586**	**415**	**352**	**1,353**

Note: Numbers may not balance due to rounding

2011 - 2014 Cost to Maintain Current Service Levels - Budget and Forecast

($ 000's)	2011 Budget	2012 Budget	2013 Forecast	2014 Forecast
Labour Costs	8,755	9,357	9,772	10,124
Other Operating Expenses	2,443	2,379	2,364	2,379
Total Costs	11,198	11,736	12,136	12,503
Total Revenues	(1,322)	(1,274)	(1,259)	(1,274)
Net Cost before Corporate Support Allocations	**9,876**	**10,462**	**10,877**	**11,229**
Corporate Support Allocations	0	0	0	0
Total Net Budget	**9,876**	**10,462**	**10,877**	**11,229**

2012 - 2014 Net Operating Budget by Program to Maintain Current Service Levels

Program Expenditures ($ 000's)	2012 Budget	2013 Forecast	2014 Forecast
Strategic Community Initiatives	737	764	788
Environment Management	330	346	359
Economic Development	1,667	1,731	1,786
Legal Services	4,783	4,960	5,111
Corporate Strategy and Innovation	1,883	1,970	2,043
Internal Audit	1,062	1,105	1,142
Total Net Budget	**10,462**	**10,877**	**11,229**

Note: Numbers may not balance due to rounding.

2012 Net Operating Budget by Program to Maintain Current Service Levels

Program Expenditures ($ 000's)	2010 Actual	2011 Budget	2012 Budget	Change %
Strategic Community Initiatives	510	575	737	28.1
Environment Management	261	311	330	6.3
Economic Development	1,408	1,594	1,667	4.6
Legal Services	4,753	4,564	4,783	4.8
Corporate Strategy and Innovation	1,704	1,806	1,883	4.3
Internal Audit	887	1,026	1,062	3.5
Total Net Budget	**9,523**	**9,876**	**10,462**	**5.9%**

Note: Numbers may not balance due to rounding.

3.3 Proposed New Initiatives

The 2011-2014 Business Plan and Budget identified a number of new initiatives, presented as Budget Requests. In preparing the 2012 Budget these initiatives were reviewed. The following table presents the new initiatives proposed for 2012 to 2014, in priority order, and the costs for the new or enhanced service levels. The next page(s) provide a summary of each 2012 new initiative. Details of each New Initiative Budget Request are contained Appendix 2 of Volume 2:

Proposed New Initiatives

Description ($ 000's)	BR #	FTE	2012	2013	2014	Total Net Costs	Area of Focus	Strategic Pillar
Economic Development Strategy Recommendations	377	1.0	96	31	0	127	Delivering on initiatives within the Strategic Action Plan	Prosper
Waterfront Mississauga Revitalization	154	2.0	0	0	0	0	Delivering on initiatives within the Strategic Action Plan	Prosper
Living Green Master Plan Implementation	373	5.0	285	225	64	574	Delivering on initiatives within the Strategic Action Plan	Green
Project Management Training Plan	766	0.0	0	0	0	0	Continuous improvement, value for money and tax rate management	
Mississauga Community Greenhouse Gas (GHG) Inventory Update	253	0.0	0	0	0	0	Delivering on initiatives within the Strategic Action Plan	Green
Strategy for Attracting four new Post-Secondary Institutions to Mississauga	690	0.0	0	0	0	0	Delivering on initiatives within the Strategic Action Plan	Belong
Specialized Legal Support on Environmental Matters	42	1.0	0	69	0	69	Continuous improvement, value for money and tax rate management	
Enhance audit coverage and provide additional assurance and consulting services	408	1.0	0	120	0	120	Continuous improvement, value for money and tax rate management	
Total New Initiatives		**10.0**	**381**	**445**	**64**	**890**		

Note: Numbers may not balance due to rounding

2012 Proposed New Initiatives for Operating Budget

Priority	Initiative	Budget Impact ($000)s	FTE Impact	Summary and Justification
1	BR 377 Economic Development Strategy Recommendations	$96	1.0	Implementation of the 10 year Economic Development Strategy with a focus on International Investment Development. This would implement a manager to promote Mississauga as a global business magnet and a locally supportive business community.
2	BR 154 Waterfront Mississauga Revitalization	$0	1.0	Inspiration Lakeview is a strategic project that Council has approved. To administer the goals of the project, a contract Researcher is being requested to support the multiple projects underway. The cost of the Researcher is funded through the capital project.
3	BR 373 Living Green Master Plan Implementation (LGMP)	$285	3.0	• Establishing Environment Division is a top LGMP priority. • Repositions Environmental Management Section (EMS) as a Division resourced to: provide strong environmental leadership; lead implementation of the LGMP; ensure corporate alignment and allocation of resources to environmental priorities; integrate environmental performance into decision making across the corporation; raise City's environmental profile; be the go to/information clearing house on environmental issues; and build strategic community partnerships and capacity for change. • Three new positions requested in 2012: **Director** • leads emerging Environment Division • provides strategic environmental leadership for Corporation • brings environmental focus to City initiatives, champions implementation of LGMP and drives environmental partnerships and innovation • Chairs LGMP Steering Team to ensure corporate alignment, collaboration and allocation of resources to LGMP priorities and new opportunities to improve environmental sustainability

Priority	Initiative	Budget Impact ($000)s	FTE Impact	Summary and Justification
				Environmental Coordinator • converts 18 month secondment funded from the reserve to a permanent FTE • internally focused on interdepartmental collaboration, corporate greening • supports Project Action Teams develop detailed implementation plans • ensures baseline data is collected and performance targets are set • reports environmental performance and LGMP implementation **Community Energy Coordinator** • externally focused, partnerships • leads GHG inventories, assessment of community energy efficiency and renewable energy strategies, implements climate change initiatives and initiates community energy plan • critical to position city for continued prosperity • directly resources three of the six LGMP priorities (building partnerships, understanding energy future and raising public awareness)
4	BR 766 Project Management Training Plan	$0	0.0	Council approved the Project Management Support Office in 2010. This initiative provide training to project leaders with the goal of increasing effectiveness of project delivery in the Corporation as part of a two year plan funded from reserves.
5	BR 253 Mississauga Community Greenhouse Gas (GHG) Inventory Update	$0	0.0	The City will have updated GHG and CAC corporate and community inventories initiated in 2011 and completed in 2012 as part of a larger contract to reduce costs for Peel Climate Change Strategy partners. Additional funds to establish targets, prioritize actions and enhanced local climate modelling. There was $30,000 in 2011 that may be carried over to 2012 to complete inventory updates. A total of $80,000 will be funded from reserves.
	Total	**$381**	**5.0**	

3.4 Capital Plan

2012 - 2014 New Initiatives for Capital Budget

The table below lists newly identified capital projects for 2012 – 2014, which were not included in the 2011- 2020 Capital Forecast, in priority order. The next page(s) provides a summary of each 2012 newly identified capital project. Details of each New Capital Project Initiative Budget Request are contained in Appendix 2 of Volume 2.

2012 - 2014 Net Capital Detail Changes

Program Expenditures ($ 000's)	BR #	2012 Budget	2013 Forecast	2014 Forecast	Post 2014 Forecast	Total ($)	Area of Focus	Strategic Pillar
Downtown 21: Main Street District Implementation	692	886	739	0	0	1,625	Delivering on Initiatives within the Strategic Action Plan	Connect
Lakeview/OPG Pier Trail	674	60	5,770	0	0	5,830	Delivering on Initiatives within the Strategic Action Plan	Connect
Total Net Expenditures		**946**	**6,509**	**0**	**0**	**7,455**		

Note: Numbers may not balance due to rounding.

2012 New Initiatives for Capital Budget

Priority	Initiative	Budget Impact ($000)s	FTE Impact	Summary and Justification
1	BR 692 - Downtown 21: Main Street District Implementation	$886		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. The requests establish appropriate advisory services coupled with clearly defined implementable steps and measurables to continue delivering the downtown plan. Ultimately, the goal is to deliver pieces of the downtown with key economically viable elements that will implement the program.
2	BR 674 - Design and Construction of the Lakeview/OPG Pier Trail	$60		Council in April 2011, directed staff to conduct a feasibility study for access to the pier. Mississauga's waterfront is one of our greatest assets and the public is anxious to experience the waterfront in Lakeview. This initiative would be a new asset to the City and is highly supported by the local community. The community is looking to the City of Mississauga for leadership on this first step in connecting the community with the waterfront. Access to the Western Pier will provide an additional 2km of waterfront trail.
	Total	**$946**	**0.0**	

2012 - 2021 Total Net Capital Program

Program Expenditures ($ 000's)	2012 Budget	2013 Forecast	2014 Forecast	Post 2014 Forecast	Total ($)
Strategic Community Initiatives	1,596	7,159	600	0	9,355
Total Net Expenditures	**1,596**	**7,159**	**600**	**0**	**9,355**

Note: Numbers may not balance due to rounding.

3.5 Human Resources

Human Resources Requirement Distribution

Program	2011	2012	2013	2014
City Manager and Chief Administrative Officer's Office	2.0	2.0	2.0	2.0
Strategic Community Initiatives	8.0	10.0	11.0	11.0
Environmental Management	4.0	7.0	9.0	9.0
Economic Development	14.0	15.0	15.0	15.0
Legal Services	33.5	33.5	34.5	34.5
Corporate Strategy and Innovation	13.6	13.6	13.6	13.6
Internal Audit	7.0	7.0	8.0	8.0
Total Service Distribution	**82.1**	**88.1**	**93.1**	**93.1**

4 Performance Measures

4.1 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.

84 percent of Mississauga's residents are satisfied with their municipal government. This represents a 2 percent increase since the spring of 2010 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 (Actual)	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%	87%	82%	84%	88%	88%	88%
Internal: Annual average % of Council Requests meeting target turnaround	90%	92%	94%	90%	90%	90%	90%
Employee							
Strategic Leadership Index	63%	63%	61%	64%	65%	65%	67%
Business Process							
Annual Efficiencies Found (city wide)	$1.3 million	$1.2 million	$1.0 million	$4.0 million	$3.4 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.

Appendix 1 - 2012 Other Tax Rate Reduction Options

Priority	Initiative	Budget Impact ($000)s	FTE Impact	Summary and Justification
1	BR 784 Reduction of consulting services for technical support of IT audits	($20)	0.0	This will affect the amount of external IT technical expertise and advice that could be acquired and will change the scope, focus, timing and level of services associated with IT audits.
2	BR 780 Reduction of Municipal Legal Counsel	($122)	(1.0)	The day to day support for the Community and Corporate Services Departments will be significantly reduced. Legal reviews and drafing will no longer automatically be provided. Requests need to be vetted based on risk and prioritized accordingly.
	Total	**($142)**	**(1.0)**	

Information Technology Business Plan

City of Mississauga

2012-2014 Update



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1 Existing Core Services

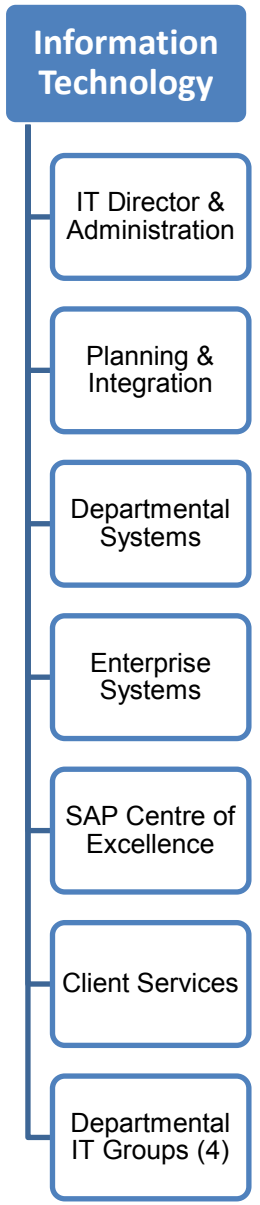
1.1 Vision and Mission

Vision

To be the Information Technology 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

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



1.2 Service Delivery Model

The Information Technology Division is comprised of six 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 provides IT Strategic & Operational Direction to the IT division, IT administrative support, and is responsible for the Corporate IT Policies & Procedures.

Client Services

The Client Services group in IT runs the IT Help Desk, supports the City's IT infrastructure, provide 24 X 7 IT, email, mobile device, and telephone support, and conducts corporate IT training.

Departmental Systems

The Departmental Systems group provides development, implementation and support of both in house developed (MAX (Planning & Building), TXM (Tax)) and vendor supplied (CLASS, Hastus, SirsiDynix) systems and applications across all City departments.

Enterprise Systems

Enterprise Systems provides development, implementation and support for the Hansen system, the eCity portal, and the Intranet.

Planning & Integration

The Planning & Integration group provides database administration, network security, IT architecture support, and manages IT assets through their lifecycle.

SAP Centre of Excellence (COE)

New for 2011 the SAP Centre of Excellence provides SAP support for the City departments, including database administration, security, development, and support for the entire SAP application suite and third party related applications.

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 hour a day, 7 day a week basis.

This section includes Major Initiatives and Activities that have changed or have been updated since the approval of the 2011-2014 Business Plan & Budget. Updates and accomplishments are listed by Initiative below. Detailed descriptions of these initiatives can be found in the approved Business Plans on the City's website.

2 Updates & Accomplishments

2.1 Updates

Creation of SAP Centre of Excellence:

The SAP Centre of Excellence (COE) enables and automates Human Resource and Finance business functions & processes used across the corporation. Subject Matter Experts from IT, HR, Payroll, and Finance make up the SAP COE Team. The SAP COE provides day to day SAP application support, business analysis, implementation of new SAP modules, and interfacing third party applications to SAP. Accomplishments

SAP Employee Self Service Deployment

Employee Self Service was implemented across the corporation to over 2400 users through the employee web portal. My Benefits and Pay, My Info, My Time, My Career and paperless pay statements are available through the SAP self-service portal.

Parks to Hansen Project - HAT-P:

The Enterprise Hansen system was deployed to Parks Operations staff. The custom developed mobile solution provides staff the ability to work in the field and improves data collection and accuracy. Utilizing end user feedback to design the application, this system has eliminated the need for paper timesheets and has been able to reduce data input times, by more than 50%.

IT Data Centre:

The new IT Data Centre houses the City's secondary IT data centre. Some of the features of the IT data centre include a completely redundant facility with multiple Power Generators, Air Conditioner and UPS's.

IT Training Rooms Moving:

The new Fire Training Centre includes three dedicated, permanent IT training class rooms that will accommodate more participants per class, sharing training space with Fire and Emergency Services and serve as a secondary alternate Emergency Operations Centre location. Opportunities are being explored to share the training rooms with the other partners at the Fire Training Centre and for other training requirements of the City.

Sheridan Partnership:

The City partnered with Sheridan to implement wireless access throughout and around the Civic Centre core buildings including the Civic Centre, Living Arts Centre, the Central Library, Celebration Square, Scholars Green, and the Hazel McCallion Campus.

As part of the partnership, the City will be able to improve wireless and wired internet traffic through the Sheridan College internet infrastructure, which will help to improve the City's overall internet performance.

3 Proposed Changes

3.1 Proposed Budget Summary

This part of the Business Plan provides changes to the 2012 - 2014 Business Plan Update and 2012 Budget. The tables below summarize the changes to maintain current service levels and costs for net budget reduction options and proposed new initiatives. A more detailed summary is available in later sections.

Changes to Maintain Current Service Level -- see 3.2

Description ($ 000's)	2012	2013	2014
Prior Year Budget	**16,760**	**17,290**	**17,890**
Increases/(Decreases) to Maintain Current Service Levels			
Labour and Benefits	588	584	496
Annualization of Previous Years Operating Cost Decisions	131	0	0
Cost Increases	46	0	0
Operating Impact of New Capital Projects	38	0	0
Efficiencies and Cost Savings	(241)	0	0
Current Revenue Changes	(32)	16	14
Total Changes to Maintain Current Service Levels	**530**	**600**	**510**
Total Cost to Maintain Current Services Levels	**17,290**	**17,890**	**18,400**

Recommended Tax Rate Reduction Options -- see 3.3

Total Proposed New Initiatives	**0**	**0**	**0**
Total Recommended Tax Rate Reduction Options	**(18)**	**0**	**0**
Proposed Budget	**17,272**	**17,890**	**18,400**

Note: Numbers may not balance due to rounding

3.2 Changes to Maintain Current Service Levels

The following table illustrates highlights of this service area's costs to maintain current service levels. A detailed description is provided in Appendix 1 of Volume 2.

Changes to Maintain Current Service Levels

Description ($ 000's)	FTE	2012	2013	2014	Total Net Costs
Labour and Benefits	0.0	588	584	496	1,668
Annualization of Previous Years Operating Cost Decisions					
Annualized positions approved in 2011	0.0	131	0	0	131
Cost Increases					
IT Maintenance Increase Net of Allocations to Other Departments	0.0	26	0	0	26
Departmental Business Services Allocation	0.0	16	16	14	46
Lease cost increase at 201 City Centre	0.0	4	0	0	4
Operating Impact of New Capital Projects					
Wireless communication for field automation maintenance & support cost	0.0	30	0	0	30
Licence fee for new database	0.0	8	0	0	8
Efficiencies and Cost Savings					
IT Maintenance Efficiencies	0.0	(166)	0	0	(166)
Bell Canada Contract Savings	0.0	(75)	0	0	(75)
Current Revenue Changes					
Fees Recovery - Tax System Support Fees	0.0	(28)	0	0	(28)
Fees Recovery - Fire Dispatch	0.0	(4)	0	0	(4)
Total Changes to Maintain Current Service Levels	**0.0**	**530**	**600**	**510**	**1,640**

Note: Numbers may not balance due to rounding

2011 - 2014 Cost to Maintain Current Service Levels - Budget and Forecast

($ 000's)	2011 Budget	2012 Budget	2013 Forecast	2014 Forecast
Labour Costs	12,551	13,270	13,854	14,350
Other Operating Expenses	5,237	5,108	5,108	5,108
Total Costs	17,788	18,378	18,962	19,458
Total Revenues	(508)	(540)	(540)	(540)
Net Cost before Corporate Support Allocations	**17,280**	**17,838**	**18,422**	**18,918**
Corporate Support Allocations	(521)	(548)	(532)	(518)
Total Net Budget	**16,760**	**17,290**	**17,890**	**18,400**

2012 - 2014 Net Operating Budget by Program to Maintain Current Service Levels

Program Expenditures ($ 000's)	2012 Budget	2013 Forecast	2014 Forecast
Information Technology	17,290	17,890	18,400
Total Net Budget	**17,290**	**17,890**	**18,400**

2012 Net Operating Budget by Program to Maintain Current Service Levels

Program Expenditures ($ 000's)	2010 Actual	2011 Budget	2012 Budget	Change %
Information Technology	15,229	16,760	17,290	3.2
Total Net Budget	**15,229**	**16,760**	**17,290**	**3.2%**

Note: Numbers may not balance due to rounding.

3.3 Recommended Tax Rate Reduction Options

The following table presents recommended tax rate reduction options that can be considered to reduce the service area budget. They are presented in priority order. The next page(s) provides a summary of each 2012 option. Appendix 1 at the end of the Service Area Business Plan provides a summary of other tax rate reduction options for Council's consideration. These other options are not recommended. The full details of tax rate reduction options are available in Appendix 2 of Volume 2.

Recommended Tax Rate Reduction Options

Description ($ 000's)	BR #	FTE	2012	2013	2014	Total Net Costs
Information Technology Maintenance and Support Reductions	716	0.0	(18)	0	0	(18)
Total Recommended Tax Rate Reduction Options		**0.0**	**(18)**	**0**	**0**	**(18)**

Note: Numbers may not balance due to rounding

2012 Recommended Tax Rate Reduction Options

Priority	Initiative	Budget Impact ($000)s	FTE Impact	Summary and Justification
1	BR716 - Information Technology Maintenance and Support Reductions	($18)		Review of maintenance support options that would be achievable and with manageable risk resulted in an additional $18K in savings through elimination of maintenance on some applications which are used infrequently and where other applications can provide similar functionality as well as reduction in some server maintenance contract service standards from 24X7 to 9 to 5 next business day. The server maintenance reductions may result in some minor delays resolving production issues.
	Total	**($18)**	**0.0**	

3.4 Capital Plan

The table below lists new capital projects and/or changes to existing capital projects from the previous 2011- 2020 Capital Forecast, in priority order.

2012 - 2014 Net Capital Detail Changes

Program Expenditures ($ 000's)	BR #	2012 Budget	2013 Forecast	2014 Forecast	Post 2014 Forecast	Total ($)	Area of Focus	Strategic Pillar
VCOM Mobile Radio Replacement		2,590	(1,798)	365		1,157	Maintaining a state of good repair for our infrastructure	
Wireless Communication for Field Automation		(420)	(190)	300		(310)	Continuous Improvement	
Network Fibre/Wireless Infrastructure including Replacement and Upgrade		(1,100)	(150)	(80)	980	(350)	Continuous Improvement	
Total Net Expenditures		**1,070**	**(2,138)**	**585**	**980**	**497**		

Note: Numbers may not balance due to rounding.

2012 - 2021 Total Net Capital Program

Program Expenditures ($ 000's)	2012 Budget	2013 Forecast	2014 Forecast	Post 2014 Forecast	Total
Applications	2,145	2,786	2,125	37,617	44,673
Infrastructure	5,350	4,575	3,110	13,915	26,950
PC Replacement and Peripherals	886	1,153	819	7,196	10,055
Total Net Expenditures	**8,381**	**8,514**	**6,054**	**58,729**	**81,679**

Note: Numbers may not balance due to rounding.

3.5 Human Resources

Human Resources Requirement Distribution

Program	2011	2012	2013	2014
Information Technology*	125.5	131.5	129.5	129.0
Total Service Distribution	**125.5**	**131.5**	**129.5**	**129.0**

*2012 increase relates to capital program with no funding impact on the operating budget

4 Performance Measures

4.1 Balanced Scorecard

A Balanced Scorecard identifies measures 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 Information Technology

Financial Measures

Total Cost of Ownership (Operating + Capital / #Users) gives an overall cost of providing IT services on a per user (*as of 2010 this is based on Active Directory Accounts*) basis for year over year comparisons.

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 (Actual)	2011 (Planned)	2012 (Planned)	2013 (Planned)	2014 (Planned)
Financial Total Cost of Ownership (Operating + Capital / #Users)	$6,700 (3800 users)	$5,600 (3900 users)	$4,610 (5320 users**)	$4,610 (per user)	$4,610 (per user)	$4,610 (per user)	$4,610 (per user)
Customer % First Call Resolution Help Desk Calls	22%	23%	32.5%	30%	35%	35%	40%
Employee % IT Operating Budget spent on IT training	0.54%	0.46%	0.53%	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%	76.3%	80%	82%	82%	84%
Business Process % System Uptime/Availability	99.9%	99.9%	99.9%	99.99%	99.99%	99.99%	99.99%
No. of Enterprise Applications with a Road Map	1 Microsoft	2 Microsoft Hansen	4 Microsoft Hansen SAP Sharepoint	5 Microsoft Hansen SAP Sharepoint Library ILS	6	6	6

Many of the scores for the City of Mississauga are so high that the challenge for the future will be to maintain these scores.

** as of 2010 this is based on Active Directory Accounts, this measure will be used going forward.

Appendix 1 - 2012 Other Tax Rate Reduction Options

Priority	Initiative	Budget Impact ($000)s	FTE Impact	Summary and Justification
1	BR693 - Reduction in IT Communications Support	($75)	(1.0)	Eliminate communications support services which provide radio support, delivery and maintenance of radio devices, and cabling design work for office moves by coordinating the cabling contract between F&PM and IT Departmental Managers. Anticipated service impacts include slower turnaround time for IT cabling for City building construction and redevelopment of existing facilities for radio support (Transit, Fire Dispatch, Works, Rec & Parks) and for delivery and maintenance of devices as well as loss of internal relevant experience and knowledge of City radio systems and radio needs.
	Total	**($75)**	**(1.0)**	

Business Services Business Plan

City of Mississauga

2012-2014 Update



MISSISSAUGA
Leading today for tomorrow



Last year the City of Mississauga undertook an extensive process to create a four year, 2011 through 2014, detailed Business Plan and Budget. Approved in March 2011, the 2011-2014 Business Plan and Budget outlines how and where the City plans to allocate resources to provide good value for taxpayers. Reviewed and updated annually, the four year plan is based on the City's five strategic priorities. 2012 marks the second year of Mississauga's four year Business Plan and Budget. For this "Update Year" staff have focused on primarily updating and presenting exceptions and amendments to the four year approved Service Area Business Plans, while still providing comprehensive financial information and forecasts.

The following summary document sets out a brief description of the Service Area, what has changed since writing the 2011-2014 Business Plan and Budget and performance measurements. The complete 2011-2014 Business Plan and Budget can be found on the City's website.

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1 Existing Core Services

1.1 Vision and Mission

Business Services provides quality advice, primary 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, talent management, labour relations and health and safety programs, corporate communications including public affairs, marketing, creative services, and customer service through the internet, telephone and in person.

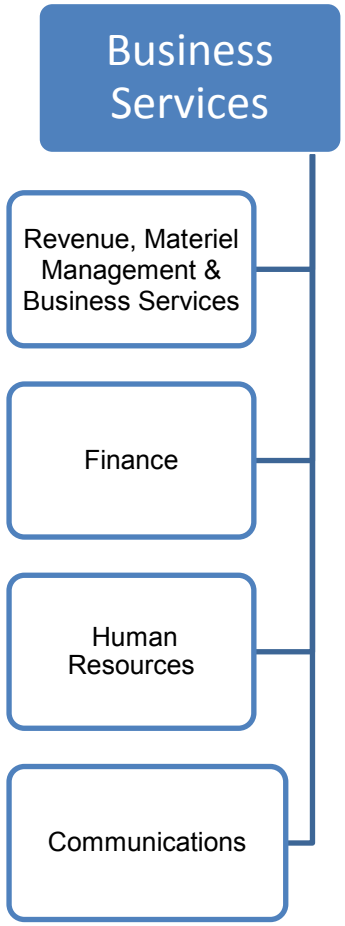
Partnerships with internal and external clients are utilized to develop and implement comprehensive programs that ensure excellent, effective and efficient service delivery to Business Services' customers and clients.

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.



1.2 Service Delivery Model

Business Services is a united team of four 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, Materiel Management, & Business Services provides tax billing and accounting, tax rebates, tax appeals, property assessment review and analysis, central stores, collections, cashiers, purchasing, departmental IT and Financial Services;
- Finance delivers corporate and departmental financial services, accounting, payroll, accounts payable functions, financial planning, 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, talent management and organizational development consulting;
- Communications delivers service in areas of public affairs, corporate marketing and promotions, creative services and 311 call centre operations. The division provides strategic counsel and implementation of internal/external communications including the City's intranet and external web site, media relations, visual identity, policy and program advice related to customer service.

Living our Values



This section includes Major Initiatives and Activities that have changed or have been updated since the approval of the 2011-2014 Business Plan & Budget. Updates and accomplishments are listed by Initiative below.

2 Updates & Accomplishments

2.1 Updates

Revenue, Materiel Management & Business Services

E3 Materiel Management Review, Implementation of Recommendations:

Work continued on implementation of the E3 (economy, efficiency, effectiveness) recommendations. During 2011, a procurement planning process template was developed to document key target dates and identify work to be done for each procurement. This template allows service levels to be monitored and mid-procurement work adjustments to be made.

During the year, staff completed the implementation of the outsourced bid advertising and bid distribution software which allows bidders to register with the City for an acquisition and to obtain bid documents on-line. The internal Materiel Management website has been upgraded to provide information to staff on key purchasing processes, purchasing documents and templates. In addition, various procurement training sessions have been developed to assist staff involved in the acquisition of goods and services.

PCard Program:

An expansion of the PCard program has been underway to double the number of PCard holders, install new software to monitor purchases, achieve savings through reduction in paperwork, reduce procurement times and obtain cash back revenue through increased usage of the cards.

TXM Property Tax System:

A major architecture update of the tax system is underway in 2011, to continue to provide the many automated processes and tools used by Revenue staff to produce timely and accurate property tax billings, account adjustments and up-to-date client account information. The upgrade will also ensure that the system continues to be vendor supported.

Administration Changes:

In 2011, responsibility for Corporate Services' Financial Services and IT Services were consolidated into the Revenue, Materiel Management & Business Services Division.

Finance

E3 Finance Review: Data Quality Project:

The Data Quality Project identified, explored and implemented performance opportunities to improve efficiency, effectiveness and economy. It highlighted the need to improve SAP data and reports to assist in better decision making, to improve the efficiency of financial processes through redesign and use of technology, and to facilitate the understanding and better use of SAP functionalities between all SAP users. In 2011, the SAP Centre of Excellence was created in the Information Technology Services Area to address such needs.

Integrated Budget System Project:

The Integrated Budget System project is underway, with a dedicated team assigned to the project. The RFP was issued in September 2011. An integrated budget system will significantly increase the efficiency and effectiveness of the business plan and budget preparation process. The system will integrate the business plan and related detailed budgets and support long term financial planning. Finance is targeting to have the new system in place for the 2013 Business Planning and Budget Cycle.

Human Resources

Job Evaluation (JE) Refresh:

The current JE program had not been reviewed since 1998. At this point the program is aging and struggling to meet the City's business needs. Over the past 13 years City jobs have evolved, business needs have changed, and organizational priorities have shifted. Increases in JE appeals and requests for "special consideration" are indicators of possible JE and/or salary structure issues. In February 2010, the Leadership Team directed the Human Resources Division to conduct a review of the JE program. The intent of this review was to refresh, rather than conduct a complete program overhaul, in an effort to address immediate concerns and to better reflect the City's business needs. Evaluation of benchmark positions will be completed by the end of 2011.

Prevention of Workplace Violence:

As the result of the passing of Bill 168, an amendment to the Occupational Health & Safety Act with respect to violence in the workplace came into force on June 15, 2010. The prevention of workplace violence training was successfully rolled out from November 2010 to March 2011 through on-line e-Learning training and face-to-face sessions coordinated by the Health & Safety Specialists. By the end of 2011, all staff will have been made aware of the new Workplace Violence Policy and their role in creating and maintaining a violence-free workplace.

Fire Captain Leadership Development Program:

The Talent Management section is currently partnering with the Fire and Emergency Services Training section to focus on building leadership capacity in the Fire and Emergency Services Division. In January 2011, the launch of the Fire Captain Leadership Development initiative commenced. This program emphasizes the importance of leadership concepts in Fire Services by providing leadership development opportunities, through leadership assessments and individual coaching, to newly "promoted" Fire Captains. At the end of this year, 10 Fire Captains will have finished this pilot.

Communications

The Communications Division is enhancing the City's reputation through the success of various projects.

Media Relations:

By using a proactive approach in the 2010-2011 Media Relations Strategy, the team has increased its media hits* to more than 1 billion in 2010. (**the number of people who have read the article or heard the clip based on circulation numbers.)*

Further development of a media partnership with the Toronto Star and a new partnership with Mississauga News, has resulted in free advertising as well as drop and distribution services worth close to $300,000.

Web Site:

The re-design of the home page on the City's web site based on up-to-date research, data and feedback as well as the addition of Google translate to the site (received 1,900 hits in its first month) is resulting in increased customer satisfaction.

Mississauga 311 Project:

The Mississauga 311 Consolidation Project was successfully completed in 2011, consolidating information and processes of 25 City business units into call centre operations, offering citizens, business customers and visitors of Mississauga single number service. The Call Centre unit is celebrating its second year anniversary with forty-nine percent (49%) of all the call centre calls coming through the 311 advertised telephone number.

2.2 Accomplishments

Revenue, Materiel Management & Business Services

Payment Processing – Processing of tax payments was successfully outsourced in March 2011 eliminating one FTE and eliminating processing delays during peak due dates.

Finance

Infrastructure Stimulus Fund (ISF) projects - The financial reporting and claims submission for 138 projects approved under the Infrastructure Stimulus Fund and Recreational Infrastructure Canada Program were administered in order to secure $104 million in senior government funding.

Distinguished Budget Presentation Award was received by Finance Division from the Government Finance Officers Association (GFOA) for the 2011-2014 Business Plan and Budget Document for the 23rd year.

Canadian Award for Financial Reporting was received from GFOA for the 2009 Annual Financial Report for the 12th year.

AAA Credit Rating - City of Mississauga received a Standard & Poor's Ratings Services "AAA" credit rating in 2011 for the seventh year, based on the City's financial liquidity, robust economy and strong financial flexibility.

Human Resources

Top Employer of New Canadians Award – Mississauga was one of the 40 winners of this award selected by the editors of Canada's Top 100 Employers. Selection was based on each organization's willingness to offer programs specifically designed to assist employees who are recent immigrants; recognize foreign educational credentials and experience; assist new employees in getting qualifications formally recognized in Canada; offer internal coaching or mentoring; and training managers and employees in cross-cultural issues and/or inclusiveness.

Top Employer of Young People Award –2010 & 2011- Mississauga was recognized with this award based on consideration of a number of criteria including workforce demographics, opportunities for education and development as well as entry level openings. The award recognizes the City for its training and career development opportunities, in addition to its tuition assistance and co-op programs.

Employee Engagement Survey - The survey was successfully rolled out in November 2010, with its results compiled and communicated back to staff from March 2011 to June 2011.

Communications

Corporate and Community Events - the Communications Division has been recognized for going above and beyond by successfully executing 56 corporate and community events which included 13 official openings of libraries, pools and Mississauga Celebration Square as the result of Infrastructure Stimulus Funding and 11 events resulting from Mississauga being chosen as a buzz location for the International Indian Film Festival.

Design Recognition - Creative Services' design of the Salmon Run logo will be included in a professional day-planner featuring logos created by Registered Graphic Designers of Ontario (RDG) members. The 2012 Logo Agenda provides RDG Members with the opportunity to showcase their work to Ontario's business community.



3 Proposed Changes

3.1 Proposed Budget Summary

This part of the Business Plan provides changes to the 2012 - 2014 Business Plan Update and 2012 Budget. The tables below summarize the changes to maintain current service levels and costs for net budget reduction options and proposed new initiatives. A more detailed summary is available in later sections.

Changes to Maintain Current Service Levels -- see 3.2

Description ($ 000's)	2012	2013	2014
Prior Year Budget	**21,285**	**22,311**	**23,306**
Increases/(Decreases) to Maintain Current Service Levels			
Labour and Benefits	1,043	982	834
Annualization of Previous Years Operating Cost Decisions	184	22	0
Cost Increases	133	21	18
Operating Impact of New Capital Projects	0	0	0
Efficiencies and Cost Savings	(54)	(30)	0
Current Revenue Changes	(280)	0	0
Total Changes to Maintain Current Service Levels	**1,026**	**995**	**852**
Total Cost to Maintain Current Services Levels	**22,311**	**23,306**	**24,158**

Proposed New Initiatives and Recommended Tax Rate Reduction Options -- see 3.3 and 3.4

Total Proposed New Initiatives	**110**	**25**	**0**
Total Recommended Tax Rate Reduction Options	**(45)**	**0**	**0**
Proposed Budget	**22,376**	**23,331**	**24,158**

Note: Numbers may not balance due to rounding

3.2 Changes to Maintain Current Service Levels

The following table illustrates highlights of this service area's costs to maintain current service levels. A detailed description is provided in Appendix 1 of Volume 2.

Changes to Maintain Current Service Levels

Description ($ 000's)	FTE	2012	2013	2014	Total Net Costs
Labour and Benefits	0.0	1,043	982	834	2,859
Annualization of Previous Years Operating Cost Decisions					
Annualization of Staff Positions approved in 2011	0.3	184	0	0	184
Cost Increases					
Benefits Advisory Services	0.0	35	0	0	35
Other (Postage, Utilities, Employee Assistance, Long Service Recognition & Advertising)	0.0	76	0	0	76
Departmental Business Services Cost Allocation	0.0	22	21	18	61
Operating Impact of New Capital Projects					
Efficiencies and Cost Savings					
Reduced External Insurance Adjuster Costs	1.0	(22)	(8)	0	(30)
Communications program cost reductions	0.0	(22)	0	0	(22)
Reduction of Recruitment Advertising	0.0	(10)	0	0	(10)
Current Revenue Changes					
Account Administration Fee (New)	0.0	(82.5)	0	0	(83)
Ownership Change Fee increase	0.0	(72.5)	0	0	(73)
New Overdue Notice Fee (New)	0.0	(60.0)	0	0	(60)
Title Search Fee	0.0	(43.0)	0	0	(43)
Addition to the Tax Roll Fee (New)	0.0	(22.4)	0	0	(22)
Total Changes to Maintain Current Service Levels	**1.3**	**1,026**	**995**	**852**	**2,873**

Note: Numbers may not balance due to rounding

2011 - 2014 Cost to Maintain Current Service Levels - Budget and Forecast

($ 000's)	2011 Budget	2012 Budget	2013 Forecast	2014 Forecast
Labour Costs	19,659	20,954	21,958	22,792
Other Operating Expenses	2,553	2,463	2,433	2,433
Total Costs	22,212	23,416	24,391	25,225
Total Revenues	(1,416)	(1,616)	(1,616)	(1,616)
Net Cost before Corporate Support Allocations	**20,796**	**21,800**	**22,774**	**23,609**
Corporate Support Allocations	489	511	532	550
Total Net Budget	**21,285**	**22,311**	**23,306**	**24,159**

2012 - 2014 Net Operating Budget by Program to Maintain Current Service Levels

Program Expenditures ($ 000's)	2012 Budget	2013 Forecast	2014 Forecast
Revenue, Materiel Management and Business Services	5,050	5,306	5,524
Finance	4,695	4,933	5,142
Human Resources	7,647	7,938	8,185
Communications	4,919	5,130	5,308
Total Net Budget	**22,311**	**23,306**	**24,159**

Note: Numbers may not balance due to rounding.

2012 Net Operating Budget by Program to Maintain Current Service Levels

Program Expenditures ($ 000's)	2010 Actual	2011 Budget	2012 Budget	Change %
Revenue & Materiel Management	5,321	5,085	5,050	(0.7)
Finance	4,765	4,327	4,695	8.5
Human Resources	4,484	7,260	7,647	5.3
Communications	3,916	4,613	4,919	6.6
Total Net Budget	**18,487**	**21,285**	**22,311**	**4.8%**

Note: Numbers may not balance due to rounding.

3.3 Proposed New Initiatives

The 2011-2014 Business Plan and Budget identified a number of new initiatives, presented as Budget Requests. In preparing the 2012 Budget these initiatives were reviewed. The following table presents the new initiatives proposed for 2012 to 2014, in priority order, and the costs for the new or enhanced service levels. The next page(s) provide a summary of each 2012 new initiative. Details of each New Initiative Budget Request are contained Appendix 2 of Volume 2:

Proposed New Initiatives

Description ($ 000's)	BR #	FTE	2012	2013	2014	Total Net Costs	Area of Focus	Strategic Pillar
Enhance Corporate Financial Policy Development and Monitoring	23	1.0	75	25	0	100	Continuous improvement, value for money and tax rate management	
Implement Citizen Satisfaction Survey	771	0.0	35	0	0	35	Continuous improvement, value for money and tax rate management	
Develop a Long Term Financial Plan	18	0.0	0	0	0	0	Continuous improvement, value for money and tax rate management	
AODA Employment Standard Compliance	733	0.0	0	0	0	0	Continuous improvement, value for money and tax rate management	
Total New Initiatives		**1.0**	**110**	**25**	**0**	**135**		

Note: Numbers may not balance due to rounding

2012 Proposed New Initiatives for Operating Budget

Priority	Initiative	Budget Impact ($000)s	FTE Impact	Summary and Justification
1	BR 23 Enhance Corporate Financial Policy Development and Monitoring	$75	1.0	There is a growing need for complex long term financial planning. A greater focus on policy work is necessary for the development and maintenance of a sound Long Term Financial Plan. A financial policy analyst is required to undertake reviews and updating of existing policies and development of new financial policies and models. If this position is not filled, policy related work will remain behind with the existing level of support.
2	BR 771 Implement Citizen Satisfaction Survey	$35	0.0	The City does not currently undertake a City-wide Market Research Program. Most large urban centres such as Toronto, Calgary, Vaughan and the Region of Peel have such programs in order to gather citizen input on City services and programs. By investing in a city-wide Market Research program, the City is investing in a measured and evidence-based method of gauging citizen satisfaction and feedback.
3	BR 18 Develop a Long Term Financial Plan	$0	0.0	A long term financial planning tool is required to integrate into the business planning process and budgeting process. 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. The total cost for this initiative is $150,000 over a 2 year period, which is to be funded from reserve. The $150,000 will be used to acquire an external consultant to help design and build a forecasting model. New or existing staff in Financial Planning will help support the project and external consultant.
4	BR 733 AODA Employment Standard Compliance	$0	2.0	The Corporation will be required to comply with the requirements of the Integrated Accessibility Standard by 2014. Resources are required for employment policy and procedures development, staff training and job analysis requirements which are necessary to comply with the Act. The cost of this work is $175,000 and is to be funded by a one-time reserve transfer for 1 contract ergonomist for 1 year and 1 HR Consultant for 2 years.
	Total	**$110**	**3.0**	

3.4 Recommended Tax Rate Reduction Options

The following table presents recommended tax rate reduction options that can be considered to reduce the service area budget. They are presented in priority order. The next page(s) provides a summary of each 2012 option. Appendix 1 at the end of the Service Area Business Plan provides a summary of other tax rate reduction options for Council's consideration. These other options are not recommended. The full details of tax rate reduction options are available in Appendix 2 of Volume 2.

Recommended Tax Rate Reduction Options

Description ($ 000's)	BR #	FTE	2012	2013	2014	Total Net Costs
Eliminate Civic Centre Info Desk	747	(0.5)	(25)	0	0	(25)
Long Service Award Program Revision	731	0.0	(20)	0	0	(20)
Total Recommended Tax Rate Reduction Options		**(0.5)**	**(45)**	**0**	**0**	**(45)**

Note: Numbers may not balance due to rounding

2012 Recommended Tax Rate Reduction Options

Priority	Initiative	Budget Impact ($000)s	FTE Impact	Summary and Justification
1	BR 747 Eliminate Civic Centre Info Desk on Ground Floor of Civic Centre	($25)	(0.5)	The proposal is to close the Info Desk on the ground floor at the Civic Centre. 91% of the inquiries at the Info Desk relate to requests for directions. Over the past year, new and improved wayfinding signs have been installed on the main floor of City Hall on the walls, above doors and at key entrances to assist visitors in this regard. A new Interactive Directory has also been installed in the main lobby and further improvements are being made to the Parking Elevator lobbies in B1 and B2. Currently, the operation of the Information Desk requires the draw of resources from the Call Centre operation in order to staff this desk from 8:30 to 4:30 Monday to Friday. Closure of the Info Desk will result in reduction in part time staffing costs as well as the full dedication of the diverted Call Centre resources to handling 311 calls. This will assist in improving Call Centre response times. The courtesy phone currently available at the Info Desk will remain in place with new signage indicating *"Need Assistance? Press 1 for Mississauga 311",* providing visitors with a direct link to 311 Customer Service Advisors for further assistance if required. 311 Operations have detailed information on all civic locations / departments including directions.
2	BR 731 Long Service Award Program Revision	($20)	0.0	This budget reduction would result from redesign of the current awards Program, including provision of corporate recognition lunch for staff who have achieved 25 years of service or more and the introduction of a range of gift selections for long service employees.
	Total	**($45)**	**(0.5)**	

3.5 Capital Plan

The table below lists new capital projects and/or changes to existing capital projects from the previous 2011- 2020 Capital Forecast, in priority order.

2012 - 2014 Net Capital Detail Changes

Program Expenditures ($ 000's)	BR #	2012 Budget	2013 Forecast	2014 Forecast	Post 2014 Forecast	Total ($)	Area of Focus	Strategic Pillar
SAP Financial Modules		(700)	(300)	(700)	1,700	0	Continuous Improvement, value for money and tax rate management	
Total Net Expenditures		**(700)**	**(300)**	**(700)**	**1,700**	**0**		

2012 - 2021 Total Net Capital Program

Program Expenditures ($ 000's)	2012 Budget	2013 Forecast	2014 Forecast	Post 2014 Forecast	Total ($)
Finance	600	1,100	300	2,100	4,100
Communications	0	440	420	0	860
Revenue and Materiels Management	563	695	390	95	1,741
Total Net Expenditures	**1,163**	**2,235**	**1,110**	**2,195**	**6,701**

Note: Numbers may not balance due to rounding.

3.6 Human Resources

Human Resources Requirement Distribution

Program	2011	2012	2013	2014
Revenue, Materiel Management & Business Services	68.1	70.1	70.1	70.1
Finance	47.9	49.9	49.9	49.9
Human Resources	61.7	64.0	63.0	62.0
Communications	58.4	57.9	57.9	57.9
Total Service Distribution	**236.1**	**241.9**	**240.9**	**239.9**

4 Performance Measures

4.1 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 organization 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. Of those Canadian municipalities Standard and Poor's rates, only seven 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.

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 total property tax increase in 2010 was in the range of inflation and comparable to other GTA municipalities. Total property taxes on a detached two storey home in this city 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. Industry best practice states that the maximum number of people that a customer should have to speak to in order to get service on the phone is maximum two although one person is the industry standard for FCR. The 311 Call Centre is exceeding expectations with the majority of inquiries being completed by the first person receiving the call: the 311 Customer Service Advisor.

Employee Measures

Employee Satisfaction with City of Mississauga measures City employee satisfaction with the City as an employer. Employee satisfaction with the City was 74.5 percent which is 7.3 percent higher than the average satisfaction level of employees in other municipalities of 67.2 percent. This is based on the 2010 Employee Survey conducted by Metrics@Work.

Employee Turnover measures the percentage of City employees that leave the City every year. In 2010, staff turnover for full time permanent staff was 2.9 percent. Based on survey data collected by the 2010 Human Resources Benchmarking Network, average staff turnover for Ontario municipalities was 3.3 percent.

Average Total Lost Time Hours per Employee measures the actual paid total lost time for all eligible employees. In 2009 the average total lost time (including short-term disability, sick leave credits, weekly indemnity, incidental days and WSIB) was 97.75 hours/employee versus 103.36 hours/employee in 2010, an increase of 5.7%. This increase was predominately due to the usage of the weekly indemnity benefit in Transit. When weekly indemnity is removed from the Corporation's experience we note a decrease of 6.9% from 2009 to 2010. Plans are in place to specifically address the increase in Transit's lost time experience.

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. Participation continues to grow as the talent management program expands in the organization.

Organizational Communication Satisfaction 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 12.0 percentage points higher (62 percent vs. 50 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 2009 was 92.5 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 2010, the average time to fill vacancies was 47.0 days. The 2010 Human Resources Benchmarking Network indicates the average time to fill for Ontario municipalities was 50.4 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 (Actual)	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%	3.6%	3.9%***	3.9%	3.9%	3.9%
• 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%	5.4%	4.0%	3.75%	3.75%	3.75%
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%	74.5%	74.5%	76.0%	76.0%	76.0%
• Employee Turnover**	4.3%	3.5%	2.9%	n/a	n/a	n/a	n/a
• Average Total Lost Time per Employee (all Benefit Streams)	92.12	97.75	103.36	n/a	n/a	n/a	n/a
• Succession Program Participants	0	55	85	85	85	n/a	n/a
• Organizational Communication Satisfaction	62.2%	62.2%	62.0%	62.0%	65.0%	65.0%	65.0%
Business Process							
• Taxes Receivable Collection Rate	96.1%	95.3%	96.0%	96.0%	96.1%	96.2%	96.3%
• Average Time to Fill Vacancies (days)	43	44	47	42	40	30	30
• Call Centre Service Request Error Rate*	-	2%	1%	3%	2%	2%	2%

* Call Centre data for these measures were not collected in 2008.

** Employee turnover rate reflects permanent staff only and does not capture temporary contract turnover, or internal transfers.

*** Departmental Human Resources staff centralized into Business Services in 2011.

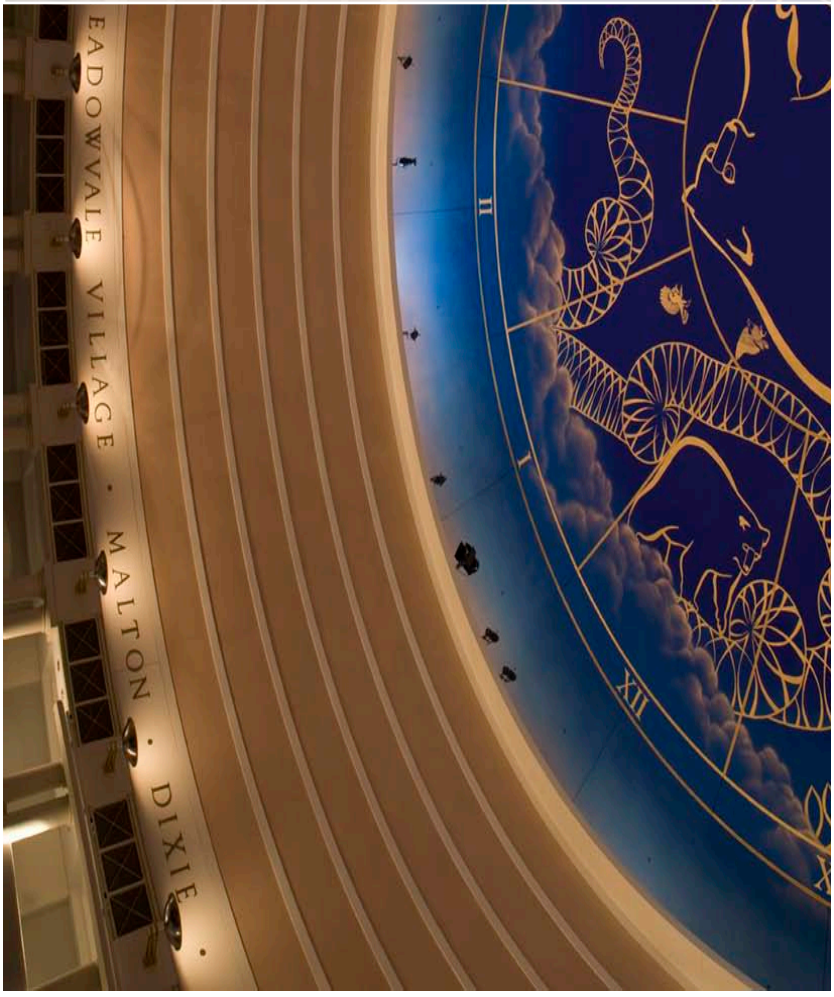
Appendix 1 - 2012 Other Tax Rate Reduction Options

Priority	Initiative	Budget Impact ($000)s	FTE Impact	Summary and Justification
1	BR 701 Discontinue the Affiliated Group Insurance Program	($80)	0.0	Discontinuation of the Affiliated Insurance Program funding. Affiliate Groups would be encouraged to obtain their own annual policy of insurance or alternatively the City's Insurance Broker would develop a special Affiliate Insurance Program that could provide the necessary insurance coverage and address the year round specific needs of the Affiliate groups. Each affiliate group would be required to purchase their own insurance.
	Total	**($80)**	**0.0**	

Council Business Plan

City of Mississauga

2012-2014 Update



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Last year the City of Mississauga undertook an extensive process to create a four year, 2011 through 2014, detailed Business Plan and Budget. Approved in March 2011, the 2011-2014 Business Plan and Budget outlines how and where the City plans to allocate resources to provide good value for taxpayers. Reviewed and updated annually, the four year plan is based on the City's five strategic priorities. 2012 marks the second year of Mississauga's four year Business Plan and Budget. For this "Update Year" staff have focused on primarily updating and presenting exceptions and amendments to the four year approved Service Area Business Plans, while still providing comprehensive financial information and forecasts.

The following summary document sets out a brief description of the Service Area, what has changed since writing the 2011-2014 Business Plan and Budget and performance measurements. The complete 2011-2014 Business Plan and Budget can be found on the City's website

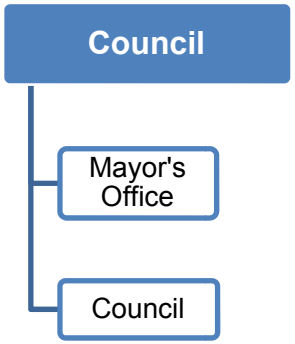
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1 Existing Core Services

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 councilors. Mayor Hazel McCallion was re-elected for her twelfth term and has been Mississauga's mayor since 1978.

In 2011 a By-election was held in Ward 5.



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.

2 Proposed Changes

2.1 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.

Changes to Maintain Current Service Levels -- see 2.2

Description ($ 000's)	2012	2013	2014
Prior Year Budget	4,104	4,184	4,322
Increases/(Decreases) to Maintain Current Service Levels			
Labour and Benefits	80	139	118
Annualization of Previous Years Operating Cost Decisions	0	0	0
Cost Increases	0	0	0
Operating Impact of New Capital Projects	0	0	0
Efficiencies and Cost Savings	0	0	0
Current Revenue Changes	0	0	0
Total Changes to Maintain Current Service Levels	**80**	**139**	**118**
Total Cost to Maintain Current Services Levels	**4,184**	**4,322**	**4,440**
Total Proposed New Initiatives	**0**	**0**	**0**
Total Recommended Tax Rate Reduction Options	**0**	**0**	**0**
Proposed Budget	**4,184**	**4,322**	**4,440**

Note: Numbers may not balance due to rounding

2.2 Changes to Maintain Current Service Levels

Costs changes relate to labour and benefit increases for existing staff.

Changes to Maintain Current Service Levels

Description ($ 000's)	FTE	2012	2013	2014	Total Net Costs
Labour and Benefits	0.0	80	139	118	336
Total Changes to Maintain Current Service Levels	**0.0**	**80**	**139**	**118**	**336**

Note: Numbers may not balance due to rounding

2011 - 2014 Cost to Maintain Current Service Levels - Budget and Forecast

($ 000's)	2011 Budget	2012 Budget	2013 Forecast	2014 Forecast
Labour Costs	3,482	3,561	3,700	3,818
Other Operating Expenses	622	622	622	622
Total Costs	4,104	4,184	4,322	4,440
Total Revenues	0	0	0	0
Net Cost before Corporate Support Allocations	**4,104**	**4,184**	**4,322**	**4,440**
Corporate Support Allocations	0	0	0	0
Total Net Budget	**4,104**	**4,184**	**4,322**	**4,440**

2012 - 2014 Net Operating Budget by Program to Maintain Current Service Levels

Program Expenditures ($ 000's)	2012 Budget	2013 Forecast	2014 Forecast
Mayor's Office	551	571	588
Councillors' Offices	3,633	3,751	3,852
Total Net Budget	**4,184**	**4,322**	**4,440**

Note: Numbers may not balance due to rounding.

2012 Net Operating Budget by Program to Maintain Current Service Levels

Program Expenditures ($ 000's)	2010 Actual	2011 Budget	2012 Budget	Change %
Mayor's Office	516	533	551	3.3
Councillors' Offices	3,353	3,571	3,633	1.7
Total Net Budget	**3,869**	**4,104**	**4,184**	**1.9%**

Note: Numbers may not balance due to rounding.

Financial Transactions Business Plan

City of Mississauga

2012-2014 Update



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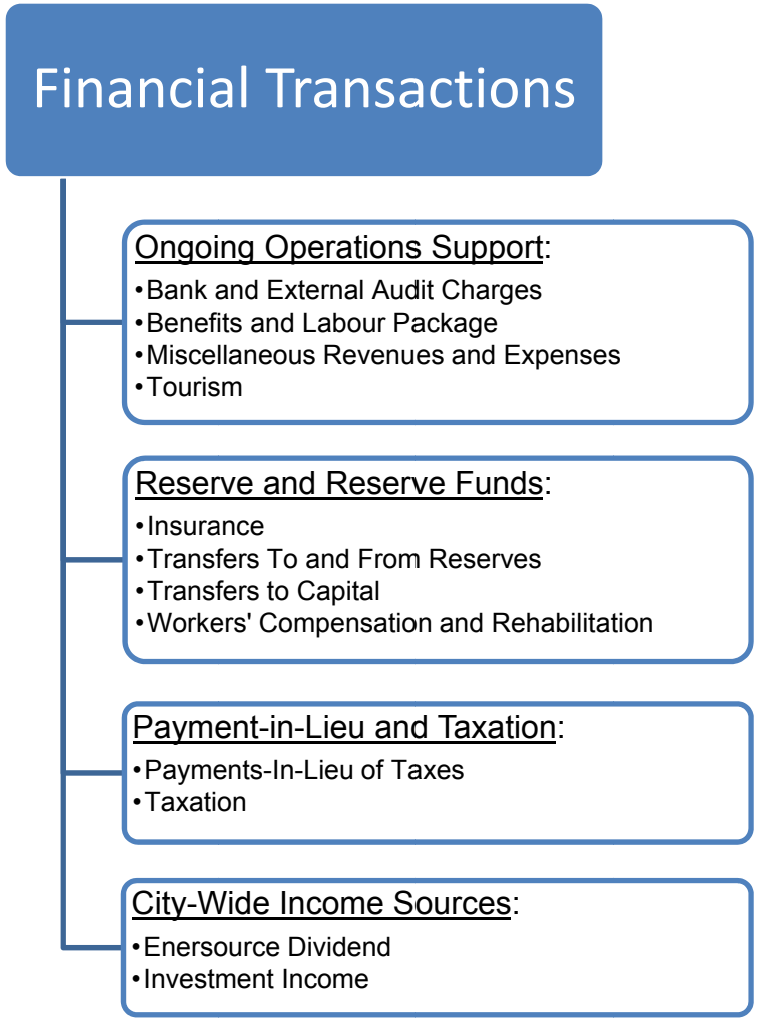
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1 Existing Core Services

The Financial Transaction Budget provides for items of a corporate nature and support to all service areas. Therefore they are presented separate from the Service Area Budgets.

Financial transactions include programs which support ongoing operations, reserves and reserve fund transfers to and from operating funds, taxation and payments-in- lieu of taxes, and City-wide sources of income.



1.1 Service Delivery Model

Ongoing Operations Support Programs

Bank and External Audit Charges

Provides for costs associated with all banking related services including: armoured car, night depository, satellite bank accounts, cheque reconciliation, payroll direct deposit, debit and credit card fees, and preauthorized tax payments and also provides for external audit fees.

Benefits and Labour Package

Provides for payments to former employees as follows: Fire and CUPE employees 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 for past service, certain employees 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 related adjustments.

Miscellaneous Revenues and Expenses

Provides for corporate income and expenditures not readily assignable to departments such as: discounts earned, vendor rebates, HST compensation, NSF recovery fees, miscellaneous one-time receipts and expenditures, executive search costs, certain memberships and 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.

Reserve and Reserve Fund Programs

Insurance

Provides for insurance policy premiums, recovery of claim costs within the City's self-insured limit, and allocation to the Insurance Reserve Fund to cover outstanding claims. The program consists of four major work areas:

- Risk identification, assessment and recommendations to reduce frequency and size of potential loss;
- Maintenance of reserve fund to finance known, incurred and unreported losses within the City's self-insured limit;
- Purchase of insurance to fund catastrophic losses and losses above the City's self-insured limit; and
- Management of claims within the City's deductible and vendor services required to handle those claims.

Transfers To and From Reserves

Provides for future events, such as the cost of holding municipal elections, by regular contributions to various Reserve and Reserve Funds.

Transfers to Capital Reserve

Provides funding to the Capital Reserve Fund to finance future capital projects.

Workers' Compensation and Rehabilitation

The City is a Workplace Safety and Insurance Board (WSIB) Schedule 2 employer. As such, compensation and expenses are paid from a City-funded reserve fund, rather than by WSIB. This program provides for Workers' Compensation Reserve Fund contributions, the Employee Rehabilitation Program, medical examinations and the City's medical doctor's fees.

Taxation and Related Programs

Payments-in-Lieu of Taxes

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

Taxation

Provides for revenues from various sources such as:

- Supplementary tax revenues as per the Assessment Act. The Act provides for the correction of any error, omission or misstatement of the tax roll, and the addition to the tax roll of new buildings and for the subsequent levy and collection of applicable taxes;
- Taxation revenues from railway right of ways and hydro corridors as per current legislation; and
- Interest, at a rate of 1.25 percent per month, and/or penalties on unpaid taxes, in accordance with the Municipal Act, are added to the tax liability on the first day of default, and on the first day of each calendar month thereafter in which default continues.

Provides for rebates as per the Municipal Act, where legislation allows for rebates of 30 to 40 percent of taxes payable, including:

- 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.

Provides for Business Improvements Areas (BIA's) and Local Area Improvements via special assessment taxation:

- Meeting requirements of three established BIA's in Clarkson, Port Credit and Streetsville.

Provides for tax bill reductions due to:

- Tax adjustments resulting from reductions in assessed property values through the assessment appeal process, tax appeals and reconsideration processes;
- New construction capping adjustments;
- Write-off of uncollectible taxes; and
- Exemption, at Council's discretion, for a maximum of 10 years, from property taxes, excluding BIA, local improvement charges and school taxes, of 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.

Provides for expenses associated with taxes payable on City owned/leased properties and the tax sale process.

City-Wide Income Source Programs

Enersource Dividend

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

Investment Income

Captures interest earned from 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 a government/agency of Canada or government/agency of a Canadian Province/territory;
- Issued, guaranteed or endorsed by a Schedule I or Schedule II bank, trust/loan corporation or 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.

2 Updates & Accomplishments

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, 2011. The City of Mississauga has consecutively won the Distinguished Budget Presentation Award for 23 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 its 2012-2014 Business Plan and 2012 Budget continues to conform to program requirements, and it will be submitted to GFOA to determine its eligibility for another award.



3 Proposed Budget Summary

The following tables illustrate highlights of this service area's costs to maintain current service levels. A detailed description is provided in Appendix 1 of Volume 2.

Changes to Maintain Current Service Levels

Description ($ 000's)	2012	2013	2014
Prior Year Budget	**(24,893)**	**(25,964)**	**(25,988)**
Increases/(Decreases) to Maintain Current Service Levels			
Labour and Benefits	(358)	0	0
Annualization of Previous Years Operating Cost Decisions	0	0	0
Cost Increases	(1,101)	0	0
Operating Impact of New Capital Projects	0	0	0
Efficiencies and Cost Savings	(100)	0	0
Current Revenue Changes	488	(24)	(1,015)
Total Changes to Maintain Current Service Levels	**(1,072)**	**(24)**	**(1,015)**
Total Cost to Maintain Current Services Levels	**(25,964)**	**(25,988)**	**(27,003)**

Note: Numbers may not balance due to rounding

Changes to Maintain Current Service Levels

Description ($ 000's)	FTE	2012	2013	2014	Total Net Costs
Labour and Benefits					
Employment Insurance premium increase	0.0	106	0	0	106
Net decrease to labour costs	0.0	(351)	0	0	(351)
Other Changes	0.0	(113)	0	0	(113)
Cost Increases					
Banking Related Services Expenditure Increase	0.0	200	0	0	200
Liability Insurance Premium Increase	0.0	100	100	100	300
Vacancy Rebate Expenditure Increase	0.0	100	(100)	(100)	(100)
Seniors Rebate Expenditure Decrease	0.0	(250)	0	0	(250)
1 Extra Working Day Payroll Allocation to Departments	0.0	(1,476)	0	0	(1,476)
Other Changes	0.0	225	0	0	225
Efficiencies and Cost Savings					
Course & Conference Budget Reduction	0.0	(100)	0	0	(100)
Current Revenue Changes					
Payments in Lieu of Taxes	0.0	400	(1,000)	(1,000)	(1,600)
Supplementary Taxes	0.0	0	1,000	0	1,000
Other Changes	0.0	87	(24)	(15)	48
Total Changes to Maintain Current Service Levels	**0**	**(1,071)**	**(24)**	**(1,015)**	**(2,110)**

Note: Numbers may not balance due to rounding

2011 - 2014 Cost to Maintain Current Service Levels - Budget and Forecast

Description ($ 000's)	2011 Budget	2012 Budget	2013 Forecast	2014 Forecast
Labour Costs	2,769	2,411	2,411	2,411
Other Operating Expenses	40,000	38,899	38,899	38,899
Total Costs	42,768	41,310	41,310	41,310
Total Revenues	(67,661)	(67,274)	(67,298)	(68,313)
Net Cost before Corporate Support Allocations	**(24,893)**	**(25,964)**	**(25,988)**	**(27,003)**
Corporate Support Allocations	0	0	0	0
Total Net Budget	**(24,893)**	**(25,964)**	**(25,988)**	**(27,003)**

Note: Numbers may not balance due to rounding.

2012 - 2014 Net Operating Budget by Program to Maintain Current Service Levels

Program Expenditures ($ 000's)	2012 Budget	2013 Forecast	2014 Forecast
Bank & External Audit Charges	1,308	1,284	1,269
Benefits/Labour Package	1,369	1,369	1,369
Enersource Dividend Program	(9,000)	(9,000)	(9,000)
Insurance	3,983	4,083	4,183
Investment Income	(14,455)	(14,455)	(14,455)
Payments in Lieu of Taxes	(24,501)	(25,501)	(26,501)
Miscellaneous Revenue/Expense	464	464	464
Prior Years Surplus & Labour Savings	(550)	(550)	(550)
Taxation	(7,218)	(6,318)	(6,418)
Tourism	145	145	145
Reserves Transfer To & From	500	500	500
Transfer to WSIB Reserve	300	300	300
Contribution to Capital Reserve	21,690	21,690	21,690
Total Net Budget	**(25,964)**	**(25,988)**	**(27,003)**

Note: Numbers may not balance due to rounding.

Contribution to Capital does not reflect proposed 2012, 2013 and 2014 Infrastructure Levy and Debt Financing as presented and considered separately in the Budget recommendation. The values are as follows:

Infrastructure Levy	5,894	3,872	1,867
Debt Financing	478	3,042	5,753

2012 Net Operating Budget by Program to Maintain Current Service Levels

Program Expenditures ($ 000's)	2010 Actual	2011 Budget	2012 Budget	Change %
Bank & External Audit Charges	1,284	1,121	1,308	16.7
Benefits and Labour Package	1,582	3,090	1,369	(55.7)
Enersource Dividend Program	(9,484)	(9,000)	(9,000)	0.0
Insurance	4,032	3,883	3,983	2.6
Investment Income	(14,560)	(14,455)	(14,455)	0.0
Payments in Lieu of Taxes	(23,347)	(24,901)	(24,501)	1.6
Miscellaneous Revenue and Expense	(792)	521	464	(11.1)
Prior Years Surplus & Labour Savings	0	(550)	(550)	0.0
Taxation	(12,508)	(7,138)	(7,218)	(1.1)
Tourism	148	145	145	0.0
Reserves Transfer To & From	7,861	450	500	11.1
Transfer to WSIB Reserve	170	250	300	20.0
Contribution to Capital Reserve	18,720	21,690	21,690	0.0
Total Net Budget	**(26,893)**	**(24,893)**	**(25,964)**	**4.3%**

Note: Numbers may not balance due to rounding.

Contribution to Capital does not reflect proposed 2012 Infrastructure Levy.

Reserves and Reserve Funds

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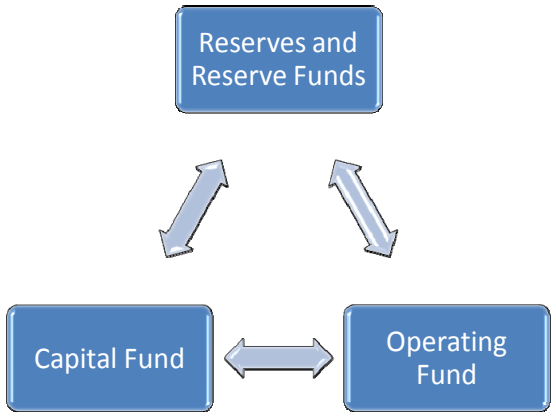
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1 Overview

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 appears within the Financial Transactions - Investment Income Program which is part of the operating budget.

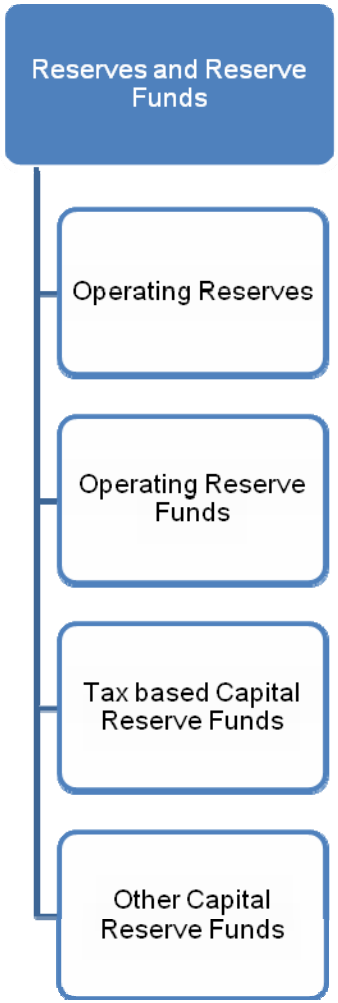
A reserve is generally used either to mitigate the impact of fluctuations in operating costs and revenue or to accumulate funds for future or contingent liabilities. Examples of reserves currently employed by the City to mitigate budgetary fluctuations include: Reserve for Winter Maintenance, Reserve 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.



2 Forecast Changes

The following chart provides a summary of the projected 2011 Reserves and Reserve Funds as compared to 2012.

Operating and Capital Reserves & Reserve Funds Summary

($000's)	Projected Balance 2011	Projected Balance 2012	Change $	Change %
Operating	108,692	105,569	(3,123)	(2.9%)
Capital	215,029	175,553	(39,476)	(18.4%)
Development Deferred Revenues	63,255	85,708	22,453	35.5%
Total	**386,976**	**366,830**	**(20,146)**	**(5.2%)**

Note: Numbers may not add due to rounding

The 2012 balances in the Operating and Capital Reserves and Reserve Funds are estimated to decline by $20.1 million or 5.2 percent from 2011. The decline in the operating reserves is a result of one-time projects and the phasing in of building permit revenue and planning fees which completes 2012. 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. Per the City's new Debt Management Policy approved by Council December 14th, commencing in 2012, the City will maintain an estimated minimum cash balance of $100 million in the capital tax based reserve funds on a cash flowed basis.

2.1 Operating Reserves and Reserve Funds

The balances of the Operating Reserves and Reserve Funds are projected to decline over the next year.
Compared to 2011, the balance in the Operating Reserves are anticipated to decline by $2.8 million or a 6.2%. The decline is primarily due to use of reserves to fund one-time expenses associated with proposed new initiatives for studies based on the strategic plan with the intention of growing services that are important to the taxpayers of Mississauga. Examples include Malton Area plan, Ninth Line corridor review, project management training plan and the Mississauga Waterfront revitalization. Total reserve funds are expected to decrease by $0.3 million mainly due to increases in costs in the Workers Compensation Fund.

Total Operating Reserves And Reserve Funds Balances (000's)	2011 Estimated Balance $	2012 Projected Balance $	Change in 2012 Projected Balance to 2011 Estimated Balance $	%
Total Reserves	45,084	42,290	(2,794)	(6.2%)
Total Reserve Funds	63,608	63,279	(329)	(0.5%)
Total Reserves And Reserve Funds	**108,692**	**105,569**	**(3,123)**	**(2.9%)**

Transfers to Operating Reserves and Reserve Funds

	2012 Budget $
Transfer to Reserves	1,570,000
Transfer to Reserve Funds	3,726,000
Transfer to Reserves and Reserve Funds	5,296,000
Interest Income	2,182,000
Total Transfers to Reserves and Reserve Funds	**7,478,000**

The 2012 Operating Program recommends transfers to Operating Reserves and Reserve Funds totalling $5,296,000. Transfer to the Reserves and Reserve Funds are as follows:

- $2,598,000 to the Insurance Reserve Fund to fund future insurance claims;
- $1,050,000 to the Workers' Compensation Reserve Fund;
- $750,000 to the Transit bus shelter advertising to reflect increased operating contributions;
- $500,000 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 3 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
- $89,000 to fund life insurance claims and purchase life insurance policies for retired employees and insurance actuarial review.

Transfers from Operating Reserves and Reserve Funds

	2012 Requested Budget
Transfer from Reserves	4,365,000
Transfer from Reserve Funds	6,237,000
Total Transfer from Reserves and Reserve Funds	**10,602,000**

The 2012 Operating Program recommends transfers from Reserves and Reserve Funds totalling $10,602,000. Highlights of the transfers are as follows:

- $3,564,000 from the Insurance Reserve Fund to cover the payments of estimated claims;
- $2,416,000 recovery of one-time expenses associated with new initiatives such as installation of recycling receptacles on the City's road allowance and Malton area and Ninth Line corridor plan reviews;
- $2,630,000 from the Workers' Compensation and Sick Leave Reserve Funds to offset estimated costs;
- $64,000 from the Reserve for Election for election related costs;
- $929,000 recovery of various one-time items including parking strategy, community improvement plans, mobility hub and environmental master plan;
- $587,000 in funds transferred from the 2011 Operating Budget Reserves to complete outstanding work in 2012;
- $185,000 primarily for a staff workplace violence training program required under the Occupational Health and Safety Amendment Act; 2010; and
- $227,000 for various other transfers.

3 Capital Reserve Funds

Capital Reserve Funds are monies set aside for the repair and major maintenance costs of capital infrastructure and for large (i.e. 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.

2012 Capital Program Reserve Funds ($000)	2011 Estimated Balance $	2012 Projected Balance $	% Change
Capital Program - Tax Funded	105,828	65,611	(40.0%)
Capital Program - Development Deferred Revenues	63,255	85,708	35.5%
Capital Program - Other	109,201	109,942	0.7%
Total Capital Reserve Funds	**278,284**	**261,261**	**(6.9%)**

3.1 Capital Highlights

($000)	2012 Requested Budget $
Total Transfers to Capital Reserve Funds	**156,154,109**

Total Transfers to Capital Reserve Funds

Included in the 2012 Budget are recommendations that $156.2 million be transferred to various Capital Reserve Funds (both tax-based and growth related) with details as follows:

- $52,629,165 in sharing of gas tax revenue from the Federal and Provincial Governments;
- $40,000,000 in estimated development charge revenues;
- $27,584,280 transfer from General Revenue to the Capital Reserve Fund for 2% infrastructure and debt levy;
- $15,500,000 transfer from the Capital Reserve Fund to the Facility Repair and Renovation Reserve Fund;
- $13,500,000 transfer from the Capital Reserve Fund to the Roadway Infrastructure Reserve Fund;
- $3,070,000 in estimated parkland dedication contributions;
- $2,000,000 transfer from the Capital Reserve Fund to the Fire Vehicles and Equipment Reserve Fund;
- $1,492,000 transfer from the Capital Reserve Fund to the Mainfleet Vehicle and Equipment Reserve Fund
- $197,664 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;
- $60,400 in estimated profit sharing from the BraeBen Golf Course and the Region of Peel; and
- $30,000 in estimated sponsorship for Riverwood.

($000)	2012 Requested Budget $
Total Transfers from Capital Reserve Funds	**181,450,933**

Total Transfers from Capital Reserve Funds

The 2012 Budget recommends transfers from tax-based and growth-related Capital Reserve Funds of $181.5 million to activities and projects as follows:

- $117,339,000 from Capital Reserve Funds to finance non-growth tax-based projects in the 2012 Capital Budget;
- $37,891,464 for various transit related initiatives including funding of transit expansion costs contained in the Operating Budget;
- $20,988,018 from Development Charges to fund growth based projects;
- $2,914,203 from developers' contributions to fund growth based projects;
- $999,000 from Parkland Dedication Reserve Fund to fund land acquisitions and certain capital project;
- $915,948 in various Development Charge transactions; and
- $403,300 funding of Project Management Support Office.

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

Reserves and Reserve Funds	Bal Jan 2011	Proj'td 2011 Contrib'n	Proj'td 2011 Interest	Proj'td 2011 Expends	Proj'td Bal Dec 31/11	2012 Proj'td Contrib'n	2012 Proj'td Interest	2012 Proj'td Expends	Proj'td Bal Dec 31/12
Operating Program – Reserves									
Reserve for the Arts	**1,882**			(362)	**1,520**			(412)	**1,108**
Reserve for Assessment Appeals	**7,043**	309			**7,352**	309			**7,661**
Reserve for Commodities	**5,028**				**5,028**				**5,028**
Reserve for Current Budget	**354**	587		(354)	**587**			(587)	**0**
Reserve for Building Permits Revenue Stabilization	**49**				**49**				**49**
Reserve for Bus Shelter Advertising	**644**				**644**	750		(750)	**644**
Reserve for Development Stabilization	**3,858**			(1,129)	**2,730**			(830)	**1,900**
Reserve for Early Retirement	**500**				**500**				**500**
Reserve for Elections	**1,684**	450		(499)	**1,635**	500		(141)	**1,995**
Reserve for General Contingencies	**5,013**			(2,600)	**2,413**	11		(840)	**1,584**
Reserve for Labour Settlements	**3,574**	1,526		(152)	**4,948**			(360)	**4,588**
Reserve for Legal Settlements	**1,836**				**1,836**				**1,836**
Reserve for Planning Process Updates	**2,390**			(15)	**2,375**			(445)	**1,930**
Reserve for Vacation Pay	**5,820**				**5,820**				**5,820**
Reserve for Winter Maintenance	**8,313**			(666)	**7,647**				**7,647**
Operating Programs –Reserve Funds									
Group Benefits Reserve Fund	**4,216**	78	149	(20)	**4,423**	78	156		**4,657**
Insurance Reserve Fund	**31,537**	2,598	1,088	(3,484)	**31,739**	2,598	1,094	(3,564)	**31,867**

Reserves and Reserve Funds	Bal Jan 2011	Proj'td 2011 Contrib'n	Proj'td 2011 Interest	Proj'td 2011 Expends	Proj'td Bal Dec 31/11	2012 Proj'td Contrib'n	2012 Proj'td Interest	2012 Proj'td Expends	Proj'td Bal Dec 31/12
Reserve Fund – Other	**95**		2	(54)	**44**		1	(44)	**1**
Sick Leave Reserve Fund	**10,373**		354	(500)	**10,227**		349	(500)	**10,076**
Workers' Compensation Reserve Fund	**17,755**	950	601	(2,130)	**11,175**	1,050	582	(2,130)	**16,678**
Total Operating Reserves and Reserve Funds	**111,965**	**6,498**	**2,194**	**(11,964)**	**108,692**	**5,296**	**2,182**	**(10,602)**	**105,569**

Note: Numbers may not add due to rounding.

Continuity Schedule of Capital Reserves and Reserve Funds (based on committed funding) ($000's)

Reserves and Reserve Funds	Bal Jan 2011	Proj'td 2011 Contrib'n	Proj'td 2011 Interest	Proj'td 2011 Expends	Proj'td Bal Dec 31-11	2012 Proj'td Contrib'n	2012 Proj'td Interest	2012 Proj'td Expends	Proj'td Bal Dec 31-12
Capital Program - Tax Funded									
2009 Special Projects Capital Reserve Fund	7,072		226	(611)	6,687		229	(150)	6,766
Britannia Hills Golf Course	102	82	4	(82)	106	60	5	(20)	151
Capital Reserve Fund	104,822	21,990	1,314	(67,853)	60,273	27,782	284	(79,938)	8,401
Community Facility Redevelopment Reserve Fund	3,652		128		3,780		132		3,912
Courtneypark Artificial Turf Reserve Fund	536	91	19		646	91	19		756
Facility Repair & Renovations Reserve Fund	2,818	6,300	41	(7,947)	1,212	15,500	18	(16,205)	525
Federal & Provincial Contributions	38,606	52,671	936	(64,534)	27,679	52,629	1,485	(37,892)	43,901
Fire Vehicles & Equipment Reserve Fund	891	2,000	26	(2,135)	782	2,000	1	(2,752)	31
Main Fleet Vehicle & Equip. Reserve Fund	3,145	111	50	(1,820)	1,486	1,492		(2,978)	0
Roadway Infrastructure Reserve Fund	3,027	22,000	66	(23,148)	1,945	13,500	8	(15,213)	240
Transit Vehicles & Equipment Reserve Fund	23,434		41	(22,243)	1,232		31	(335)	928

Reserves and Reserve Funds	Bal Jan 2011	Proj'td 2011 Contrib'n	Proj'td 2011 Interest	Proj'td 2011 Expends	Proj'td Bal Dec 31-11	2012 Proj'td Contrib'n	2012 Proj'td Interest	2012 Proj'td Expends	Proj'td Bal Dec 31-12
Capital Program - Other									
Development Charges Reserve Fund	1,990	29,940	199	(18,602)	13,527	40,000	474	(21,904)	32,097
Developer Contributions Reserve Fund	47,475	697	1,631	(1,582)	48,221		1,586	(2,914)	46,893
General Mun. Dev. Reserve Fund-Lot Levy	53,136	(1,158)	1,817	(64)	53,731		1,881		55,612
General Mun. Dev. Reserve Fund-Other	7,167	50	161	(128)	7,250	30	307	(150)	7,437
Parkland Dedication Reserve Fund	47,937	9,506	1,682	(9,398)	49,726	3,070	1,813	(999)	53,610
Total Capital Program Reserve Funds	345,810	144,280	8,341	(220,147)	278,284	156,154	8,273	(183,450)	261,261
Grand Total	457,867	150,778	10,535	(232,111)	386,976	161,451	10,455	(194,052)	366,830

Note: Numbers may not add due to rounding.

3.2 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, based on committed funds in uninflated dollars, as a result of this year's capital budget and forecast to 2021. Based on cashflow, balances will be $100.0M or more at the end of each year.

Capital and Subsidiary Reserve Funds
($000's)

	Bal Dec 2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2012-2021 Total
Opening Balance	75,145	77,648	21,041	53,455	40,125	38,727	36,357	33,308	30,756	28,210	25,926	**75,145**
Transfers/ Loans	(124)	(206)	(37)	(91)	(130)	(144)	(108)	(108)	(114)	(115)	(116)	**(1,291)**
Revenue Stream	-	27,584	21,219	32,826	35,134	38,156	41,172	44,349	47,694	51,209	54,933	**404,276**
Interest Estimate	2,626	712	1,808	1,357	1,310	1,229	1,126	1,040	954	877	781	**13,819**
Total Available Balance	77,648	105,738	54,030	87,547	76,440	77,968	78,547	78,590	79,289	80,181	81,524	**491,949**
Projects Financed from Reserves		84,697	575	47,422	37,713	41,611	45,239	47,834	51,079	54,255	58,442	**468,867**
Unallocated Balance	**77,648**	**21,041**	**53,455**	**40,125**	**38,727**	**36,357**	**33,308**	**30,756**	**28,210**	**25,926**	**23,082**	**23,082**

Note: A 2 percent infrastructure levy and debt repayment has been included for 2012 to 2021.

Capital Submitted Budget Reconciliation to Projects Financed from Reserves

($000's)

	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2012-2021 Total
Capital Budget Submitted	105,432	132,237	105,886	106,065	120,483	111,632	109,476	118,497	102,867	119,272	**1,131,847**
Capital Reductions required based on 2% Infrastructure and Debt Financing Levy		53,000	27,000	28,000	42,000	32,000	30,000	39,000	24,000	40,000	**315,000**
Allocation to Projects – Revised Capital	105,432	79,237	78,886	78,065	78,483	79,632	79,476	79,497	78,867	79,272	**816,847**
Debt Financing-Cash Flowed	20,735	78,661	31,464	40,352	36,872	34,393	31,643	28,419	24,612	20,830	**347,981**
Projects Financed from Reserves	**84,697**	**575**	**47,422**	**37,713**	**41,611**	**45,239**	**47,834**	**51,079**	**54,255**	**58,442**	**468,867**

Cash Flow Balances for Capital Reserve Fund

($000s)

	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
Opening Cash Balance	190,953	103,500	103,500	103,500	103,500	103,500	103,500	103,500	103,500	103,500
Revenue Stream	27,782	31,522	33,076	35,345	38,352	41,404	44,582	47,920	51,434	55,158
Debenture Financing	20,735	79,390	33,548	44,014	42,557	42,552	42,456	41,951	40,868	39,943
Total Available Balance	239,471	214,412	170,124	182,859	184,409	187,456	190,538	193,370	195,802	198,601
Allocation to Projects	139,471	114,412	70,124	82,859	84,409	87,456	90,538	93,370	95,802	98,601
Total Available Balance	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
Interest Estimate	3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,500
Closing Cash Balance	**103,500**	**103,500**	**103,500**	**103,500**	**103,500**	**103,500**	**103,500**	**103,500**	**103,500**	**103,500**

3.3 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 2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2012-2021 Total
Opening Balance	41,135	27,679	43,901	40,126	64,037	77,232	52,142	36,723	29,896	34,334	43,480	**490,684**
Transfers/ Loans	(22,903)	(20,845)	(18,089)	(16,158)	(14,808)	(15,100)	(15,100)	(15,100)	(15,100)	(15,100)	(15,100)	**(183,401)**
Revenue Stream	8,511	52,629	52,629	52,629	52,629	52,629	52,629	52,629	52,629	52,629	52,629	**534,802**
Interest Estimate	936	1,485	1,357	2,165	2,612	1,763	1,242	1,011	1,161	1,470	1,834	**17,036**
Total Available Balance	27,679	60,948	79,799	78,763	104,470	116,524	90,913	75,263	68,587	73,333	82,843	**859,122**
Allocation to Projects	0	17,047	39,673	14,727	27,238	64,382	54,190	45,367	34,253	29,853	28,617	**355,346**
Unallocated Balance	**27,679**	**43,901**	**40,126**	**64,037**	**77,232**	**52,142**	**36,723**	**29,896**	**34,334**	**43,480**	**54,226**	**54,226**

Details of the revenue streams are included below:

($ millions)	2012	2013	2014	2015	2016	Total
Provincial Gas Tax	$15.1	$15.1	$15.1	$15.1	$15.1	$75.5
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	**$52.6**	**$52.6**	**$52.6**	**$52.6**	**$52.6**	**$263.1**
Provincial BRT Funding						$65.0
Federal BRT Funding						$58.0
Total						**$386.1**

* 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 a reduced tax impact. Future Transit expansion will be funded through property taxes and transit revenues.
The share of the Provincial Gas Tax is affected by ridership levels and may fluctuate in future years.

Federal and Regional Portion of Federal Gas Tax Reserves

The Federal Gas Tax funding can be used for up to two of the following capital programs: transit, road infrastructure, storm drainage or energy conservation. 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.

The use of the Federal gas tax revenues is restricted for certain purposes. 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.
The receipts in 2011 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 2012 to 2015 of $68 million. To 2021 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.

Other Transit Based Reserve

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.

3.4 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 2021.

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

	Balance Dec 2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2012-2021 Total
Opening Balance	14,063	13,527	32,097	45,773	35,197	61,441	54,308	25,770	24,063	25,277	28,122	**14,063**
Transfers/ Loans	(736)	(916)	(1,326)	(1,117)	(966)	(909)	(1,051)	(1,050)	(1,025)	(1,025)	(1,020)	**(11,142)**
Revenue Stream	0	40,000	60,385	52,121	47,427	43,641	42,694	42,769	42,094	42,175	41,357	**454,664**
Interest Estimate	200	474	676	520	908	803	381	356	374	416	534	**5,641**
Total Available Balance	13,527	53,085	91,832	97,297	82,566	104,975	96,332	67,844	65,506	66,843	68,993	**808,799**
Allocation to Projects - All Services	0	20,988	46,060	62,100	21,125	50,667	70,563	43,781	40,229	38,721	32,845	**427,078**
Unallocated Balance	**13,527**	**32,097**	**45,773**	**35,197**	**61,441**	**54,308**	**25,770**	**24,063**	**25,277**	**28,122**	**36,148**	**36,148**

3.5 Cash in lieu of Parkland Dedication

The revenue generated from cash in lieu of parkland dedication is expected increase from $3.1 million to $14.2 million. Increases occurring in future years are expected to be registered where sizable developments are not dedicating parkland. 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 Dec 2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2012-2021 Total
Opening Balance	48,034	49,726	53,610	26,867	21,581	18,363	11,670	12,214	5,266	5,453	7,283	**48,034**
Transfers/ Loans	10	10	10	10	10	10	10	10	10	10	10	**110**
Revenue Stream	0	3,060	4,590	6,120	6,885	7,650	8,415	9,945	10,710	12,355	14,168	**83,898**
Interest Estimate	1,682	1,813	909	730	621	395	413	178	184	246	153	**7,323**
Total Available Balance	49,726	54,609	59,118	33,727	29,097	26,418	20,508	22,347	16,170	18,064	21,614	**351,397**
Allocation to Projects	0	999	32,251	12,146	10,733	14,748	8,295	17,081	10,717	10,781	17,081	**134,832**
Unallocated Balance	**49,726**	**53,610**	**26,867**	**21,581**	**18,363**	**11,670**	**12,214**	**5,266**	**5,453**	**7,283**	**4,533**	**4,533**

3.6 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 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 Name	Purpose of the Fund
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: ○ the construction or improvement of any municipal works; ○ the acquisitions or expropriation of land required for Municipal purposes; ○ the acquisitions of vehicles or equipment for Municipal purposes; and ○ 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	• 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
Reserve Funds	
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 (now called the Mississauga Bus Rapid Transit –BRT).
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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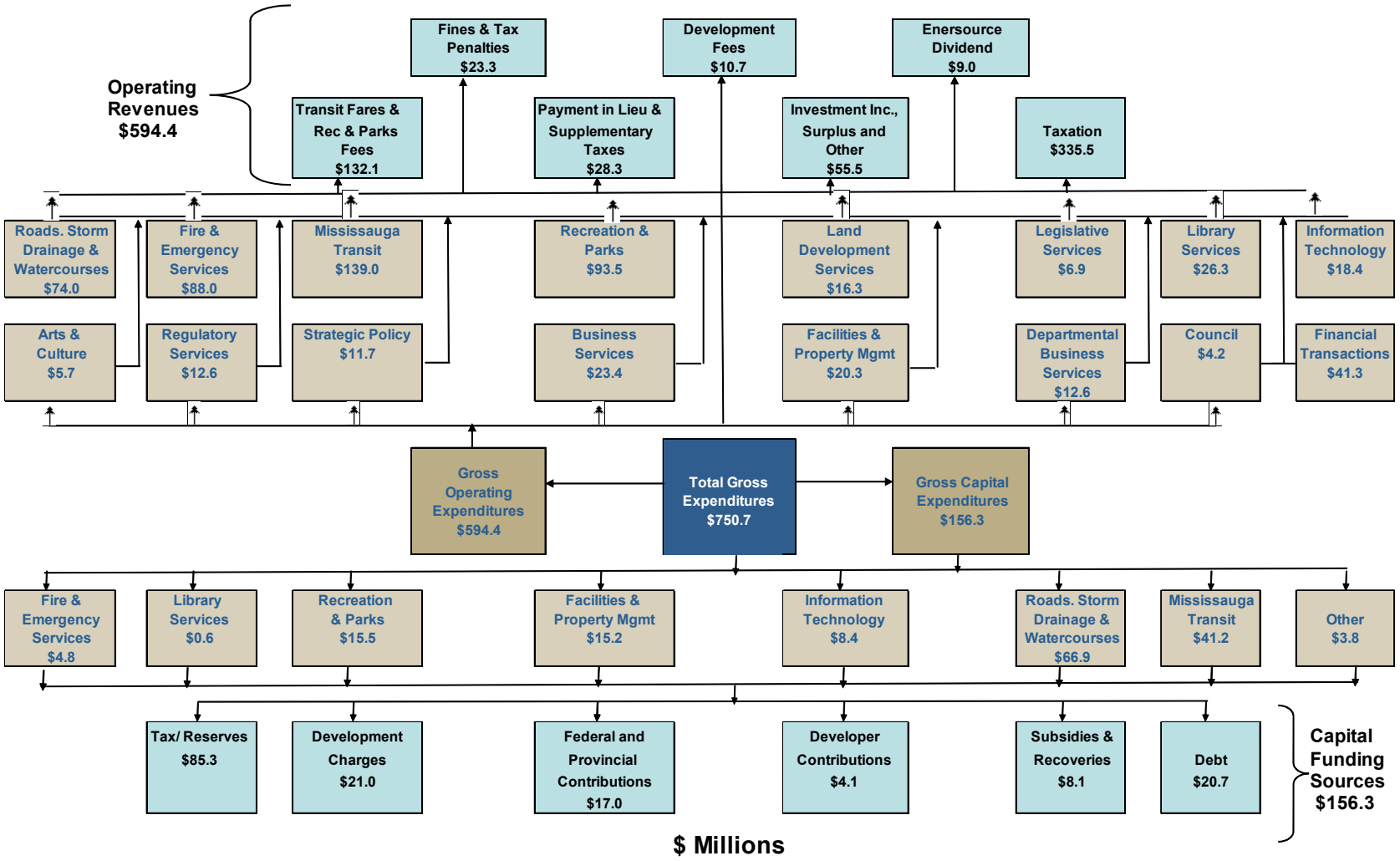
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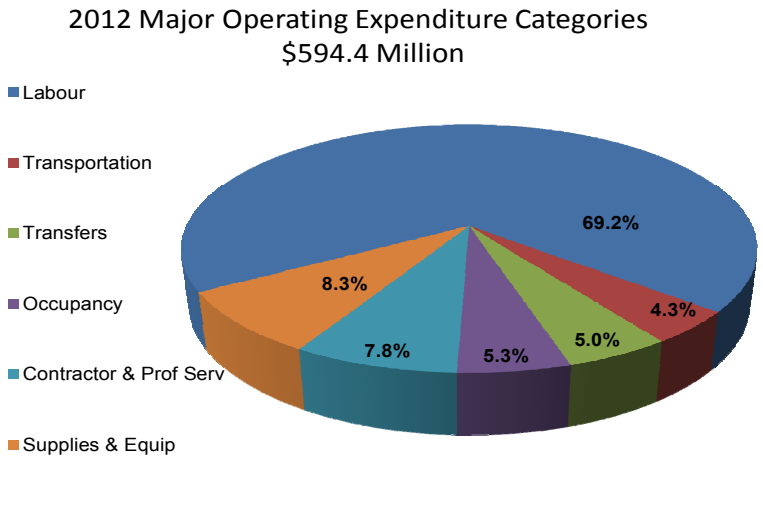
1 Overview of 2012-2014 Business Plan Update and 2012 Budget

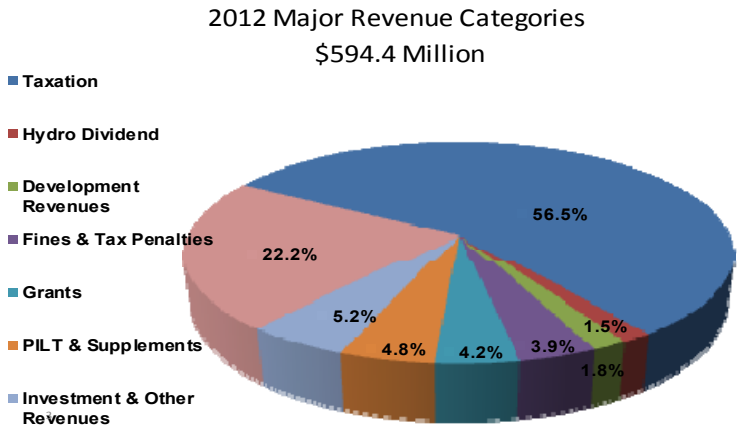
2012-2014 Business Plan & Budget

Mississauga's 2012-2014 Business Plan and 2012 Budget comprised of both the operating and capital budgets, totals $750.7 million gross and 594.4 million in net expenditures.



The following charts provide a breakdown of the City's 2012 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

	2010 Actual	2011 Budget	2011 Forecast	2012 Delivering On Existing Service	2012 Change	
	$	$	$	$	$	%
EXPENDITURES						
LABOUR COST	**377,243,530**	**395,730,100**	**392,188,500**	**411,586,900**	**15,856,800**	**4.0%**
Staff Development Costs	1,458,082	1,891,800	1,881,300	1,840,500	(51,300)	-2.7%
Communications Costs	3,078,417	2,963,900	2,848,200	2,719,400	(244,500)	-8.6%
Transportation Costs	23,211,956	23,843,300	23,843,700	25,673,900	1,830,600	7.7%
Occupancy & City Costs	29,191,040	29,418,900	29,641,400	31,718,500	2,299,600	7.8%
Equipment Costs & Maintenance Agreement	6,426,398	8,181,000	7,946,700	8,857,800	676,800	8.5%
Contractor & Professional Services	43,548,636	44,972,800	45,975,500	46,557,700	1,584,900	3.4%
Advertising & Promotions	1,986,626	2,197,800	2,274,800	2,138,700	(59,100)	-2.6%
Materials, Supplies & Other Services	20,476,951	24,359,500	24,242,100	24,305,000	(54,500)	-0.2%
Finance Other	11,226,897	8,806,000	9,658,470	9,265,900	459,900	4.8%
Transfers	36,093,440	31,455,300	36,737,200	29,743,900	(1,711,400)	-4.7%
OTHER OPERATING EXPENSES	**176,698,443**	**178,090,300**	**185,049,370**	**182,821,300**	**4,731,000**	**2.6%**
TOTAL EXPENDITURES	**553,941,973**	**573,820,400**	**577,237,870**	**594,408,200**	**20,587,800**	**3.6%**
REVENUES						
Supplementary Railway & Corridors	(7,944,113)	(5,463,600)	(7,730,900)	(5,463,600)	0	0.0%
Payments in Lieu	(23,841,303)	(25,000,500)	(24,843,800)	(24,600,500)	400,000	1.6%
Grants	(2,895,400)	(3,980,000)	(3,994,300)	(3,885,700)	94,300	2.4%
Fees & Service Charges	(100,199,636)	(102,743,100)	(101,846,800)	(109,246,000)	(6,502,900)	-6.4%
Licenses & Permits	(10,354,263)	(14,998,700)	(15,007,700)	(15,406,000)	(407,300)	-2.7%
Rents, Concessions & Franchise	(20,901,722)	(21,932,800)	(21,908,600)	(22,833,600)	(900,800)	-4.1%
Fines	(15,094,125)	(15,437,300)	(15,737,300)	(16,297,300)	(860,000)	-5.5%
Penalties & Interest on Taxes	(9,982,919)	(7,000,000)	(9,200,000)	(7,000,000)	0	0.0%
Investment Income	(14,590,691)	(14,499,000)	(14,494,200)	(14,499,000)	0	0.0%
Other Revenue	(11,915,750)	(33,522,900)	(32,472,200)	(31,463,800)	2,059,100	6.3%
Transfers	(38,991,111)	(10,649,000)	(10,742,800)	(8,101,700)	2,547,300	23.7%
TOTAL REVENUES	**(256,711,033)**	**(255,226,900)**	**(257,978,600)**	**(258,797,200)**	**(3,570,300)**	**-1.4%**
NET BUDGET IMPACT	**297,230,940**	**318,593,500**	**319,259,270**	**335,611,000**	**17,017,500**	**5.3%**
Less: Assessment Growth						**-1.1%**
City Tax Increase to Delivery on Existing Services						**4.2%**
Infrastructure Levy					**5,894,000**	**1.85%**
Debt Financing					**478,000**	**0.15%**
Total Proposed New Initiatives					**4,149,000**	**1.3%**
Total Recommended Tax Rate Reduction Options					**(500,000)**	**-0.2%**
City Tax Increase						**7.4%**
Impact on Total Tax Bill						**2.1%**

2 Summary of Expenditure Assumptions and Sensitivity Analysis

2.1 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.

2.2 Summary of Revenue Assumptions and Sensitivity Analysis

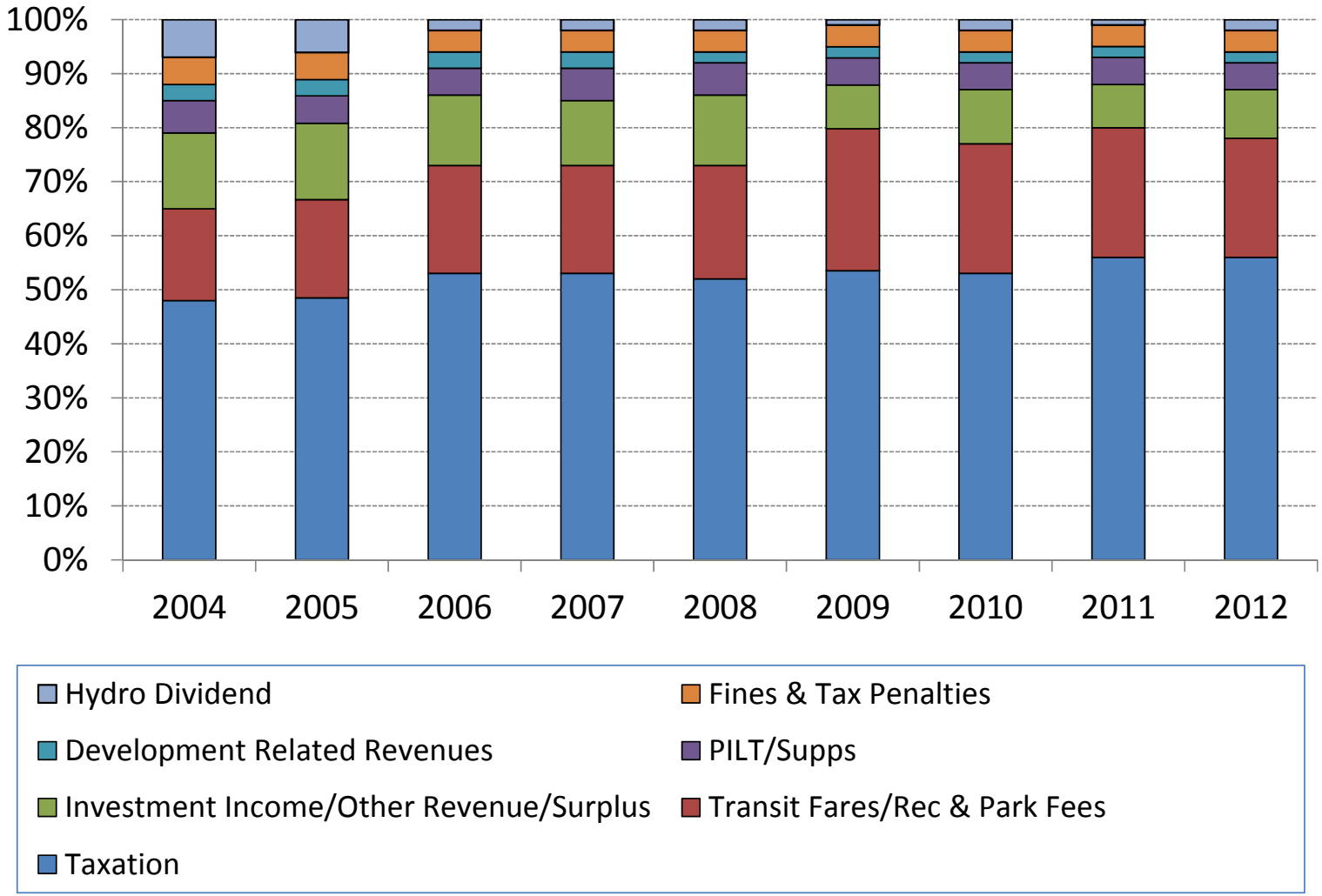
Revenue figures included in the budget are based on a number of factors. By combining forecasted performance to date, prior years' trends, estimated rate increases for the upcoming year and market indicators, realistic budgets are developed for the numerous revenue sources. Major revenue-related assumptions used in the 2012 Operating Program are as follows:

- The 2012 assessment growth is estimated at 1.1% but final confirmation of this number will not be available until after this document has been printed;
- 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 2012 which are expected to continue into 2013;

The 2011 Operating program received a $14.4 million contribution from investments, from an overall investment portfolio return of approximately 4.25%. This contribution is comprised of approximately $11.3 million from the short term portfolio, and $3.1 million from the long term portfolio. For the 2012 budget, the portfolio is expected to perform at a similar return for both short term and long term investments.

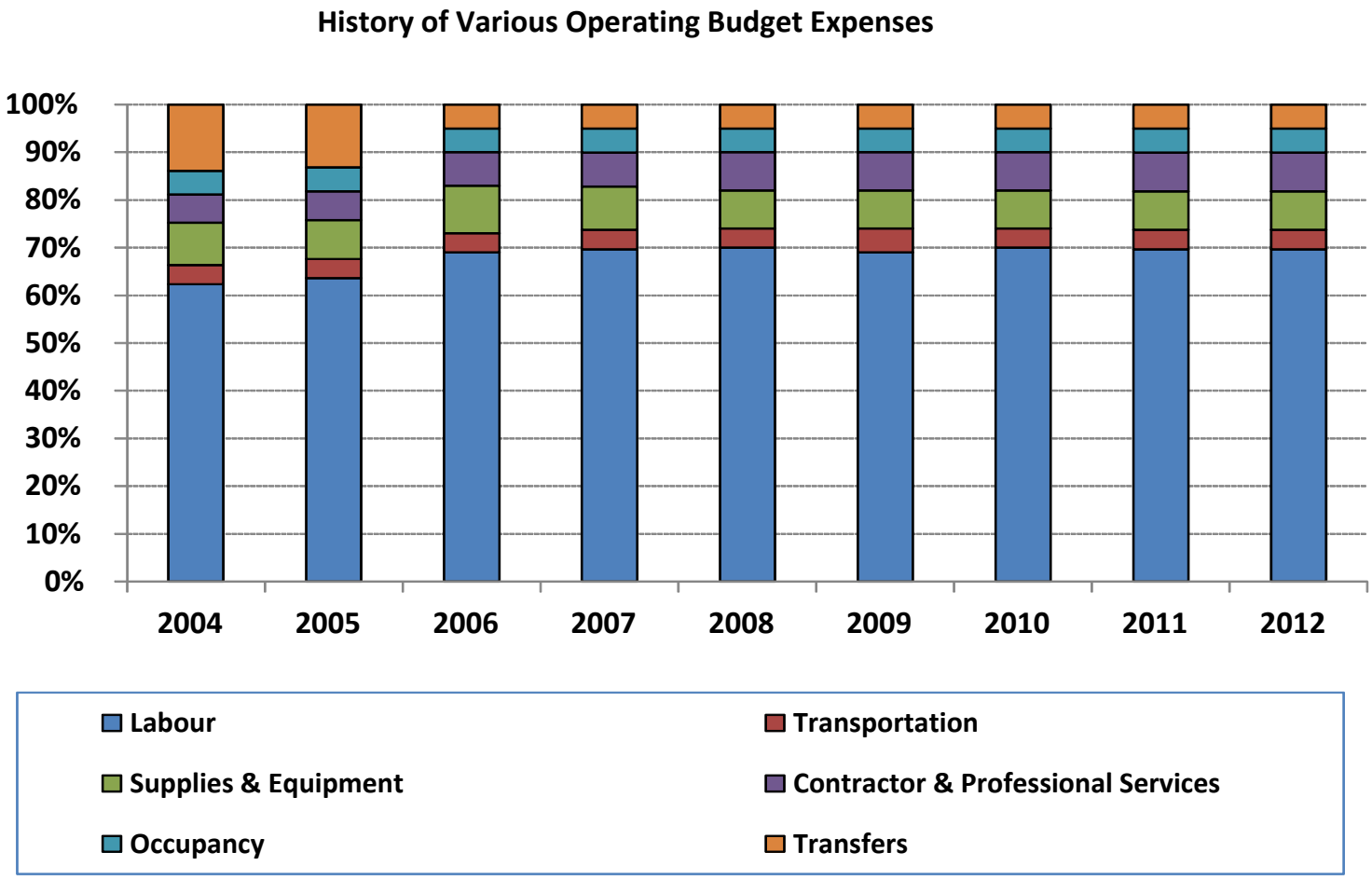
- The investment in Enersource, a jointly owned company with OMERS, is forecast to generate $9.0 million in dividends for the 2012 Budget which remains consistent with the 2011 Budget.

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



Major expenditure assumptions used in the 2012 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 2012 Budget includes a provision for a diesel fuel purchase price that averages about $0.94 cents per litre or $0.10 higher than the 2011 Budget; and
- Utility rate and usage changes in addition to increased costs for third party contractors which have been estimated at various rates based on the type of service delivery being performed.


History of Various Operating Budget Expenses
100%
90%
80%
70%
60%
50%
40%
30%
20%
10%
0%
2004
2005
2006
2007
2008
2009
2010
2011
2012
Labour
Transportation
Supplies & Equipment
Contractor & Professional Services
Occupancy
Transfers

2.3 Capital Program Assumptions

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

All project costs are estimated in 2012 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 2012 through 2014 and 3% from 2015 to 2021;

- 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 cash balance of $100 million be retained in tax based reserve funds to ensure that one year of tax based funding is available in reserves which is suggested to maintain an AAA credit rating. The uncommitted balance may be less.
- Longer term investment returns on the City's Reserve Funds are estimated at 3.5% except Development Charges which are 1.5%;
- Debt financing has been modeled using a 4.75% 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.

3 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 and Structures – 40 years;
    - Roofs – 20 to 25 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;
    - 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

.

4 Capital Prioritization

The City employs a capital prioritization practice to assist in the decision making process. This prioritization model is used by staff and the City's Leadership Team to assist in the assessment, prioritization and preparation of the capital budget and forecast.

The assessment model includes a two stage approach using block funding for regular asset infrastructure replacement projects/programs and a two-part scoring criteria/weighting system for all other projects.

The evaluation criteria are as follows:

Ranking Criteria	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.

5 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:

Fiscal Policy (Council approved)

Reserve and Reserve Fund (By-law 0298-2000 and long standing practices)

Budget Control (By-law 0262-1997)

Cash-in-Lieu of Parkland Dedication (By-law 0400-2006)

Development Charges (By-law 0342-2009)

Surplus Management (long standing practice)

Other Financial Policies:

Accounting Policies

Accounts Payable

Accounts Receivable

Purchasing Policies and Procedures

Cash Management

Debt Management

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

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. 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.

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.

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 $100 million from a cashflow perspective;
- 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 Reserve and Reserve Fund section.

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 Reserve and Reserve Fund section.

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 Reserve and Reserve Fund section.

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 Reserve and Reserve Fund section.

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.

5.1 Other Financial Policies

Accounting Policies

The Accounting area within the Finance Division prepares and monitors these policies. All policies are created in consultation with the Internal Audit Division and are reviewed on a regular basis to ensure they are up to date and in alignment with the city's current practices. Policies of this nature are included the in Corporate Policies and Procedure Manual. Examples of the accounting policies included are:

preparation of journal entries and authorization requirements, preparation of the Council Remuneration Statements and Council expense statements. In compliance with the Public Sector Accounting Board (PSAB), the City is implementing Tangible Capital Asset accounting and related policies and procedures. The 2009 Financial Statements will be fully compliant with PSAB requirements.

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.

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.

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.

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.

Debt Management

The City of Mississauga has operated for many years under a pay as you go philosophy. As the City was being developed, prudent fiscal management policies built significant reserves and infrastructure was emplaced with development related revenues. Now, the City is transitioning to an urban centre, with little green field development and aging infrastructure, and the types of infrastructure demands are beyond the scope, or ineligible, for funding from development related revenues. This necessitates the need to move from a pay-as-you-go philosophy to a policy which incorporates debenture financing as an additional means of funding infrastructure in the City.

The City will begin borrowing for capital projects in 2012. A debt management policy for the City Of Mississauga was approved on December 14th, 2011.

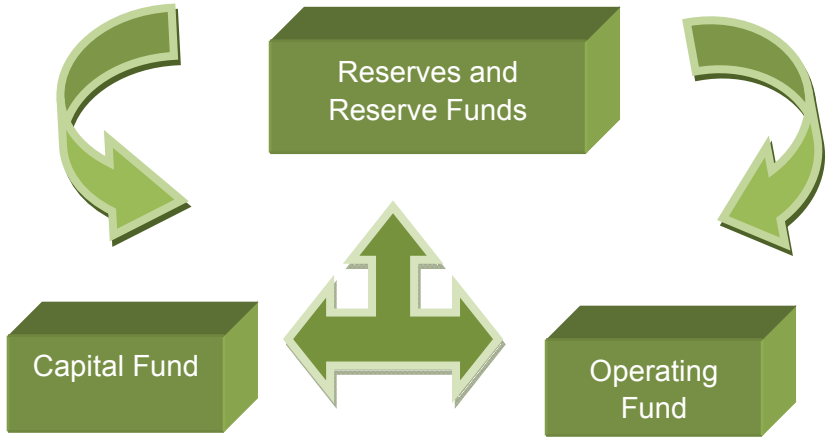
Ongoing Policy Review

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. The 2012-2014 Business Plan and 2012 Budget Update pertains to programs, services, and activities within the General Revenue (Operating) and the Capital Fund. Transfers are made to and from reserves and reserve funds and these financial transactions are summarized in the Reserves and Reserve Funds section.

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



The 2012-2014 Business Plan and 2012 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.

The City of Mississauga 2012 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

The process begins with the identification of major initiatives that will be undertaken across the City. These ideas are reviewed in detail by the Extended Leadership Team 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.

Discussions throughout the process 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 2010-2014 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.

5.2 Budget Process

The Business Planning and Budget process are integrated and the following charts provides the steps to prepare a detailed budget,

The timing may vary due to municipal elections

.Budget Process	
Timing	**Purpose**
Winter/Spring	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. Financial Planning prepares procedures for the budget process. Costs to maintain current service levels, proposed new initiatives and tax rate reduction options are evaluated throughout the City. The cost changes are reviewed and discussed with EXLT. New initiatives are balanced with City costs pressures and opportunities relative to current 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. At the conclusion of this process, a series of Budget Committee (includes Mayor & Council) meetings are held.
Spring / Summer	Initial review and input into the upcoming year's business plan and budget via detailed service presentations; and preliminary tax rate increase discussions Service areas prepare their budgets based on direction provided by the Leadership Team. Financial Planning provides training for new and existing staff related to budget system input and the preparation of detailed budget book pages.
Late Summer /	Ongoing discussion with Budget Committee about tax rate management by evaluating existing service levels

Timing	Purpose
Fall	relative to City's strategic priorities and capital financing plan Service areas submit their detailed business plan and cost changes to the Business & Financial Planning teams for analysis and consolidation. Service areas present their budget requests to Leadership Team (LT) and Budget Committee. Final review of operating and capital budget assumptions. The City's Leadership Team reviews and establishes a final recommended Budget. Departments prepare Service Overviews as well as, Project and Program Description sheets.
Late Fall / Early Winter	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.
Winter	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.
Capital Fund	• Fund to account for all capital expenditures and the financing of capital expenditures

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

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.
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
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

Glossary	Description
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.
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.

Glossary	Description
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.
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, subsidies, 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.

Glossary	Description
GST	• Goods and Services Tax. Multi-stage, value-added tax levied on a broad range of goods and services.
GTA	• Greater Toronto Area comprises the Municipality of Metropolitan Toronto and the four surrounding regional municipalities of Durham, Halton, Peel, and York. This area covers some 7,200 square kilometres and contains a total of 30 local area municipalities.
GTAA	• Greater Toronto Airports Authority. Organization that operates Toronto Pearson International Airport.
GTTA	• Greater Toronto Transit Authority. Organization that is responsible for developing a long-range, integrated transportation plan for local transit, GO Transit and major roads for the GTA.
HCSC	• Healthy City Stewardship Centre. Organizations from diverse sectors working together to foster the physical, social and environmental health of a community.
HST	• July 1, 2010, Ontario harmonized its retail sales tax with the GST to implement the HST at the rate of 13%
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.

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

Glossary	Description
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.
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.

Glossary	Description
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
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.

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

Glossary	Description
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
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

Glossary	Description
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.
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
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

City Wide Operating Budget 2011-2013 Recommended Funding

Program ($'000's)	2011 Gross	2011 Net	2012 Gross	2012 Net	2013 Gross	2013 Net
TOTAL PROGRAMS ($'000's)	**573,820.4**	**318,593.5**	**594,473.4**	**335,611.0**	**620,213.0**	**359,821.9**
ROADS AND STORM DRAINAGE	**70,115.0**	**64,246.2**	**74,004.1**	**67,210.3**	**77,101.1**	**70,404.6**
Maintenance Control	5,578.8	7,134.3	5,985.5	7,457.5	6,357.9	7,898.9
Sewer Bridges & Watercourses	1,491.7	1,363.1	1,585.0	1,456.4	1,585.0	1,456.4
Winter Maintenance	19,284.3	18,670.8	20,270.1	19,656.6	21,066.9	20,453.4
Road & Sidewalk Maintenance	7,318.8	4,702.5	8,038.5	4,711.4	8,079.5	4,752.4
Cleaning and Litter Pick-up	4,824.8	3,647.8	5,063.4	3,876.4	5,130.8	3,943.8
Development Construction	1,078.6	1,071.1	1,132.8	1,125.3	1,182.5	1,175.0
Engineering & Capital Works	430.6	320.2	584.5	575.3	753.8	745.8
Corporate Fleet Maintenance	1,337.6	1,319.7	1,470.4	1,453.5	1,612.3	1,596.4
Transportation & Infrastructure Planning	5,198.6	4,362.0	5,108.8	4,472.3	5,308.6	4,697.1
Streetlighting	7,148.6	7,148.6	8,058.6	8,058.6	8,800.1	8,800.1
Crossing Guards	2,471.7	2,471.7	2,516.7	2,516.7	2,583.7	2,583.7
Traffic Management	10,157.0	9,124.7	10,024.4	8,786.2	10,327.9	9,090.8
Parking Facilities	561.6	167.6-	764.1	177.1-	773.7	167.5-
Geomatics	3,232.3	3,077.3	3,401.3	3,241.2	3,538.4	3,378.3
FIRE AND EMERGENCY SERVICES	**85,011.8**	**84,047.5**	**88,030.9**	**87,229.1**	**90,832.5**	**90,055.9**
Suppression	72,126.8	71,550.3	74,888.8	74,212.3	77,334.8	76,658.3
Fire Building Maintenance	1,027.6	1,027.6	1,061.6	1,061.6	1,087.4	1,087.4
Fire Vehicle Maintenance	2,960.7	2,960.7	3,022.0	3,022.0	3,061.6	3,061.6
Prevention	4,370.7	4,273.7	4,362.9	4,265.9	4,494.9	4,397.9
Fire Support Services	4,526.0	4,235.2	4,695.6	4,667.3	4,853.8	4,850.7
MISSISSAUGA TRANSIT SERVICES	**131,718.3**	**45,771.2**	**139,042.1**	**49,970.3**	**150,108.8**	**60,334.1**
RECREATION AND PARKS	**90,438.8**	**45,636.2**	**93,548.2**	**48,513.4**	**96,828.5**	**51,126.9**
Recreation Facilities & Programs	40,808.2	10,641.8	42,053.2	12,365.5	43,405.6	13,118.8
Divisional Support Services	8,870.2	9,869.0	8,987.4	9,941.1	9,361.2	10,189.6
Boulevards & Forestry	5,986.1	5,747.1	6,177.6	5,957.5	6,331.2	6,141.1
Golf, Marinas and Hershey Centre	13,533.5	1,087.8-	14,040.8	1,276.8-	14,495.1	822.5-
Parks Maintenance	18,802.2	17,617.7	19,761.0	18,562.2	20,559.1	19,360.3
Park Planning & Development	2,438.6	2,848.4	2,528.2	2,963.9	2,676.3	3,139.6
LIBRARY SERVICES	**26,012.3**	**24,604.1**	**26,346.6**	**24,893.0**	**27,129.9**	**25,696.2**
Central Library Services	5,033.5	4,689.6	5,143.7	4,805.9	5,284.9	4,947.1
Public Services	13,456.9	12,483.2	13,646.5	12,691.7	14,153.1	13,198.3
Support Services	7,521.9	7,431.3	7,556.4	7,395.4	7,691.9	7,550.8

City Wide Operating Budget 2011-2013 Recommended Funding

Program ($'000's)	2011 Gross	2011 Net	2012 Gross	2012 Net	2013 Gross	2013 Net
LAND DEVELOPMENT SERVICES	**15,825.4**	**5,078.8**	**16,314.0**	**6,687.2**	**16,686.0**	**7,188.1**
Building	7,648.6	3,675.0-	8,136.9	2,547.8-	8,228.8	2,456.0-
Development and Design	5,114.7	6,189.7	5,074.8	6,577.7	5,253.7	6,885.5
Policy	3,062.1	2,564.1	3,102.3	2,657.3	3,203.5	2,758.5
LEGISLATIVE SERVICES	**6,998.7**	**2,517.8-**	**6,871.5**	**2,611.4-**	**7,128.3**	**2,342.4-**
Elections	614.8	115.7	184.0	120.3	158.0	126.3
Provincial Offence Act	2,304.0	5,696.0-	2,431.3	5,908.7-	2,493.2	5,846.8-
Office of the City Clerk	3,446.7	2,534.3	3,600.5	2,626.3	3,779.5	2,785.5
Council Committees	146.7	111.7	146.7	111.7	146.7	111.7
Printing and Mail Services	486.5	416.5	509.0	439.0	550.9	480.9
ARTS & CULTURE	**5,561.7**	**4,518.3**	**5,745.7**	**4,825.3**	**5,970.2**	**5,054.3**
Art Section	3,551.0	3,305.9	3,581.3	3,453.9	3,732.5	3,609.6
Heritage Section	266.1	266.1	269.4	269.4	277.9	277.9
Theatre	842.1	292.6	893.2	343.7	921.4	371.9
Museums	892.5	672.8	922.3	712.9	956.0	746.6
Filming	10.0	19.1-	79.5	45.4	82.4	48.3
REGULATORY SERVICES	**12,164.7**	**1,520.2**	**12,597.9**	**1,306.1**	**13,062.4**	**1,777.8**
Enforcement Administration	635.4	1,064.3	652.4	1,088.9	682.5	1,125.0
Animal Services	2,700.1	1,975.9	2,835.1	1,781.5	2,938.6	1,885.3
Mobile Licensing	1,370.6	185.5-	1,402.0	136.1-	1,459.9	78.2-
Compliance & Licensing Enforcement	2,730.2	698.1	2,861.6	759.2	2,977.1	875.1
Parking Enforcement	4,728.4	2,032.6-	4,846.8	2,187.4-	5,004.3	2,029.4-
FACILITY PROPERTY MANAGEMENT	**19,716.3**	**18,556.7**	**20,334.0**	**19,306.1**	**21,129.7**	**20,119.8**
Building Maintenance	5,908.5	5,908.5	6,050.2	6,050.2	6,176.4	6,176.4
Security	3,227.8	3,227.8	3,382.5	3,382.5	3,557.4	3,557.4
Building Operations	4,373.2	3,287.2	4,411.4	3,290.4	4,476.0	3,355.0
Utilities	2,277.6	2,223.2	2,250.3	2,237.8	2,364.1	2,351.6
Capital Project Management and Space Planning	2,145.3	2,108.3	2,322.1	2,322.1	2,487.9	2,487.9
Realty Services	1,069.6	679.1	1,182.8	862.3	1,312.4	991.9
Divisional Support Services	714.3	1,122.6	734.7	1,160.8	755.5	1,199.6

City Wide Operating Budget 2011-2013 Recommended Funding

Program ($'000's)	2011 Gross	2011 Net	2012 Gross	2012 Net	2013 Gross	2013 Net
STRATEGIC POLICY	**11,198.3**	**9,875.9**	**11,735.7**	**10,461.6**	**12,135.5**	**10,876.4**
Strategic Community Initiatives	963.1	575.1	1,036.5	736.5	1,064.1	764.1
Environmental Management	539.5	310.5	559.0	330.0	574.7	345.7
Economic Development	1,806.1	1,594.2	1,891.2	1,666.8	1,940.7	1,731.3
Legal Services	4,782.3	4,563.9	5,001.1	4,782.7	5,178.8	4,960.4
Corporate Strategy & Innovation	2,081.0	1,805.9	2,175.7	1,883.4	2,261.9	1,969.6
Internal Audit	1,026.3	1,026.3	1,072.2	1,062.2	1,115.3	1,105.3
INFORMATION TECHNOLOGY SERVICES	**17,788.0**	**16,759.8**	**18,377.8**	**17,289.9**	**18,961.8**	**17,890.0**
BUSINESS SERVICES	**22,211.8**	**21,285.2**	**23,416.4**	**22,310.8**	**24,390.5**	**23,306.3**
Revenue, Materiel Management and Business Services	6,210.4	5,085.2	6,406.4	5,049.9	6,655.7	5,306.1
Finance	4,250.2	4,327.0	4,602.9	4,694.8	4,837.2	4,933.0
Human Resources	7,191.7	7,259.6	7,576.6	7,647.0	7,860.7	7,937.6
Communications	4,559.5	4,613.4	4,830.5	4,919.1	5,036.9	5,129.6
DEPARTMENTAL BUSINESS SERVICES	**12,187.2**		**12,615.3**		**13,116.0**	
MAYOR & MEMBERS OF COUNCIL	**4,103.9**	**4,103.9**	**4,183.7**	**4,183.7**	**4,322.3**	**4,322.3**
FINANCIAL TRANSACTIONS	**42,768.2**	**24,892.7-**	**41,309.5**	**25,964.4-**	**41,309.5**	**25,988.4-**
Bank & External Audit Charges	1,180.0	1,121.0	1,380.0	1,308.0	1,380.0	1,284.0
Benefits and Labour Package	3,609.7	3,089.7	1,888.6	1,368.6	1,888.6	1,368.6
Enersource Dividend		9,000.0-		9,000.0-		9,000.0-
Insurance	7,446.8	3,883.0	7,546.8	3,983.0	7,646.8	4,083.0
Investment Income		14,454.6-		14,454.6-		14,454.6-
Labour Gapping Savings	550.0-	550.0-	550.0-	550.0-	550.0-	550.0-
Miscellaneous Revenues and Expenditures	990.5	521.1	932.9	463.5	932.9	463.5
Payments In Lieu of Taxes	100.0	24,900.5-	100.0	24,500.5-	100.0	25,500.5-
Transfer To and From Reserves	450.0	450.0	500.0	500.0	500.0	500.0
Taxation	5,325.5	7,138.1-	5,245.5	7,218.1-	5,145.5	6,318.1-
Tourism	145.4	145.4	145.4	145.4	145.4	145.4
Workers' Compensation and Rehabilitation	2,380.0	250.0	2,430.0	300.0	2,430.0	300.0
Contribution to Capital	21,690.3	21,690.3	21,690.3	21,690.3	21,690.3	21,690.3

ROADS AND STORM DRAINAGE
2012 Explanation of Budget Changes
Program: Maintenance Control

Program Expenditures ($ 000's)	2011 Budget	2012 Request	2012 Requested change over 2011 Budget $	%
EXPENDITURES				
LABOUR COST	**4,293**	**4,701**	**408**	**9.5**
Staff Development Costs	61	61		
Communication Costs	33	33		
Transportation Costs	453	413	(40)	(8.8)
Occupancy & City Costs	342	365	24	6.9
Equipment Costs & Maintenance Agreements	22	22		
Contractor & Professional Services	61	61		
Advertising & Promotions	9	9		
Materials, Supplies & Other Services	344	359	15	4.4
Finance Other	(38)	(38)		
OTHER OPERATING EXPENSES	**1,286**	**1,285**	**(2)**	**(0.1)**
TOTAL EXPENDITURES	**5,579**	**5,986**	**407**	**7.3**
REVENUES				
Grants	(3)	(3)		
Fees & Service Charges	(430)	(546)	(117)	**(27.1)**
TOTAL REVENUES	**(432)**	**(549)**	**(117)**	**(26.9)**
NET PROGRAM IMPACT	**5,147**	**5,437**	**290**	**5.6**
Allocations	1,988	2,021	33	**1.7**
Total Program Impact	**7,134**	**7,458**	**323**	**4.5%**

Explanation of Changes:
Labour increase of $408k reflects, economic adjustment increases, labour adjustments and other fringe benefit changes. Fees & Service Charges net increase of $117k as a result of realigning the budget within the other Engineering & Works programs.

ROADS AND STORM DRAINAGE

2012 Explanation of Budget Changes

Program: Sewer, Bridges & Watercourses

Program Expenditures ($ 000's)	2011 Budget	2012 Request	2012 Requested change over 2011 Budget $	%
EXPENDITURES				
LABOUR COST	**310**	**368**	**58**	**18.8**
Transportation Costs	53	53		
Contractor & Professional Services	1,063	1,098	35	3.3
Materials, Supplies & Other Services	66	66		
OTHER OPERATING EXPENSES	**1,182**	**1,217**	**35**	**3.0**
TOTAL EXPENDITURES	**1,492**	**1,585**	**93**	**6.3**
REVENUES				
Grants	(5)	(5)		
Fees & Service Charges	(124)	(124)		
TOTAL REVENUES	**(129)**	**(129)**		
NET PROGRAM IMPACT	**1,363**	**1,456**	**93**	**6.8**
Total Program Impact	**1,363**	**1,456**	**93**	**6.8%**

Explanation of Changes:
Labour increase of $58k reflects, economic adjustment increases, labour adjustments and other fringe benefit changes. Contractor and Professional Services increase of $35k is required to cover bridge cleaning costs, which are part of the preventative maintenance program.

ROADS AND STORM DRAINAGE
2012 Explanation of Budget Changes
Program: Winter Maintenance

Program Expenditures ($ 000's)	2011 Budget	2012 Request	2012 Requested change over 2011 Budget $	%
EXPENDITURES				
LABOUR COST	**1,176**	**1,009**	**(167)**	**(14.2)**
Transportation Costs	465	465		
Contractor & Professional Services	12,814	14,295	1,480	11.6
Materials, Supplies & Other Services	4,829	4,501	(328)	(6.8)
OTHER OPERATING EXPENSES	**18,108**	**19,261**	**1,153**	**6.4**
TOTAL EXPENDITURES	**19,284**	**20,270**	**986**	**5.1**
REVENUES				
Grants	(431)	(431)		
Fees & Service Charges	(33)	(33)		
Transfers	(150)	(150)		
TOTAL REVENUES	**(614)**	**(614)**		
NET PROGRAM IMPACT	**18,671**	**19,657**	**986**	**5.3**
Total Program Impact	**18,671**	**19,657**	**986**	**5.3%**

Explanation of Changes:
The net decrease in labour costs reflects:
- increase in economic adjustments, fringe benefit changes offset by various labour components.
Contractor and Professional Services increase of $1,480k due to contract cost and growth increases.
Materials, Supplies and Other Services net decrease of $328k reflects the realignment of the budget to represent forecasted 2012 expenditure levels.

ROADS AND STORM DRAINAGE
2012 Explanation of Budget Changes
Program: Road & Sidewalk Maintenance

Program Expenditures ($ 000's)	2011 Budget	2012 Request	2012 Requested change over 2011 Budget $	%
EXPENDITURES				
LABOUR COST	**1,055**	**1,171**	**116**	**11.0**
Transportation Costs	232	232		
Contractor & Professional Services	5,809	6,388	579	10.0
Materials, Supplies & Other Services	222	247	25	11.3
OTHER OPERATING EXPENSES	**6,264**	**6,868**	**604**	**9.6**
TOTAL EXPENDITURES	**7,319**	**8,039**	**720**	**9.8**
REVENUES				
Grants	(1,022)	(1,022)		
Fees & Service Charges	(1,595)	(2,305)	(711)	**(44.6)**
TOTAL REVENUES	**(2,616)**	**(3,327)**	**(711)**	**(27.2)**
NET PROGRAM IMPACT	**4,703**	**4,711**	**9**	**0.2**
Total Program Impact	**4,703**	**4,711**	**9**	**0.2%**

Explanation of Changes:
Labour increase of $116k reflects, economic adjustment increases, labour adjustments and other fringe benefit changes. Contractor and Professional Services increase of $579k due to increase in contractor prices and growth. Fees & Service Charges increase of $711k due to increase in contract recoveries, increase to road degradation fees and realignment of budget to reflect actuals.

ROADS AND STORM DRAINAGE
2012 Explanation of Budget Changes
Program: Cleaning and Litter Pick-Up

Program Expenditures ($ 000's)	2011 Budget	2012 Request	2012 Requested change over 2011 Budget $	%
EXPENDITURES				
LABOUR COST	**1,616**	**1,650**	**34**	**2.1**
Transportation Costs	539	539		
Contractor & Professional Services	2,554	2,759	205	8.0
Advertising & Promotions	22	22		
Materials, Supplies & Other Services	94	94		
OTHER OPERATING EXPENSES	**3,209**	**3,414**	**205**	**6.4**
TOTAL EXPENDITURES	**4,825**	**5,063**	**239**	**4.9**
REVENUES				
Grants	(1,084)	(994)	90	**8.3**
Fees & Service Charges	(93)	(193)	(100)	**(107.5)**
TOTAL REVENUES	**(1,177)**	**(1,187)**	**(10)**	**(0.8)**
NET PROGRAM IMPACT	**3,648**	**3,876**	**229**	**6.3**
Total Program Impact	**3,648**	**3,876**	**229**	**6.3%**

Explanation of Changes:
Labour increase of $34k reflects, economic adjustment increases, labour adjustments and other fringe benefit changes. Contractor and Professional Services increase of $205k due to increase in contractor prices and growth.

ROADS AND STORM DRAINAGE
2012 Explanation of Budget Changes
Program: Development Construction

Program Expenditures ($ 000's)	2011 Budget	2012 Request	2012 Requested change over 2011 Budget $	%
EXPENDITURES				
LABOUR COST	**1,069**	**1,123**	**54**	**5.1**
Contractor & Professional Services	10	10		
OTHER OPERATING EXPENSES	**10**	**10**		
TOTAL EXPENDITURES	**1,079**	**1,133**	**54**	**5.0**
REVENUES				
Fees & Service Charges	(8)	(8)		
TOTAL REVENUES	**(8)**	**(8)**		
NET PROGRAM IMPACT	**1,071**	**1,125**	**54**	**5.1**
Total Program Impact	**1,071**	**1,125**	**54**	**5.1%**

Explanation of Changes:
Labour increase of $54k reflects, economic adjustment increases, labour adjustments and other fringe benefit changes.

ROADS AND STORM DRAINAGE
2012 Explanation of Budget Changes
Program: Engineering & Capital Works

Program Expenditures ($ 000's)	2011 Budget	2012 Request	2012 Requested change over 2011 Budget $	%
EXPENDITURES				
LABOUR COST	**219**	**373**	**154**	**70.3**
Transportation Costs	69	69		
Equipment Costs & Maintenance Agreements	15	15		
Materials, Supplies & Other Services	51	51		
Finance Other	76	76		
OTHER OPERATING EXPENSES	**212**	**212**		
TOTAL EXPENDITURES	**431**	**585**	**154**	**35.7**
REVENUES				
Fees & Service Charges	(120)	(20)	100	**83.3**
TOTAL REVENUES	**(120)**	**(20)**	**100**	**83.3**
NET PROGRAM IMPACT	**311**	**565**	**254**	**81.7**
Allocations	10	11	1	**12.5**
Total Program Impact	**320**	**575**	**255**	**79.7%**

Explanation of Changes:
Labour increase of $154k reflects, economic adjustment increases, labour adjustments and other fringe benefit changes. Fees & Service Charges decrease of $100k due to transfer of budget from Engineering section to Maintenance Control section.

ROADS AND STORM DRAINAGE
2012 Explanation of Budget Changes
Program: Corporate Fleet Maintenance

Program Expenditures ($ 000's)	2011 Budget	2012 Request	2012 Requested change over 2011 Budget $	%
EXPENDITURES				
LABOUR COST	**2,411**	**2,479**	**68**	**2.8**
Transportation Costs	(4,153)	(4,153)		
Equipment Costs & Maintenance Agreements	5	5		
Materials, Supplies & Other Services	3,074	3,139	65	2.1
OTHER OPERATING EXPENSES	**(1,074)**	**(1,009)**	**65**	**6.1**
TOTAL EXPENDITURES	**1,338**	**1,470**	**133**	**9.9**
REVENUES				
Fees & Service Charges	(55)	(55)		
TOTAL REVENUES	**(55)**	**(55)**		
NET PROGRAM IMPACT	**1,283**	**1,415**	**133**	**10.4**
Allocations	37	38	1	**2.7**
Total Program Impact	**1,320**	**1,454**	**134**	**10.1%**

Explanation of Changes:
Labour increase of $68k reflects, economic adjustment increases, labour adjustments and other fringe benefit changes. Materials, Supplies and Other Services increase of $65k due to fuel cost increase of five cents per litre.

ROADS AND STORM DRAINAGE
2012 Explanation of Budget Changes
Program: Transportation & Infrastructure Planning

Program Expenditures ($ 000's)	2011 Budget	2012 Request	2012 Requested change over 2011 Budget $	%
EXPENDITURES				
LABOUR COST	**4,224**	**4,448**	**224**	**5.3**
Staff Development Costs	30	43	13	42.8
Communication Costs	11	11		
Transportation Costs	24	24		
Occupancy & City Costs	205	210	5	2.5
Equipment Costs & Maintenance Agreements	37	47	10	27.2
Contractor & Professional Services	451	284	(167)	(37.1)
Advertising & Promotions	8	8		
Materials, Supplies & Other Services	209	34	(175)	(83.8)
OTHER OPERATING EXPENSES	**974**	**660**	**(314)**	**(32.2)**
TOTAL EXPENDITURES	**5,199**	**5,109**	**(90)**	**(1.7)**
REVENUES				
Fees & Service Charges	(592)	(582)	10	**1.7**
Licenses & Permits	(55)	(55)		
Transfers	(190)		190	**100.0**
TOTAL REVENUES	**(837)**	**(637)**	**200**	**23.9**
NET PROGRAM IMPACT	**4,362**	**4,472**	**110**	**2.5**
Total Program Impact	**4,362**	**4,472**	**110**	**2.5%**

Explanation of Changes:
Labour increase of $224k reflects, economic adjustment increases, labour adjustments and other fringe benefit changes along with the annualization of the Cycling Master Plan Technologist and the Water Resources Engineer. Materials, Supplies & Other Services costs decrease of $175k due to reduction in budget requirements for signage and pavement markings for the Cycling Master Plan Implementation (BR # 211). Contractor & Professional Services net decrease of $167k reflects the elimination of the 2011 operating budget reserve. Transfers increase of $190k reflect the elimination of the 2011 operating budget reserve.

ROADS AND STORM DRAINAGE
2012 Explanation of Budget Changes
Program: Streetlighting

Program Expenditures ($ 000's)	2011 Budget	2012 Request	2012 Requested change over 2011 Budget $	%
EXPENDITURES				
Occupancy & City Costs	7,149	8,059	910	12.7
OTHER OPERATING EXPENSES	**7,149**	**8,059**	**910**	**12.7**
TOTAL EXPENDITURES	**7,149**	**8,059**	**910**	**12.7**
NET PROGRAM IMPACT	**7,149**	**8,059**	**910**	**12.7**
Total Program Impact	**7,149**	**8,059**	**910**	**12.7%**

Explanation of Changes:
Occupancy & City Costs increase of $910k is a result of the following:
- base budget adjustment to 2011 actual costs
- hydro cost increase based on province's announcement in 2010
- light emitting diode (LED) retrofit cost savings.

ROADS AND STORM DRAINAGE
2012 Explanation of Budget Changes
Program: Crossing Guards

Program Expenditures ($ 000's)	2011 Budget	2012 Request	2012 Requested change over 2011 Budget $	%
EXPENDITURES				
LABOUR COST	**2,285**	**2,330**	**45**	**2.0**
Communication Costs	2	6	4	235.3
Transportation Costs	140	150	10	7.1
Materials, Supplies & Other Services	45	31	(14)	(31.2)
OTHER OPERATING EXPENSES	**187**	**187**		
TOTAL EXPENDITURES	**2,472**	**2,517**	**45**	**1.8**
NET PROGRAM IMPACT	**2,472**	**2,517**	**45**	**1.8**
Total Program Impact	**2,472**	**2,517**	**45**	**1.8%**

Explanation of Changes:
Labour increase of $45k reflects, economic adjustment increases, labour adjustments and other fringe benefit changes.

ROADS AND STORM DRAINAGE
2012 Explanation of Budget Changes
Program: Traffic Management

Program Expenditures ($ 000's)	2011 Budget	2012 Request	2012 Requested change over 2011 Budget $	%
EXPENDITURES				
LABOUR COST	**4,265**	**4,335**	**70**	**1.6**
Communication Costs	629	440	(189)	(30.0)
Transportation Costs	126	166	40	31.8
Occupancy & City Costs	138	138		
Contractor & Professional Services	4,322	4,268	(54)	(1.2)
Advertising & Promotions	1	1		
Materials, Supplies & Other Services	677	677		
OTHER OPERATING EXPENSES	**5,892**	**5,690**	**(203)**	**(3.4)**
TOTAL EXPENDITURES	**10,157**	**10,024**	**(133)**	**(1.3)**
REVENUES				
Fees & Service Charges	(987)	(1,193)	(206)	**(20.9)**
Licenses & Permits	(55)	(56)	(1)	**(1.1)**
TOTAL REVENUES	**(1,042)**	**(1,249)**	**(207)**	**(19.9)**
NET PROGRAM IMPACT	**9,115**	**8,775**	**(340)**	**(3.7)**
Allocations	10	11	1	**11.3**
Total Program Impact	**9,125**	**8,786**	**(339)**	**(3.7%)**

Explanation of Changes:
Labour increase of $70k reflects, economic adjustment increases, labour adjustments and other fringe benefit changes along with the annualization of a Traffic IV Maintenance & Collection person. Communication Costs decrease of $189k due to realignment of the budget to forecasted 2012 expenditure levels. Fees and Charges increase of $206k to reflect actual revenue during the past year.

ROADS AND STORM DRAINAGE
2012 Explanation of Budget Changes
Program: Parking Facilities

Program Expenditures ($ 000's)	2011 Budget	2012 Request	2012 Requested change over 2011 Budget $	%
EXPENDITURES				
LABOUR COST	**125**	**183**	**58**	**46.2**
Communication Costs	111	126	15	13.5
Transportation Costs	12	12		
Occupancy & City Costs	70	143	73	104.0
Equipment Costs & Maintenance Agreements	15	62	47	313.3
Contractor & Professional Services	26	26		
Materials, Supplies & Other Services	91	104	13	14.3
Finance Other	11	18	7	63.6
Transfers	101	91	(10)	(9.9)
OTHER OPERATING EXPENSES	**437**	**581**	**145**	**33.2**
TOTAL EXPENDITURES	**562**	**764**	**203**	**36.1**
REVENUES				
Fees & Service Charges	(729)	(891)	(162)	**(22.2)**
Other Revenue		(50)	(50)	
TOTAL REVENUES	**(729)**	**(941)**	**(212)**	**(29.1)**
NET PROGRAM IMPACT	**(168)**	**(177)**	**(10)**	**(5.7)**
Total Program Impact	**(168)**	**(177)**	**(10)**	**(5.7%)**

Explanation of Changes:
Labour increase of $58k reflects, economic adjustment increases, labour adjustments and other fringe benefit changes along with the annualization of a parking permit clerk. Occupancy and City Costs increase by $73k due to increase in electricity usage for off-street parking machines along with additional rental costs for parking spaces on Port Street. Fees and Charges increase of $162k due to higher parking revenue for both garages and parking lots partially offset by reduction in parking revenue for free evening and weekend parking along with reduction of rate from $1.50 to $1.00 per hour.

ROADS AND STORM DRAINAGE
2012 Explanation of Budget Changes
Program: Geomatics

Program Expenditures ($ 000's)	2011 Budget	2012 Request	2012 Requested change over 2011 Budget $	%
EXPENDITURES				
LABOUR COST	**2,945**	**3,125**	**180**	**6.1**
Occupancy & City Costs	175	180	4	2.5
Contractor & Professional Services	15	15		
Materials, Supplies & Other Services	86	71	(15)	(17.5)
Finance Other	12	12		
OTHER OPERATING EXPENSES	**287**	**277**	**(11)**	**(3.7)**
TOTAL EXPENDITURES	**3,232**	**3,401**	**169**	**5.2**
REVENUES				
Fees & Service Charges	(155)	(160)	(5)	**(3.3)**
TOTAL REVENUES	**(155)**	**(160)**	**(5)**	**(3.3)**
NET PROGRAM IMPACT	**3,077**	**3,241**	**164**	**5.3**
Total Program Impact	**3,077**	**3,241**	**164**	**5.3%**

Explanation of Changes:
Labour increase of $180k reflects, economic adjustment increases, labour adjustments and other fringe benefit changes along with the annualization of a Land Surveyor.

FIRE AND EMERGENCY SERVICES
2012 Explanation of Budget Changes
Program: Fire Suppression

Program Expenditures ($ 000's)	2011 Budget	2012 Request	2012 Requested change over 2011 Budget $	%
EXPENDITURES				
LABOUR COST	**72,102**	**74,570**	**2,468**	**3.4**
Staff Development Costs	8	8		
Transportation Costs	17	17		
Occupancy & City Costs		294	294	
OTHER OPERATING EXPENSES	**25**	**319**	**294**	**1,180.7**
TOTAL EXPENDITURES	**72,127**	**74,889**	**2,762**	**3.8**
REVENUES				
Fees & Service Charges	(577)	(577)		
Rents, Concessions & Franchise		(100)	(100)	
TOTAL REVENUES	**(577)**	**(677)**	**(100)**	**(17.3)**
NET PROGRAM IMPACT	**71,550**	**74,212**	**2,662**	**3.7**
Total Program Impact	**71,550**	**74,212**	**2,662**	**3.7%**

Explanation of Changes:
The increase in permanent labour costs reflects performance pay, economic adjustment increases, labour adjustments and other fringe benefit changes. Also included in the labour increase is a new staff for Garry W. Morden centre starting January 2012.

The operating expense increases are due to the opening of Garry W. Morden centre and represent utility and building maintenance expenses.
The revenue increases are also budgeted for Garry W. Morden Centre in 2012 which is the first full year of operation for this centre.

FIRE AND EMERGENCY SERVICES
2012 Explanation of Budget Changes
Program: Fire Building Maintenance

Program Expenditures ($ 000's)	2011 Budget	2012 Request	2012 Requested change over 2011 Budget $	%
EXPENDITURES				
LABOUR COST	**263**	**269**	**6**	**2.4**
Occupancy & City Costs	765	793	28	3.6
OTHER OPERATING EXPENSES	**765**	**793**	**28**	**3.6**
TOTAL EXPENDITURES	**1,028**	**1,062**	**34**	**3.3**
NET PROGRAM IMPACT	**1,028**	**1,062**	**34**	**3.3**
Total Program Impact	**1,028**	**1,062**	**34**	**3.3%**

Explanation of Changes:
The increase in permanent labour costs reflects performance pay, economic adjustment increases, labour adjustments and other fringe benefit changes.

The operating expense increases are due to utility increases.

FIRE AND EMERGENCY SERVICES
2012 Explanation of Budget Changes
Program: Fire Vehicle Maintenance

Program Expenditures ($ 000's)	2011 Budget	2012 Request	2012 Requested change over 2011 Budget $	%
EXPENDITURES				
LABOUR COST	**1,226**	**1,257**	**31**	**2.6**
Staff Development Costs	15	15		
Transportation Costs	1,088	1,118	30	2.8
Occupancy & City Costs	58	58		
Equipment Costs & Maintenance Agreements	167	167		
Materials, Supplies & Other Services	407	407		
OTHER OPERATING EXPENSES	**1,735**	**1,765**	**30**	**1.7**
TOTAL EXPENDITURES	**2,961**	**3,022**	**61**	**2.1**
NET PROGRAM IMPACT	**2,961**	**3,022**	**61**	**2.1**
Total Program Impact	**2,961**	**3,022**	**61**	**2.1%**

Explanation of Changes:
The increase in permanent labour costs reflects performance pay, economic adjustment increases, labour adjustments and other fringe benefit changes.

The operating expense increases are due to fuel cost increase.

FIRE AND EMERGENCY SERVICES
2012 Explanation of Budget Changes
Program: Prevention

Program Expenditures ($ 000's)	2011 Budget	2012 Request	2012 Requested change over 2011 Budget $	%
EXPENDITURES				
LABOUR COST	**4,152**	**4,145**	**(8)**	**(0.2)**
Staff Development Costs	16	16		
Transportation Costs	124	124		
Equipment Costs & Maintenance Agreements	5	5		
Advertising & Promotions	19	19		
Materials, Supplies & Other Services	55	55		
OTHER OPERATING EXPENSES	**218**	**218**		
TOTAL EXPENDITURES	**4,371**	**4,363**	**(8)**	**(0.2)**
REVENUES				
Fees & Service Charges	(92)	(92)		
Licenses & Permits	(5)	(5)		
TOTAL REVENUES	**(97)**	**(97)**		
NET PROGRAM IMPACT	**4,274**	**4,266**	**(8)**	**(0.2)**
Total Program Impact	**4,274**	**4,266**	**(8)**	**(0.2%)**

Explanation of Changes:
The increase in permanent labour costs reflects performance pay and economic adjustment increases, offset by labour adjustments and other fringe benefit changes.

FIRE AND EMERGENCY SERVICES
2012 Explanation of Budget Changes
Program: Fire Support Services

Program Expenditures ($ 000's)	2011 Budget	2012 Request	2012 Requested change over 2011 Budget $	%
EXPENDITURES				
LABOUR COST	**3,849**	**3,959**	**110**	**2.8**
Staff Development Costs	141	141		
Communication Costs	233	233		
Transportation Costs	4	4		
Occupancy & City Costs	39	39		
Equipment Costs & Maintenance Agreements	70	130	60	86.1
Contractor & Professional Services	15	15		
Advertising & Promotions	2	2		
Materials, Supplies & Other Services	211	211		
Finance Other	(37)	(37)		
OTHER OPERATING EXPENSES	**677**	**737**	**60**	**8.9**
TOTAL EXPENDITURES	**4,526**	**4,696**	**170**	**3.7**
REVENUES				
Fees & Service Charges	(735)	(535)	200	**27.2**
Other Revenue	(155)	(125)	30	**19.4**
TOTAL REVENUES	**(890)**	**(660)**	**230**	**25.8**
NET PROGRAM IMPACT	**3,636**	**4,036**	**400**	**11.0**
Allocations	599	632	33	**5.4**
Total Program Impact	**4,235**	**4,667**	**432**	**10.2%**

Explanation of Changes:
The increase in permanent labour costs reflects performance pay, economic adjustment increases, labour adjustments and other fringe benefit changes.

The operating expenses increase is related to a license fee required for the use of a driver training simulator to meet the driving requirements for suppression staff.

The false alarm revenue is reduced to reflect the actual decline in this revenue line. The allocation increases relate to departmental support services and IT maintenance costs.

MISSISSAUGA TRANSIT SERVICES
2012 Explanation of Budget Changes
Program: Transit

Program Expenditures ($ 000's)	2011 Budget	2012 Request	2012 Requested change over 2011 Budget $	%
EXPENDITURES				
LABOUR COST	**103,555**	**108,533**	**4,977**	**4.8**
Staff Development Costs	223	237	14	6.3
Communication Costs	79	79		
Transportation Costs	20,207	21,942	1,736	8.6
Occupancy & City Costs	2,801	3,242	441	15.7
Equipment Costs & Maintenance Agreements	693	1,253	560	80.8
Contractor & Professional Services	836	586	(250)	(29.9)
Advertising & Promotions	692	569	(123)	(17.8)
Materials, Supplies & Other Services	2,452	2,421	(31)	(1.3)
Finance Other	180	180		
OTHER OPERATING EXPENSES	**28,163**	**30,509**	**2,346**	**8.3**
TOTAL EXPENDITURES	**131,718**	**139,042**	**7,324**	**5.6**
REVENUES				
Fees & Service Charges	(65,138)	(70,528)	(5,390)	**(8.3)**
Rents, Concessions & Franchise	(122)	(122)		
Other Revenue	(22,903)	(20,845)	2,058	**9.0**
Transfers	(214)	(130)	84	**39.1**
TOTAL REVENUES	**(88,376)**	**(91,625)**	**(3,249)**	**(3.7)**
NET PROGRAM IMPACT	**43,342**	**47,417**	**4,075**	**9.4**
Allocations	2,429	2,553	124	**5.1**
Total Program Impact	**45,771**	**49,970**	**4,199**	**9.2%**

Explanation of Changes:
The increase in permanent labour costs reflects economic adjustment increases, labour adjustments and other fringe benefit changes. Transportation Costs: The increase of $1.7M consists of an increase of $0.10/litre ($1.5M) and annualization of $0.2M for diesel fuel. Occupancy & City Costs: Increases in heating ($239K) and hydro ($161K). Equipment Costs & Maintenance Agreements: Presto maintenance fees account for the full increase of $560K. Contractor & Professional Services: The budget has been reduced by $250K as a result of the cancellation of the contract with the TTC to provide service on Route 32. Advertising & Promotions: This reduction is a result of a decrease in MiWay media spots. Fees & Service Charges: This increase is related to fare increases, 2% ridership growth and guaranteed advertising revenue increases. Other Revenue: The $2.1M is a reduction in the transfer of provincial gas tax funds to the operating budget to cover prior year revenue shortfalls.

RECREATION AND PARKS

2012 Explanation of Budget Changes

Program: Recreation Facilities and Programs

Program Expenditures ($ 000's)	2011 Budget	2012 Request	2012 Requested change over 2011 Budget $	%
EXPENDITURES				
LABOUR COST	**31,097**	**31,899**	**802**	**2.6**
Staff Development Costs	12	12		
Communication Costs	46	46		
Transportation Costs	184	184		
Occupancy & City Costs	6,463	6,659	196	3.0
Equipment Costs & Maintenance Agreements	503	538	35	6.9
Contractor & Professional Services	653	663	10	1.5
Advertising & Promotions	92	122	30	32.5
Materials, Supplies & Other Services	1,754	1,926	172	9.8
Finance Other	4	4	(0)	(2.3)
OTHER OPERATING EXPENSES	**9,711**	**10,154**	**443**	**4.6**
TOTAL EXPENDITURES	**40,808**	**42,053**	**1,245**	**3.1**
REVENUES				
Grants	(487)	(487)		
Fees & Service Charges	(18,139)	(17,341)	798	**4.4**
Licenses & Permits	(20)	(20)		
Rents, Concessions & Franchise	(11,296)	(11,631)	(335)	**(3.0)**
Other Revenue	(217)	(209)	8	**3.6**
Transfers	(8)		8	**100.0**
TOTAL REVENUES	**(30,166)**	**(29,688)**	**479**	**1.6**
NET PROGRAM IMPACT	**10,642**	**12,366**	**1,724**	**16.2**
Total Program Impact	**10,642**	**12,366**	**1,724**	**16.2%**

Explanation of Changes:

Labour: 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 staff requirement for the Food Services initiative and the redevelopment projects at Mississauga Valley Community Centre and annualization for Malton and Clarkson. This is partially offset by the temporary closure of Terry Fox and McKechnie Pool redevelopment project and the elimination of 1.5 part time staff directly related to revenue challenges within various lines of business.

Occupancy & City Costs: Increase is due to increased utility rates for supply and delivery charges, offset by the temporary decrease in utilities as a result of the closure of Terry Fox and McKechnie Pool.

Advertising & Promotions: Increase is to due to the Food Services initiative to create exposure and awareness.

Materials, Supplies & Other Services: Increase is due to the purchase of goods for re-sale for the Food Services initiative, offset by increased revenue.

Fees & Service Charges: Decrease in revenue is to reflect actuals as a result of the revenue challenges experienced in various lines of business and the temporary closure of Terry Fox and McKechnie Pool redevelopment project.

Rents, Concessions & Franchise: Increase is due to the additional revenue expected from the Food Services initiative and recreation fee rate increases. This is partially offset by the temporary closure of Terry Fox and McKechnie Pool redevelopment project and to reflect actuals due to revenue challenges experienced in various lines of business.

RECREATION AND PARKS
2012 Explanation of Budget Changes
Program: Divisional Support Services

Program Expenditures ($ 000's)	2011 Budget	2012 Request	2012 Requested change over 2011 Budget $	%
EXPENDITURES				
LABOUR COST	**6,087**	**6,125**	**38**	**0.6**
Staff Development Costs	121	121		
Communication Costs	128	128		
Transportation Costs	58	58		
Occupancy & City Costs	227	234	7	3.0
Equipment Costs & Maintenance Agreements	252	242	(10)	(4.0)
Contractor & Professional Services	294	341	47	16.0
Advertising & Promotions	387	419	32	8.3
Materials, Supplies & Other Services	585	588	3	0.5
Finance Other	(40)	(40)		
Transfers	771	771		
OTHER OPERATING EXPENSES	**2,784**	**2,863**	**79**	**2.8**
TOTAL EXPENDITURES	**8,870**	**8,987**	**117**	**1.3**
REVENUES				
Grants	(66)	(66)		
Fees & Service Charges	(416)	(552)	(135)	**(32.5)**
Rents, Concessions & Franchise	(178)	(179)	(2)	**(1.0)**
Other Revenue	(362)	(362)		
TOTAL REVENUES	**(1,022)**	**(1,159)**	**(137)**	**(13.4)**
NET PROGRAM IMPACT	**7,848**	**7,829**	**(20)**	**(0.3)**
Allocations	2,021	2,113	92	**4.5**
Total Program Impact	**9,869**	**9,941**	**72**	**0.7%**

Explanation of Changes:
Labour: 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 annualization of staff for Mississauga Celebration Square, conversion of four contract positions to full time, offset by the elimination of one full time position due to automating community groups services on-line.
Contractor & Professional Services: Increase is due to the annualization of maintenance costs for Mississauga Celebration Square.
Advertising & Promotions: Increase is due to reflect actual expenditure, offset by decreases in other expense line items.
Fees & Service Charges: Increase is a result of annualization of Title Rights and Gateway Sign partnership agreement for Mississauga Celebration Square.

RECREATION AND PARKS
2012 Explanation of Budget Changes
Program: Boulevards and Forestry

Program Expenditures ($ 000's)	2011 Budget	2012 Request	2012 Requested change over 2011 Budget $	%
EXPENDITURES				
LABOUR COST	**3,492**	**3,684**	**192**	**5.5**
Staff Development Costs	10	10		
Communication Costs	15	15		
Transportation Costs	231	231		
Contractor & Professional Services	2,181	2,181		
Materials, Supplies & Other Services	57	57		
OTHER OPERATING EXPENSES	**2,494**	**2,494**		
TOTAL EXPENDITURES	**5,986**	**6,178**	**192**	**3.2**
REVENUES				
Fees & Service Charges	(94)	(95)	(1)	**(0.9)**
Investment Income	(15)	(15)		
Other Revenue	(110)	(90)	20	**17.9**
Transfers	(20)	(20)		
TOTAL REVENUES	**(239)**	**(220)**	**19**	**7.9**
NET PROGRAM IMPACT	**5,747**	**5,958**	**210**	**3.7**
Total Program Impact	**5,747**	**5,958**	**210**	**3.7%**

Explanation of Changes:
Labour: 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 annualization of staff for Debris Management program at Cooksville and the conversion of nine long-term contract positions to full time.

Other Revenue: The decrease in other revenue is to reflect actuals.

RECREATION AND PARKS
2012 Explanation of Budget Changes
Program: Golf, Marinas and Hershey Centre

Program Expenditures ($ 000's)	2011 Budget	2012 Request	2012 Requested change over 2011 Budget $	%
EXPENDITURES				
LABOUR COST	**3,920**	**4,201**	**280**	**7.2**
Staff Development Costs	10	10		
Communication Costs	12	12		
Transportation Costs	125	125		
Occupancy & City Costs	1,643	1,834	191	11.6
Equipment Costs & Maintenance Agreements	182	204	22	12.1
Contractor & Professional Services	5,803	5,833	30	0.5
Advertising & Promotions	86	86		
Materials, Supplies & Other Services	1,670	1,676	6	0.4
Finance Other	1	1		
Transfers	82	60	(22)	(26.6)
OTHER OPERATING EXPENSES	**9,613**	**9,840**	**227**	**2.4**
TOTAL EXPENDITURES	**13,534**	**14,041**	**507**	**3.7**
REVENUES				
Fees & Service Charges	(5,919)	(6,203)	(284)	**(4.8)**
Rents, Concessions & Franchise	(8,582)	(8,994)	(412)	**(4.8)**
Investment Income	(29)	(29)		
Other Revenue	(118)	(118)		
TOTAL REVENUES	**(14,647)**	**(15,343)**	**(696)**	**(4.8)**
NET PROGRAM IMPACT	**(1,114)**	**(1,303)**	**(189)**	**(17.0)**
Allocations	26	26		
Total Program Impact	**(1,088)**	**(1,277)**	**(189)**	**(17.4%)**

Explanation of Changes:
Labour: 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 annualization of staff for the outdoor fields at Hershey, with the installation of the air supported bubble.
Occupancy & City Costs: Increase is due to increased utility rates for supply and delivery charges and annualization of utilities for the air supported bubble at Hershey.
Revenues: Increase in revenues is a result of program and rental fee increases to offset operating costs and the annualization of revenues for the outdoor fields at Hershey, associated with the installation of the air supported bubble.

RECREATION AND PARKS
2012 Explanation of Budget Changes
Program: Parks Maintenance

Program Expenditures ($ 000's)	2011 Budget	2012 Request	2012 Requested change over 2011 Budget $	%
EXPENDITURES				
LABOUR COST	**13,559**	**14,201**	**642**	**4.7**
Communication Costs	12	12		
Transportation Costs	2,378	2,435	56	2.4
Occupancy & City Costs	1,177	1,295	119	10.1
Equipment Costs & Maintenance Agreements	12	15	3	22.5
Contractor & Professional Services	402	402		
Materials, Supplies & Other Services	1,263	1,402	139	11.0
Finance Other	0	0		
OTHER OPERATING EXPENSES	**5,243**	**5,560**	**317**	**6.0**
TOTAL EXPENDITURES	**18,802**	**19,761**	**959**	**5.1**
REVENUES				
Fees & Service Charges	(242)	(242)		
Licenses & Permits	(193)	(193)		
Rents, Concessions & Franchise	(948)	(963)	(14)	**(1.5)**
TOTAL REVENUES	**(1,383)**	**(1,397)**	**(14)**	**(1.0)**
NET PROGRAM IMPACT	**17,419**	**18,364**	**945**	**5.4**
Allocations	199	199		
Total Program Impact	**17,618**	**18,562**	**945**	**5.4%**

Explanation of Changes:
Labour: 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 annualization of staff for maintaining the Mississauga Celebration Square and parkland growth.
Transportation Costs: Increase is due to revised fuel prices.
Occupancy & City Costs: Increase is due to increased utility rates for supply and delivery charges.
Materials, Supplies & Other Services: Increase is due to the annualization of materials necessary for Mississauga Celebration Square.
Rents, Concessions & Franchise: Increase is a result of rental fee increases to offset operating costs.

RECREATION AND PARKS

2012 Explanation of Budget Changes

Program: Park Planning and Development

Program Expenditures ($ 000's)	2011 Budget	2012 Request	2012 Requested change over 2011 Budget $	%
EXPENDITURES				
LABOUR COST	**2,373**	**2,462**	**90**	**3.8**
Staff Development Costs	15	15		
Communication Costs	4	4		
Transportation Costs	21	21		
Contractor & Professional Services	7	7		
Advertising & Promotions	1	1		
Materials, Supplies & Other Services	19	19		
OTHER OPERATING EXPENSES	**66**	**66**		
TOTAL EXPENDITURES	**2,439**	**2,528**	**90**	**3.7**
REVENUES				
Fees & Service Charges	(308)	(308)		
TOTAL REVENUES	**(308)**	**(308)**		
NET PROGRAM IMPACT	**2,131**	**2,221**	**90**	**4.2**
Allocations	717	743	26	**3.6**
Total Program Impact	**2,848**	**2,964**	**116**	**4.1%**

Explanation of Changes:
Labour: The increase in permanent labour costs reflects performance pay, economic adjustment increases, labour adjustments and other fringe benefit changes. The increase is partially offset by the increased labour chargeback recovery from capital projects, as recommended by the Development of Green Space E3 Review.

LIBRARY SERVICES
2012 Explanation of Budget Changes
Program: Central Library Services

Program Expenditures ($ 000's)	2011 Budget	2012 Request	2012 Requested change over 2011 Budget $	%
EXPENDITURES				
LABOUR COST	**5,003**	**5,113**	**110**	**2.2**
Transportation Costs	1	1		
Occupancy & City Costs	3	3		
Equipment Costs & Maintenance Agreements	1	1		
Contractor & Professional Services	0	0		
Materials, Supplies & Other Services	25	25		
OTHER OPERATING EXPENSES	**31**	**31**		
TOTAL EXPENDITURES	**5,034**	**5,144**	**110**	**2.2**
REVENUES				
Fees & Service Charges	(88)	(88)		
Rents, Concessions & Franchise	(3)	(3)		
Fines	(253)	(247)	6	**2.4**
TOTAL REVENUES	**(344)**	**(338)**	**6**	**1.8**
NET PROGRAM IMPACT	**4,690**	**4,806**	**116**	**2.5**
Total Program Impact	**4,690**	**4,806**	**116**	**2.5%**

Explanation of Changes:
The increase in permanent labour costs reflects performance pay, economic adjustment increases, labour adjustments and other fringe benefit changes and Sunday opening annualization.

The labour costs are reduced due to a Service Delivery Model Review; all services are being 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.

LIBRARY SERVICES
2012 Explanation of Budget Changes
Program: Public Services

Program Expenditures ($ 000's)	2011 Budget	2012 Request	2012 Requested change over 2011 Budget $	%
EXPENDITURES				
LABOUR COST	**13,302**	**13,520**	**218**	**1.6**
Transportation Costs	15	15		
Occupancy & City Costs	52	23	(29)	(54.9)
Equipment Costs & Maintenance Agreements	3	3		
Contractor & Professional Services	1	1		
Materials, Supplies & Other Services	85	85		
OTHER OPERATING EXPENSES	**155**	**126**	**(29)**	**(18.4)**
TOTAL EXPENDITURES	**13,457**	**13,647**	**190**	**1.4**
REVENUES				
Fees & Service Charges	(169)	(169)		
Rents, Concessions & Franchise	(35)	(35)		
Fines	(770)	(751)	19	**2.5**
TOTAL REVENUES	**(974)**	**(955)**	**19**	**1.9**
NET PROGRAM IMPACT	**12,483**	**12,692**	**209**	**1.7**
Total Program Impact	**12,483**	**12,692**	**209**	**1.7%**

Explanation of Changes:
The increase in permanent labour costs reflects performance pay, economic adjustment increases, labour adjustments and other fringe benefit changes and Sunday opening annualization.

The labour costs are reduced due to a Service Delivery Model Review; all services are being 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.

LIBRARY SERVICES
2012 Explanation of Budget Changes
Program: Support Services

Program Expenditures ($ 000's)	2011 Budget	2012 Request	2012 Requested change over 2011 Budget $	%
EXPENDITURES				
LABOUR COST	**2,472**	**2,532**	**60**	**2.4**
Staff Development Costs	62	62		
Communication Costs	10	10		
Transportation Costs	38	38		
Occupancy & City Costs	2,136	2,111	(25)	(1.2)
Equipment Costs & Maintenance Agreements	90	90		
Contractor & Professional Services	9	9		
Advertising & Promotions	44	44		
Materials, Supplies & Other Services	2,619	2,619		
Finance Other	42	42		
OTHER OPERATING EXPENSES	**5,050**	**5,024**	**(25)**	**(0.5)**
TOTAL EXPENDITURES	**7,522**	**7,556**	**35**	**0.5**
REVENUES				
Grants	(715)	(715)		
Fees & Service Charges	(115)	(115)		
Rents, Concessions & Franchise	(166)	(269)	(103)	**(62.0)**
TOTAL REVENUES	**(996)**	**(1,099)**	**(103)**	**(10.3)**
NET PROGRAM IMPACT	**6,526**	**6,457**	**(69)**	**(1.0)**
Allocations	906	938	33	**3.6**
Total Program Impact	**7,431**	**7,395**	**(36)**	**(0.5%)**

Explanation of Changes:
The increase in permanent labour costs reflects performance pay, economic adjustment increases, labour adjustments and other fringe benefit changes.

The occupancy and city cost increases relate to utility rates and utility increases related to Sunday opening. These are offset by lower lease cost for Meadowvale & Cooksville Library.

The increase in revenue is due to lease revenue from the Dixie Bloor Neighbourhood Centre (DBNC). DBNC run a number of their programs and services in the Burnhamthorpe Library.

LAND DEVELOPMENT SERVICES
2012 Explanation of Budget Changes
Program: Building

Program Expenditures ($ 000's)	2011 Budget	2012 Request	2012 Requested change over 2011 Budget $	%
EXPENDITURES				
LABOUR COST	**7,276**	**7,698**	**422**	**5.8**
Staff Development Costs	50	103	53	107.1
Communication Costs	42	42		
Transportation Costs	156	156		
Equipment Costs & Maintenance Agreements	20	20		
Contractor & Professional Services	13	13		
Materials, Supplies & Other Services	92	105	13	14.5
OTHER OPERATING EXPENSES	**373**	**439**	**66**	**17.8**
TOTAL EXPENDITURES	**7,649**	**8,137**	**488**	**6.4**
REVENUES				
Fees & Service Charges	(24)	(24)		
Licenses & Permits	(10,636)	(10,661)	(25)	**(0.2)**
Transfers	(664)		664	**100.0**
TOTAL REVENUES	**(11,324)**	**(10,685)**	**639**	**5.6**
NET PROGRAM IMPACT	**(3,675)**	**(2,548)**	**1,127**	**30.7**
Total Program Impact	**(3,675)**	**(2,548)**	**1,127**	**30.7%**

Explanation of Changes:

Labour: The increase in permanent labour costs reflects performance pay and economic adjustment increases, labour adjustments, and other fringe benefit changes.

Staff Development Costs: Increase in courses due to Administration & Enforcement of New Building Code Training ($53K) . These costs will be reversed out in 2013.

Materials, Supplies & Other Services : Increase in subscription and reference materials due to Administration & Enforcement of New Building Code Edition ($13K). These costs will be reversed out in 2013.

Licenses & Permits: Increase Mobile Sign Revenues and Fees ($25K). Note that Building Permit Fees are currently under review and any recommendations for consideration are to be reported to Leadership Team in December.

Transfers : Reduction in 2012 as a result of the Building Permit Revenue shortfall recovery from reserves ending in 2011 ($664K).

LAND DEVELOPMENT SERVICES
2012 Explanation of Budget Changes
Program: Development and Design

Program Expenditures ($ 000's)	2011 Budget	2012 Request	2012 Requested change over 2011 Budget $	%
EXPENDITURES				
LABOUR COST	**4,870**	**4,800**	**(70)**	**(1.4)**
Staff Development Costs	49	49		
Communication Costs	8	8		
Transportation Costs	13	13		
Contractor & Professional Services	165	188	23	13.9
Advertising & Promotions	4	11	7	175.0
Materials, Supplies & Other Services	6	6		
OTHER OPERATING EXPENSES	**245**	**275**	**30**	**12.2**
TOTAL EXPENDITURES	**5,115**	**5,075**	**(40)**	**(0.8)**
REVENUES				
Fees & Service Charges	(1,218)	(1,383)	(165)	**(13.6)**
Transfers	(591)		591	**100.0**
TOTAL REVENUES	**(1,808)**	**(1,383)**	**426**	**23.5**
NET PROGRAM IMPACT	**3,306**	**3,692**	**386**	**11.7**
Allocations	2,883	2,886	2	**0.1**
Total Program Impact	**6,190**	**6,578**	**388**	**6.3%**

Explanation of Changes:
Labour: There is an increase in permanent labour costs for performance pay and economic adjustment increases, labour adjustments, and other fringe benefit changes. This increase is offset by a planned labour reduction as set out in the Planning and Building Three Year Plan.
Contractor & Professional Services : Increase in Zoning-By-Law Review Legal Resources in 2012. Please note effective 2013 there will be only $15K built into the base budget for these Legal Resources.
Advertising and Promotions : For Advertising to more closely align budget to actuals. Fees & Service Charges: Increase in Fees and Charges amendments undertaken each year under the Planning Act. Note that Rezoning and Site Plan Application Fees are currently under review and any additional recommendations or changes are to be reported to Leadership Team in December.
Transfers : Reduction in 2012 primarily the result of the Applications Fees Revenue shortfall recovery from reserves ending in 2011 ($465K). Also, reduction in Transfer From Reserves for Zoning By-Law Team with no corresponding temporary labour to fund in 2012, which was required in 2011 ($121K).

LAND DEVELOPMENT SERVICES
2012 Explanation of Budget Changes
Program: Policy

Program Expenditures ($ 000's)	2011 Budget	2012 Request	2012 Requested change over 2011 Budget $	%
EXPENDITURES				
LABOUR COST	**2,117**	**2,210**	**93**	**4.4**
Staff Development Costs	18	18		
Communication Costs	5	5		
Transportation Costs	9	9		
Contractor & Professional Services	888	835	(53)	(6.0)
Advertising & Promotions	24	24		
Materials, Supplies & Other Services	2	2		
OTHER OPERATING EXPENSES	**945**	**892**	**(53)**	**(5.6)**
TOTAL EXPENDITURES	**3,062**	**3,102**	**40**	**1.3**
REVENUES				
Transfers	(498)	(445)	53	**10.6**
TOTAL REVENUES	**(498)**	**(445)**	**53**	**10.6**
NET PROGRAM IMPACT	**2,564**	**2,657**	**93**	**3.6**
Total Program Impact	**2,564**	**2,657**	**93**	**3.6%**

Explanation of Changes:
Labour: The increase in permanent labour costs reflects performance pay and economic adjustment increases, labour adjustments, and other fringe benefit changes.
Contractor & Professional Services: In 2012, reductions to these 2011 projects - Affordable Rental Housing Strategy ($15K) and Planning Tools ($38K). Note this only reflects changes exclusive of the 2012 Business Requests at this time.
Transfers: Changes due to Contractor & Professional Service project impacts.

LEGISLATIVE SERVICES

2012 Explanation of Budget Changes

Program: Elections

Program Expenditures ($ 000's)	2011 Budget	2012 Request	2012 Requested change over 2011 Budget $	%
EXPENDITURES				
LABOUR COST	**317**	**136**	**(181)**	**(57.1)**
Staff Development Costs	1	1		
Communication Costs	24	1	(23)	(97.1)
Transportation Costs	3		(3)	(100.0)
Equipment Costs & Maintenance Agreements	5		(5)	(100.0)
Contractor & Professional Services	156	1	(154)	(99.1)
Advertising & Promotions	42	2	(40)	(95.7)
Materials, Supplies & Other Services	69	44	(25)	(36.3)
OTHER OPERATING EXPENSES	**298**	**48**	**(250)**	**(83.8)**
TOTAL EXPENDITURES	**615**	**184**	**(431)**	**(70.1)**
REVENUES				
Transfers	(499)	(64)	435	**87.2**
TOTAL REVENUES	**(499)**	**(64)**	**435**	**87.2**
NET PROGRAM IMPACT	**116**	**120**	**5**	**4.0**
Total Program Impact	**116**	**120**	**5**	**4.0%**

Explanation of Changes:

LABOUR COST: The decrease in labour cost reflects elimination of temporary labour funding required for the 2011 By-election, partly offset by increase in permanent labour for cost adjustments and other fringe benefit changes.

OTHER OPERATING EXPENSES: The decrease in other operating costs reflects elimination of by-election related postage expenses and professional services such as ballot printing, election advertising and materials and supplies which are not required in non election years.

REVENUES: The decrease in revenue is due to elimination of election reserve transfer required to fund the 2011 By-election.

LEGISLATIVE SERVICES

2012 Explanation of Budget Changes

Program: Provincial Offence Act

Program Expenditures ($ 000's)	2011 Budget	2012 Request	2012 Requested change over 2011 Budget $	%
EXPENDITURES				
LABOUR COST	**1,322**	**1,394**	**71**	**5.4**
Communication Costs	47	48	1	2.1
Transportation Costs	2	2		
Equipment Costs & Maintenance Agreements	177	179	3	1.4
Contractor & Professional Services	688	740	53	7.6
Materials, Supplies & Other Services	68	68		
OTHER OPERATING EXPENSES	**982**	**1,038**	**56**	**5.7**
TOTAL EXPENDITURES	**2,304**	**2,431**	**127**	**5.5**
REVENUES				
Fines	(8,000)	(8,340)	(340)	**(4.3)**
TOTAL REVENUES	**(8,000)**	**(8,340)**	**(340)**	**(4.3)**
NET PROGRAM IMPACT	**(5,696)**	**(5,909)**	**(213)**	**(3.7)**
Total Program Impact	**(5,696)**	**(5,909)**	**(213)**	**(3.7%)**

Explanation of Changes:
LABOUR COST: The increase in permanent labour reflects labour cost adjustments and other fringe benefit changes. Increase in temporary labour (0.5 FTE) is due to added pressure from growing number of court cases.
OTHER OPERATING EXPENSES: The increase in other operating cost is due to a rate increase for court interpreters, ICON charges, Adjudication and other expenses due to growth in number of court cases.
REVENUES: The increase in revenue is due to growth in ticket issuance for highway traffic and other provincial offences.

LEGISLATIVE SERVICES

2012 Explanation of Budget Changes

Program: Office of the City Clerk

Program Expenditures ($ 000's)	2011 Budget	2012 Request	2012 Requested change over 2011 Budget $	%
EXPENDITURES				
LABOUR COST	**2,999**	**3,153**	**154**	**5.1**
Staff Development Costs	18	18		
Communication Costs	38	38		
Transportation Costs	16	16		
Equipment Costs & Maintenance Agreements	18	18		
Contractor & Professional Services	61	61		
Advertising & Promotions	22	22		
Materials, Supplies & Other Services	272	272		
Finance Other	2	2		
OTHER OPERATING EXPENSES	**448**	**448**		
TOTAL EXPENDITURES	**3,447**	**3,601**	**154**	**4.5**
REVENUES				
Fees & Service Charges	(476)	(544)	(68)	**(14.3)**
Licenses & Permits	(579)	(579)		
TOTAL REVENUES	**(1,054)**	**(1,122)**	**(68)**	**(6.4)**
NET PROGRAM IMPACT	**2,392**	**2,478**	**86**	**3.6**
Allocations	142	148	6	**4.4**
Total Program Impact	**2,534**	**2,626**	**92**	**3.6%**

Explanation of Changes:
LABOUR COST: The increase in permanent labour reflects labour cost adjustments and other fringe benefit changes and annualization of privacy compliance officer position approved in 2011.
OTHER OPERATING EXPENSES: Due to continuous improvement efforts, other operating cost will remain unchanged.
REVENUES: The increase in revenue is due to an increase in Committee of Adjustment applications volume and other miscellaneous revenue.
ALLOCATIONS: Departmental Business Services cost allocations.

LEGISLATIVE SERVICES

2012 Explanation of Budget Changes

Program: Council Committees

Program Expenditures ($ 000's)	2011 Budget	2012 Request	2012 Requested change over 2011 Budget $	2012 Requested change over 2011 Budget %
EXPENDITURES				
Staff Development Costs	10	10		
Transportation Costs	4	4		
Advertising & Promotions	44	44		
Materials, Supplies & Other Services	89	89		
OTHER OPERATING EXPENSES	**147**	**147**		
TOTAL EXPENDITURES	**147**	**147**		
REVENUES				
Transfers	(35)	(35)		
TOTAL REVENUES	**(35)**	**(35)**		
NET PROGRAM IMPACT	**112**	**112**		
Total Program Impact	**112**	**112**		**0.0%**

Explanation of Changes:
No Changes.

LEGISLATIVE SERVICES

2012 Explanation of Budget Changes

Program: Printing and Mail Services

Program Expenditures ($ 000's)	2011 Budget	2012 Request	2012 Requested change over 2011 Budget $	%
EXPENDITURES				
LABOUR COST	**934**	**956**	**22**	**2.3**
Staff Development Costs	1	1		
Communication Costs	0	0		
Transportation Costs	9	9		
Equipment Costs & Maintenance Agreements	151	152	1	0.7
Contractor & Professional Services	300	300		
Materials, Supplies & Other Services	181	181		
Finance Other	(1,090)	(1,090)		
OTHER OPERATING EXPENSES	**(448)**	**(447)**	**1**	**0.2**
TOTAL EXPENDITURES	**487**	**509**	**23**	**4.6**
REVENUES				
Fees & Service Charges	(70)	(70)		
TOTAL REVENUES	**(70)**	**(70)**		
NET PROGRAM IMPACT	**417**	**439**	**23**	**5.4**
Total Program Impact	**417**	**439**	**23**	**5.4%**

Explanation of Changes:
LABOUR COST: The increase in permanent labour reflects labour cost adjustments and other fringe benefit changes.
OTHER OPERATING EXPENSES: The increase in other operating cost is due to equipment maintenance contract cost increases.

ARTS & CULTURE
2012 Explanation of Budget Changes
Program: Art Section

Program Expenditures ($ 000's)	2011 Budget	2012 Request	2012 Requested change over 2011 Budget $	%
EXPENDITURES				
LABOUR COST	**1,391**	**1,504**	**114**	**8.2**
Staff Development Costs	22	22		
Communication Costs	12	12		
Transportation Costs	9	10	1	10.9
Occupancy & City Costs	2	2		
Equipment Costs & Maintenance Agreements	5	5		
Contractor & Professional Services	125	39	(86)	(68.6)
Advertising & Promotions	42	42		
Materials, Supplies & Other Services	79	81	2	2.0
Transfers	1,864	1,864		
OTHER OPERATING EXPENSES	**2,161**	**2,077**	**(83)**	**(3.9)**
TOTAL EXPENDITURES	**3,551**	**3,581**	**30**	**0.9**
REVENUES				
Fees & Service Charges	(293)	(232)	61	**20.7**
Other Revenue	(9)	(19)	(10)	**(117.6)**
Transfers	(62)		62	**100.0**
TOTAL REVENUES	**(363)**	**(251)**	**112**	**30.9**
NET PROGRAM IMPACT	**3,188**	**3,331**	**143**	**4.5**
Allocations	118	123	5	**4.6**
Total Program Impact	**3,306**	**3,454**	**148**	**4.5%**

Explanation of Changes:

The increase in permanent labour costs reflects performance pay, economic adjustment increases, labour adjustments and other fringe benefit changes. Also included in the labour is the annualization of Programs and Service Manager, Mississauga Culture Map, Admin Assistant and Interact Public Art Program initiatives started in 2011.

Reduced contract costs reflect reduced studies associated with the Culture Master Plan and realignment of part time, other operating costs, revenues and transfer costs within various sections.

Revenue reductions relate to lower registration in adult programs, dance recital program and visual arts programs offset by lower operating costs and lower part time expenses.

ARTS & CULTURE

2012 Explanation of Budget Changes

Program: Heritage Section

Program Expenditures ($ 000's)	2011 Budget	2012 Request	2012 Requested change over 2011 Budget $	%
EXPENDITURES				
LABOUR COST	**190**	**194**	**3**	**1.7**
Staff Development Costs	0	0		
Communication Costs	0	0		
Transportation Costs	0	0		
Contractor & Professional Services	0	0		
Transfers	75	75		
OTHER OPERATING EXPENSES	**76**	**76**		
TOTAL EXPENDITURES	**266**	**269**	**3**	**1.2**
NET PROGRAM IMPACT	**266**	**269**	**3**	**1.2**
Total Program Impact	**266**	**269**	**3**	**1.2%**

Explanation of Changes:
The increase in permanent labour costs reflects performance pay, economic adjustment increases, labour adjustments and other fringe benefit changes.

ARTS & CULTURE
2012 Explanation of Budget Changes
Program: Theatre

Program Expenditures ($ 000's)	2011 Budget	2012 Request	2012 Requested change over 2011 Budget $	%
EXPENDITURES				
LABOUR COST	**602**	**650**	**48**	**7.9**
Staff Development Costs	4	4		
Communication Costs	2	2		
Transportation Costs	2	2		
Occupancy & City Costs	79	82	3	4.3
Equipment Costs & Maintenance Agreements	27	27		
Contractor & Professional Services	35	35		
Advertising & Promotions	6	6		
Materials, Supplies & Other Services	82	82		
Finance Other	4	4		
OTHER OPERATING EXPENSES	**240**	**244**	**3**	**1.4**
TOTAL EXPENDITURES	**842**	**893**	**51**	**6.1**
REVENUES				
Fees & Service Charges	(299)	(295)	5	**1.6**
Rents, Concessions & Franchise	(250)	(255)	(5)	**(1.9)**
TOTAL REVENUES	**(550)**	**(550)**		
NET PROGRAM IMPACT	**293**	**344**	**51**	**17.5**
Total Program Impact	**293**	**344**	**51**	**17.5%**

Explanation of Changes:
The increase in permanent labour costs reflects performance pay, economic adjustment increases, labour adjustments and other fringe benefit changes. Also included in the labour increase is annualization of full time staff for technical support at Meadowvale Theatre started in July 2011.

The operating expense increase relates to utility cost increases.

ARTS & CULTURE
2012 Explanation of Budget Changes
Program: Museums

Program Expenditures ($ 000's)	2011 Budget	2012 Request	2012 Requested change over 2011 Budget $	2012 Requested change over 2011 Budget %
EXPENDITURES				
LABOUR COST	**733**	**762**	**29**	**3.9**
Staff Development Costs	1	1		
Communication Costs	2	2		
Transportation Costs	7	6	(1)	(14.9)
Occupancy & City Costs	49	47	(2)	(4.1)
Contractor & Professional Services	11	18	7	64.2
Advertising & Promotions	29	25	(5)	(15.4)
Materials, Supplies & Other Services	60	62	2	2.5
Finance Other	0	0		
OTHER OPERATING EXPENSES	**159**	**160**	**1**	**0.6**
TOTAL EXPENDITURES	**893**	**922**	**30**	**3.3**
REVENUES				
Grants	(72)	(68)	4	**6.0**
Fees & Service Charges	(102)	(96)	6	**5.9**
Rents, Concessions & Franchise	(32)	(32)		
Other Revenue	(14)	(14)		
TOTAL REVENUES	**(220)**	**(209)**	**10**	**4.7**
NET PROGRAM IMPACT	**673**	**713**	**40**	**6.0**
Total Program Impact	**673**	**713**	**40**	**6.0%**

Explanation of Changes:
The increase in permanent labour costs reflects performance pay, economic adjustment increases, labour adjustments and other fringe benefit changes. Also included in the labour increase is annualization of part time staff for City Wide Museum Program started in 2011.

The operating expense increase relates to utility cost increases offset by various savings throughout the section.

The revenue decreases are due to lower fees offset by lower operating and part time labour expenses.

ARTS & CULTURE

2012 Explanation of Budget Changes

Program: Filming

Program Expenditures ($ 000's)	2011 Budget	2012 Request	2012 Requested change over 2011 Budget $	%
EXPENDITURES				
LABOUR COST		**70**	**70**	
Staff Development Costs	5	5		
Communication Costs	0	0		
Transportation Costs	2	2		
Contractor & Professional Services	1	1		
Advertising & Promotions	2	2		
Materials, Supplies & Other Services	1	1		
OTHER OPERATING EXPENSES	**10**	**10**		
TOTAL EXPENDITURES	**10**	**80**	**70**	**695.0**
REVENUES				
Fees & Service Charges	(29)	(34)	(5)	**(17.2)**
TOTAL REVENUES	**(29)**	**(34)**	**(5)**	**(17.2)**
NET PROGRAM IMPACT	**(19)**	**45**	**65**	**337.7**
Total Program Impact	**(19)**	**45**	**65**	**337.7%**

Explanation of Changes:
The increase in permanent labour costs reflects performance pay, economic adjustment increases, labour adjustments and other fringe benefit changes. Also included in the labour increase is annualization of full time staff for Film Business Development started in 2011.

The revenue increase is as a result of the new Film Business Development.

REGULATORY SERVICES

2012 Explanation of Budget Changes

Program: Enforcement Administration

Program Expenditures ($ 000's)	2011 Budget	2012 Request	2012 Requested change over 2011 Budget $	2012 Requested change over 2011 Budget %
EXPENDITURES				
LABOUR COST	**564**	**581**	**17**	**3.0**
Staff Development Costs	15	15		
Communication Costs	5	5		
Transportation Costs	2	2		
Equipment Costs & Maintenance Agreements	9	9		
Contractor & Professional Services	8	8		
Materials, Supplies & Other Services	34	34		
OTHER OPERATING EXPENSES	**72**	**72**		
TOTAL EXPENDITURES	**635**	**652**	**17**	**2.7**
NET PROGRAM IMPACT	**635**	**652**	**17**	**2.7**
Allocations	429	437	8	**1.8**
Total Program Impact	**1,064**	**1,089**	**25**	**2.3%**

Explanation of Changes:
The increase in permanent labour costs reflects performance pay, economic adjustment increases, labour adjustments and other fringe benefit changes.

The increase in allocations reflects increased Departmental Business Services costs.

REGULATORY SERVICES

2012 Explanation of Budget Changes

Program: Animal Services

Program Expenditures ($ 000's)	2011 Budget	2012 Request	2012 Requested change over 2011 Budget $	2012 Requested change over 2011 Budget %
EXPENDITURES				
LABOUR COST	**2,309**	**2,424**	**115**	**5.0**
Staff Development Costs	6	6		
Communication Costs	16	16		
Transportation Costs	63	63		
Occupancy & City Costs	52	53	1	2.3
Equipment Costs & Maintenance Agreements	25	24	(1)	(3.3)
Contractor & Professional Services	49	49		
Advertising & Promotions	56	76	20	35.7
Materials, Supplies & Other Services	123	123		
OTHER OPERATING EXPENSES	**391**	**411**	**20**	**5.2**
TOTAL EXPENDITURES	**2,700**	**2,835**	**135**	**5.0**
REVENUES				
Fees & Service Charges	(279)	(380)	(101)	**(36.0)**
Licenses & Permits	(394)	(698)	(304)	**(77.3)**
Transfers	(75)		75	**100.0**
TOTAL REVENUES	**(748)**	**(1,078)**	**(330)**	**(44.1)**
NET PROGRAM IMPACT	**1,952**	**1,758**	**(195)**	**(10.0)**
Allocations	24	24	0	**1.3**
Total Program Impact	**1,976**	**1,782**	**(194)**	**(9.8%)**

Explanation of Changes:
The increase in permanent labour costs reflects performance pay, economic adjustment increases, labour adjustments and other fringe benefit changes.

The budget also includes the annualization of initiatives approved through the e3 review in 2011 including:
Labour - 1 permanent Community Awareness Officer and 1 contract Project Leader.
Other Operating - Increase to outreach materials.
Revenues - Increases to cat registration fees and dog licenses, offset by the elimination of one-time funding.

The increase in revenues also reflects approved Transportation & Works Fees & Charges Bylaw increases.

REGULATORY SERVICES

2012 Explanation of Budget Changes

Program: Mobile Licensing

Program Expenditures ($ 000's)	2011 Budget	2012 Request	2012 Requested change over 2011 Budget $	%
EXPENDITURES				
LABOUR COST	**1,279**	**1,311**	**32**	**2.5**
Staff Development Costs	5	5		
Communication Costs	4	4		
Transportation Costs	29	29		
Equipment Costs & Maintenance Agreements	7	7	(1)	(12.2)
Advertising & Promotions	2	2		
Materials, Supplies & Other Services	45	45		
OTHER OPERATING EXPENSES	**92**	**91**	**(1)**	**(1.0)**
TOTAL EXPENDITURES	**1,371**	**1,402**	**31**	**2.3**
REVENUES				
Fees & Service Charges	(436)	(455)	(20)	**(4.5)**
Licenses & Permits	(1,080)	(1,088)	(8)	**(0.7)**
Transfers	(45)		45	**100.0**
TOTAL REVENUES	**(1,561)**	**(1,543)**	**18**	**1.2**
NET PROGRAM IMPACT	**(190)**	**(141)**	**49**	**25.9**
Allocations	5	5		
Total Program Impact	**(186)**	**(136)**	**49**	**26.6%**

Explanation of Changes:
The increase in permanent labour costs reflects performance pay, economic adjustment increases, labour adjustments and other fringe benefit changes.

The increase in revenues reflects approved Transportation & Works Fees & Charges Bylaw increases, offset by the elimination of a one time transfer in 2011 related to the phase-in of the taxi school revenue shortfall from 2010.

REGULATORY SERVICES
2012 Explanation of Budget Changes
Program: Compliance & Licensing Enforcement

Program Expenditures ($ 000's)	2011 Budget	2012 Request	2012 Requested change over 2011 Budget $	%
EXPENDITURES				
LABOUR COST	**2,482**	**2,616**	**133**	**5.4**
Staff Development Costs	11	11		
Communication Costs	29	29		
Transportation Costs	100	100		
Equipment Costs & Maintenance Agreements	14	12	(2)	(14.7)
Contractor & Professional Services	70	70		
Advertising & Promotions	4	4		
Materials, Supplies & Other Services	10	10		
Finance Other	12	12		
OTHER OPERATING EXPENSES	**248**	**246**	**(2)**	**(0.8)**
TOTAL EXPENDITURES	**2,730**	**2,862**	**131**	**4.8**
REVENUES				
Fees & Service Charges	(26)	(26)	(1)	**(1.9)**
Licenses & Permits	(1,983)	(2,053)	(70)	**(3.5)**
Other Revenue	(30)	(30)		
TOTAL REVENUES	**(2,039)**	**(2,109)**	**(71)**	**(3.5)**
NET PROGRAM IMPACT	**692**	**752**	**61**	**8.8**
Allocations	7	7	0	**6.1**
Total Program Impact	**698**	**759**	**61**	**8.8%**

Explanation of Changes:
The increase in permanent labour costs reflects performance pay, economic adjustment increases, labour adjustments and other fringe benefit changes.

The increase in revenues reflects approved Transportation & Works Fees & Charges Bylaw increases.

REGULATORY SERVICES

2012 Explanation of Budget Changes

Program: Parking Enforcement

Program Expenditures ($ 000's)	2011 Budget	2012 Request	2012 Requested change over 2011 Budget $	%
EXPENDITURES				
LABOUR COST	**3,659**	**3,761**	**102**	**2.8**
Staff Development Costs	4	4		
Communication Costs	101	101		
Transportation Costs	285	285		
Equipment Costs & Maintenance Agreements	30	34	4	12.3
Contractor & Professional Services	505	516	11	2.2
Advertising & Promotions	1	1		
Materials, Supplies & Other Services	144	146	2	1.4
OTHER OPERATING EXPENSES	**1,070**	**1,086**	**17**	**1.6**
TOTAL EXPENDITURES	**4,728**	**4,847**	**118**	**2.5**
REVENUES				
Fees & Service Charges	(215)	(149)	66	**30.9**
Fines	(6,415)	(6,960)	(545)	**(8.5)**
Transfers	(205)		205	**100.0**
TOTAL REVENUES	**(6,834)**	**(7,108)**	**(274)**	**(4.0)**
NET PROGRAM IMPACT	**(2,106)**	**(2,261)**	**(155)**	**(7.4)**
Allocations	73	74	1	**0.7**
Total Program Impact	**(2,033)**	**(2,187)**	**(155)**	**(7.6%)**

Explanation of Changes:
The increase in permanent labour costs reflects performance pay, economic adjustment increases, labour adjustments and other fringe benefit changes.

The increase in revenues reflects approved Transportation & Works Fees & Charges Bylaw increases, offset by the elimination of a one time transfer in 2011 related to the phase-in of the parking fine revenue shortfall from 2010, as well as reduced revenues from parking considerations and fees general.

FACILITY PROPERTY MANAGEMENT
2012 Explanation of Budget Changes
Program: Building Maintenance

Program Expenditures ($ 000's)	2011 Budget	2012 Request	2012 Requested change over 2011 Budget $	%
EXPENDITURES				
LABOUR COST	**2,708**	**2,735**	**27**	**1.0**
Transportation Costs	128	128		
Occupancy & City Costs	1,984	2,066	83	4.2
Equipment Costs & Maintenance Agreements	1,050	1,082	33	3.1
Contractor & Professional Services	14	14		
Materials, Supplies & Other Services	25	25		
Finance Other	0	0		
OTHER OPERATING EXPENSES	**3,200**	**3,315**	**115**	**3.6**
TOTAL EXPENDITURES	**5,909**	**6,050**	**142**	**2.4**
NET PROGRAM IMPACT	**5,909**	**6,050**	**142**	**2.4**
Total Program Impact	**5,909**	**6,050**	**142**	**2.4%**

Explanation of Changes:
LABOUR COST: The increase in permanent labour reflects labour cost adjustments, and other fringe benefit changes.
OTHER OPERATING EXPENSES: Higher Occupancy and Equipment costs reflect building equipment maintenance and repair cost increases due to increased inventories and aging equipments.

FACILITY PROPERTY MANAGEMENT
2012 Explanation of Budget Changes
Program: Security

Program Expenditures ($ 000's)	2011 Budget	2012 Request	2012 Requested change over 2011 Budget $	%
EXPENDITURES				
LABOUR COST	**2,907**	**3,061**	**155**	**5.3**
Staff Development Costs	9	9		
Transportation Costs	109	109		
Occupancy & City Costs	49	49		
Equipment Costs & Maintenance Agreements	171	171		
Materials, Supplies & Other Services	49	49		
Finance Other	(66)	(66)		
OTHER OPERATING EXPENSES	**321**	**321**		
TOTAL EXPENDITURES	**3,228**	**3,383**	**155**	**4.8**
NET PROGRAM IMPACT	**3,228**	**3,383**	**155**	**4.8**
Total Program Impact	**3,228**	**3,383**	**155**	**4.8%**

Explanation of Changes:
LABOUR COST: The increase in permanent labour reflects labour cost adjustments, and other fringe benefit changes.

FACILITY PROPERTY MANAGEMENT
2012 Explanation of Budget Changes
Program: Building Operations

Program Expenditures ($ 000's)	2011 Budget	2012 Request	2012 Requested change over 2011 Budget $	%
EXPENDITURES				
LABOUR COST	**2,683**	**2,731**	**47**	**1.8**
Transportation Costs	0	0		
Occupancy & City Costs	283	283		
Equipment Costs & Maintenance Agreements	1	1		
Contractor & Professional Services	1,389	1,380	(9)	(0.7)
Materials, Supplies & Other Services	15	15		
Finance Other	3	3		
OTHER OPERATING EXPENSES	**1,690**	**1,681**	**(9)**	**(0.5)**
TOTAL EXPENDITURES	**4,373**	**4,411**	**38**	**0.9**
REVENUES				
Other Revenue		(35)	(35)	
TOTAL REVENUES		**(35)**	**(35)**	
NET PROGRAM IMPACT	**4,373**	**4,376**	**3**	**0.1**
Allocations	(1,086)	(1,086)		
Total Program Impact	**3,287**	**3,290**	**3**	**0.1%**

Explanation of Changes:
LABOUR COST: The increase in permanent labour reflects labour cost adjustments and other fringe benefit changes; partially offset by labour savings from efficiencies in cleaning services at Civic Precinct starting April 2012.
OTHER OPERATING EXPENSES: Cleaning budget $9,000 transferred to Community Services as Civic Centre Food Services operation transferred to Community Services.
REVENUES: The increase reflects an increase on the recycling revenue budget based on actual revenues being generated from recycling of solid waste and waste oil.

FACILITY PROPERTY MANAGEMENT
2012 Explanation of Budget Changes
Program: Utilities

Program Expenditures ($ 000's)	2011 Budget	2012 Request	2012 Requested change over 2011 Budget $	%
EXPENDITURES				
LABOUR COST	**266**	**372**	**106**	**39.8**
Transportation Costs	2	2		
Occupancy & City Costs	1,957	1,824	(133)	(6.8)
Equipment Costs & Maintenance Agreements	1	1		
Contractor & Professional Services	36	36		
Advertising & Promotions	3	3		
Materials, Supplies & Other Services	1	1		
Transfers	13	13		
OTHER OPERATING EXPENSES	**2,011**	**1,878**	**(133)**	**(6.6)**
TOTAL EXPENDITURES	**2,278**	**2,250**	**(27)**	**(1.2)**
REVENUES				
Other Revenue	(13)	(13)		
Transfers	(42)		42	**100.0**
TOTAL REVENUES	**(54)**	**(13)**	**42**	**77.0**
NET PROGRAM IMPACT	**2,223**	**2,238**	**15**	**0.7**
Total Program Impact	**2,223**	**2,238**	**15**	**0.7%**

Explanation of Changes:
LABOUR COST: The increase in permanent labour reflects labour cost adjustments, and other fringe benefit changes. The budget includes the annualization of a Energy Co-ordinator position approved in 2011 and the conversion of 1 temporary Energy Co-ordinator to a permanent position in 2012. These costs would be offset by estimated utilities savings resulting from improvement in energy monitoring and energy procurement and implementation of capital energy efficiency improvements.
OTHER OPERATING EXPENSES: Reduced Occupancy costs reflects utilities savings from various initiatives including improved utility procurement strategy.
REVENUES: The revenue is lower due to the deletion of 2011 Transfer from Reserve.

FACILITY PROPERTY MANAGEMENT

2012 Explanation of Budget Changes

Program: Capital Project Management and Space Planning

Program Expenditures ($ 000's)	2011 Budget	2012 Request	2012 Requested change over 2011 Budget $	%
EXPENDITURES				
LABOUR COST	**2,092**	**2,269**	**177**	**8.5**
Staff Development Costs	1	1		
Transportation Costs	31	31		
Contractor & Professional Services	16	16		
Materials, Supplies & Other Services	4	4		
Finance Other	1	1		
OTHER OPERATING EXPENSES	**53**	**53**		
TOTAL EXPENDITURES	**2,145**	**2,322**	**177**	**8.2**
REVENUES				
Transfers	(37)		37	**100.0**
TOTAL REVENUES	**(37)**		**37**	**100.0**
NET PROGRAM IMPACT	**2,108**	**2,322**	**214**	**10.1**
Total Program Impact	**2,108**	**2,322**	**214**	**10.1%**

Explanation of Changes:
LABOUR COST: The increase in permanent labour reflects labour cost adjustments, and other fringe benefit changes. The budget includes the annualization costs of a full time Inventory Co-ordinator position.
REVENUES: The revenue is lower due to deletion of the 2011 Transfer from Reserve used to fund a temporary Inventory Co-ordinator position prior to approval of the permanent position. (This position was funded in order to implement PSAB capital asset accounting compliance).

FACILITY PROPERTY MANAGEMENT
2012 Explanation of Budget Changes
Program: Realty Services

Program Expenditures ($ 000's)	2011 Budget	2012 Request	2012 Requested change over 2011 Budget $	%
EXPENDITURES				
LABOUR COST	**994**	**1,025**	**31**	**3.1**
Transportation Costs	5	5		
Occupancy & City Costs	50	132	82	164.0
Contractor & Professional Services	16	16		
Finance Other	5	5		
OTHER OPERATING EXPENSES	**76**	**158**	**82**	**108.2**
TOTAL EXPENDITURES	**1,070**	**1,183**	**113**	**10.6**
REVENUES				
Fees & Service Charges	(24)	(24)		
Rents, Concessions & Franchise	(316)	(246)	70	**22.1**
Other Revenue	(50)	(50)		
TOTAL REVENUES	**(391)**	**(321)**	**70**	**17.9**
NET PROGRAM IMPACT	**679**	**862**	**183**	**27.0**
Total Program Impact	**679**	**862**	**183**	**27.0%**

Explanation of Changes:
LABOUR COST: The increase in permanent labour reflects labour cost adjustments, and other fringe benefit changes.
OTHER OPERATING EXPENSES: Increased lease cost to provide additional space to meet City-wide staff accommodation requirements.
REVENUES: Reduction in revenue due to the expiry of Tower Garden food services contract.

FACILITY PROPERTY MANAGEMENT
2012 Explanation of Budget Changes
Program: Divisional Support Service

Program Expenditures ($ 000's)	2011 Budget	2012 Request	2012 Requested change over 2011 Budget $	%
EXPENDITURES				
LABOUR COST	**497**	**517**	**20**	**4.1**
Staff Development Costs	91	91		
Communication Costs	40	40		
Transportation Costs	1	1		
Equipment Costs & Maintenance Agreements	16	16		
Contractor & Professional Services	10	10		
Materials, Supplies & Other Services	60	60		
OTHER OPERATING EXPENSES	**218**	**218**		
TOTAL EXPENDITURES	**714**	**735**	**20**	**2.9**
NET PROGRAM IMPACT	**714**	**735**	**20**	**2.9**
Allocations	408	426	18	**4.4**
Total Program Impact	**1,123**	**1,161**	**38**	**3.4%**

Explanation of Changes:
LABOUR COST: The increase in permanent labour reflects labour cost adjustments, and other fringe benefit changes.
Allocations: Increase in Departmental Business Services cost allocations.

STRATEGIC POLICY

2012 Explanation of Budget Changes

Program: Strategic Community Initiatives

Program Expenditures ($ 000's)	2011 Budget	2012 Request	2012 Requested change over 2011 Budget $	%
EXPENDITURES				
LABOUR COST	**454**	**616**	**162**	**35.8**
Staff Development Costs	18	18		
Communication Costs	8	6	(2)	(19.0)
Transportation Costs	2	4	2	75.0
Equipment Costs & Maintenance Agreements	4	4		
Contractor & Professional Services	468	380	(88)	(18.8)
Materials, Supplies & Other Services	10	9	(1)	(10.0)
OTHER OPERATING EXPENSES	**510**	**421**	**(89)**	**(17.5)**
TOTAL EXPENDITURES	**963**	**1,037**	**73**	**7.6**
REVENUES				
Transfers	(388)	(300)	88	**22.7**
TOTAL REVENUES	**(388)**	**(300)**	**88**	**22.7**
NET PROGRAM IMPACT	**575**	**737**	**161**	**28.1**
Total Program Impact	**575**	**737**	**161**	**28.1%**

Explanation of Changes:

Labour: The increase in permanent labour costs reflects performance Pay, economic adjustment increases, labour adjustments and other fringe benefit changes. There is also a labour increase of $122,000 as the result of an internal transfer of one member of staff from Land Development Services with a corresponding decrease shown in that budget.

Contractors & Professional Services: The Waterfront as a Premier Destination Community Study and the Strategic Plan are now complete and the budget is being removed. This was offset by a transfer from reserves which is also being removed.

STRATEGIC POLICY
2012 Explanation of Budget Changes
Program: Environmental Management

Program Expenditures ($ 000's)	2011 Budget	2012 Request	2012 Requested change over 2011 Budget $	%
EXPENDITURES				
LABOUR COST	**387**	**407**	**20**	**5.0**
Staff Development Costs	31	31		
Communication Costs	0	0		
Transportation Costs	1	1		
Contractor & Professional Services	106	106		
Advertising & Promotions	6	6		
Materials, Supplies & Other Services	9	9		
OTHER OPERATING EXPENSES	**152**	**152**		
TOTAL EXPENDITURES	**540**	**559**	**20**	**3.6**
REVENUES				
Transfers	(229)	(229)		
TOTAL REVENUES	**(229)**	**(229)**		
NET PROGRAM IMPACT	**311**	**330**	**20**	**6.3**
Total Program Impact	**311**	**330**	**20**	**6.3%**

Explanation of Changes:
Labour: The increase in permanent labour costs reflects performance Pay, economic adjustment increases, labour adjustments and other fringe benefit changes.

STRATEGIC POLICY
2012 Explanation of Budget Changes
Program: Economic Development

Program Expenditures ($ 000's)	2011 Budget	2012 Request	2012 Requested change over 2011 Budget $	%
EXPENDITURES				
LABOUR COST	**1,372**	**1,430**	**58**	**4.2**
Staff Development Costs	17	17		
Communication Costs	10	10		
Transportation Costs	17	17		
Equipment Costs & Maintenance Agreements	4	4		
Contractor & Professional Services	109	139	30	27.5
Advertising & Promotions	245	244	(1)	(0.4)
Materials, Supplies & Other Services	32	30	(2)	(4.7)
OTHER OPERATING EXPENSES	**434**	**462**	**28**	**6.3**
TOTAL EXPENDITURES	**1,806**	**1,891**	**85**	**4.7**
REVENUES				
Grants	(95)	(95)		
Fees & Service Charges	(22)	(21)	2	**6.7**
Other Revenue	(41)	(40)	1	**2.4**
Transfers	(54)	(69)	(15)	**(28.0)**
TOTAL REVENUES	**(212)**	**(224)**	**(13)**	**(5.9)**
NET PROGRAM IMPACT	**1,594**	**1,667**	**73**	**4.6**
Total Program Impact	**1,594**	**1,667**	**73**	**4.6%**

Explanation of Changes:
Labour: The increase in permanent labour costs reflects performance Pay, economic adjustment increases, labour adjustments and other fringe benefit changes.

Contractors & Professional Services: This change reflects the biannual production of the Mississauga Business Directory which is partially offset by a reserve transfer. Also a 2010 Operating Budget Reserve is being eliminated.

STRATEGIC POLICY
2012 Explanation of Budget Changes
Program: Legal Services

Program Expenditures ($ 000's)	2011 Budget	2012 Request	2012 Requested change over 2011 Budget $	%
EXPENDITURES				
LABOUR COST	**3,700**	**3,918**	**218**	**5.9**
Staff Development Costs	76	76		
Communication Costs	19	20	1	4.2
Transportation Costs	5	5		
Equipment Costs & Maintenance Agreements	13	13		
Contractor & Professional Services	880	880		
Materials, Supplies & Other Services	77	77		
Finance Other	12	12		
OTHER OPERATING EXPENSES	**1,082**	**1,083**	**1**	**0.1**
TOTAL EXPENDITURES	**4,782**	**5,001**	**219**	**4.6**
REVENUES				
Fees & Service Charges	(218)	(218)		
TOTAL REVENUES	**(218)**	**(218)**		
NET PROGRAM IMPACT	**4,564**	**4,783**	**219**	**4.8**
Total Program Impact	**4,564**	**4,783**	**219**	**4.8%**

Explanation of Changes:
Labour: The increase in permanent labour costs reflects performance Pay, economic adjustment increases, labour adjustments and other fringe benefit changes.

STRATEGIC POLICY

2012 Explanation of Budget Changes

Program: Corporate Strategy & Innovation

Program Expenditures ($ 000's)	2011 Budget	2012 Request	2012 Requested change over 2011 Budget $	%
EXPENDITURES				
LABOUR COST	**1,930**	**2,039**	**109**	**5.7**
Staff Development Costs	67	64	(3)	(4.5)
Communication Costs	10	13	3	26.0
Transportation Costs	16	15	(0)	(2.6)
Equipment Costs & Maintenance Agreements	3	1	(3)	(81.3)
Advertising & Promotions	1	1		
Materials, Supplies & Other Services	54	43	(11)	(20.4)
OTHER OPERATING EXPENSES	**151**	**137**	**(14)**	**(9.5)**
TOTAL EXPENDITURES	**2,081**	**2,176**	**95**	**4.6**
REVENUES				
Transfers	(275)	(292)	(17)	**(6.3)**
TOTAL REVENUES	**(275)**	**(292)**	**(17)**	**(6.3)**
NET PROGRAM IMPACT	**1,806**	**1,883**	**78**	**4.3**
Total Program Impact	**1,806**	**1,883**	**78**	**4.3%**

Explanation of Changes:
Labour: The increase in permanent labour costs reflects performance Pay, economic adjustment increases, labour adjustments and other fringe benefit changes.

Operating: Various efficiencies.

STRATEGIC POLICY
2012 Explanation of Budget Changes
Program: Internal Audit

Program Expenditures ($ 000's)	2011 Budget	2012 Request	2012 Requested change over 2011 Budget $	%
EXPENDITURES				
LABOUR COST	**913**	**948**	**35**	**3.8**
Staff Development Costs	18	18		
Communication Costs	0	1	1	800.0
Transportation Costs	2	2		
Equipment Costs & Maintenance Agreements	3	3		
Contractor & Professional Services	81	91	10	12.3
Materials, Supplies & Other Services	9	9		
OTHER OPERATING EXPENSES	**114**	**125**	**11**	**9.5**
TOTAL EXPENDITURES	**1,026**	**1,072**	**46**	**4.5**
REVENUES				
Transfers		(10)	(10)	
TOTAL REVENUES		**(10)**	**(10)**	
NET PROGRAM IMPACT	**1,026**	**1,062**	**36**	**3.5**
Total Program Impact	**1,026**	**1,062**	**36**	**3.5%**

Explanation of Changes:
Labour: The increase in permanent labour costs reflects performance Pay, economic adjustment increases, labour adjustments and other fringe benefit changes.

Contractors & Professional Services: An external quality assessment review is required every five years. The cost of this review will be offset by a one time transfer from reserves.

INFORMATION TECHNOLOGY
2012 Explanation of Budget Changes
Program: Information Technology

Program Expenditures ($ 000's)	2011 Budget	2012 Request	2012 Requested change over 2011 Budget $	%
EXPENDITURES				
LABOUR COST	**12,551**	**13,270**	**719**	**5.7**
Staff Development Costs	91	91		
Communication Costs	663	588	(75)	(11.3)
Transportation Costs	15	15		
Occupancy & City Costs	169	173	4	2.5
Equipment Costs & Maintenance Agreements	4,041	3,982	(58)	(1.4)
Contractor & Professional Services	140	140		
Materials, Supplies & Other Services	120	120		
OTHER OPERATING EXPENSES	**5,237**	**5,108**	**(129)**	**(2.5)**
TOTAL EXPENDITURES	**17,788**	**18,378**	**590**	**3.3**
REVENUES				
Fees & Service Charges	(506)	(538)	(32)	**(6.3)**
Rents, Concessions & Franchise	(2)	(2)		
TOTAL REVENUES	**(508)**	**(540)**	**(32)**	**(6.3)**
NET PROGRAM IMPACT	**17,280**	**17,838**	**558**	**3.2**
Allocations	(521)	(548)	(28)	**(5.3)**
Total Program Impact	**16,760**	**17,290**	**530**	**3.2%**

Explanation of Changes:
LABOUR COST: The increase in permanent labour cost reflects labour adjustments and other fringe benefit changes. Also includes the conversion of 1 TXM Application Developer contract position to permanent and the annualization of new positions approved in the prior year's budget -1 SAP Application Developer, 1 SAP Portal Developer and 1 SAP System Support staff.
OTHER OPERATING EXPENSES: Bell savings achieved through favourable contract negotiations and efficiencies achieved by reviewing all IT Maintenance agreements.
REVENUES: Increase in Tax System Support Fees and Fire Dispatch System Recovery.
Allocations: IT Maintenance allocations to other departments partly offset by Departmental Business Services allocation

BUSINESS SERVICES

2012 Explanation of Budget Changes

Program: Revenue, Materiel Management and Business Services

Program Expenditures ($ 000's)	2011 Budget	2012 Request	2012 Requested change over 2011 Budget $	%
EXPENDITURES				
LABOUR COST	**5,333**	**5,543**	**209**	**3.9**
Staff Development Costs	42	42		
Communication Costs	293	311	18	6.0
Transportation Costs	33	33		
Occupancy & City Costs	47	58	11	24.2
Equipment Costs & Maintenance Agreements	68	68		
Contractor & Professional Services	51	51		
Advertising & Promotions	3	3		
Materials, Supplies & Other Services	179	179		
Finance Other	161	119	(42)	(26.0)
OTHER OPERATING EXPENSES	**877**	**864**	**(13)**	**(1.5)**
TOTAL EXPENDITURES	**6,210**	**6,406**	**196**	**3.2**
REVENUES				
Fees & Service Charges	(1,280)	(1,518)	(238)	**(18.6)**
Other Revenue	(3)	(3)		
TOTAL REVENUES	**(1,283)**	**(1,521)**	**(238)**	**(18.6)**
NET PROGRAM IMPACT	**4,927**	**4,885**	**(42)**	**(0.9)**
Allocations	158	165	7	**4.3**
Total Program Impact	**5,085**	**5,050**	**(35)**	**(0.7%)**

Explanation of Changes:
LABOUR COST: The increase in permanent labour reflects labour adjustments and other fringe benefit changes.
OTHER OPERATING EXPENSES: The decrease in other operating costs reflects the elimination of budget for Collection software and maintenance (recovered through Fees and Service Charges), partly offset by an increase in postage and utilities costs.
REVENUES: Increase in revenue is due to a rate increase for Ownership Change Fee, and new fees for Addition to the Tax Roll, Overdue Notice, and New Account Administration.
Allocations: Departmental Business Services cost allocations.

BUSINESS SERVICES
2012 Explanation of Budget Changes
Program: Finance

Program Expenditures ($ 000's)	2011 Budget	2012 Request	2012 Requested change over 2011 Budget $	%
EXPENDITURES				
LABOUR COST	**4,003**	**4,456**	**453**	**11.3**
Staff Development Costs	64	64		
Communication Costs	35	36	1	2.9
Transportation Costs	4	4		
Equipment Costs & Maintenance Agreements	21	21		
Contractor & Professional Services	143	6	(138)	(96.2)
Advertising & Promotions	3	3		
Materials, Supplies & Other Services	83	83		
Finance Other	(106)	(81)	25	23.6
Transfers		11	11	
OTHER OPERATING EXPENSES	**247**	**147**	**(100)**	**(40.6)**
TOTAL EXPENDITURES	**4,250**	**4,603**	**353**	**8.3**
REVENUES				
Transfers	(11)		11	**100.0**
TOTAL REVENUES	**(11)**		**11**	**100.0**
NET PROGRAM IMPACT	**4,239**	**4,603**	**364**	**8.6**
Allocations	88	92	4	**4.3**
Total Program Impact	**4,327**	**4,695**	**368**	**8.5%**

Explanation of Changes:
LABOUR COST: The increase in permanent labour reflects labour cost adjustments and other fringe benefit changes. The budget also includes annualization of 1 permanent Payroll position approved in 2011 and an Insurance Claims Analyst position.
OTHER OPERATING EXPENSES: A decrease in professional services ($25K) for investment portfolio administration systems licensing along with a reduction of External Adjusting Costs ($90K) which offsets the cost of the Claims Analyst. Interest revenues reduction of $25K and a reserve transfer of $11K for the Insurance Actuarial Review.
REVENUES: Elimination of transfer from Reserve funds used for the Insurance Actuarial Review in 2011.
Allocations: Departmental Business Services cost allocations.

BUSINESS SERVICES
2012 Explanation of Budget Changes
Program: Human Resources

Program Expenditures ($ 000's)	2011 Budget	2012 Request	2012 Requested change over 2011 Budget $	%
EXPENDITURES				
LABOUR COST	**6,055**	**6,371**	**316**	**5.2**
Staff Development Costs	93	62	(31)	(33.3)
Communication Costs	25	25		
Transportation Costs	8	8		
Occupancy & City Costs	169	171	2	1.3
Equipment Costs & Maintenance Agreements	36	36		
Contractor & Professional Services	540	665	125	23.2
Advertising & Promotions	111	134	23	20.6
Materials, Supplies & Other Services	106	106		
Transfers	50		(50)	(100.0)
OTHER OPERATING EXPENSES	**1,136**	**1,205**	**69**	**6.1**
TOTAL EXPENDITURES	**7,192**	**7,577**	**385**	**5.4**
REVENUES				
Transfers	(81)	(85)	(4)	**(4.9)**
TOTAL REVENUES	**(81)**	**(85)**	**(4)**	**(4.9)**
NET PROGRAM IMPACT	**7,111**	**7,492**	**381**	**5.4**
Allocations	149	155	7	**4.4**
Total Program Impact	**7,260**	**7,647**	**387**	**5.3%**

Explanation of Changes:
LABOUR COST: The increase in permanent labour costs reflects labour adjustments and other fringe benefit changes. Labour also includes annualization of 1 permanent Health and Safety Specialist and 1 contract Organizational Development Consultant approved in the T&W budget in 2011.

BUSINESS SERVICES
2012 Explanation of Budget Changes
Program: Communications

Program Expenditures ($ 000's)	2011 Budget	2012 Request	2012 Requested change over 2011 Budget $	%
EXPENDITURES				
LABOUR COST	**4,267**	**4,584**	**317**	**7.4**
Staff Development Costs	22	22		
Communication Costs	12	12		
Transportation Costs	4	4		
Equipment Costs & Maintenance Agreements	15	15		
Contractor & Professional Services	107	72	(36)	(33.1)
Advertising & Promotions	101	98	(3)	(2.6)
Materials, Supplies & Other Services	107	99	(8)	(7.6)
Finance Other	(76)	(76)		
OTHER OPERATING EXPENSES	**293**	**247**	**(46)**	**(15.8)**
TOTAL EXPENDITURES	**4,560**	**4,831**	**271**	**5.9**
REVENUES				
Fees & Service Charges	(6)	(6)		
Rents, Concessions & Franchise	(3)	(3)		
Other Revenue	(2)	(1)	1	**37.5**
Transfers	(30)		30	**100.0**
TOTAL REVENUES	**(41)**	**(10)**	**31**	**75.4**
NET PROGRAM IMPACT	**4,519**	**4,821**	**302**	**6.7**
Allocations	95	99	4	**4.3**
Total Program Impact	**4,613**	**4,919**	**306**	**6.6%**

Explanation of Changes:
LABOUR COST: The increase in permanent labour reflects labour cost adjustments and other fringe benefit changes. It also includes annualization for 1 Knowledge Base Specialist and 1 position transferred from T&W to provide Public Affairs support for T&W.
OTHER OPERATING EXPENSES: Efficiencies achieved have resulted in minor budget reductions in areas such as New Media Marketing, Civic Events and Public Issues and the one-time funding for the Communications Master Plan has been eliminated.
REVENUES: Elimination of the 2011 transfer from Reserve to fund the Communications Master Plan.
Allocations: Departmental Business Services cost allocation.

MAYOR & MEMBERS OF COUNCIL
2012 Explanation of Budget Changes
Program: Mayor's Office

Program Expenditures ($ 000's)	2011 Budget	2012 Request	2012 Requested change over 2011 Budget $	%
EXPENDITURES				
LABOUR COST	**480**	**498**	**18**	**3.7**
Staff Development Costs	1	1		
Communication Costs	5	5		
Transportation Costs	15	15		
Equipment Costs & Maintenance Agreements	3	3		
Contractor & Professional Services	1	1		
Advertising & Promotions	1	1		
Materials, Supplies & Other Services	28	28		
OTHER OPERATING EXPENSES	**53**	**53**		
TOTAL EXPENDITURES	**533**	**551**	**18**	**3.3**
NET PROGRAM IMPACT	**533**	**551**	**18**	**3.3**
Total Program Impact	**533**	**551**	**18**	**3.3%**

Explanation of Changes:
The increase in labour costs reflects performance pay and economic adjustment increases.

MAYOR & MEMBERS OF COUNCIL
2012 Explanation of Budget Changes
Program: Councillors' Office

Program Expenditures ($ 000's)	2011 Budget	2012 Request	2012 Requested change over 2011 Budget $	%
EXPENDITURES				
LABOUR COST	**3,001**	**3,063**	**62**	**2.1**
Staff Development Costs	9	9		
Communication Costs	86	86		
Transportation Costs	193	193		
Equipment Costs & Maintenance Agreements	4	4		
Materials, Supplies & Other Services	278	278		
OTHER OPERATING EXPENSES	**569**	**569**		
TOTAL EXPENDITURES	**3,571**	**3,633**	**62**	**1.7**
NET PROGRAM IMPACT	**3,571**	**3,633**	**62**	**1.7**
Total Program Impact	**3,571**	**3,633**	**62**	**1.7%**

Explanation of Changes:
The increase in labour costs reflects performance pay and economic adjustment increases.

Financial Transactions
2012 Explanation of Budget Changes
Program: Bank & External Audit

Program Expenditures ($ 000's)	2011 Budget	2012 Request	2012 Requested change over 2011 Budget $	%
EXPENDITURES				
Contractor & Professional Services	130	130		
Finance Other	1,050	1,250	200	19.0
OTHER OPERATING EXPENSES	**1,180**	**1,380**	**200**	**16.9**
TOTAL EXPENDITURES	**1,180**	**1,380**	**200**	**16.9**
REVENUES				
Other Revenue	(59)	(72)	(13)	**(22.0)**
TOTAL REVENUES	**(59)**	**(72)**	**(13)**	**(22.0)**
NET PROGRAM IMPACT	**1,121**	**1,308**	**187**	**16.7**
Total Program Impact	**1,121**	**1,308**	**187**	**16.7%**

Explanation of Changes:
Increased bank fees due to increased credit card use for City services and general increases to banking related expenses, offset by procurement card rebate revenue.

Financial Transactions
2012 Explanation of Budget Changes
Program: Benefits & Labour

Program Expenditures ($ 000's)	2011 Budget	2012 Request	2012 Requested change over 2011 Budget $	%
EXPENDITURES				
LABOUR COST	**2,056**	**1,811**	**(246)**	**(11.9)**
Transfers	1,554	78	(1,476)	(95.0)
OTHER OPERATING EXPENSES	**1,554**	**78**	**(1,476)**	**(95.0)**
TOTAL EXPENDITURES	**3,610**	**1,889**	**(1,721)**	**(47.7)**
REVENUES				
Transfers	(520)	(520)		
TOTAL REVENUES	**(520)**	**(520)**		
NET PROGRAM IMPACT	**3,090**	**1,369**	**(1,721)**	**(55.7)**
Total Program Impact	**3,090**	**1,369**	**(1,721)**	**(55.7%)**

Explanation of Changes:
Changes made to labour and benefit costs resulted in a net $246 thousand savings that will be allocated out to the various services areas in 2012.
Transfer to Reserve for Labour Settlement made in 2011, due to that year having one less work day than a base year (261 days), is allocated to all service areas in 2012.

Financial Transactions
2012 Explanation of Budget Changes
Program: Enersource Dividend

Program Expenditures ($ 000's)	2011 Budget	2012 Request	2012 Requested change over 2011 Budget $	2012 Requested change over 2011 Budget %
REVENUES				
Other Revenue	(9,000)	(9,000)		
TOTAL REVENUES	**(9,000)**	**(9,000)**		
NET PROGRAM IMPACT	**(9,000)**	**(9,000)**		
Total Program Impact	**(9,000)**	**(9,000)**		**0.0%**

Explanation of Changes:
No changes.

Financial Transactions
2012 Explanation of Budget Changes
Program: Insurance

Program Expenditures ($ 000's)	2011 Budget	2012 Request	2012 Requested change over 2011 Budget $	%
EXPENDITURES				
Contractor & Professional Services	65	65		
Finance Other	4,784	4,884	100	2.1
Transfers	2,598	2,598		
OTHER OPERATING EXPENSES	**7,447**	**7,547**	**100**	**1.3**
TOTAL EXPENDITURES	**7,447**	**7,547**	**100**	**1.3**
REVENUES				
Transfers	(3,564)	(3,564)		
TOTAL REVENUES	**(3,564)**	**(3,564)**		
NET PROGRAM IMPACT	**3,883**	**3,983**	**100**	**2.6**
Total Program Impact	**3,883**	**3,983**	**100**	**2.6%**

Explanation of Changes:
Increase in liability insurance premiums.

Financial Transactions
2012 Explanation of Budget Changes
Program: Investment Income

Program Expenditures ($ 000's)	2011 Budget	2012 Request	2012 Requested change over 2011 Budget $	2012 Requested change over 2011 Budget %
REVENUES				
Investment Income	(14,455)	(14,455)		
TOTAL REVENUES	**(14,455)**	**(14,455)**		
NET PROGRAM IMPACT	**(14,455)**	**(14,455)**		
Total Program Impact	**(14,455)**	**(14,455)**		**0.0%**

Explanation of Changes:
No changes.

Financial Transactions
2012 Explanation of Budget Changes
Program: Labour Gapping Savings

Program Expenditures ($ 000's)	2011 Budget	2012 Request	2012 Requested change over 2011 Budget $	%
EXPENDITURES				
LABOUR COST	**(550)**	**(550)**		
TOTAL EXPENDITURES	**(550)**	**(550)**		
NET PROGRAM IMPACT	**(550)**	**(550)**		
Total Program Impact	**(550)**	**(550)**		**0.0%**

Explanation of Changes:
No changes.

Financial Transactions
2012 Explanation of Budget Changes
Program: Miscellaneous Revenue and Expense

Program Expenditures ($ 000's)	2011 Budget	2012 Request	2012 Requested change over 2011 Budget $	%
EXPENDITURES				
LABOUR COST	**13**		**(13)**	**(100.0)**
Staff Development Costs	145	45	(100)	(69.0)
Communication Costs	40	40		
Contractor & Professional Services	79	59	(20)	(25.2)
Advertising & Promotions	81	81		
Materials, Supplies & Other Services	386	461	75	19.4
Finance Other	196	196		
Transfers	50	50		
OTHER OPERATING EXPENSES	**978**	**933**	**(45)**	**(4.6)**
TOTAL EXPENDITURES	**991**	**933**	**(58)**	**(5.8)**
REVENUES				
Fees & Service Charges	(20)	(20)		
Other Revenue	(440)	(390)	50	**11.4**
Transfers	(9)	(59)	(50)	**(531.9)**
TOTAL REVENUES	**(469)**	**(469)**		
NET PROGRAM IMPACT	**521**	**464**	**(58)**	**(11.1)**
Total Program Impact	**521**	**464**	**(58)**	**(11.1%)**

Explanation of Changes:
Reduction to course & conference budgets of $100 thousand for later allocation to various service areas.
Budget of $75 thousand established for implementation of Judicial Inquiry recommendations.

Financial Transactions
2012 Explanation of Budget Changes
Program: Payments in Lieu of Taxes

Program Expenditures ($ 000's)	2011 Budget	2012 Request	2012 Requested change over 2011 Budget $	%
EXPENDITURES				
Finance Other	100	100		
OTHER OPERATING EXPENSES	**100**	**100**		
TOTAL EXPENDITURES	**100**	**100**		
REVENUES				
Payments in Lieu	(25,001)	(24,601)	400	**1.6**
TOTAL REVENUES	**(25,001)**	**(24,601)**	**400**	**1.6**
NET PROGRAM IMPACT	**(24,901)**	**(24,501)**	**400**	**1.6**
Total Program Impact	**(24,901)**	**(24,501)**	**400**	**1.6%**

Explanation of Changes:
Reduction to anticipated Payment in Lieu of Tax revenue, particularly from the Greater Toronto Airport Authority (GTAA) where the basis for payment-in-lieu is a declining three year average passenger count.

Financial Transactions
2012 Explanation of Budget Changes
Program: Transfer To and From Reserves

Program Expenditures ($ 000's)	2011 Budget	2012 Request	2012 Requested change over 2011 Budget $	%
EXPENDITURES				
Transfers	450	500	50	11.1
OTHER OPERATING EXPENSES	**450**	**500**	**50**	**11.1**
TOTAL EXPENDITURES	**450**	**500**	**50**	**11.1**
NET PROGRAM IMPACT	**450**	**500**	**50**	**11.1**
Total Program Impact	**450**	**500**	**50**	**11.1%**

Explanation of Changes:
Increase to annual amount transferred to Reserve for Election Expenses.

Financial Transactions
2012 Explanation of Budget Changes
Program: Taxation

Program Expenditures ($ 000's)	2011 Budget	2012 Request	2012 Requested change over 2011 Budget $	%
EXPENDITURES				
Occupancy & City Costs	680	680		
Finance Other	3,584	3,754	170	4.7
Transfers	1,062	812	(250)	(23.5)
OTHER OPERATING EXPENSES	**5,326**	**5,246**	**(80)**	**(1.5)**
TOTAL EXPENDITURES	**5,326**	**5,246**	**(80)**	**(1.5)**
REVENUES				
Supplementary Railway & Corridors	(5,464)	(5,464)		
Penalties & Interest on Taxes	(7,000)	(7,000)		
TOTAL REVENUES	**(12,464)**	**(12,464)**		
NET PROGRAM IMPACT	**(7,138)**	**(7,218)**	**(80)**	**(1.1)**
Total Program Impact	**(7,138)**	**(7,218)**	**(80)**	**(1.1%)**

Explanation of Changes:
Increase to Vacancy and Charity tax rebates, of $100 thousand and $70 thousand respectively, due to increased applications which is offset by decline of $250 thousand in Senior's tax rebates due to lower than expected participation.

Financial Transactions
2012 Explanation of Budget Changes
Program: Tourism

Program Expenditures ($ 000's)	2011 Budget	2012 Request	2012 Requested change over 2011 Budget $	2012 Requested change over 2011 Budget %
EXPENDITURES				
Transfers	145	145		
OTHER OPERATING EXPENSES	**145**	**145**		
TOTAL EXPENDITURES	**145**	**145**		
NET PROGRAM IMPACT	**145**	**145**		
Total Program Impact	**145**	**145**		**0.0%**

Explanation of Changes:
No changes.

Financial Transactions
2012 Explanation of Budget Changes
Program: Transfer to WSIB Reserve

Program Expenditures ($ 000's)	2011 Budget	2012 Request	2012 Requested change over 2011 Budget $	%
EXPENDITURES				
LABOUR COST	**1,250**	**1,150**	**(100)**	**(8.0)**
Contractor & Professional Services	140	140		
Materials, Supplies & Other Services	40	90	50	125.0
Transfers	950	1,050	100	10.5
OTHER OPERATING EXPENSES	**1,130**	**1,280**	**150**	**13.3**
TOTAL EXPENDITURES	**2,380**	**2,430**	**50**	**2.1**
REVENUES				
Transfers	(2,130)	(2,130)		
TOTAL REVENUES	**(2,130)**	**(2,130)**		
NET PROGRAM IMPACT	**250**	**300**	**50**	**20.0**
Total Program Impact	**250**	**300**	**50**	**20.0%**

Explanation of Changes:
Increase of $50 thousand to WSIB Medical Consultations due to an increase in applications requiring those services.
Increase of $100 thousand to transfer from Reserve for Workers' Compensation and equivalent offset to labour costs due to increased benefit disbursements.

Financial Transactions
2012 Explanation of Budget Changes
Program: Contribution to Capital

Program Expenditures ($ 000's)	2011 Budget	2012 Request	2012 Requested change over 2011 Budget $	%
EXPENDITURES				
Transfers	21,690	21,690		
OTHER OPERATING EXPENSES	**21,690**	**21,690**		
TOTAL EXPENDITURES	**21,690**	**21,690**		
NET PROGRAM IMPACT	**21,690**	**21,690**		
Total Program Impact	**21,690**	**21,690**		**0.0%**

Explanation of Changes:
No changes.

Total Summary of Changes by Category and FTE

	Total 2012 - 2014			Total 2012 - 2014		
Service	**Proposed New Initiatives ($000)s**	**Recommended Tax Rate Reduction Options ($000)s**	**Other Tax Rate Reduction Options ($000)s**	**Proposed New Initiatives FTE**	**Recommended Tax Rate Reduction Options FTE**	**Other Tax Rate Reduction Options FTE**
Roads, Storm Drainage & Watercourses	0	0	(698)	0	0	(5)
Fire & Emergency Services	2,489	0	(2,763)	29	0	(31)
Mississauga Transit	4,256	0	0	45	0	0
Recreation & Parks	1,331	(687)	(1,958)	11	1	(26)
Mississauga Library	222	0	(1,042)	(8)	0	(12)
Land Development & Services	24	0	0	0	0	0
Legislative Services	2,511	0	0	7	0	0
Arts & Culture	473	(50)	(88)	2	0	(1)
Regulatory Services	(564)	0	0	8	0	0
Facilities & Property Management	84	0	(95)	1	0	0
Strategic Policy	890	0	(142)	10	0	(1)
Information Technology	0	(18)	(100)	0	0	(1)
Business Services	135	(45)	(80)	1	(1)	0
Total Budget Impact	**11,851**	**(800)**	**(6,966)**	**106**	**1**	**(77)**

Summary of Changes by Category and by Year

	2012			2013			2014		
Service	**Proposed New Initiatives ($000)s**	**Recommended Tax Rate Reduction Options ($000)s**	**Other Tax Rate Reduction Options ($000)s**	**Proposed New Initiatives ($000)s**	**Recommended Tax Rate Reduction Options ($000)s**	**Other Tax Rate Reduction Options ($000)s**	**Proposed New Initiatives ($000)s**	**Recommended Tax Rate Reduction Options ($000)s**	**Other Tax Rate Reduction Options ($000)s**
Roads, Storm Drainage & Watercourses	0	0	(698)	0	0	0	0	0	0
Fire & Emergency Services	256	0	(2,069)	2,072	0	(694)	161	0	0
Mississauga Transit	2,207	0	0	2,049	0	0	0	0	0
Recreation & Parks	826	(387)	(1,382)	334	(275)	(536)	171	(25)	(40)
Mississauga Library	0	0	(771)	232	0	(271)	(10)	0	0
Land Development & Services	0	0	0	24	0	0	0	0	0
Legislative Services	77	0	0	34	0	0	2,400	0	0
Arts & Culture	270	(50)	(88)	183	0	0	20	0	0
Regulatory Services	56	0	0	(51)	0	0	(569)	0	0
Facilities & Property Management	43	0	(95)	41	0	0	0	0	0
Strategic Policy	381	0	(142)	445	0	0	64	0	0
Information Technology	0	(18)	(75)	0	0	(25)	0	0	0
Business Services	110	(45)	(80)	25	0	0	0	0	0
Total Budget Impact	**4,226**	**(500)**	**(5,400)**	**5,388**	**(275)**	**(1,526)**	**2,237**	**(25)**	**(40)**

Roads, Storm Drainage & Watercourses - Service Changes Summary 2012-2014

BR#	Service	Initiative Description	Category	FTE	2012	2013	2014	Total Operating	Capital 2012-2014
749	Roads, Storm Drainage &	Streetlighting Retrofit to Light Emitting Diode (LED) light source	Proposed New Initiatives	0.0	0	0	0	0	35,000
773	Roads, Storm Drainage &	Recycling Receptacles on the City's Road Allowance	Proposed New Initiatives	0.0	0	0	0	0	1,500
		Total	**Proposed New Initiatives**	**0.0**	**0**	**0**	**0**	**0**	**36,500**
751	Roads, Storm Drainage &	Parking Permits - Industrial	Other Tax Rate Reduction Options	0.0	(55)	0	0	(55)	0
735	Roads, Storm Drainage &	Summer Maintenance and Clean Up - Reductions to Temporary Labour	Other Tax Rate Reduction Options	(1.4)	(54)	0	0	(54)	0
724	Roads, Storm Drainage &	Winter Maintenance - Reduction of Snow Removal Service Within Business	Other Tax Rate Reduction Options	0.0	(289)	0	0	(289)	0
719	Roads, Storm Drainage &	Leaf Pickup Program - Modification of Collection Criteria	Other Tax Rate Reduction Options	(4.0)	(300)	0	0	(300)	0
		Total	**Other Tax Rate Reduction Options**	**(5.4)**	**(698)**	**0**	**0**	**(698)**	**0**

Business Plan and Budget

City of Mississauga

Budget Request # 719

Description of Proposed Initiative

Leaf Pickup Program - Modification of Collection Criteria

Service Area

Roads, Storm Drainage & Watercourses

Department

Transportation and Works

Impacts (000s)	2011 & Prior	2012	2013	2014
Net Operating	0	-300	0	0
Net Cost Funded from Tax Levy	0	-300	0	0
Net Impact on Tax Levy		-0.09 %	0.00 %	0.00 %
FTE	0	-4	0	0
Capital Approved Forecast				
Net Incremental Capital	0	0	0	0

Details of Service Change

The Transportation and Works Department provides curb-side/ditch vacuum leaf pick up in mature, heavily treed areas of the city. The current service level is to provide this service to residential and wooded areas that are a minimum 35 years old based on the date of registration of the subdivision, deemed to be 30 years of occupancy.

It is proposed that the Leaf Pickup Program reduce the service level to a 40 year minimum age criteria. Residential areas between 35 to 39 years in age would be impacted by this change as they would no longer meet the age criteria. Within 5 years all of these areas would be back in the program.

Leaf collection in areas that do not meet the age criteria would be still be done through the Region of Peel Yard Waste Program.

Risks can be mitigated as only those receiving the service receive a Vacuum Leaf Pickup pamphlet with instructions on the program.

If the Leaf Pickup Program adopted a 40 year subdivision registration criteria along with wooded areas, a savings of $300,000 could be realized through the reduction of contractor services ($200,000) and temporary labour ($150,000). Revenue from the Region of Peel's subsidy for the program would also be reduced ($50,000).

Service Impact

The City would modify the existing program by reverting back to the 2006 collection plan. This would affect approximately 10% of the recently added households and would cause residents to bag their leaves until such time as registration dates for the subdivisions meet the revised 40 year criteria. The affected residents will be expected to place their leaves into open reusable containers or paper yard waste bags and place them at the curb on the regular waste collection day to be picked up by the Region of Peel.

Some public opposition to this deferral and reduction should be expected.

Comments

Business Plan and Budget

City of Mississauga

Budget Request # 724

Description of Proposed Initiative

Winter Maintenance - Reduction of Snow Removal Service Within Business Improvement Areas

Service Area

Roads, Storm Drainage & Watercourses

Department

Transportation and Works

Impacts (000s)	2011 & Prior	2012	2013	2014
Net Operating	0	-289	0	0
Net Cost Funded from Tax Levy	0	-289	0	0
Net Impact on Tax Levy		-0.09 %	0.00 %	0.00 %
FTE	0	0	0	0
Capital Approved Forecast				
Net Incremental Capital	0	0	0	0

Details of Service Change

The Transportation and Works Department currently removes snow from curb-faced sidewalks within Business Improvement Areas (BIA's). The operation involves the use of labourers and equipment to remove the snow along the curbs, sidewalks or boulevards and place it onto the roadway curb lane where equipment is used to load the snow onto trucks for removal to designated snow dump locations.

There are three vendors who provide a total of 6 crews to undertake the snow removal in the BIA's. The contractor costs are broken down into Standby and Operational Costs.

It is proposed that service can be reduced by the elimination of the most expensive crews.

Service Impact

This reduction in the number of crews available to complete this work could cause a delay in the service delivery of 3 - 5 days. During heavy snow periods, pedestrian, retailers and shoppers would find it difficult accessing stores, transit and on street parking in the BIA's. Community reaction will be negative as retailers, businesses, residents, transit users and pedestrians would be affected.

Comments

Business Plan and Budget

City of Mississauga

Budget Request # 735

Description of Proposed Initiative

Summer Maintenance and Clean Up Reduction

Service Area

Roads, Storm Drainage & Watercourses

Department

Transportation and Works

Impacts (000s)	2011 & Prior	2012	2013	2014
Net Operating	0	-54	0	0
Net Cost Funded from Tax Levy	0	-54	0	0
Net Impact on Tax Levy		-0.02 %	0.00 %	0.00 %
FTE	0	-1.4	0	0
Capital Approved Forecast				
Net Incremental Capital	0	0	0	0

Details of Service Change

The Transporation and Works Department currently employs 12 temporary summer labourers to undertake various task assigned through the Works Yards. A breakdown of the duties and time spent is as follows:

- Litter Clean Up (5-10%)
- Creek Clean up/Inlets & Outlets (2-5%) Complaint Driven
- Sidewalk Repairs/Grinding (5-10%)
- Headwall Repairs (3-5%)
- Sod Repairs (20-40%)
- Asphalt Repairs (20-40%)
- Culvert Removal (10-20%)

The temporary labourers are employed through a 15 week period during the summer months and work a 40 hour work week. The average salary for these positions is $18/hour.

The elimination of 5 positions would realize a savings of $54,000

Service Impact

The impact of this change may result in more visible litter throughout the City and associated complaints. Other impacts may include longer wait times to address repairs or the need to utilize City Emgergency Contractors for urgent repairs.

Comments

Business Plan and Budget

City of Mississauga

Budget Request # 749

Description of Proposed Initiative

Streetlighting Retrofit to Light Emitting Diode (LED) light source

Service Area

Roads, Storm Drainage & Watercourses

Department

Transportation and Works

Impacts (000s)	2011 & Prior	2012	2013	2014
Net Operating	0	0	0	0
Net Cost Funded from Tax Levy	0	0	0	0
Net Impact on Tax Levy		0.00 %	0.00 %	0.00 %
FTE	0	0	0	0
Capital Approved Forecast				
Net Incremental Capital	0	18,000	17,000	0

Details of Service Change

Streetlighting in Mississauga currently uses a high pressure sodium (HPS) light source. Advances in technology over the last few years has resulted in the introduction of several new, significantly more energy efficient light sources. In order to evaluate the various technology, a pilot project was initiated in 2010.

The “New Streetlighting Technologies” pilot project ended in early 2011 and concluded that light emitting diode (LED) technology offered the most significant cost reduction opportunity. Based on these results, Transportation and Works recommends the conversion the City's streetlights to light emitting diode (LED) technology with a streetlight monitoring system (SMS). The SMS allows for constant monitoring of the status and energy consumption of the streetlighting system. It can also be programmed to provide a controlled constant light output over the life of the luminaire, thereby providing additional energy savings.

LED luminaries are expected to have a useful life of 20 years. The capital cost of this project is estimated to be $35 million. The payback period for this project, relative to a "do nothing" scenario, is 6 years after project completion or 2019.
LED technology will reduce streetlighting energy and maintenance costs in Mississauga by approximately 50%. This includes the elimination of costs to patrol and relamp the existing streetlight system. Streetlighting operating budget reductions in Transportation and Works in 2013 and 2014, to align it with lower operating costs, will be fully offset by budget increases in Corporate Services for interest expenses and debt repayment, to address the corporate obligations related to the $35 million debt financing.

Service Impact

The transition to LED lighiting will increase vehicular and pedestrian safety by providing better visibility, object recognition and colour rendition, while also reducing the City's carbon footprint. LED luminaires are dark-sky friendly and have been certified as such by the International Dark-Sky Association. These lights eliminate obtrusive sky glow from streetlights. The current HPS light source emits a yellowish light that has a very poor colour rendering quality.

Business Plan and Budget

City of Mississauga

Budget Request # 751

Description of Proposed Initiative

Parking Permits - Commercial and Industrial

Service Area

Roads, Storm Drainage & Watercourses

Department

Transportation and Works

Impacts (000s)	2011 & Prior	2012	2013	2014
Net Operating	0	-55	0	0
Net Cost Funded from Tax Levy	0	-55	0	0
Net Impact on Tax Levy		-0.02 %	0.00 %	0.00 %
FTE	0	0	0	0
Capital Approved Forecast				
Net Incremental Capital	0	0	0	0

Details of Service Change

The City has frequently been requested for extended hour on-street parking in industrial/commercial areas but generally this has only been approved for a temporary period of time.

The City does not have an on-street paid parking permit system in place. There are two main customer bases for this system: namely Residential Extended Hour On-Street Parking and Industrial/Commercial Extended Hour On-Street Parking. This budget request speaks to a permit system for the Industrial/Commercial customer base.

Industrial/Commercial: Free extended hour parking in industrial/commercial areas has not been supported (except in temporary instances) in the past for two main reasons: 1. In fairness to other businesses that had to build sufficient on-site parking and 2. In fairness to those other businesses that have contributed to a payment in lieu program. A permit fee would help bring an element of fairness into the process.

The City has initiated a hang tag permit process for the Civic Precinct parking garages and could leverage this model for the short to medium term for this initiative. As the program develops, a more robust system would likely need to be considered to handle the growing number of permits.

There would be a start-up cost (estimated at $5,000) to establish a permit system and for on-going administration. On its own, this initiative is anticipated to have a minimal impact on staff levels as the issuing of permits has the potential to be absorbed by the existing process. Combined with the other growing services in the parking area, administration needs should be assessed and quantified.

Enforcement
This initiative will require pro-active enforcement, which would require additional parking enforcement officers. Pro-active enforcement may generate additional parking ticket revenue, which may partially offset the cost of additional officers.

Service Impact

Businesses that currently do not have extended hour on-street parking will now have that option.

The establishment of a pay for parking permit system requires an administration system (tracking, invoicing, payment, permit issuance, enforcement procedure). Existing staff will be utilized to initiate this program and we will monitor and report on future staffing requirements if required. Any costs for future staffing would be recovered from gross revenues.

Extended hour parking is not available in industrial areas and would have an impact on snow clearing operations. As this initiative is primarily targeting day time use, the evenings would still be available for snow clearing operations.

Comments

Business Plan and Budget

City of Mississauga

Budget Request # 773

Description of Proposed Initiative

Recycling Receptacles on the City's Road Allowance

Service Area

Roads, Storm Drainage & Watercourses

Department

Transportation and Works

Impacts (000s)	2011 & Prior	2012	2013	2014
Net Operating	0	0	0	0
Net Cost Funded from Tax Levy	0	0	0	0
Net Impact on Tax Levy		0.00 %	0.00 %	0.00 %
FTE	0	0	0	0
Capital Approved Forecast				
Net Incremental Capital	0	750	750	0

Details of Service Change

This initiative deals with the fabrication and installation of up to 750 combined waste and recycling receptacles, at transit bus stops, platforms, terminals and other appropriate locations in the City's road allowance, with a target date of April 2012 for the start of installations, beginning with the City's BIAs.

Service Impact

The installation of up to 750 recycling bins on the City's road allowance in areas of high pedestrian activity offers the public opportunities to recycle, thereby diverting material from the waste stream.

Comments

Fire & Emergency Services - Service Changes Summary 2012-2014

BR#	Service	Initiative Description	Category	FTE	2012	2013	2014	Total Operating	Capital 2012-2014
73	Fire & Emergency	Fire Prevention Legislation Resourcing	Proposed New Initiatives	2.0	108	108	0	216	0
717	Fire & Emergency	Data Analyst	Proposed New Initiatives	1.0	55	55	0	110	0
96	Fire & Emergency	Fire Training Officers	Proposed New Initiatives	3.0	62	124	124	310	0
164	Fire & Emergency	Training Resources for Emergency Management Office	Proposed New Initiatives	0.0	31	0	0	31	0
163	Fire & Emergency	Deputy Chief Position	Proposed New Initiatives	1.0	0	202	0	202	0
65	Fire & Emergency	Building Maintenance Mechanic	Proposed New Initiatives	1.0	0	106	0	106	0
74	Fire & Emergency	Station 120- Hurontario and Eglinton area	Proposed New Initiatives	20.0	0	1,440	0	1,440	0
116	Fire & Emergency	Stores/Equipment Clerk	Proposed New Initiatives	1.0	0	37	37	74	0
		Total	**Proposed New Initiatives**	**29.0**	**256**	**2,072**	**161**	**2,489**	**0**
655	Fire & Emergency	Charge Residents for Motor Vehicle Accidents	Other Tax Rate Reduction Options	0.0	(270)	(90)	0	(360)	0
654	Fire & Emergency	Eliminate Suppression Staff	Other Tax Rate Reduction Options	(31.0)	(1,799)	(604)	0	(2,403)	0
		Total	**Other Tax Rate Reduction Options**	**(31.0)**	**(2,069)**	**(694)**	**0**	**(2,763)**	**0**

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)	2011 & Prior	2012	2013	2014
Net Operating	0	0	106	0
Net Cost Funded from Tax Levy	0	0	106	0
Net Impact on Tax Levy		0.00 %	0.03 %	0.00 %
FTE	0	0	1	0
Capital Approved Forecast				
Net Incremental Capital	0	0	0	0

Details of Service Change

Given the significant growth in building inventory, existing staff are not able to adequately meet MFES maintenance requirements. There have been 5 new stations built and 4 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 also 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, and the planned life cycle renovations of existing station stock, this will add more pressure on this section.

This initiative will ensure effective maintenance of MFES building assets.

Service Impact

With the relocation and new construction of Station 116 and 106 as well as additions to existing stations (105), and the planned relocation of Station 119 from a leased facility to City owned facility, MFES will have added a significant amount of additional inventory to the building 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)	2011 & Prior	2012	2013	2014
Net Operating	0	108	108	0
Net Cost Funded from Tax Levy	0	108	108	0
Net Impact on Tax Levy		0.03 %	0.03 %	0.00 %
FTE	0	2	0	0
Capital Approved Forecast				
Net Incremental Capital	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 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 requires an additional 656 hours of inspection time.

Ontario Regulation 144/06 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. This requires an additional 810 inspection hours.

OBC regulation now mandate residential fire sprinklers for all new highrise residential occupancies over three storeys. This has implications due to the continued development of the downtown core and intensification along the major transit routes and development nodes. Given the antipated growth related to the Downtown development and other development nodes city wide, a significant number of residential buildings that fall under these regulations will be built. Also, coinciding with recent changes to the zoning bylaw to define Lodging Units, Council has passed a licensing bylaw (72-10) for the approval and registration of all multi-unit dwelling and lodging houses across the city. This licensing bylaw and lodging unit registry has a fire safety

inspection component that will include mandatory fire and life safety inspections. It is estimated that in order to keep up with the growth and addition of occupancies over three (3) storeys and mandatory fire and life safety inspections for multi-unit dwelling and lodging occupancies, a minimum of an addtional 1200 inpsection hours will be required.

A study completed by MFES in conjunction with the Ontario Fire Marshals office assessed the current capacity of a fire inspector to be 1350 hours annually. Given the above legislative requirements and number of inpsection hours (2666) required to meet these requirements, two (2) additional inspectors are requested.

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 the identified legislative changes and obligations additional staff will be required. These new requirements will not be met without additional resources.

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)	2011 & Prior	2012	2013	2014
Net Operating	0	0	1,440	0
Net Cost Funded from Tax Levy	0	0	1,440	0
Net Impact on Tax Levy		0.00 %	0.44 %	0.00 %
FTE	0	0	20	0
Capital Approved Forecast	1,500	540	1,450	750
Net Incremental Capital	0	0	0	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 the mid point of two existing service areas it will present a servicing opportunity as the pending development of this area is significant.

The station catchment area will 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 or at major intersections, and 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.

MFES responds to approximately 2,300 dispatches in this response area annually 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 # 96

Description of Proposed Initiative

Fire Training Officers

Service Area

Fire & Emergency Services

Department

Community Services

Impacts (000s)	2011 & Prior	2012	2013	2014
Net Operating	0	62	124	124
Net Cost Funded from Tax Levy	0	62	124	124
Net Impact on Tax Levy		0.02 %	0.04 %	0.04 %
FTE	0	1	1	1
Capital Approved Forecast				
Net Incremental Capital	0	0	0	0

Details of Service Change

Add one new training officer in 2012 to meet the immediate training requirements of MFES. The recommeded service level increase is three training officers.

Currently the MFES Training Division has a staff complement 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 complement has not been increased since 1999. To meet the training requirements the delivery model relies heavily on approximately 90 shift training instructors which are also working as front line suppression staff to deliver training programs.

These additional training officers are required to effectively address the increasing safety training needs of our staff. Health and Safety legislation and stringent Ministry of Labour Fire Service Standards present increasing mandatory training requirements. Coupled with an expanded annual curriculum and at the Garry W Morden Center, these regulatory agencies and safety standards demand an increase to the full time training officer complement. The current staff complement does not have the 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 voluntary field shift training instructors working on a 24 hour shift and continued positive labour relations. The additional training officers will help mitigate some of the risks associated with this delivery model.

Service Impact

The program areas that will be addressedwith the addition of three training officers are as follows:

2012-Technology, new media and communications including mobile data unit support and training
2013-Standards, compliance, testing and certification
2014-Specialized Rescue programs (Trench, Confined Space and Structural Collapse)

Comments

Bill C45, The Fire Protection and Prevention Act (FPPA), Occupational Health and Safety Act (OHSA) and Ministry of Labour (MOL) Fire Service regulations all mandate MFES to provide ongoing safety and competency training to mitigate the risks faced by front line firefighters. The current program requirements have exceeded the capacity of the current training staff complement to effectively address these needs.

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)	2011 & Prior	2012	2013	2014
Net Operating	0	0	37	37
Net Cost Funded from Tax Levy	0	0	37	37
Net Impact on Tax Levy		0.00 %	0.01 %	0.01 %
FTE	0	0	1	0
Capital Approved Forecast				
Net Incremental Capital	0	0	0	0

Details of Service Change

This initiative 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, liaises 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 complement has increased by 35%, there have been additional front line vehicles put into service, three new fire stations have opened and a third suppression 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 has had, and 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 or support and therefore in the event of both planned and unplanned absences, there is little or 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 # 163

Description of Proposed Initiative

Deputy Chief Position

Service Area

Fire & Emergency Services

Department

Community Services

Impacts (000s)	2011 & Prior	2012	2013	2014
Net Operating	0	0	202	0
Net Cost Funded from Tax Levy	0	0	202	0
Net Impact on Tax Levy		0.00 %	0.06 %	0.00 %
FTE	0	0	1	0
Capital Approved Forecast		68		
Net Incremental Capital	0	0	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 and filled in January 2010 with the other remaining position proposed for 2013. 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 pertaining to both senior staff leadership and deputy positions is as follows: (senior staff refers to the senior level management leadership team)

City	Population	Total Number of Employees	Number of Suppression Staff	Number of Senior Staff Positions	Number of Deputy Positions
Calgary	1,071,515	1369	1224	17	8
Edmonton	782,439	1061	904	10	4
Toronto	2,755,800	3183	2782	18	4
Vancouver	578,000	807	728	16	3
Winnipeg	648,100	1300	873	7	3
Ottawa	979,000	1029	897	10	3
Oakville	165,600	177	156	4	3

Mississauga	**738,000**	**704**	**616**	**7**	**2**
Hamilton	550,000	518	463	7	2
Brampton	480,000	381	336	8	2

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

Training Resources for Emergency Management Office

Service Area

Fire & Emergency Services

Department

Community Services

Impacts (000s)	2011 & Prior	2012	2013	2014
Net Operating	0	31	0	0
Net Cost Funded from Tax Levy	0	31	0	0
Net Impact on Tax Levy		0.01 %	0.00 %	0.00 %
FTE	0	0	0	0
Capital Approved Forecast		45		
Net Incremental Capital	0	0	0	0

Details of Service Change

Current operating budget is not adequate to support training for City employees and for the maintenance of EOC and associated supplies. The City of Mississauga has only 1 FTE dedicated to Emergency Management which is significantly below other municipalities of similar size therefore in order to provide adequate training for city staff, additional training materials and supplies are required.

Service Impact

An increased operating budget will provide the ability to provide a more robust training program and will be used to help maintain both ongoing training programs and EOC related supplies as well as develop additional training and communication opportunities.

Comments

Business Plan and Budget

City of Mississauga

Budget Request # 654

Description of Proposed Initiative

Eliminate Suppression Staff

Service Area

Fire & Emergency Services

Department

Community Services

Impacts (000s)	2011 & Prior	2012	2013	2014
Net Operating	0	-1,799	-604	0
Net Cost Funded from Tax Levy	0	-1,799	-604	0
Net Impact on Tax Levy		-0.56 %	-0.18 %	0.00 %
FTE	0	-31	0	0
Capital Approved Forecast				
Net Incremental Capital	0	0	0	0

Details of Service Change

Eliminate suppression positions with associated operating requirements resulting in the elimination of two front line vehicles from service.

Service Impact

The impact of eliminating suppression staff would be that two front line vehicles would be taken out of service. The following information should be considered to provide context to this potential service cut.

Based on a 2010 survey of 10 major Canadian Fire Departments the following were the related findings:

1) MFES fire suppression cost per capita is already well below the all comparable municipalities and is $26.00 per capita below the average.

2) In comparison with fire departments of similar size municpalities, MFES already has a significantly lower number of fire suppression staff . The average number of suppression staff per capita for all departments surveyed is 1:873. MFES is 1:1198.

3) Of all departments surveyed, the average number of persons protected per station is 30,213. MFES is currently at 36,900.

The following is the immediate impact of removing two vehicles from service:

It is estimated that approximately 20% more fire incidents in each response area would have response times that do not meet MFES targets or any industry accepted guidelines. As idenfied in the Fire Master Plan, there are areas of the City which are

already not meeting acceptable response time guidlines and resources were requested to address this. A reduction in staffing will further deteriorate the already deficient response times city wide.

Industry best practice suggests, in order to ensure the safety of fire crews and to mitigate risk and damage as a result of a fire, there are specific tasks that must be completed. The MFES target, in order to meet the requirements of critical tasking, is to get 20 firefighters on scene within 10 minutes and 20 seconds, 90% of the time. MFES current total response time is 14 minutes and 18 seconds 90% of the time. Removing front line vehicles will increase response time and further impact the ability to get the appropriate number of firefighters on scene in a reasonable time to be able to affect any positive outcome. In some cases the impact of the removal of two vehicles from service may impact the availability of a truck to respond at all in the event of large or simultaneous incidents.

Reducing the number of front line vehicles will have a detrimental effect on medical calls. The immediate impact would be increased response times and subsequently a marked decrease in the service level. MFES 90th percentile total response time is almost 4 minutes faster than EMS total response time. MFES is on scene first in 83% of reported vital signs absent (VSA) calls and therefore can provide quicker initial contact with the patient. MFES current total response time is for the first arriving truck is 7 minutes, 32 seconds with the current distribution of vehicles. As detailed in the Fire Master Plan, MFES is already experiencing a decline in response times at a rate of approximately 1.5% annually as a result of increased call volume and traffic congestion. This initiative would result in a further deterioration of response times and have a significant impact on patient outcomes.

In addition to fire and other day to day incidents, Station 114 also responds to hazardous materials (hazmat), trench and confined space incidents and Station 107 to water, ice and rope rescue incidents. This initiative would impact these programs and would be a service level reduction. It will result in a delayed response for these types of incidents or, in some cases, reliance on mutual aid. Delayed response increases the risk to both the community and MFES staff and will inevitably cause labour relations issues.

It will have a negative impact on the number of Home Safe Home inspections completed annually as well as reduce the capacity for in-company inspections, training and reduce public education opportunities within the community.

This may also require a change to the current delivery model to decrease response time expectations.

Comments

Business Plan and Budget

City of Mississauga

Budget Request # 655

Description of Proposed Initiative

Charge Residents for Motor Vehicle Accidents

Service Area

Fire & Emergency Services

Department

Community Services

Impacts (000s)	2011 & Prior	2012	2013	2014
Net Operating	0	-270	-90	0
Net Cost Funded from Tax Levy	0	-270	-90	0
Net Impact on Tax Levy		-0.08 %	-0.03 %	0.00 %
FTE	0	0	0	0
Capital Approved Forecast				
Net Incremental Capital	0	0	0	0

Details of Service Change

Charge residents of Mississauga for MFES attendance at motor vehicle collisions. Currently only non-resident drivers/owners are charged.

Service Impact

Charge residents of Mississauga for MFES attendance at motor vehicle collisions. Currently only non-resident drivers/owners are charged. A review of 2010 data related to motor vehicle collisions indicated there were approximately 880 motor vehicle collisions where City residents were involved. Based on this data at a cost recovery of $410.00 per truck per hour which is set by the Province of Ontario, it is expected to generate approximately $360,000 annually to commence April 1, 2012. It is anticipated that this will be negatively received by the public and is likely to generate complaints. Typically these charges are eligible for recovery from insurance.

Comments

The current by-law (0350-2010) authorizes the City of Mississauga to invoice non-resident drivers and/or owners for the provision of emergency services at the scene of a motor vehicle collision. In the City of Mississauga, when a fire crew responds to a motor vehicle collision on any roadway within the City boundaries, the non-resident driver/owner is subsequently charged for the response and use of equipment and supplies required to control or eliminate any further impact to life safety or the environment. Since 2009, Peel Regional Police have been unable to provide driver/owner information at the scene of an accident therefore it has become increasingly difficult to obtain information for invoicing purposes. Consequently, MFES relies on an MTO database to obtain license plate information. This has been somewhat effective in increasing the number of invoices issued however, cost recovery is largely dependent on the insurance company and/or owners willingness to pay.

In 2010 MFES invoiced non-resident owners/drivers $245k for motor vehicle collisions on all roads within the municipality. Of these invoices, the City was able to collect $182k.

MFES also invoices the Ministry of Transportation (MTO) for all motor vehicle collisions that occur on highways within the City of Mississauga boundaries. In 2010 MFES invoiced $300k for 481 highway related collisions and collected the full amount.

A survey of other Ontario municipalities was conducted in January of 2011 and of the 69 municipalities that responded, 12 currently charge residents for motor vehicle collisions, 36 charge non-residents and 21 do not charge either. Of the 12 that charge residents, the majority were smaller municipalities and none were comparable in size to Mississauga. The largest municipalities were Barrie, Richmond Hill, and Vaughan.

Business Plan and Budget

City of Mississauga

Budget Request # 717

Description of Proposed Initiative

Data Analyst

Service Area

Fire & Emergency Services

Department

Community Services

Impacts (000s)	2011 & Prior	2012	2013	2014
Net Operating	0	55	55	0
Net Cost Funded from Tax Levy	0	55	55	0
Net Impact on Tax Levy		0.02 %	0.02 %	0.00 %
FTE	0	1	0	0
Capital Approved Forecast				
Net Incremental Capital	0	0	0	0

Details of Service Change

This position will be responsible for the compilation and update of a detailed risk assessment database which will be used for the assessment of every property in the City based on risk. It will ultimately be used to make operation decisions such as resourcing and deployment models for each risk and property type. This has been identified as a key goal within the Fire and Emergency Services Business Plan. This position will also handle internal and external requests for data and statistics and be required to assist with both qualitative and quantitative analyses of statitical data generated by MFES on an ongoing basis. It will allow MFES to develop statistcal modelling and proactive data analyses to assist in planning for operational deployments, fire risks, response times and statistical mapping.

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 Computer Aided Dispatch, Automatic Vehicle Location, MAX and Faster (fleet management system) to maximize the ability to track performance measures, response targets and lifecycle of major assets. This position will be primarly responsible for maximizing the use of data to affect policy and will drive the development and tracking of key performance measures. This position will be responsible for handling internal and external requests for performance measures, data and statistics and be required to assist with both qualitative and quantitative analyses of statitical data generated by MFES. This will allow for more detailed statistcal modelling and proactive data analyses to assist in planning for operational deployments, fire risks, response times and statistical mapping.

Comments

Mississauga Transit - Service Changes Summary 2012-2014

BR#	Service	Initiative Description	Category	FTE	2012	2013	2014	Total Operating	Capital 2012-2014
418	Mississauga Transit	iBus project - ITS (intelligent transportation systems) for Transit	Proposed New Initiatives	1.0	74	17	0	91	0
477	Mississauga Transit	Transit Service Plan	Proposed New Initiatives	44.0	2,133	2,032	0	4,165	0
		Total	**Proposed New Initiatives**	**45.0**	**2,207**	**2,049**	**0**	**4,256**	**0**

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)	2011 & Prior	2012	2013	2014
Net Operating	583	74	17	0
Net Cost Funded from Tax Levy	583	74	17	0
Net Impact on Tax Levy		0.02 %	0.01 %	0.00 %
FTE	1	1	0	0
Capital Approved Forecast	3,500	1,500	1,500	
Net Incremental Capital	0	0	0	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 # 477

Description of Proposed Initiative

Transit Service Plan

Service Area

Mississauga Transit

Department

Transportation and Works

Impacts (000s)	2011 & Prior	2012	2013	2014
Net Operating	1,718	2,133	2,032	0
Net Cost Funded from Tax Levy	1,718	2,133	2,032	0
Net Impact on Tax Levy		0.67 %	0.62 %	0.00 %
FTE	28	23	21	0
Capital Approved Forecast	3,880	0	1,930	
Net Incremental Capital	0	0	0	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

Recreation & Parks - Service Changes Summary 2012-2014

BR#	Service	Initiative Description	Category	FTE	2012	2013	2014	Total Operating	Capital 2012-2014
703	Recreation & Parks	Mississauga Celebration Square - Fall and Winter Programming	Proposed New Initiatives	0.0	118	0	0	118	0
697	Recreation & Parks	Dedicated Security - Civic Precinct	Proposed New Initiatives	3.0	147	48	0	195	0
225	Recreation & Parks	Plant a Million Trees	Proposed New Initiatives	1.0	87	28	0	115	0
506	Recreation & Parks	Street Tree Block Pruning	Proposed New Initiatives	1.0	464	21	0	485	0
779	Recreation & Parks	Cemeteries Management	Proposed New Initiatives	0.0	10	(25)	(25)	(40)	150
229	Recreation & Parks	Woodland Hazardous Tree Maintenance	Proposed New Initiatives	0.0	0	100	0	100	0
322	Recreation & Parks	Youth Plan	Proposed New Initiatives	4.0	0	70	100	170	0
476	Recreation & Parks	Asset Management	Proposed New Initiatives	2.0	0	92	96	188	0
		Total	**Proposed New Initiatives**	**11.0**	**826**	**334**	**171**	**1,331**	**150**
586	Recreation & Parks	Backlit Advertising in Community Centres and Libraries	Recommended Tax Rate Reduction Options	1.0	(27)	(15)	(25)	(67)	0
665	Recreation & Parks	Impact of Pricing Study	Recommended Tax Rate Reduction Options	0.0	(360)	(260)	0	(620)	0
		Total	**Recommended Tax Rate Reduction Options**	**1.0**	**(387)**	**(275)**	**(25)**	**(687)**	**0**

Recreation & Parks - Service Changes Summary 2012-2014

BR#	Service	Initiative Description	Category	FTE	2012	2013	2014	Total Operating	Capital 2012-2014
276	Recreation & Parks	Cellular Towers on Parkland	Other Tax Rate Reduction Options	0.0	(30)	(30)	(40)	(100)	0
660	Recreation & Parks	Paid Parking Destination Parks	Other Tax Rate Reduction Options	0.0	(90)	(67)	0	(157)	350
738	Recreation & Parks	Curtail 50% of the 2008 Funding Increase for Floral Displays	Other Tax Rate Reduction Options	(1.0)	(50)	0	0	(50)	0
739	Recreation & Parks	Eliminate Remaining Balance of the 2008 Funding for Floral Displays	Other Tax Rate Reduction Options	(1.0)	(50)	0	0	(50)	0
662	Recreation & Parks	Reduce Corporate Grant Funding	Other Tax Rate Reduction Options	0.0	(305)	0	0	(305)	0
741	Recreation & Parks	Eliminate the Goose Management Program	Other Tax Rate Reduction Options	(2.5)	(187)	0	0	(187)	0
740	Recreation & Parks	Reduce Boulevard Maintenance Cycle	Other Tax Rate Reduction Options	0.0	(100)	0	0	(100)	0
651	Recreation & Parks	Close 1 Single Pad Arena	Other Tax Rate Reduction Options	(3.0)	(174)	(43)	0	(217)	0
658	Recreation & Parks	Close 1 Major Community Centre	Other Tax Rate Reduction Options	(18.5)	(396)	(396)	0	(792)	0
		Total	**Other Tax Rate Reduction Options**	**(26.0)**	**(1,382)**	**(536)**	**(40)**	**(1,958)**	**350**

Business Plan and Budget

City of Mississauga

Budget Request # 225

Description of Proposed Initiative

Plant a Million Trees

Service Area

Recreation & Parks

Department

Community Services

Impacts (000s)	2011 & Prior	2012	2013	2014
Net Operating	0	87	28	0
Net Cost Funded from Tax Levy	0	87	28	0
Net Impact on Tax Levy		0.03 %	0.01 %	0.00 %
FTE	0	1	0	0
Capital Approved Forecast	188	176	176	176
Net Incremental Capital	0	0	0	0

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 50,000 trees annually.

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 25,000 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 37,500 providing the funding for 17,000 new plantings.

	2010 Tree Planting	2012 Proposed
City	4,500	4,500
Community Volunteers	20,500	37,500
Private	unknown	8,000
Total	25,000	50,000

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.

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)	2011 & Prior	2012	2013	2014
Net Operating	0	0	100	0
Net Cost Funded from Tax Levy	0	0	100	0
Net Impact on Tax Levy		0.00 %	0.03 %	0.00 %
FTE	0	0	0	0
Capital Approved Forecast				
Net Incremental Capital	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 # 276

Description of Proposed Initiative

Cellular Towers on Parkland

Service Area

Recreation & Parks

Department

Community Services

Impacts (000s)	2011 & Prior	2012	2013	2014
Net Operating	0	-30	-30	-40
Net Cost Funded from Tax Levy	0	-30	-30	-40
Net Impact on Tax Levy		-0.01 %	-0.01 %	-0.01 %
FTE	0	0	0	0
Capital Approved Forecast				
Net Incremental Capital	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 to $20,000 per location.
2012 - 2 towers
2013 - 2 towers
2014 - 2 towers

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 # 322

Description of Proposed Initiative

Youth Plan

Service Area

Recreation & Parks

Department

Community Services

Impacts (000s)	2011 & Prior	2012	2013	2014
Net Operating	65	0	70	100
Net Cost Funded from Tax Levy	65	0	70	100
Net Impact on Tax Levy		0.00 %	0.02 %	0.03 %
FTE	2	0	2	2
Capital Approved Forecast				
Net Incremental Capital	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 **[in progress]**
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 **[initiated in 2011 will continue in 2013]**
4. Increase the Corporate Grant Program &to support new partnership initiatives that address youth age 15-24 needs across the City **[provided approx $18,000 to stakeholders to support youth efforts]**

Service Impact

The service impacts for 2013 will include:

- New programming at 3 satellite buildings (port Credit Arena/ Churchill Meadows and Courtney Park);
- Funding for a Parks/ Forestry program for a "take back the park" project at Churchill Meadows park;
- Additional hours for the youth ambassadors on Celebration Square;
- Additional funding to support the MYAC "Youth Connect" program on Clelebration Square.

Milestones in 2011 included;

- Establishing youth advisory committees at major community centres to establish to sustain the ongoing participation of youth in identifying program/service opportunities - including how to measure/ monitor the success of efforts
- Increasing the number of diverse, affordable and "drop in" programs for youth aged 15-24 at 23 new locations across the City
- Expanding the Walmart at Play after school program at 8 locations from the current 1 day per week to 3 days per week
- Establishing a youth leadership module (At Play mentor program)

Comments

Business Plan and Budget

City of Mississauga

Budget Request # 476

Description of Proposed Initiative

Asset Management

Service Area

Recreation & Parks

Department

Community Services

Impacts (000s)	2011 & Prior	2012	2013	2014
Net Operating	64	0	92	96
Net Cost Funded from Tax Levy	64	0	92	96
Net Impact on Tax Levy		0.00 %	0.03 %	0.03 %
FTE	1	0	1	1
Capital Approved Forecast				100
Net Incremental Capital	0	0	0	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: 2013

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: 2014

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 # 506

Description of Proposed Initiative

Street Tree Block Pruning

Service Area

Recreation & Parks

Department

Community Services

Impacts (000s)	2011 & Prior	2012	2013	2014
Net Operating	0	464	21	0
Net Cost Funded from Tax Levy	0	464	21	0
Net Impact on Tax Levy		0.15 %	0.01 %	0.00 %
FTE	0	1	0	0
Capital Approved Forecast				
Net Incremental Capital	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 # 586

Description of Proposed Initiative

Backlit Advertising in Community Centres and Libraries

Service Area

Recreation & Parks

Department

Community Services

Impacts (000s)	2011 & Prior	2012	2013	2014
Net Operating	0	-27	-15	-25
Net Cost Funded from Tax Levy	0	-27	-15	-25
Net Impact on Tax Levy		-0.01 %	0.00 %	-0.01 %
FTE	0	1	0	0
Capital Approved Forecast				
Net Incremental Capital	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 City would net between $1,500 to $3,500 a sign per year. Signs would only be purchased and installed after payment is received from the advertisers and these costs will be netted out against their gross revenue received.

Sign size is dependent on installation location area but typically would be 3'x 2' or 4'x3'

The fee structure is consistent with the Recreation and Parks Arena advertising program which generates gross revenues of $120,000 per year.

Service Impact

The gross revenue stream will develop beginning in 2012. Break-even point will be achieved within 24 months.

Comments

Business Plan and Budget

City of Mississauga

Budget Request # 651

Description of Proposed Initiative

Close 1 Single Pad Arena

Service Area

Recreation & Parks

Department

Community Services

Impacts (000s)	2011 & Prior	2012	2013	2014
Net Operating	0	-174	-43	0
Net Cost Funded from Tax Levy	0	-174	-43	0
Net Impact on Tax Levy		-0.05 %	-0.01 %	0.00 %
FTE	0	-2	-1	0
Capital Approved Forecast				
Net Incremental Capital	0	0	0	0

Details of Service Change

Closure criteria (all must be met):

Closure to occur at a stand-alone single pad arena
Closure to occur at arena with the fewest number of hours rented for both Prime Time and Non-Prime Time.
Closure to occur at arena where ice is out the 3rd week of March 2012 to accomodate an April 2012 closure

Service Impact

Based on 2010 data at arena meeting all criteria:
Program Impact - 180 Got Skates participants, 185 skating program participants and 192 Camp participants would be impacted.
Public Skating Impact - based on 2010 statistics 4,400 public skating participants would be impacted by the closure.
Rental Impact - 197 Rental Bookings impacted. Would aim to retain approx. 50% within current system

As per the current ice allocation policy, all minor groups impacted by the closure would be re-allocated to other locations. These other locations would see their other programs (adults, Learn to Skate, 2nd team practices) impacted.

Current service level for ice pads is 1 pad:29,100 residents. Elimination of 1 pad results in a service level of
1 pad: 30,800 residents

2012 labour savings of $164k.
2012 other operating expense savings of $65k.
2012 revenue loss of $55k.
Internal chargeback revenue, advertising revenue and public skate revenue would be lost revenue after

closure
Ice rental revenue assumption is to retain 75% within system.

Comments

Earliest closure would be April 2012 to accomodate Winter 2011/2012 season.
Labour impact is savings of 3 FTE's (based on grade C) 2 FT and 1 PT
Utility savings also factored in and based on 2010 costs provided by F&PM.

Business Plan and Budget

City of Mississauga

Budget Request # 658

Description of Proposed Initiative

Close 1 Major Community Centre

Service Area

Recreation & Parks

Department

Community Services

Impacts (000s)	2011 & Prior	2012	2013	2014
Net Operating	0	-396	-396	0
Net Cost Funded from Tax Levy	0	-396	-396	0
Net Impact on Tax Levy		-0.12 %	-0.12 %	0.00 %
FTE	0	-18.5	0	0
Capital Approved Forecast				
Net Incremental Capital	0	0	0	0

Details of Service Change

To close 1 major community centre
All expenses prorated for a July close
All revenues prorated for a July close (assumption to retain 40% of program and camp revenue within system)

Service Impact

Reduced opportunity for residents to pursue healthy, active lifestyles. Increased travel time and distance for users to find alternative program locations.
4,200 hours of registered program hours would be eliminated. 2,800 registered program participants would be displaced and requiring alternative program locations.
Drop In Program Impact - 38,200 drop in participants would be impacted.
2,700 annual room rental bookings with a value of $200k would be impacted
1,600 arena ice/floor bookings with a value of $300k would be impacted
Service level for community centres moves from 1:66,200 residents to 1:73,800
Service level for Gymnasia moves from 1:46,900 residents to 1:50,900
Service level for Ice pads moves from 1:29,100 residents to 1:30,800 (if 2 ice pads close new service level becomes 1:32,100)

Comments

July 1, 2012 would be earliest closure date.
Utility costs factored into total expenses (based on 2010 actual costs provided by F&PM). Portion of utilities would need to be retained in order to maintain intergrity of building shell. 30% of utility costs retained in financial data.

Labour impact = 18.5 FTE's (14 FT 4.5 PT). PT based on Grade C position.

Business Plan and Budget

City of Mississauga

Budget Request # 660

Description of Proposed Initiative

Paid Parking Destination Parks

Service Area

Recreation & Parks

Department

Community Services

Impacts (000s)	2011 & Prior	2012	2013	2014
Net Operating	0	-90	-67	0
Net Cost Funded from Tax Levy	0	-90	-67	0
Net Impact on Tax Levy		-0.03 %	-0.02 %	0.00 %
FTE	0	0	0	0
Capital Approved Forecast				
Net Incremental Capital	0	350	0	0

Details of Service Change

Establish paid parking at a number of destination parks in the City.

Capital cost estimated at $350,000 for 35 "pay and display units" to be installed in 13 destination parks, with revenues estimated to be approximately $330,000 per year with operating expenses - including debt repayment - of $173,000 annually.
The most efficient and effective approach to implementation is for Transportation & Works to maintain the resources to administer and collect the parking fees. Recreation and Parks would pay a charge back for this labour and service. The "pay and display" machines send e-mail notifications to the staff member when the coin storage unit is full to collect the parking fees. An additional FTE resource is not required for this initiative
A debt repayment charge of $45k per year is included in the operating budget. Payment schedule is based on a 10 year plan (equal to the lifecycle of the units) with a 4% interest rate being charged to initial capital costs.

Service Impact

Paid parking meters would be installed at the following destination parks in the City:

1. Erindale Park (P060)
2. J.C Saddington Park (P167)
3. J.J. Plaus Park - i.e. Snug Harbour (P109)
4. Jack Darling Memorial Park (P012)
5. Lakefront Promenade (P323)
6. Lakeside Park (P037)
7. Marina Park (P112)

8. Port Credit Memorial Park - i.e. West Bank (P106)
9. R.K. McMillan Park (P226)
10. Rhododendron Gardens (P156)
11. Richard's Memorial Park (P067)
12. St. Lawrence Park (P435)
13. Wildwood Park (P059)

Parks selected to implement paid parking were chosen as a result of having high utilization while at the same time not having existing user fees related to sports fields rentals etc. This prevents park users from being charged for parking and sport field user fees. The proposal would:

- Charge an hourly fee of $1.00, with a 3 hour maximum.
- Implement paid parking 7 days a week, year-round between the hours of 8:00am - 9:00pm

Comments

JJ Plause and Erindale Park calculated at higher yield than other parks

Business Plan and Budget

City of Mississauga

Budget Request # 662

Description of Proposed Initiative

Reduce Corporate Grant Funding

Service Area

Recreation & Parks

Department

Community Services

Impacts (000s)	2011 & Prior	2012	2013	2014
Net Operating	0	-305	0	0
Net Cost Funded from Tax Levy	0	-305	0	0
Net Impact on Tax Levy		-0.10 %	0.00 %	0.00 %
FTE	0	0	0	0
Capital Approved Forecast				
Net Incremental Capital	0	0	0	0

Details of Service Change

In the 2011 budget the City provided grant funding of $720,000 to eleven (11) community groups. Recreation and Parks budget allocation for Grants is $650,000, with the additional $70,000 approved by Council during the 2011 Grant Review process. This initiative would reduce funding by $305,000

Service Impact

In the fall of 2011 (GC-0607-2011), Council approved that the City pilot a multi-year operating agreement with Safe City Mississauga and agreed to allocate an upset limit of $322,000 from the existing Corporate Grant envelope to this agreement. This initiative will leave $328,000 in the 2012 Corporate Grant envelope.
If the Corportate Grant envelope is reduced by $305,000 there will be $23,000 remaining to fund the Square One Older Adult Centre.
The following 2011 grant recipients would receive no funding in 2012 and beyond:

- Riverwood Conservatory ($74,600 in 2011 funding)
- Mississauga Sport Council ($131,859 in 2011 funding)
- Volunteer MBC ($35,000 in 2011)
- Big Brothers and Big Sisters ($13,561 in 2011)
- Mississauga Friendship Association ($12,000 in 2011)
- Community Living Mississauga ($10,500 in 2011)
- St. John's Ambulance ($7,500 in 2011)

Please note that Nexus Youth Services represents a net zero expenditure as the grant covers the rental and use of City office space to deliver Nexus services.

Comments

Business Plan and Budget

City of Mississauga

Budget Request # 665

Description of Proposed Initiative

Impact of Pricing Study

Service Area

Recreation & Parks

Department

Community Services

Impacts (000s)	2011 & Prior	2012	2013	2014
Net Operating	0	-360	-260	0
Net Cost Funded from Tax Levy	0	-360	-260	0
Net Impact on Tax Levy		-0.11 %	-0.08 %	0.00 %
FTE	0	0	0	0
Capital Approved Forecast				
Net Incremental Capital	0	0	0	0

Details of Service Change

Current BP has a 2.5% increase in Recreation and Parks user fees for 2012. This results in a gross revenue increase of $500k.

The pricing study reviewed Line of Business (LOB) activity in recreation allocating direct costs, utilities, facility operations and capital repair and replacement against LOB's. The recommendation of the pricing study, all other things being equal, is to adjust LOB user fees upward to maintain cost recovery ratios individually within each line of business. This means fees within each LOB are adjusted on an individual basis. Applying this approach would result in an average fee increase of 3.4% versus the 2.5% in the business plan. The LOB fee increases would be;

Aquatics 4.2%
Arenas 5.2%
Community Programs* 2.5%
Fitness and Active Living 2.8%
Golf 2.5%
* with the exception of extended hour care which would increase the rate increase to 7% for Community Programs

The remaining two lines of business reviewed by the Pricing Study, Meeting Rooms and Sports Fields rentals, have already ahd their 2012 rates approved. Pricing study recommendations for these two lines of busines would be implemented in 2013.

These additional fee increases are projected to generate an additional $360k in annualized revenue for 2012 with an additional $260k in 2013.

Service Impact

This initiative assumes that there would be no elasticity of demand for recreation programs and that Recreation and Parks programs would maintain current levels of participation with the additional fee increases.There is a risk that participation could decline as a result of additional fee increases.

Comments

One of the Pricing Study's key objectives is to recommend a new consolidated and streamlined pricing structure for recreational services. This has a number of important benefits for the Recreation and Parks division. First, it creates an easier to understand pricing structure that allows residents and customers to better compare and choose which services to participate in. Second, it enables greater migration to online customer service channels. Third, it will streamline and improve the fee approval process by having fewer price points to approve and by having a more consistent base to compare various rates.

Business Plan and Budget

City of Mississauga

Budget Request # 697

Description of Proposed Initiative

Dedicated Security - Civic Precinct

Service Area

Recreation & Parks

Department

Community Services

Impacts (000s)	2011 & Prior	2012	2013	2014
Net Operating	0	147	48	0
Net Cost Funded from Tax Levy	0	147	48	0
Net Impact on Tax Levy		0.05 %	0.01 %	0.00 %
FTE	0	3	0	0
Capital Approved Forecast				
Net Incremental Capital	0	0	0	0

Details of Service Change

The Mississauga downtown area has seen a significant increase in it's infrastructure with the addition of Celebration Square, Community Commons, Scholars Green, and the Sheridan College parking area. Coupled with Jubilee Gardens, the skateboard park and the Civic Centre underground parking area, all areas result in an increase in visitor traffic and the potential for security related issues.

Currently Corporate Security does not perform regular proactive patrols of these areas, but relies heavily on the 1 exterior CCTV camera stationed at the top of the City Hall facade.

RECOMMENDED COVERAGE PROPOSAL:

Add 3 additional security officers dedicated to the downtown precinct. The Officers would rotate through a schedule with the current compliment of staff so that they don't become stagnant. The schedule of hours should reflect the season. During the summer months coverage should commence from 11am-7pm and 7pm-3am to coincide with the My Mississauga events. Please see a sample of the schedule below.

The Officer would conduct proactive patrols as follows:

-Celebration Square
-Jubilee Garden
-skateboard park
-underground parking of Civic centre complex (including Central Library)
-Community Common Park
-Sheridan College parking

Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
11am-7pm	11am-7pm	11am-7pm	11am-7pm	11am-7pm	11am-7pm	11am-7pm

7pm-3am	7pm-3am	7pm-3am	7pm-3am	7pm-3am	7pm-3am	7pm-3am
					11pm-7am	

Service Impact

The new precinct Officer will be an extension of the existing mobile service providing **dedicated coverage** to include regular property patrols on foot or bicycle, incident response, fire/life safety response, emergency first aid response, accidents, medical emergencies, and lost/found children.

Comments

In the fall coverage would shift and reflect the hours busiest with the skating rink and Sheridan College hours.

This will allow for the Officer to affect a first response to any Sheridan *code blue* emergency station alarms as well provide a security presence in the parking lots for back and forth volume for both day and night classes.

During the colder weather the Celebration Square focus would shift to having a dedicated Officer to police the new skating rink which will have potential to see a rise in incidents of theft, drugs, drinking, and prohibited activity. The Officer can also assist with clearing of the ice surface at the conclusion of the night's events. The new rink is expected to be a huge draw for young people since it has tripled in size.

Monday	**Tuesday**	**Wednesday**	**Thursday**	**Friday**	**Saturday**	**Sunday**
7am-3pm	7am-3pm	7am-3pm	7am-3pm	7am-3pm	7am-3pm	7am-3pm
3pm-11pm	3pm-11pm	3pm-11pm	3pm-11pm	3pm-11pm	3pm-11pm	3pm-11pm
					7pm-3am	

Business Plan and Budget

City of Mississauga

Budget Request # 703

Description of Proposed Initiative

Mississauga Celebration Square - Fall and Winter Programming

Service Area

Recreation & Parks

Department

Community Services

Impacts (000s)	2011 & Prior	2012	2013	2014
Net Operating	0	118	0	0
Net Cost Funded from Tax Levy	0	118	0	0
Net Impact on Tax Levy		0.04 %	0.00 %	0.00 %
FTE	0	0	0	0
Capital Approved Forecast				
Net Incremental Capital	0	0	0	0

Details of Service Change

An additional $117.6k is being requested for the Fall and Winter programming in 2012. This funding will allow implementation of the following seasonal programs;

- BELOW ZERO events on weekends to attract families and youth to outdoor skating and other events on Celebration Square in the winter season. Below Zero would be offered on Friday nights and feature music and entertainment on the ice rink.

- Additional spring and fall movie nights to extend the Movie on the Square program

- Design and launch October Halloween programs

Service Impact

Celebration Square events inventory remains the same as 2011.

Comments

Business Plan and Budget

City of Mississauga

Budget Request # 738

Description of Proposed Initiative

Curtail 50% of the 2008 Funding Increase for Floral Displays

Service Area

Recreation & Parks

Department

Community Services

Impacts (000s)	2011 & Prior	2012	2013	2014
Net Operating	0	-50	0	0
Net Cost Funded from Tax Levy	0	-50	0	0
Net Impact on Tax Levy		-0.02 %	0.00 %	0.00 %
FTE	0	-1	0	0
Capital Approved Forecast				
Net Incremental Capital	0	0	0	0

Details of Service Change

In 2008 $100k was budgeted for floral display enhancements throughout the City.
This initiative would reduce the amount of displays by 50%.

Service Impact

Comments

Business Plan and Budget

City of Mississauga

Budget Request # 739

Description of Proposed Initiative

Eliminate Remaining Balance of the 2008 Funding for Floral Displays

Service Area

Recreation & Parks

Department

Community Services

Impacts (000s)	2011 & Prior	2012	2013	2014
Net Operating	0	-50	0	0
Net Cost Funded from Tax Levy	0	-50	0	0
Net Impact on Tax Levy		-0.02 %	0.00 %	0.00 %
FTE	0	-1	0	0
Capital Approved Forecast				
Net Incremental Capital	0	0	0	0

Details of Service Change

In 2008 $100k funding was provided for floral displays throughout the City.
A budget request to reduce this funding by 50% has been submitted.
This initiative is to eliminate the remaining 50%.

Service Impact

Floral display beds converted to perennials to eliminate the annual funding of current floral displays.

Comments

Business Plan and Budget

City of Mississauga

Budget Request # 740

Description of Proposed Initiative

Reduce Boulevard Maintenance Cycle

Service Area

Recreation & Parks

Department

Planning and Building

Impacts (000s)	2011 & Prior	2012	2013	2014
Net Operating	0	-100	0	0
Net Cost Funded from Tax Levy	0	-100	0	0
Net Impact on Tax Levy		-0.03 %	0.00 %	0.00 %
FTE	0	0	0	0
Capital Approved Forecast				
Net Incremental Capital	0	0	0	0

Details of Service Change

Currently Forestry Operations contracts out the maintenance of City boulevards at 8 cuts per year. This initiative reduces the maintenance cycles to 6 per year.

Service Impact

Comments

Each cycle has a cost of $50k. Reducing by 2 cycles saves $100k

Business Plan and Budget

City of Mississauga

Budget Request # 741

Description of Proposed Initiative

Eliminate the Goose Management Program

Service Area

Recreation & Parks

Department

Community Services

Impacts (000s)	2011 & Prior	2012	2013	2014
Net Operating	0	-187	0	0
Net Cost Funded from Tax Levy	0	-187	0	0
Net Impact on Tax Levy		-0.06 %	0.00 %	0.00 %
FTE	0	-2.5	0	0
Capital Approved Forecast				
Net Incremental Capital	0	0	0	0

Details of Service Change

This initiative is to eliminate the funding associated with the goose management program. There is annual operating funding of $187k that would be saved from the elimination of this program.

Service Impact

Elimination of the Goose Management program would result in unfavourable turf conditions.

Comments

Business Plan and Budget

City of Mississauga

Budget Request # 779

Description of Proposed Initiative

Cemeteries Management

Service Area

Recreation & Parks

Department

Community Services

Impacts (000s)	2011 & Prior	2012	2013	2014
Net Operating	0	10	-25	-25
Net Cost Funded from Tax Levy	0	10	-25	-25
Net Impact on Tax Levy		0.00 %	-0.01 %	-0.01 %
FTE	0	2	-2	0
Capital Approved Forecast				
Net Incremental Capital	0	150	0	0

Details of Service Change

Consolidation of information that is currently being recorded in multiple systems. Streamlining administrative processes to increase efficiencies and to decrease duplication of work. Increasing ability to comply with legislative requirements.

Service Impact

No service level decrease. New system would improve customer service levels, increase our ability to comply with legislation, increase flexibity to assume new cemeteries, and reduce legal liabilities.

Comments

Currently, the City's Cemeteries business is managed using many separate systems which results in duplication of effort and high possibilty of errors. Many process are manually completed on paper. A single cemetery-specific system is needed in order to support streamlining of business process, increasing revenue through the identificaiton of unused and unsold land, and to better comply with legislated requirements for the protection and preservation of private information.

Mississauga Library - Service Changes Summary 2012-2014

BR#	Service	Initiative Description	Category	FTE	2012	2013	2014	Total Operating	Capital 2012-2014
174	Mississauga Library	Library Collection Growth Funding	Proposed New Initiatives	0.0	0	42	57	99	0
147	Mississauga Library	Self Serve Check-Out	Recommended Tax Rate Reduction Options	(9.8)	0	0	(67)	(67)	0
454	Mississauga Library	Library Services for Older Adults	Proposed New Initiatives	1.0	0	95	0	95	0
464	Mississauga Library	Library Services for Newcomers	Proposed New Initiatives	1.0	0	95	0	95	0
		Total	**Proposed New Initiatives**	**(7.8)**	**0**	**232**	**(10)**	**222**	**0**
657	Mississauga Library	Curtail Sunday Service to 2009 Level (6 locations open)	Other Tax Rate Reduction Options	0.0	(241)	(96)	0	(337)	0
727	Mississauga Library	Curtail Sunday Service to 2009 Level (6 locations open) & Extend to Cover School	Other Tax Rate Reduction Options	0.0	(155)	(61)	0	(216)	0
682	Mississauga Library	Hours Reduction - Early evening closure all locations (8pm) - July and August	Other Tax Rate Reduction Options	(1.0)	(59)	0	0	(59)	0
653	Mississauga Library	Hours Reduction - Friday Evening Closure at Additional 4 Branch Libraries	Other Tax Rate Reduction Options	(1.0)	(22)	(22)	0	(44)	0
656	Mississauga Library	Hours Reduction - Friday Evening Closure at Central Library	Other Tax Rate Reduction Options	(1.0)	(25)	(25)	0	(50)	0
663	Mississauga Library	Hours Reduction - One Weekday at 6 Additional Branch Libraries	Other Tax Rate Reduction Options	(8.5)	(269)	(67)	0	(336)	0
		Total	**Other Tax Rate Reduction Options**	**(11.5)**	**(771)**	**(271)**	**0**	**(1,042)**	**0**

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)	2011 & Prior	2012	2013	2014
Net Operating	0	0	0	-67
Net Cost Funded from Tax Levy	0	0	0	-67
Net Impact on Tax Levy		0.00 %	0.00 %	-0.02 %
FTE	0	0	0	-9.8
Capital Approved Forecast	141	155	256	460
Net Incremental Capital	0	0	0	0

Details of Service Change

Self service check-out of library materials will allow library customers to check out their own materials, providing more cost-effective, convenient and faster service by reducing line-ups and wait times to check-out materials. 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 2012, 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.
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. Staff reductions are anticipated to be managed through attrition and management of vacancies.

Service Impact

By phasing in this technology over a period of time (2013-2014), both customers and staff will have the opportunity to become accustomed to the change. 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.

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. Other library systems that have implemented self-serve check-out typically report take-up of this technology of over 80% once fully implemented.

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. Staff reductions are anticipated to be managed through

attrition and management of vacancies.

Comments

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)	2011 & Prior	2012	2013	2014
Net Operating	0	0	42	57
Net Cost Funded from Tax Levy	0	0	42	57
Net Impact on Tax Levy		0.00 %	0.01 %	0.02 %
FTE	0	0	0	0
Capital Approved Forecast	442	0	395	430
Net Incremental Capital	0	0	0	0

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.

In 2012, this continuation of this initiative is being deferred to 2013 due to a DC funding issue.

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, multi-lingual, 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 # 454

Description of Proposed Initiative

Library Services for Older Adults

Service Area

Mississauga Library

Department

Community Services

Impacts (000s)	2011 & Prior	2012	2013	2014
Net Operating	0	0	95	0
Net Cost Funded from Tax Levy	0	0	95	0
Net Impact on Tax Levy		0.00 %	0.03 %	0.00 %
FTE	0	0	1	0
Capital Approved Forecast				
Net Incremental Capital	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

Library Services for Newcomers

Service Area

Mississauga Library

Department

Community Services

Impacts (000s)	2011 & Prior	2012	2013	2014
Net Operating	0	0	95	0
Net Cost Funded from Tax Levy	0	0	95	0
Net Impact on Tax Levy		0.00 %	0.03 %	0.00 %
FTE	0	0	1	0
Capital Approved Forecast				
Net Incremental Capital	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

Business Plan and Budget

City of Mississauga

Budget Request # 653

Description of Proposed Initiative

Hours Reduction - Friday Evening Closure at Additional 4 Branch Libraries

Service Area

Mississauga Library

Department

Community Services

Impacts (000s)	2011 & Prior	2012	2013	2014
Net Operating	0	-22	-22	0
Net Cost Funded from Tax Levy	0	-22	-22	0
Net Impact on Tax Levy		-0.01 %	-0.01 %	0.00 %
FTE	0	-0.5	-0.5	0
Capital Approved Forecast				
Net Incremental Capital	0	0	0	0

Details of Service Change

This initiative would result in the closure of the 4 branch libraries currently open on Friday evenings between October and May at 6pm instead of 9pm for a total of 336 annual hours reduction in service:

- Courtneypark
- Erin Meadows
- Frank McKechnie
- Lorne Park

Central Library would remain open Friday evenings. The remaining branch libraries are already closed on Friday evenings as a result of previous budget reductions (Sheridan exception). In addition, all libraries, including Central are closed on Friday evenings during the summer as a result of previous budget reductions.

Part time hours will be reduced at the four branches affected by the change.

Service Impact

Library service would only be provided at Central Library on Friday evenings between October and May. All branches (except Sheridan) would be open until 6pm on Fridays.

Inconvenience to customers who currently use these 4 branch libraries on Friday evenings. They would have to travel to Central Library if they wished to use a library on Friday nights. 751 customers visited these branches between 6pm and 9pm on Friday night during the annual 2009 Count Week.

- 231 of the 751 used the Library's computer workstations
- 1,594 items were checked out

All libraries are open on Saturdays from 9am - 5pm (except Sheridan which opens at 11am). Online services would still be available on Friday evenings.

Comments

This initiative was put forward for 2010 budget reduction but did not proceed at that time.

Business Plan and Budget

City of Mississauga

Budget Request # 656

Description of Proposed Initiative

Hours Reduction - Friday Evening Closure at Central Library

Service Area

Mississauga Library

Department

Community Services

Impacts (000s)	2011 & Prior	2012	2013	2014
Net Operating	0	-25	-25	0
Net Cost Funded from Tax Levy	0	-25	-25	0
Net Impact on Tax Levy		-0.01 %	-0.01 %	0.00 %
FTE	0	-0.5	-0.5	0
Capital Approved Forecast				
Net Incremental Capital	0	0	0	0

Details of Service Change

This service reduction would result in the closure of the Central Library on Friday evenings at 6pm instead of the current 9pm, from October through May.

Currently 5 libraries are open on Friday evenings between October and May. The five libraries are:

- Central Library
- Courtneypark
- Erin Meadows
- Frank McKechnie
- Lorne Park.

All libraries are closed on Friday evenings during the summer as a result of previous budget cuts. The remaining 4 branch libraries would remain open Friday evenings with this service reduction at Central.

Service Impact

If combined with the other Friday night service reduction option, no libraries would be open on Friday evenings after 6pm. Many customers use the Central Library on Fridays between 6pm and 9pm. Some customers currently using the Central Library will be upset.

- 507 customers visited these branches between 6pm and 9pm on Friday night during the annual 2009 Count Week
- 267 of the 507 used the Library's computer workstations
- 1,242 items were checked out.

All libraries are open on Saturdays from 9am - 5pm (except Sheridan which opens at 11am). Online services would still be available on Friday evenings.

Nexus Youth Centre located in the Central Library is currently open until 6:30pm on Friday nights. It would close 30 minutes earlier at 6pm.

With Sheridan College opening it's downtown campus, additional Sheridan students will be relying on the Central

Library for resources and study space. The Central Library will not be available to them on Friday evenings with the adoption of this initiative.

There will be no Library presence in the downtown core on Friday nights. This is a missed opportunity with the reopening of the Celebration Square and the continuing development of the intensified downtown precinct.

Part time hours will be reduced at the Central Library.

Comments

This initiative was put forward in 2009 but did not proceed.

Business Plan and Budget

City of Mississauga

Budget Request # 657

Description of Proposed Initiative

Curtail Sunday Service to 2009 Level (6 locations open)

Service Area

Mississauga Library

Department

Community Services

Impacts (000s)	2011 & Prior	2012	2013	2014
Net Operating	0	-241	-96	0
Net Cost Funded from Tax Levy	0	-241	-96	0
Net Impact on Tax Levy		-0.08 %	-0.03 %	0.00 %
FTE	0	0	0	0
Capital Approved Forecast				
Net Incremental Capital	0	0	0	0

Details of Service Change

This service reduction would reduce the number of branches open on Sundays to six locations, including Central Library and five large branches, serving all geographic areas of the City. Sunday service is provided from Thanksgiving weekend through Victoria Day weekend.

Prior to 2010, six library locations were open on Sundays. In January 2010, Council approved the opening of all libraries (18) to be open on Sundays between Thanksgiving weekend and Victoria Day weekend. (Due to the closure of four library locations in 2010 for renovations, not all locations were in fact able to open on Sundays). Sunday openings since April 2010 have experienced varying levels of usage. A full report on Sunday service and activities will be provided to Council early in 2012.

This service change would commence March 1, 2012.

This service reduction would mean a return to the pre-2010 Sunday service locations. The following locations only, would be open on Sundays:

- Central Library
- Courtneypark
- Erin Meadows
- Frank McKechnie
- Lorne Park
- Malton

When compared to other major cities, Mississauga's existing Sunday service (all 18 locations open Thanksgiving to Victoria Day weekend) is the most generous; most do not have all libraries open Sundays. However, most offer Sunday service for the entire school year (September to June).

There is no reduction in FTE's as Sunday hours worked are overtime and voluntary .

Service Impact

Libraries that have provided Sunday service since April 2010 would no longer provide this seasonal

service. Customers might be confused and upset that hours are being reduced. Service would still be provided at locations across the City including the Central Library.

Impacts on residents would include:

- inconvenience; confusion; lack of awareness
- customer complaints would be anticipated; especially customers that visit libraries with their family on the weekend

Library business on Sundays would be more efficiently driven to a smaller number of locations. There would be a reduction in the number of staff assigned to work and to the impact on scheduling for the rest of the week.

No impact on revenues anticipated. Fines, fees and lost material payments would need to be made at another time when service is available.

Comments

Business Plan and Budget

City of Mississauga

Budget Request # 663

Description of Proposed Initiative

Hours Reduction - One Weekday at 6 Additional Branch Libraries

Service Area

Mississauga Library

Department

Community Services

Impacts (000s)	2011 & Prior	2012	2013	2014
Net Operating	0	-269	-67	0
Net Cost Funded from Tax Levy	0	-269	-67	0
Net Impact on Tax Levy		-0.08 %	-0.02 %	0.00 %
FTE	0	-8.5	0	0
Capital Approved Forecast				
Net Incremental Capital	0	0	0	0

Details of Service Change

Ten branch libraries currently provide service on five weekdays. This service reduction would see six of those locations eliminating service on one weekday per week. The locations to be closed for one weekday include:

- Burnhamthorpe
- Lorne Park
- Malton
- McKechnie
- Meadowvale
- South Common

Seven branches are already closed one weekday (Monday):

- Clarkson
- Cooksville
- Lakeview
- Mississauga Valley
- Port Credit
- Streetsville
- Woodlands

Five locations remain open Monday through Friday including Central Library. Churchill Meadows, Courtneypark, and Erin Meadows are not included in this initiative because of agreements with the Dufferin Peel Catholic District School Board. Sheridan would remain open as it already has more limited hours currently.

Service Impact

Customers would have one less day of service at each of the locations impacted. If the closure is on a day other than Monday, service would be available at other libraries throughout the City. Customers

would be required to either use another library or adjust their library usage to another day of the week. Some customers would likely be upset and see this as another barrier to using library services. On average 850 customers visited each of these locations each weekday during the annual 2009 Count Week. 1100 items were checked out at each location and 60% of the available computer workstations time was used. All of this business would have to shift either to another location or to another day. Outreach and programming could be shifted to an alternate day.

Impacts on residents would include:

- inconvenience; confusion; lack of awareness
- customer complaints would be anticipated
- library programs would need to be moved to another day
- hours of operation would be less than those of retail or community centre in same facility
- room bookings may decrease with one less day available

There would be little impact on revenues. Fines, fees and lost material payments would need to be made at another location or at another time when service is available.

Scheduling of Library staff is governed by the collective agreement. Closing a day at each of these locations leads to a less efficient schedule as full time staff would now be working 9 days over two weeks rather than providing service on 10 days. Layoffs would likely be required to achieve this initiative which will damage labour relations.
Impacts on staff would include:

- part-time staff may be displeased by decreased hours of work due to loss of wages
- other staff may be pleased to be working 9 days rather than 10 in a two week period

Part time and full time savings will be realized and amount to approximately $439,000.

Comments

This initiative was put forward in 2009 but did not proceed

Business Plan and Budget

City of Mississauga

Budget Request # 682

Description of Proposed Initiative

Hours Reduction - Early evening closure all locations (8pm) - July and August

Service Area

Mississauga Library

Department

Community Services

Impacts (000s)	2011 & Prior	2012	2013	2014
Net Operating	0	-59	0	0
Net Cost Funded from Tax Levy	0	-59	0	0
Net Impact on Tax Levy		-0.02 %	0.00 %	0.00 %
FTE	0	-1	0	0
Capital Approved Forecast				
Net Incremental Capital	0	0	0	0

Details of Service Change

This initiative involves closing all library locations that are open to 9pm, one hour earlier at 8pm, during July and August from Monday to Thursday. This would reduce hours of opening by 557 annually (1% of total annual service hours).

All on-line library services would still be available for customers after 8 p.m. including the Library website, catalogue, e-library and electronic databases.

Service Impact

Residents would be impacted with shorter hours of library service during evenings for a period of approximately 9 weeks. Circulation of materials after 8 p.m. during July and August during 2009 was approximately 111,000 items. On an average summer night 330 customers use a public computer workstation between 8 and 9 p.m.

Impacts on residents would include:

- inconvenience; confusion; lack of awareness
- customer complaints would be anticipated; especially customers that work day shifts and visit libraries after their dinner hour
- evening library programs would need to be adjusted earlier
- evening library program attendance may be negatively impacted
- closing time would not align as well for library locations in retail settings
- closing time would not align as well with community centre program end times and periods of heavy foot traffic, community centre library locations
- room bookings would decrease during July and August, as few rental clients could accommodate the earlier closing time
- Nexus Youth Centre would need to close their operation half an hour earlier, Monday to Friday for the 9 week period

Impacts on staff would include:

- part-time staff may be displeased by decreased hours of work due to loss of wages; other staff may be pleased their shift ended earlier

There would be little impact on revenues. Fines, fees and lost material payments would need to be made at another time when service is available. The total number of summer evening room bookings in branch library locations is small.

Comments

This initiative has not been to LT or Council previously. Other hour reductions options have been proposed previously. Summer hours related to Friday evenings and Sundays from Victoria Day weekend to Thanksgiving weekend are in place.

Business Plan and Budget

City of Mississauga

Budget Request # 727

Description of Proposed Initiative

Curtail Sunday Service to 2009 Level (6 locations open) & Extend to Cover School Year

Service Area

Mississauga Library

Department

Community Services

Impacts (000s)	2011 & Prior	2012	2013	2014
Net Operating	0	-155	-61	0
Net Cost Funded from Tax Levy	0	-155	-61	0
Net Impact on Tax Levy		-0.05 %	-0.02 %	0.00 %
FTE	0	0	0	0
Capital Approved Forecast				
Net Incremental Capital	0	0	0	0

Details of Service Change

This service reduction would reduce the number of branches open on Sundays to six locations, including Central Library and five large branches, serving all geographic areas of the City, from Thanksgiving weekend through Victoria Day weekend and extend the Sunday season to cover the school year (10 additional weeks).

In terms of length of Sunday season, prior to 2005, Sunday service was provided throughout the school year. In 2005, Sunday service was reduced to the current Thanksgiving Day weekend through Victoria Day weekend as part of a budget reduction.
In terms of the number of locations providing Sunday service, prior to 2010, six library locations were open on Sundays. In January 2010, Council approved the opening of all libraries (18) to be open on Sundays between Thanksgiving weekend and Victoria Day weekend. (Due to the closure of four library locations in 2010 for renovations, not all locations were in fact able to open on Sundays). Sunday openings since April 2010 have experienced varying levels of usage. A full report on Sunday service and activities will be provided to Council early in 2012.

This service change would commence March 1, 2012.

This service reduction would mean a return to the pre-2010 Sunday service locations. The following locations only, would be open on Sundays:

- Central Library
- Courtneypark
- Erin Meadows
- Frank McKechnie
- Lorne Park
- Malton

When compared to other major cities, Mississauga's existing Sunday service (all 18 locations open Thanksgiving to Victoria Day weekend) is the most generous; most do not have all libraries open Sundays. However, most offer Sunday service for the entire school year (September to June).

There is no reduction in FTE's as Sunday hours worked are overtime and voluntary.

Service Impact

Some of the libraries that have provided Sunday service since April 2010 would no longer provide this seasonal service. Customers might be confused and upset that hours are being reduced. Service would still be provided at locations across the City including the Central Library.

Impacts on residents would include:

- inconvenience; confusion; lack of awareness
- customer complaints would be anticipated; especially customers that visit libraries with their family on the weekend

Library business on Sundays would be more efficiently driven to a smaller number of locations. There would be a reduction in the number of staff assigned to work and to the impact on scheduling for the rest of the week.

No impact on revenues anticipated. Fines, fees and lost material payments would need to be made at another time when service is available.

Comments

Land Development Services - Service Changes Summary 2012-2014

BR#	Service	Initiative Description	Category	FTE	2012	2013	2014	Total Operating	Capital 2012-2014
342	Land Development	Permit Automation and Field Computing	Proposed New Initiatives	0.0	0	24	0	24	535
715	Land Development	Ninth Line Corridor Review	Proposed New Initiatives	0.0	0	0	0	0	0
192	Land Development	Growth Forecast	Proposed New Initiatives	0.0	0	0	0	0	0
364	Land Development	Municipal Comprehensive Review of Employment Lands	Proposed New Initiatives	0.0	0	0	0	0	0
347	Land Development	Affordable Housing Strategy and Action Plan Implementation	Proposed New Initiatives	0.0	0	0	0	0	0
365	Land Development	Community Improvement Plans	Proposed New Initiatives	0.0	0	0	0	0	0
214	Land Development	Malton Area Plan Review	Proposed New Initiatives	0.0	0	0	0	0	0
426	Land Development	Parking Standards Review Study to Implement the City Structure	Proposed New Initiatives	0.0	0	0	0	0	0
193	Land Development	Implementation of Community Impact Assessment Database/System	Proposed New Initiatives	0.0	0	0	0	0	0
		Total	**Proposed New Initiatives**	**0.0**	**0**	**24**	**0**	**24**	**535**

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)	2011 & Prior	2012	2013	2014
Net Operating	0	150	0	0
Net Cost Funded from Tax Levy	0	0	0	0
Net Impact on Tax Levy		0.00 %	0.00 %	0.00 %
FTE	0	0	0	0
Capital Approved Forecast				
Net Incremental Capital	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 $150,000 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 $150,000 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

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)	2011 & Prior	2012	2013	2014
Net Operating	0	0	75	0
Net Cost Funded from Tax Levy	0	0	0	0
Net Impact on Tax Levy		0.00 %	0.00 %	0.00 %
FTE	0	0	0	0
Capital Approved Forecast				
Net Incremental Capital	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.

Comments

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)	2011 & Prior	2012	2013	2014
Net Operating	0	200	0	0
Net Cost Funded from Tax Levy	0	0	0	0
Net Impact on Tax Levy		0.00 %	0.00 %	0.00 %
FTE	0	0	0	0
Capital Approved Forecast				
Net Incremental Capital	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 # 342

Description of Proposed Initiative

Permit Automation and Field Computing

Service Area

Land Development Services

Department

Planning and Building

Impacts (000s)	2011 & Prior	2012	2013	2014
Net Operating	0	0	24	0
Net Cost Funded from Tax Levy	0	0	24	0
Net Impact on Tax Levy		0.00 %	0.01 %	0.00 %
FTE	0	1	-1	0
Capital Approved Forecast	600			
Net Incremental Capital	0	453	82	0

Details of Service Change

Enhance the "economy, efficiency and effectiveness" of the delivery of building inspection services and plan review service through field computing and enhanced automation which will increase productivity of staff, and facilitate move toward real time data collection in the field and improved service delivery to clients.

Since this BR was initially created as a Placeholder, a business case has been prepared that defines the scope of the project and identifies tangible benefits. This business case has been endorsed by IT Committee and a portion of capital funding has be allocated to this project. Below is a high level summary of the project plan and deliverables.

Phase 1: ePlan Submissions

The initial phase of this project has immediate benefits for the Department and will form the basis for moving forward with other phases. The ePlan Submission phase is described in detail in this business case. The solution will allow our clients and customers to submit their applications electronically through a web based interface and will enable our staff to review electronic submissions versus traditional paper based plans.

The ePlan Submission phase will see us develop a public facing web solution to allow applicants to complete application forms, make payment and link the application to the plan submission. Clients will use this tool to collaborate with staff in processing the application.

Phase 2: Field Computing Equipment for Inspectors

Phase 2 will see our Inspection staff equipped with updated notebooks complete with WWLAN 3G connection to easily access digital plans in the field, as well as to communicate in real time with our MAX application. Costs for implementing field connection maybe reduced or eliminated depending on the timing and scope of BR 344 - City Wide Wireless. The MAX application already has a very robust Inspections module that can be used in the field with little or no modification.

The major benefit of a field automation solution will see our Inspection in the field for a longer time during the day thereby reducing the amount of time spent in the office. The administrative functions will be

captured at source in the field drastically reducing the need to be in the office. Plans will be available online and will eliminate the need to re inspect when plans are not available on site.

Phase 3: Fleet Feasibility
In order to realize the full potential for all the above, we need to provide our Inspection staff with vehicles to serve as “field offices”. These vehicles will be equipped with all the hardware that the Inspector needs to complete the job in the field. As an example of an economy, issue building permit plans will be available online thus eliminating need to re-inspect when plans are not available on site.

The need for a fleet may ultimately be mitigated by advances in technology in areas of tablet computing and other options that will be explored in this phase. By positioning this Phase later in the project, tablet technology will be further evolved.

Deliverables:

- Web based solution to allow clients to submit and pay for a building permit and planning applications and associated drawings and specifications.
- Web based solution that allows City staff to review submitted applications, markup drawings, add notes, stamps, identify deficiencies, and correspond with applicants and design professionals.
- Application interface to communicate with existing applications (MAX).
- Upgrade MAX Inspection module to allow Inspection staff to operating independently in the field.
- Fleet Feasibility study.

Service Impact

- Improved service delivery to clients is anticipated.
- Increase in service delivery efficiency and effectiveness should result in workload capacity increases for Inspectors (ability to complete more inspections per day) and increase capacity for Plans Examiners (ability to review more applications per day).
- 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

Staffing - (1) IT Project Leader, (1) IT Developer, (1) Business Lead. It is anticipated that this portion of the project team will be exisiting staff. Staff costs are incorporated in the project budget from capital allowing business units to backfill existing staff seconded to this project.

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)	2011 & Prior	2012	2013	2014
Net Operating	60	80	0	0
Net Cost Funded from Tax Levy	0	0	0	0
Net Impact on Tax Levy		0.00 %	0.00 %	0.00 %
FTE	0	0	0	0
Capital Approved Forecast				
Net Incremental Capital	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.

2011 Update
The elements of the strategy to be implemented are:

- Housing Choices: Summary of Housing Needs - Identifies local housing needs in the City;

- Housing Choices: Vision and Framework - Outlines the Vision for the project and framework within which it has been conducted;
- Housing Choices: Secondary Units - Provides an Implementation Strategy for secondary units;
- Housing Choices: Rental Housing Protection - Examines this critical component of the housing stock and strategies to maintain it in the future;
- Housing Choices: Policy Conformity - Establishes housing targets and addresses any other policy items that are required for conformity requirement to the Provincial and Regional Policy Framework; and,
- Housing Choices: Incentives and Implementation - Explores incentives partnering opportunities and communication strategies required to realize the City's housing needs.

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.

2011 Update

Work is proceeding on several fronts for Housing Choices:

- Ongoing meetings to address implementation challenges for secondary units with key staff and stakeholders - issues include regulations on affordable housing, zoning regulations for secondary units, owner occupancy legal issues, costs for municipal services.
- Preparation of public consultation program for secondary units.
- Report to LT in with directions for Housing Choices.
- Development of Vision and Framework for Housing Choices.
- Undertake Housing Needs as the basis for Housing Choices.
- Represent Mississauga on the Regional Housing Strategy Implementation Committee.
- Resource to respond to requests from public and Council for further information on housing questions.

In 2010 there was $100,000 (funded from reserves) assigned to this project for consulting work. In 2011 $60,000 of the $100,000 was carried forward to complete contract obligations. In 2012 an additional $80,000 (funded from reserves) is being requested based on the finalized project scope.

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)	2011 & Prior	2012	2013	2014
Net Operating	0	100	0	0
Net Cost Funded from Tax Levy	0	0	0	0
Net Impact on Tax Levy		0.00 %	0.00 %	0.00 %
FTE	0	0	0	0
Capital Approved Forecast				
Net Incremental Capital	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)	2011 & Prior	2012	2013	2014
Net Operating	0	100	100	100
Net Cost Funded from Tax Levy	0	0	0	0
Net Impact on Tax Levy		0.00 %	0.00 %	0.00 %
FTE	0	0	0	0
Capital Approved Forecast				
Net Incremental Capital	0	0	0	0

Details of Service Change

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 created the policy framework in which the City will utilize CIPs to achieve current community improvement objectives. The Region of Peel is may also 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, $100,00 per year for the following (one time transfer from Planning Process Update Reserve).
- Lakeview and Port Credit
- Hurontario Main Street Study
- Other Areas (Malton, Dundas Corridor)

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)	2011 & Prior	2012	2013	2014
Net Operating	0	0	125	0
Net Cost Funded from Tax Levy	0	0	0	0
Net Impact on Tax Levy		0.00 %	0.00 %	0.00 %
FTE	0	0	0	0
Capital Approved Forecast				
Net Incremental Capital	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.

Business Plan and Budget

City of Mississauga

Budget Request # 715

Description of Proposed Initiative

Ninth Line Corridor Review

Service Area

Land Development Services

Department

Planning and Building

Impacts (000s)	2011 & Prior	2012	2013	2014
Net Operating	0	200	0	0
Net Cost Funded from Tax Levy	0	0	0	0
Net Impact on Tax Levy		0.00 %	0.00 %	0.00 %
FTE	0	0	0	0
Capital Approved Forecast	100			
Net Incremental Capital	0	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.

Legislative Services - Service Changes Summary 2012-2014

BR#	Service	Initiative Description	Category	FTE	2012	2013	2014	Total Operating	Capital 2012-2014
247	Legislative Services	Municipal Elections	Proposed New Initiatives	7.0	77	34	2,400	2,511	0
		Total	**Proposed New Initiatives**	**7.0**	**77**	**34**	**2,400**	**2,511**	**0**

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)	2011 & Prior	2012	2013	2014
Net Operating	0	77	34	2,400
Net Cost Funded from Tax Levy	0	0	0	0
Net Impact on Tax Levy		0.00 %	0.00 %	0.00 %
FTE	0	1.5	0.5	5
Capital Approved Forecast				
Net Incremental Capital	0	0	0	0

Details of Service Change

Establish an ongoing strategic planning process for Elections.

Municipal Elections are legislated by the Province through the Municipal Elections Act. We must establish an election program that will provide for continuous improvement and strategic planning.

The nature of municipal elections, in Mississauga and other large urban municipalities has changed as a result of changing legislation, judicial reviews, and the cultural make-up of large urban communities. Taking effect with the 2010 Municipal Election, municipalities are required to have a Compliance Audit Committee and make available on the internet all Financial Statements submitted by candidates. This has in turn, increased the public knowledge and awareness of election processes and the volume of inquiries and election related requests continues long after the election results have been certified. In addition, the overall trend has been for lower voter turnout, especially amongst younger voters and municipalities are facing growing pressure to make the voting process more accessible using technology. With provincial and federal election dates being fixed and occurring in the years following a municipal election, it is anticipated that there could be a greater risk of by-elections with elected officials or school board trustees seeking election to other offices.

In order to respond to the increasing election activity, we will need to allocate resources to the municipal election outside of a regular election year. As we have experienced in 2011 with the occurrence of a by-election, the work plan for the follow-up of the previous election (2010) and preparation work for the planning of the next election (2014) is significantly impacted. An appropriate staff complement is required to properly review past election processes to improve and capitalize on new technology which will prepare the City to undertake successful elections in the future. The City of Mississauga is the sixth largest City in Canada and our growth has been tremendous over the last 20 years; however, the ongoing election administrative structure and staff complement has not increased. The last regular municipal election required the staff to be prepared to accommodate 417,919 eligible electors. At the current time, only one FTE is assigned to the municipal election. To undertake the work required on an ongoing basis, additional one permanent full time staff and one temporary staff are requested in 2012.

Service Impact

The next scheduled election will take place in 2014. 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 & ELECTION WRAP UP- 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, etc. It is recommended that all election processes be reviewed and training manuals and procedures be updated to reflect best practices. To ensure that election processes continue to use relevant technology, it is desirable to have election staff work with an IT Analyst to review processes to assess for potential improvements and advances that can be implemented prior to the next election. It is also important that the review assesses the voter turnout from the last election and provides an analysis of the impact of a larger voter turnout in future elections, in terms of election locations, staffing at the polls, quantity of equipment and other resource implications.

YEARS 2&3 ELECTION PREPARATION & REVIEW OF TECHNOLOGY- 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. This is also the time that any improvements or IT developments are reviewed and implemented, as any technological changes must be in place prior to election year. During this phase, it is also the appropriate time to be reviewing larger scale technological advances (such as internet voting) that may require more time to implement and may be targeted for future elections. The outcome of this review will be recommendations including business analysis, costs, return on investment (ROI) and implementation schedules.

ELECTION YEAR - Conducting the Election for Mayor, Councillors and School Board Trustees involves candidate registration, recruitment of poll workers, testing equipment, communication to voters and undertaking the Election.

2014 - $550,000 labour costs and $1.85 million for other election expenses.

In addition, it is recognized that 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. The Ward 5 By-election is budgeted to cost $442,000. As a result, to ensure that adequate funds are available for future elections, a $50,000 annual increase to the Election reserve is requested.

Comments

Arts & Culture - Service Changes Summary 2012-2014

BR#	Service	Initiative Description	Category	FTE	2012	2013	2014	Total Operating	Capital 2012-2014
106	Arts & Culture	Implement Cultural Facilities and Spaces F	Proposed New Initiatives	1.0	72	24	0	96	0
143	Arts & Culture	Program Development at Meadowvale The	Proposed New Initiatives	1.0	56	16	(5)	67	0
685	Arts & Culture	New Cultural programs Through Partnersh	Proposed New Initiatives	0.0	25	25	25	75	0
243	Arts & Culture	Increase Grants to Culture Groups	Proposed New Initiatives	0.0	117	118	0	235	0
130	Arts & Culture	Heritage Plans for Mississauga's Villages	Proposed New Initiatives	0.0	0	0	0	0	0
		Total	**Proposed New Initiatives**	**2.0**	**270**	**183**	**20**	**473**	**0**
680	Arts & Culture	Reduction to Technical Assistance Grants	Recommended Tax Rate Reduction Options	0.0	(50)	0	0	(50)	0
		Total	**Recommended Tax Rate Reduction Options**	**0.0**	**(50)**	**0**	**0**	**(50)**	**0**
99	Arts & Culture	Eliminate Interactive Culture Website	Other Tax Rate Reduction Options	(1.0)	(88)	0	0	(88)	0
		Total	**Other Tax Rate Reduction Options**	**(1.0)**	**(88)**	**0**	**0**	**(88)**	**0**

Business Plan and Budget

City of Mississauga

Budget Request # 99

Description of Proposed Initiative

Eliminate Interactive Culture Website

Service Area

Arts & Culture

Department

Community Services

Impacts (000s)	2011 & Prior	2012	2013	2014
Net Operating	0	-88	0	0
Net Cost Funded from Tax Levy	0	-88	0	0
Net Impact on Tax Levy		-0.03 %	0.00 %	0.00 %
FTE	1	-1	0	0
Capital Approved Forecast				
Net Incremental Capital	300	0	0	0

Details of Service Change

Elliminate previously approved interactive web site and continue to use reduced promotion budget for printed materials. This will result in the inability to proactively and continually engage youth in Mississauga's culture as a way of keeping young people in the city. The 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.

Service Impact

Without a staff resource 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, connecting with residents and in particular with youth will be extremely difficult. Staff will be required to rely on printed materials and this will be hampered by reduced budgets for this type of promotion. Print promotion does not have the reach to young audiences required to engage and encourage invovlement in the cultural development of the city. Opportunities for a more dynamic presence (including video streaming, live feeds, Twitter etc), and the ability to communicate quickly to will not occur. With the growing use of social media and continually evolving technology, our link to residents will become more and more tenuous.

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 # 106

Description of Proposed Initiative

Implement Cultural Facilities and Spaces Plan

Service Area

Arts & Culture

Department

Community Services

Impacts (000s)	2011 & Prior	2012	2013	2014
Net Operating	0	72	24	0
Net Cost Funded from Tax Levy	0	72	24	0
Net Impact on Tax Levy		0.02 %	0.01 %	0.00 %
FTE	0	1	0	0
Capital Approved Forecast			50	
Net Incremental Capital	0	0	0	0

Details of Service Change

Currently there is no rationale for cultural facility distribution within the city. Guidelines are required to respond to and evaluate community demands for investment and creation of new cultural places and spaces (eg. Clarke Hall, Bussell House, surplus schools, etc.). However, the Culture Master Plan clearly outlines the City should not be solely responsible for cultural infrastructure development but should instead lead a collaborative multi-party approach.

This requires a new position with the expertise in capital partnership building and hands-on development within the cultural sector as well as municipal cultural planning and cultural policy development.

Service Impact

This position will develop a plan to rationalize need, location, type, size, and guidelines to respond to various proposals for cultlural facilities (CMP rec #36). Examples include Samll Arms Building, Clarke Hall, cultural nodes, heritage facilities, surplus schools, Bussell house, office space for cultural groups, park amenities, Downtown 21 PLan, incubating creataive businesses etc. The plan 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 plan will be implemented through partnerships, community involvement, outreach, advocacy and the use of planning tools. The position will comment on plans from other areas within the corporation regarding impact on culture to enusure integration and collaboration from a cross-divisional perspective. 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 # 130

Description of Proposed Initiative

Heritage Plans for Mississauga's Villages

Service Area

Arts & Culture

Department

Community Services

Impacts (000s)	2011 & Prior	2012	2013	2014
Net Operating	0	162	0	-162
Net Cost Funded from Tax Levy	0	0	0	0
Net Impact on Tax Levy		0.00 %	0.00 %	0.00 %
FTE	0	2	0	-2
Capital Approved Forecast				
Net Incremental Capital	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 # 143

Description of Proposed Initiative

Program Development at Meadowvale Theatre

Service Area

Arts & Culture

Department

Community Services

Impacts (000s)	2011 & Prior	2012	2013	2014
Net Operating	0	56	16	-5
Net Cost Funded from Tax Levy	0	56	16	-5
Net Impact on Tax Levy		0.02 %	0.00 %	0.00 %
FTE	0	1	0	0
Capital Approved Forecast				
Net Incremental Capital	0	0	0	0

Details of Service Change

Recommendation 40 in the LAC/Meadowvale Theatre Study recommends hiring of a full time program staff to develop new program partnerships to address underserved areas including events for older adults and youth, summer and Christmas Break activities.

Service Impact

The new position increases the value of the theatre 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. Increased program revenue of $10K in 2012 and an additional $5K in each of 2013 - 2015.

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)	2011 & Prior	2012	2013	2014
Net Operating	235	117	118	0
Net Cost Funded from Tax Levy	235	117	118	0
Net Impact on Tax Levy		0.04 %	0.04 %	0.00 %
FTE	0	0	0	0
Capital Approved Forecast				
Net Incremental Capital	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. Recommendation # 1 of the Culture Master Plan brings per capita grant funds to $3.00 by 2012 through a phased approach of $235K per year for 4 years (GC 848-2008).

The first 3 years of this phased in approach have been achieved. Given the current tax rate challenges faced by the City, staff recommend extending the last phase over 2 years.

Service Impact

This increases the funding available to arts and cutlure groups by $117K instead of the previously anticipated $235K in 2012. In order to acheive the per capita funding of $3.00, the remaining $118K required to meet this target will be requested in 2013 budget cycle.

Culture groups may be required to curtail or defer some of their growth plans for 2012/13 season.

Comments

Implements recommendation 1 in the Culture Master Plan.

Business Plan and Budget

City of Mississauga

Budget Request # 680

Description of Proposed Initiative

Reduction to Technical Assistance Grants

Service Area

Arts & Culture

Department

Community Services

Impacts (000s)	2011 & Prior	2012	2013	2014
Net Operating	0	-50	0	0
Net Cost Funded from Tax Levy	0	-50	0	0
Net Impact on Tax Levy		-0.02 %	0.00 %	0.00 %
FTE	0	0	0	0
Capital Approved Forecast				
Net Incremental Capital	0	0	0	0

Details of Service Change

$50K reduction to base level funding for Technical Assistance grants from $80 to $30

Year	Budget	Actuals
2011	80	20 + 60 one time grant to Orchestras Mississauga
2010	80	2
2009	80	17
2008	80	36

Service Impact

Limited service impact in the short term as requests for this funding has been limited in preivous years. May need to increase fund in future years if requests grow.

Comments

Business Plan and Budget

City of Mississauga

Budget Request # 685

Description of Proposed Initiative

New Cultural programs Through Partnerships

Service Area

Arts & Culture

Department

Community Services

Impacts (000s)	2011 & Prior	2012	2013	2014
Net Operating	100	25	25	25
Net Cost Funded from Tax Levy	100	25	25	25
Net Impact on Tax Levy		0.01 %	0.01 %	0.01 %
FTE	1	0	0	0
Capital Approved Forecast				
Net Incremental Capital	0	0	0	0

Details of Service Change

Currently offer a menu of 8 annual free programs (e.g. Jane's Walk, Doors Open, Culture Days) plus 3 additional opportunity-driven programs, all developed in partnership with local communities and Not-For-Profits. Programs attracted 17,000 attendeees primarily in the summer months. 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 other components of 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 2014 (e.g. Music Monday, Pan Am Arts, Art of Fashion)

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 partnerships with local communities (pg 17).

Regulatory Services - Service Changes Summary 2012-2014

BR#	Service	Initiative Description	Category	FTE	2012	2013	2014	Total Operating	Capital 2012-2014
764	Regulatory Services	Animal Services e3 licensing initiative	Proposed New Initiatives	0.0	31	(110)	(495)	(574)	0
765	Regulatory Services	Reduced revenue in Charity Gaming	Proposed New Initiatives	0.0	25	0	0	25	0
762	Regulatory Services	Licensing of Secondary Suites	Proposed New Initiatives	7.0	0	(16)	(74)	(90)	0
310	Regulatory Services	Additional FT Animal Services Officer	Proposed New Initiatives	1.0	0	75	0	75	0
		Total	**Proposed New Initiatives**	**8.0**	**56**	**(51)**	**(569)**	**(564)**	**0**

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)	2011 & Prior	2012	2013	2014
Net Operating	0	0	75	0
Net Cost Funded from Tax Levy	0	0	75	0
Net Impact on Tax Levy		0.00 %	0.02 %	0.00 %
FTE	0	0	1	0
Capital Approved Forecast			30	
Net Incremental Capital	0	0	0	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 # 762

Description of Proposed Initiative

Licensing of Secondary Suites

Service Area

Regulatory Services

Department

Transportation and Works

Impacts (000s)	2011 & Prior	2012	2013	2014
Net Operating	0	0	-16	-74
Net Cost Funded from Tax Levy	0	0	-16	-74
Net Impact on Tax Levy		0.00 %	0.00 %	-0.02 %
FTE	0	0	5	2
Capital Approved Forecast				
Net Incremental Capital	0	0	0	0

Details of Service Change

This will be a new Business Licensing service provided by Compliance and Licensing Enforcement and supported by Fire and Emergency Services. A licensing by-law will be developed by staff and upon approval by Council, a public education campaign will be initiated followed by enforcement through the normal course of action for a business requiring a licence.

Service Impact

The estimates for existing Accessory Dwelling Units in the City range form 10,000 to 30,000. If legalized and licensing is required, it is estimated that initially at a minimum 4 additional Municipla Law Enforcement Officers will be required with at least one additional Administrative position for the issuing of the licenses.

Comments

It is expected that the cost of this initiative will be more than offset by the annual revenue from Licensing.

Business Plan and Budget

City of Mississauga

Budget Request # 764

Description of Proposed Initiative

Animal Services e3 licensing initiative

Service Area

Regulatory Services

Department

Transportation and Works

Impacts (000s)	2011 & Prior	2012	2013	2014
Net Operating	0	31	-110	-495
Net Cost Funded from Tax Levy	0	31	-110	-495
Net Impact on Tax Levy		0.01 %	-0.03 %	-0.15 %
FTE	0	1	0	-1
Capital Approved Forecast				
Net Incremental Capital	0	0	0	0

Details of Service Change

Not really a Service change but rather a continuation of service initiative form 2011

Service Impact

It is estimated that only a small percentage of dogs and cats are currently licenced in Mississauga and the cost to move this initiative forward in 2012 is expected to be offset by increased revenue.

Comments

While the service remains the same a greater emphasis will be placed on education and promotion of dog & cat licensing along with increasing the convenience and accessibility to the residents who wish to obtain a license, through rotating licensing locations, enhancement of on line capabilities in 2012, and a phone option. This to be followed up by increased enforcement. Recent amendments to the by-law have been approved at GC to support this initiative. These include, increasing the set fine for failing to licence, from $90 to $250, the conversion of the lifetime cat license to annual, a new definition of License, and a new set fine penalty for providing false information when obtaining a license. The late fee will also be reduced from the current $20 & $40 dollars to a standard $10.

Business Plan and Budget

City of Mississauga

Budget Request # 765

Description of Proposed Initiative

Reduced revenue in Charity Gaming

Service Area

Regulatory Services

Department

Transportation and Works

Impacts (000s)	2011 & Prior	2012	2013	2014
Net Operating	0	25	0	0
Net Cost Funded from Tax Levy	0	25	0	0
Net Impact on Tax Levy		0.01 %	0.00 %	0.00 %
FTE	0	0	0	0
Capital Approved Forecast				
Net Incremental Capital	0	0	0	0

Details of Service Change

New Charity Bingo and Gaming Revitalization Initiative: Ontario Lottery Corporation, Ontario Charitable Gaming Association and Commercial Gaming Association of Ontario, have reached an agreement which allows for the transformation of Ontario Bingo Halls into Charitable Gaming Centres through the introduction of a new interactive environment with electronic gaming products.

Service Impact

One Bingo Hall in Mississauga wishes to move to a new regulatory framework and revenue distribution system brought forward by the Ontario Lottery and Gaming Corporation. This revenue disrtibution scheme will result in reduced licesing revenue for the City

Comments

Facilities & Property Management - Service Changes Summary 2012-2014

BR#	Service	Initiative Description	Category	FTE	2012	2013	2014	Total Operating	Capital 2012-2014
649	Facilities & Property	HVAC Equipment Maintenance	Proposed New Initiatives	1.0	43	41	0	84	47
669	Facilities & Property	Capital Pressure on Life Cycle Maintenance for City Facilities	Proposed New Initiatives	0.0	0	0	0	0	21,600
		Total	**Proposed New Initiatives**	**1.0**	**43**	**41**	**0**	**84**	**21,647**
670	Facilities & Property Management	Reducing Cleaning in all Facilities by 10%, Comfort Stations by 15%, Courthouse Day Porter	Other Tax Rate Reduction Options	0.0	(95)	0	0	(95)	0
		Total	**Other Tax Rate Reduction Options**	**0.0**	**(95)**	**0**	**0**	**(95)**	**0**

Business Plan and Budget

City of Mississauga

Budget Request # 649

Description of Proposed Initiative

HVAC Equipment Maintenance

Service Area

Business Services & Corporate Assets

Facilities & Property Management

Department

Corporate Services

Impacts (000s)	2011 & Prior	2012	2013	2014
Net Operating	0	43	41	0
Net Cost Funded from Tax Levy	0	43	41	0
Net Impact on Tax Levy		0.01 %	0.01 %	0.00 %
FTE	0	1	0	0
Capital Approved Forecast				
Net Incremental Capital	0	47	0	0

Details of Service Change

HVAC (Heating, Ventilation, Air Conditioning) trade staff carry out preventative maintenance on equipment; respond to critical demand repairs; resolve services requests on a priority basis and provide preliminary diagnosis of system problems. Where resources allow work 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 and unique facility designs, meeting the ongoing demands of our growing portfolio of HVAC assets is more economically and effectively achieved by adding in-house resources as opposed to additional contracted outsourced trades. When utilizing outsource resources the average call is twice as long as the technician is unfamiliar with the facility and equipment locations. Many systems are inter-connected leading to longer diagnostic times and higher reliance on City staff to direct contractors.

Twenty six new facilities have been added since 2000 covering approximately 1.3 million additional square feet with no additional HVAC complement added to FPM. 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. In 2012 the Gary Morden Fire Training Centre will be added to the City portfolio. This facility is built to the LEED silver standard and will require specific service levels to maintain that designation. This will placed further resource pressures on both trades staff and contract coordinator staff to ensure equipment remains compliant and properly administer the

warranty and servicing of new equipment. Without the additional resources equipment life cycle will be reduced, higher reactive costs will be incurred and facility and operational impacts due to the erosion of service levels will affect all Departmental service deliveries.

Comments

One HVAC staff position was proposed in the 2009 business plan, however was deferred at that time and deferred again in 2010. There has been a service level impact without additional labour resources added to the section to maintain new ISF facilities and meet warranty expectations.

Business Plan and Budget

City of Mississauga

Budget Request # 669

Description of Proposed Initiative

Capital Pressure on Life Cycle Maintenance for City Facilities

Service Area

Business Services & Corporate Assets | Facilities & Property Management

Department

Corporate Services

Impacts (000s)	2011 & Prior	2012	2013	2014
Net Operating	0	0	0	0
Net Cost Funded from Tax Levy	0	0	0	0
Net Impact on Tax Levy		0.00 %	0.00 %	0.00 %
FTE	0	0	0	0
Capital Approved Forecast				
Net Incremental Capital	0	2,616	5,000	14,000

Details of Service Change

The City owns and operates a portfolio of approximately 260 buildings of various sizes, complexity and usage which contain approximately 5 million square feet of space. In addition, Facilities and Property Management are responsible for the site services (parking lots, sewer, water, hydro, sport field and pathway lighting) in 327 community parks. The current estimated replacement value of all of these assets is approximately $1.6 billion. These building assets are the essential infrastructure that makes it possible for City Departments to deliver the services to the residents of the City which have a significant impact on quality of life, prosperity and sustainability within the community. The earlier challenges of dealing with a growing inventory are now being replaced by the ability to optimally maintain / manage these physical assets to maximize value; which in turn will improve utilization and performance, reduce asset-related operating costs, extend asset life and subsequently improve ROA (return on assets). Due to the above, Facilities and Property Management has developed a Facility Asset Management Program (VFA) for all City building assets. The program model relies on an industry standard Facility Condition Index (FCI) to establish objective condition assessments; which in turn enables F&PM to provide multi-year capital budget forecasting. The plan is to begin implementating this program commencing with year 2012 Capital Planning Budget. The fiscal year 2012 will be a transition year for the City's Lifecycle Budget.

Service Impact

Based on the target FCI model developed for the City, the details of lifecycle capital funding shortfalls over the next 10 years are listed below. As indicated in the table, the existing lifecycle capital funding for year 2012 is $7,046,000; which is based on the historical averages. The lifecycle funding projected by the VFA asset management program for 2012 is $9,622,340; hence there is a funding shortfall of $2,576,340. The additional funding will enable F&PM to address high priority lifecycle maintenance as well as interior

finish requirements (Citywide) to maintain the facility condition index of the Citywide building assets within the desired target values.

Funding Year	10yr Existing Funding Forecast	Funding required as per Asset Management Model	Funding Shortfall / Additional funding needs
2012	$7,046,000	$9,622,340	$2,576,340
2013	$6,976,000	$11,968,133	$4,992,133
2014	$7,559,000	$21,655,541	$14,096,541
2015	$7,897,000	$24,951,007	$17,054,007
2016	$8,204,000	$35,439,821	$27,235,821
2017	$9,319,000	$22,122,655	$12,803,655
2018	$12,251,000	$30,650,309	$18,399,309
2019	$9,059,000	$46,094,553	$37,035,553
2020	$8,746,000	$37,681,489	$28,935,489
2021	$9,000,000	$49,783,090	$40,783,090
10yrs Total Funding:	**$86,057,000**	**$289,968,938**	**$203,911,938**

Comments

An important outcome of the Facilities Asset Management Program is the development of a comprehensive, proactive and defensible lifecycle capital maintenance budget. The improved capital budgeting & forecasting based on the lifecycle condition data in the VFA asset management program will help the Corporation in managing the assets to be sustainable by minimizing the total lifecycle costs of assets.

The impact to the City if the additional funding is not obtained includes reduction in facility quality, a higher risk of facility system failure resulting in program disruptions and higher maintenance costs.

Types of projects which would be deferred in 2012 include electrical systems, structural systems and interior finishes. In subsequent years, projects which would be deferred would consist of structural and interior finishes life cycle replacements.

Business Plan and Budget

City of Mississauga

Budget Request # 670

Description of Proposed Initiative

Reducing Cleaning in all Facilities by 10%, Comfort Stations by 15%, Courthouse Day Porter

Service Area

Business Services & Corporate Assets | Facilities & Property Management

Department

Corporate Services

Impacts (000s)	2011 & Prior	2012	2013	2014
Net Operating	0	-95	0	0
Net Cost Funded from Tax Levy	0	-95	0	0
Net Impact on Tax Levy		-0.03 %	0.00 %	0.00 %
FTE	0	0	0	0
Capital Approved Forecast				
Net Incremental Capital	0	0	0	0

Details of Service Change

Options:

1- Reduction of "Day Porter" at courthouse. (10k)

2- Reduction of cleaning service levels in all facilities by 10% (60k)

3- Reduce Comfort Station cleaning service level by 15% (25k)

Service Impact

1- Reduction of Day-Porter at courthouse: Currently the service level is 8hrs per day (9am -5pm). Proposed service level would be 10 am - 2:00 pm. Impacts: vandalism (e.g. flooding from toilets stuffed with paper, etc) would not get attention until the shift commenced or the night crew arrived at 5:00 pm. In addition, the courthouse is heavily utilized by the public and constantly requiring clean up for water/coffee spills, newspapers on the floor etc. - the service level cut may result in public complaints.

2- Reduction of cleaning service levels in all facilities by 10%; would take time to evaluate reductions, negotiate and implement in contract; possibility of increased costs for pest control due to infestations; risk of health issues and negative response from staff and public. Premature deterioration of floor finishes and higher rate of allergy related complaints. Sanitary issues in Kitchens, garbage location and staff eating areas. The service level impact of this would be a reduction of cleaning services of one day every two weeks for the facilities.

3- Reduce Comfort Station cleaning service level by 15% -Negative perception of facilities from public and staff. Expected increase in the rate of complaints to Mayor and Council. There is continued pressure by Community Services and the public to increase this service level. There will be an increased period between toilet paper replenishment during high usage times. No further additions to contract for new and "year around" comfort stations. The impacted service levels will be different for each of the 36 comfort stations as some have multiple cleans per day with the average current cleaning standard being twice daily.

Comments

Not Recommended

Strategic Policy - Service Changes Summary 2012-2014

BR#	Service	Initiative Description	Category	FTE	2012	2013	2014	Total Operating	Capital 2012-2014
377	Strategic Policy	Economic Development Strategy Recommendations	Proposed New Initiatives	1.0	96	31	0	127	0
692	Strategic Policy	Downtown21: Main Street District Implementation	Proposed New Initiatives	0.0	0	0	0	0	1,625
154	Strategic Policy	Waterfront Mississauga Revitalization	Proposed New Initiatives	2.0	0	0	0	0	0
373	Strategic Policy	Living Green Master Plan Implementation	Proposed New Initiatives	5.0	285	225	64	574	0
766	Strategic Policy	Project Management Training Plan	Proposed New Initiatives	0.0	0	0	0	0	0
253	Strategic Policy	Mississauga Community Greenhouse Gas (GHG) Inventory Update	Proposed New Initiatives	0.0	0	0	0	0	0
690	Strategic Policy	Strategy for Attracting Four new Post-Secondary Institutions to Mississauga	Proposed New Initiatives	0.0	0	0	0	0	0
42	Strategic Policy	Providing Specialized Legal Support on Environmental Matters	Proposed New Initiatives	1.0	0	69	0	69	0
408	Strategic Policy	To enhance audit coverage and provide additional assurance and consulting	Proposed New Initiatives	1.0	0	120	0	120	0
674	Strategic Policy	Design and Construction of the Lakeview/OPG Pier Trail	Proposed New Initiatives	0.0	0	0	0	0	5,830
		Total	**Proposed New Initiatives**	**10.0**	**381**	**445**	**64**	**890**	**7,455**
784	Strategic Policy	Reduction of consulting services for technical support of IT audits.	Other Tax Rate Reduction Options	0.0	(20)	0	0	(20)	0
780	Strategic Policy	Reduction in Municipal Legal Counsel	Other Tax Rate Reduction Options	(1.0)	(122)	0	0	(122)	0
		Total	**Other Tax Rate Reduction Options**	**(1.0)**	**(142)**	**0**	**0**	**(142)**	**0**

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)	2011 & Prior	2012	2013	2014
Net Operating	0	0	69	0
Net Cost Funded from Tax Levy	0	0	69	0
Net Impact on Tax Levy		0.00 %	0.02 %	0.00 %
FTE	0	0	1	0
Capital Approved Forecast				
Net Incremental Capital	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. This is in line with the KPMG report for the City of Toronto Core Services Review, which recommends using in house resources as opposed to outsourcing where possible to achieve greater cost efficiencies.

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 grew exponentially since 2008 (approximately $100K for each of 2009 and 2010). For the first nine months of 2011, Legal Services has spent just over $100K on outside counsel on environmental matters already, and more work is expected to be sent out in the latter part of this year. An in-house environmental lawyer would significantly reduce the cost of outside legal counsel and allow the current municipal lawyer to free up his time for other matters. The budget request of $69k is net of the reduction of $100k in outside legal counsel costs.

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, which have not been the case in the past. Also, projects such as the redevelopment of the Lakeview OPG lands involve complex environmental issues where extensive legal work, involving the analysis of

various documents and reports, will be required to ensure that the City's interests are protected. A lot of this work is expected to be conducted later this year and beyond.

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)	2011 & Prior	2012	2013	2014
Net Operating	0	72	423	0
Net Cost Funded from Tax Levy	0	0	0	0
Net Impact on Tax Levy		0.00 %	0.00 %	0.00 %
FTE	2	1	1	0
Capital Approved Forecast	900	650	650	600
Net Incremental Capital	900	0	0	0

Details of Service Change

The City of Mississauga has the opportunity to revitalize one of our greatest assets, our waterfront, into a world class, sustainable asset. 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 lands) and surrounding employment lands, Port Credit Harbour Marina, and the Imperial Oil lands.

Through 2010 and 2011, a robust public engagement process for the OPG lands resulted in a community Vision for the lands called Inspiration Lakeview. This Vision is the roadmap for future studies, public engagement as well as an ongoing relationship with the Province and OPG. The focus of the City's effort and this budget request is the OPG lands, however the City must now also turn attention to the Port Credit Harbour Marina, and the Imperial Oil site. Canada Lands Company (CLC) has acquired the Harbour lands and is planning public engagement on the development of that site in late 2011/early 2012. Initial funds have been identified within existing budgets to respond to the CLC work. In addition, Imperial Oil has indicated at a recent public presentation that future partnerships may become a reality.

<u>Summary of Costs for Inspiration Lakeview:</u>

2012 investments: $650k

The existing project team of a strategic leader and project coordinator will be strengthened with a researcher to assist as the Master Plan for Lakeview is completed and taken for Council and Public review. This team's costs will be recovered from capital at a cost of $300k.

In addition, additional budget will be required for master planning, economic studies and legal fees as well as pursuing and developing agreements with third parties. This amounts to $350k.

2013 investments: $423 operating and $650k cpaital

It is planned that , in addition to adding one additional member of staff, all four staff be established as a

Waterfront Office. This will reduce the dependency on Capital and will be a transformative moment for the Waterfront's Development.

Capital funding will continue to be required for future development. The amount can be viewed as a placeholder for 2013 and 2014. The Master Planning work in 2012 will inform future budget cycles.

Relationship Opportunity for future study.

Based on the WATERFRONTToronto (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.

The approach taken in this budget request positions future Councils to leverage their investments with higher order of governments to advance a world class waterfront.

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 was highly engaged during the development of the Inspiration Lakeview Vision and is looking to the City of Mississauga to provide leadership in proceeding with the next steps that will bring the Vision closer to reality (implementable visions with short and long term actions plans). The City's work on the waterfront will result in significant public response.

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)	2011 & Prior	2012	2013	2014
Net Operating	30	50	-80	0
Net Cost Funded from Tax Levy	0	0	0	0
Net Impact on Tax Levy		0.00 %	0.00 %	0.00 %
FTE	0	0	0	0
Capital Approved Forecast				
Net Incremental Capital	0	0	0	0

Details of Service Change

The last inventory of community and corporate GHG emissions was prepared in 2000 based on 1998 data. These inventories are now out of date and cannot be used to effectively evaluate the contribution of existing or new initiatives to lower local energy use and associated GHG emissions. An updated inventory/new baseline is required to measure progress made in Mississauga towards achieving both City and Regional GHG reduction targets. Updating corporate and community GHG inventories, including Criteria Air Contaminants (CAC), is an immediate/short term action identified for the City in the draft Living Green Master Plan. Creating a common understanding of actual and forecasted GHG emissions within Peel and at the partners' facilities by developing a series of corporate and community inventories by 2012 is also a short term action within the recently adopted Regional Climate Change Strategy. Further, a corporate GHG inventory will be required to acquire carbon credits for reductions made by the City through energy efficiency improvements in future.

The City is responsible for conducting its own corporate GHG and CAC inventory update and is participating in the community GHG and CAC inventory update being led by the Region of Peel. Both inventories will be conducted according to the ICLEI International Local Government Emissions Analysis Protocol (IEAP), the National Pollutant Release Inventory (NPRI) and Transport Canada's Urban Transportation Emissions Calculator, broken down by key sectors relevant to the City of Mississauga. The scope of the both inventories has been expanded to implement other actions of the Peel Climate Change Strategy including providing actual and forecasted GHG emissions, identifying actions to achieve reduction targets and enhancing local climate modelling and monitoring capabilities.

In 2011, $30k was approved for these Consulting Services and offset by a corresponding transfer from reserves. Due to a delay in completing the Regional Climate Change Strategy, the City's corporate inventory and the Region led community inventory update are being initiated in the fall of 2011 and will not be completed until 2012.

2012 plan is to request an additional $50k for the community GHG inventory, again offset this $50k with a transfer from reserves and maintain the $30k previously approved. In 2013 the total of $80k will be reversed from both the operating expenses and the reserve transfer.

Service Impact

The City will have updated GHG and CAC corporate and community inventories completed to measure progress in reducing GHG emissions, as well as, reduction targets, recommended actions and enhanced local climate modelling and monitoring capabilities.

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)	2011 & Prior	2012	2013	2014
Net Operating	0	270	225	64
Net Cost Funded from Tax Levy	0	285	225	64
Net Impact on Tax Levy		0.09 %	0.07 %	0.02 %
FTE	0	3	2	0
Capital Approved Forecast				
Net Incremental Capital	0	0	0	0

Details of Service Change

The new Living Green Master (LGMP) identifies priority actions to meet the overall environmental objectives of the Strategic Plan, and specifically the Living Green Pillar for Change. To implement the new 10 year LGMP, short term service changes will focus on bringing environmental focus and strategic alignment to corporate initiatives, ensuring interdepartmental collaboration and building community partnerships required to deliver priority environmental actions including community energy planning, Greenhouse Gas emission reduction, expanded public environmental education and reporting on environmental performance.

Specific short term actions include:

- Providing strategic leadership on environmental sustainability issues, goals, strategies and policies for the corporation.

- Leading a new LGMP Steering Team of Directors responsible for environmental strategic alignment across the corporation through collaborative decision making, priority setting and allocation of resources required to implement environmental actions identified in the LGMP.

- Leading and participating on multiple LGMP priority action Project Teams with Managers and other staff from various Departments and Divisions across the organization.

- Developing environmental recommendations for General Committee and Council with the Environmental Advisory Committee.

- Implementing an internal, collaborative decision making process that raises the environmental consciousness of the organization.

- Ensuring critical baseline data is collected, targets are set and environmental progress is reported.

- Acting as an information clearing house for staff and elected officials on environmental issues.

- Creating new lines of communication and new relationships inside the Corporation and externally

between orders of government, community and business to deliver priority environmental programs and services within the LGMP strategic framework: Lead by Example, Work with Others and Compel Others.

Service Impact

Implementation of the LGMP will fulfill the environmental objectives of the Strategic Plan and Official Plan.

The development of the LGMP involved key community and business stakeholders.

A new environment Division within Community Services (Mississauga Environment Office) will be established. This small group of professionals will lead and coordinate implementation of the LGMP and bring environmental focus to projects across the corporation.

2012 - 1 Environmental Coordinator Jan 1, 2012 start. This position is internally focused and will work with a wide range of staff across the corporation supporting internal collaboration and implementation of LGMP Action Plan. It will support LGMP Project/Action teams, help develop detailed implementation plans and ensure that baseline information is collected and targets are set. It will also report on key environmental performance indicators and overall progress made in implementing the LGMP. This position was deferred from 2011 and is required to maintain existing resources (currently a secondment position funded from the reserve).

2012 - 1 Community Energy Coordinator July 1, 2012 start date. This position is externally focused and will collaborate with internal and external stakeholders to implement community greenhouse gas (GHG) emission reduction programs and other climate change and air quality priority initiatives identified in the LGMP and Regional Climate Change Strategy including expanded public environmental education. It will also prepare an integrated community energy plan.

2012 - 1 Director July 1, 2012 start. This position will provide strategic environmental leadership and manage multi-disciplinary environmental sustainability issues, goals, strategies and policies for the Corporation. It will bring environmental focus to City initiatives, champion implementation of the LGMP and drive environmental partnerships and innovation. This position will Chair the LGMP Steering Team responsible for collaborative decision making, priority setting and allocation of resources to implement the LGMP Action Plan as well as new opportunities to improve the city's environmental sustainability.

2013 - Public Education Specialist July 1, 2013 start. Required to support continual improvement/increasing corporate and community environmental consciousness, behaviour change and participation in City programs and services.

2013 - Admin Coordinator July 1, 2013 start. This position will provide the administrative support to the Division including support for the LGMP Steering Team, LGMP Project Teams, Corporate Reports for LT, the Environmental Advisory Committee and Council and other correspondence required for external agencies and public inquiries.

Comments

Living Green Master Plan adoption by Council anticipated in December 2011.

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)	2011 & Prior	2012	2013	2014
Net Operating	140	96	31	0
Net Cost Funded from Tax Levy	140	96	31	0
Net Impact on Tax Levy		0.03 %	0.01 %	0.00 %
FTE	0	1	0	0
Capital Approved Forecast				
Net Incremental Capital	0	0	0	0

Details of Service Change

One of the 3 goals of the new 10 year Economic Development Strategy "Building on Success," approved by City Council in 2010, is to focus on International Investment Development. As a result, a new International Marketing Plan is in development and will be completed by October, 2011. To implement the marketing plan, a Manager of International Business Development is required to support, target and attract key foreign businesses. The strategic goal related to this initiative is as follows:

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.
Action: Create marketing tools to emphasize the City's attractive local assets, quality of place, and the strength of its business community and support infrastructure.

Service Impact

The development of the Economic Development Strategy and International Marketing Plan involved many key stakeholders in the City and abroad and the recommendations were fully supported by them.

Implementation of the Strategy will result in an enhanced international development program resulting in new business development.

Additional Manager FTE begining April 1, 2012

Comments

New Economic Development Strategy approved by Council July 7, 2010.

New International Marketing Plan to be approved October 2011.

Business Plan and Budget

City of Mississauga

Budget Request # 408

Description of Proposed Initiative

To enhance audit coverage and provide additional assurance and consulting services.

Service Area

Strategic Policy

Department

City Manager's Office

Impacts (000s)	2011 & Prior	2012	2013	2014
Net Operating	0	0	120	0
Net Cost Funded from Tax Levy	0	0	120	0
Net Impact on Tax Levy		0.00 %	0.04 %	0.00 %
FTE	0	0	1	0
Capital Approved Forecast				
Net Incremental Capital	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 10 to 15% 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 auditing and consutling activities with the additional position will alleviate some of the concerns over adequacy of audit coverage and provide added assurance to the Audit Committee and senior management.

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

The additional intermediate auditor position will help alleviate part of the concern regarding the adequacy of audit coverage given the existing staff resources. This concern has been raised at the Audit Committee meetings on several occasions over the years as Internal Audit staff complement has remained at six since early 1990's until 2007, when the IT auditor position was added.

A multi year Internal Audit work plan is prepared based on the results of corporate risk assessment. The work plan is refreshed annually to take into consideration any emerging factors that may require an update to the risk assessment. Audits are assigned based on the level of staff resources available at the time. It is generally difficult to accommodate additional audits requested by the Audit Committee or senior management without having to defer or delete audits that are already on the work plan.

In addition, Internal Audit participates in project teams or conducts specific reviews at the request of management and staff. These consulting services account for 10 to 15% of staff time and are provided with the intent to proffer proactive advice relating to controls and risk mitigation. Since these services are provided by the same Audit staff, as the number and complexity of requests for consulting services increase, the amount of time that could be spent on auditing activities (hence providign assurance to the Audit Committee and management) is affected. Therefore, the

two activities need to be carefully balanced.

Business Plan and Budget

City of Mississauga

Budget Request # 674

Description of Proposed Initiative

Design and Construction of the Lakeview/OPG Pier Trail

Service Area

Strategic Policy

Department

City Manager's Office

Impacts (000s)	2011 & Prior	2012	2013	2014
Net Operating	0	0	0	0
Net Cost Funded from Tax Levy	0	0	0	0
Net Impact on Tax Levy		0.00 %	0.00 %	0.00 %
FTE	0	0	0	0
Capital Approved Forecast				
Net Incremental Capital	0	60	5,770	0

Details of Service Change

During the Inspiration Lakeview engagement exercise the community identified that access to the western pier would provide an excellent opportunity to link the Waterfront Trail from Lakefront Promenade Park and could be a great first step to gaining access to the waterfront in Lakeview. The ability to walk out to the end of the western pier would provide an incredible experience in Lake Ontario, and a panoramic view of Mississauga's eastern shoreline. The City received approval from OPG on March 30, 2011 to access the site as the first step in completing a feasibility study. It is recommended that staff study this initiative from a public safety, liability, technical, cost and management perspective, consistent with the Inspiration Lakeview Vision.

Summary of Costs

2012

$60,000 Pre-design and feasibility study

2013

$470,000 Detailed design/engineering and approvals, and $5.3 million for construction. These numbers are based on similar work conducted to construct the trail on the Imperial Oil site and will be assessed as part of the feasibility study.

Service Impact

Mississauga's waterfront is one of our greatest assets and the public is anxious to experience the waterfront in Lakeview. This initiative would be a new asset to the City and is highly supported by the local community. The community is looking to the City of Mississauga for leadership on this first step in connecting the comunity with the waterfront. Access to the Western Pier will provide an additional 2km of waterfront trail.

Comments

The City of Mississauga has made great progress in preparing a Vision for the OPG property. The Province, OPG and the City of Mississauga are working in the spirit of cooperation on a Memorandum of

Understanding for a shared vision, and action plan for the revitalization of the OPG site. In April, 2011, Council unanimously endorsed the Vision for Inspiration Lakeview and directed staff to pursue a feasibility study for access to the Western Pier. The work program for this initiative has been coordinated with the ongoing studies for Inspiration Lakeview. The first step 1) is to understand the environmental conditions (gap analysis); step 2) includes preparing a feasibility study specifically for the initiative, and obtaining Council approval to proceed; step 3) involves engineering, design, and approvals of the initiative; step 4) involves tender and construction.

Business Plan and Budget

City of Mississauga

Budget Request # 690

Description of Proposed Initiative

Strategy for Attracting Four new Post-Secondary Institutions to Mississauga

Service Area

Strategic Policy

Department

City Manager's Office

Impacts (000s)	2011 & Prior	2012	2013	2014
Net Operating	0	0	50	-50
Net Cost Funded from Tax Levy	0	0	0	0
Net Impact on Tax Levy		0.00 %	0.00 %	0.00 %
FTE	0	0	0	0
Capital Approved Forecast				
Net Incremental Capital	0	0	0	0

Details of Service Change

To attract and retain the brightest, it is essential that residents of Mississauga are able to pursue their interests and knowledge pursuits locally. Mississauga is a city with a population approaching 750,000 together with a strong economic and employment base. Currently, Mississauga has just one well known post-secondary institution (psi), the University of Toronto at Mississauga (UTM) and a second psi opened in downtown Mississauga in September 2011, the Hazel McCallion Campus of Sheridan College, which accommodates Sheridan's new School of Business and a Newcomers Centre for recent immigrants to Canada. In order to offer a continued variety of post-secondary opportunities to students, it is essential that Mississauga does more. The City has aspired to having five additional Post-Secondary institutions in the next 40 years

The demographics of Mississauga are such that many youth of the City have the privilege of an outstanding elementary and secondary school education network and related amenities (eg. community centres, arenas, parks, libraries, etc.) with limited opportunities to pursue post secondary education in the same community. In September 2007, it was announced by Census Canada that the City's population under the age of 15 and between 30 and 40 is declining and is expected to further decline in the foreseeable future. The combination of a limited PSI and a declining population (as described above), Mississauga could be at risk of falling behind in retaining and attracting a younger demographic population base. It could be further emphasized by the fact that once the youth of Mississauga pursue PSI abroad, the likelihood of them coming back is questionable. Missisauga needs to not only retain its youth but also attract youth to foster continued growth and prosperity and PSI are a critical ingredient to Mississauga's future success.

In June 2011, the Province of Ontario announced additional funding in the amount of $60 Million as part of the Capital Investment in Phase 2 of Sheridan College with a targetted date for building construction of Fall / Winter 2012 or Winter/Spring 2013.

In 2012, the Strategic Leader will work with Sheridan College to formulate the terms and conditions of a possible Request for Expressions of Interest (RFEI) document, the form and content of a possible Ground Lease Agreement with Sheridan College for the future Phase 2 Building development as well as coordiate all related City Projects as a spin-off from the Phase 2 Campus Building initiative. The Strategic

Leader will also write a project charter to develop a strategy for attracting other PSI.

Starting in 2013 and concluding in 2014, the strategy will be developed around PSIs including assessing partnership development and financial investments required to be successful and creating a strategy to influence the Provincial government's choice for the location of PSI in the Province. The Strategic Leader will also continue to lead the Phase 2 Campus Building Initiative to ensure the delivery of a new Campus Building and related City amenities on time and on budget.

Service Impact

The introduction of additional Post Secondary Institutions will achieve the City's Strategic Goals with a positive impact on the Community.

Comments

Council has participated in an Education Session on the topic of PSIs on February 18, 2009. Council has been regularly kept up to date on the construction details of the Sheridan Campus Building and related City Projects. Council have been offerred a tour of the Campus Building (August 2011).

The City's Leadership Team has received several reports and updates on the Sheridan Campus Development and related City Projects.

Business Plan and Budget

City of Mississauga

Budget Request # 692

Description of Proposed Initiative

Downtown21: Main Street District Implementation

Service Area

Strategic Policy

Department

City Manager's Office

Impacts (000s)	2011 & Prior	2012	2013	2014
Net Operating	0	0	0	0
Net Cost Funded from Tax Levy	0	0	0	0
Net Impact on Tax Levy		0.00 %	0.00 %	0.00 %
FTE	1	0	0	0
Capital Approved Forecast	480	0		
Net Incremental Capital	480	886	739	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. Currently, LiveWorkLearnPlay has been retained by the City of Mississauga to assist in the development of the Business Plan for the Main Street District in collaboration with downtown landowners. The Business Plan will be completed in the first quarter of 2012. At that time the first phase of development will identified along with the details of public and private funding requirements to begin implementation.

Outlined below are 2012 and 2013 funding requests broken down into two broad categories:

Consulting Services and Implementation

These requests establish appropriate advisory services coupled with clearly defined implementable steps and measurables to begin delivering the downtown. Ultimately, the goal is to deliver pieces of the downtown with key economically viable elements that will activate the program. Overall, each deliverable that is implemented will bring the City one step closer to the end goal – deliver a vibrant, economically viable and sustainable mixed-use downtown (Downtown 21, Main Street District).

<u>2012 Summary of Investments:</u>

$350,000 <u>Advisory and Strategic Services</u>

Scope of Work to include:
Establishing a Downtown Mississauga Alliance (a revised structure to the Main Street Working Group). Ongoing advisory role for the implementation of the Main Street District. Phase 1 project as identified in the Business Plan for the Main Street District as well as work on Phase 2. Also included will be Marketing, Branding and Communications guidance in collaboration with the Communications Division. Potential exists to partner with landowners on costs.

$60,000 Hotel & Hospitality Development and Business Plan

Business Plan & Implementation Strategy to address and detail out the appropriate next steps to secure a hotel(s)/hospitality development/partner/anchor for the downtown.

Partner: EDO

$240,000 Small Business Attraction & Economic Development - Main Street & City Assets

Following the development of the Main Street District Business Plan, targetted tenant leasing for the Main Street District will be undertaken as a key implementation strategy (in collaboration with landowners). Revenue Generation through assessment and/or leasable space (dependent on who owns the asset) will be a component of the business model.
Focus will be on the Main Street District + surrounding City assets. Potential exists to partner with landowners on costs.

Partner: EDO,

.$115,000 Downtown City Market

Utilizing existing City space, (LAC, City Hall, Celebration Square) establish a permanent market. Scope of work to include securing tenants and have the market up and running in 2012. No capital infrastructure will be required for 2012 and a permanent market building location will be identified in the Main Street District Business Plan that the market will transition into when constructed.

Partner: Community Services (PDBS)/EDO

$121,000 Strategic Leader

Funding for salary and benefits for the Strategic Leader responsible for the DT21 Main Street District implementation.

2013 Summary of Investments:

$115,000 Downtown Kart & Kiosk Program

To contribute to vibrant streets in the downtown, (in the short term) a Kart & Kiosk program will be implemented in the Main Street District that will complement Celebration Square. Scope of work to include securing vendors, acceptable sites within City ownership, (with the potential for private lands to be included) and getting the businesses up and running. The business model assumes in the early stages that the vendor will absorb all capital and operating expenses and that they will be self sufficient business operations in 2013 and beyond

Partners: Community Services (PDBS)/Landowners

$300,000 Public Realm Plan

Retain a consultant to prepare detailed functional street designs, streetscaping, conceptual open space for the Main Street District. Project Charter to be developed in the second half of 2012.

$200,000 Infrastructure Feasibility Study

Determine public and private infrastructure requirements within the Main Street District. Potential to partner with landowners on costs.

$124,000 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

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.
3. 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 # 766

Description of Proposed Initiative

Project Management Training Plan

Service Area

Strategic Policy

Department

City Manager's Office

Impacts (000s)	2011 & Prior	2012	2013	2014
Net Operating	0	111	-63	0
Net Cost Funded from Tax Levy	0	0	0	0
Net Impact on Tax Levy		0.00 %	0.00 %	0.00 %
FTE	0	0	0	0
Capital Approved Forecast				
Net Incremental Capital	0	0	0	0

Details of Service Change

In the Project Management Support Office (PMSO) 2011 Work Plan, the PMSO was mandated to develop a corporate wide Project Management Training Plan. Working with the Project Management Advisory Committee and HR a multiyear program that allows staff to gain the knowledge needed to successfully launch and deliver projects was developed.

For 2012
When assessing the number of courses to deliver in 2012, the team took into account the increased number of projects being undertaken at the city and the fact that internal project management courses have not been offered for the last three years. Both factors are contributing to a pent up demand for training. This demand is addressed by the 36 days of projected training.

For 2013
If the full amount of training is conducted in 2012, the demand for project management training should reduce and the focus should shift to the more in-depth courses. The plan calls for 18 days of training.

Service Impact

The investment in project management training will result in higher quality projects across the corporation.

Comments

The Project Management Support Office's mandate is "To stregthen, support, and promote a project management community of practice to enable staff to deliver projects efficiently and effetively and to meet the strategic priorities of the City." (Adopted by Council, November 11th, 2009"

Delivering the Project Management Training Plan will give staff the knowledge they need to organize and deliver their projects efficiently and effectively. The plan outlines a multiyear approach that is adaptable and scalable to the City's future training needs.

Business Plan and Budget

City of Mississauga

Budget Request # 780

Description of Proposed Initiative

Reduction in Municipal Legal Counsel

Service Area

Strategic Policy

Department

City Manager's Office

Impacts (000s)	2011 & Prior	2012	2013	2014
Net Operating	0	-122	0	0
Net Cost Funded from Tax Levy	0	-122	0	0
Net Impact on Tax Levy		-0.04 %	0.00 %	0.00 %
FTE	0	-1	0	0
Capital Approved Forecast				
Net Incremental Capital	0	0	0	0

Details of Service Change

Given that the budget for Legal Services is almost exclusively related to salaries and outside contractors to supplement staff, reducing our lawyer staff complement is the only possible reduction that is sustainable. Cutting external support is not a sustainable option as the unpredictable nature of Legal Services means that this budget is almost always exceeded and the nature of the legal expertise required cannot be predicted. A junior lawyer from the Municipal Law Section would be laid off.

Service Impact

The day to day support for the Community and Corporate Services Departments will be significantly reduced. All other legal counsel are at capacity and experiencing workload pressures, so it would be difficult to reassign the significant amount of work that the junior municipal lawyer is currently handling. As such, certain types of matters that normally require legal counsel review will no longer be conducted. Drafting of agreements for these groups, as well as for certain procurements, will also need to be scaled back substantially. Work would be prioritized based on risk and turnaround times extended. This would result in accepting a higher corporate risk level as certain legal reviews and drafting will no longer be provided. In addition, there would likely be an impact on our response time to Mayor and Councillors' inquiries and support to various council committees, as our current junior lawyer provides assistance in this regard as well. Alternatively, to maintain current service levels, a significant increase in expenditures for outside legal counsel will be required.

Comments

The only budget reduction of any significance that Legal Services could make would be a reduction of our current lawyer complement. However, while this cut may be a reduction in our overall salaries budget, there is a significant cost that comes with it too. Predominantly, overall service levels to the Community and Corporate Services Departments will need to be substantially scaled back. Procurement is a high risk area and any change in service levels in regard to procurement would be minimized to the greatest extent possible. For those matters that continue to present a higher level of risk to the corporation and require legal review, external counsel would need to be retained. As the KPMG report on City of Toronto's Core Services Review provided, external sourcing for legal services is considerably more costly than internal resources. Cost implications and overall efficiency/ effectiveness would suggest greater reliance on in-house resources as a way to meet service needs at a lesser overall cost.

Business Plan and Budget

City of Mississauga

Budget Request # 784

Description of Proposed Initiative

Reduction of consulting services for technical support of IT audits.

Service Area

Strategic Policy

Department

City Manager's Office

Impacts (000s)	2011 & Prior	2012	2013	2014
Net Operating	0	-20	0	0
Net Cost Funded from Tax Levy	0	-20	0	0
Net Impact on Tax Levy		-0.01 %	0.00 %	0.00 %
FTE	0	0	0	0
Capital Approved Forecast				
Net Incremental Capital	0	0	0	0

Details of Service Change

The proposed reduction in funding for IT consulting services represents Internal Audit's option for operating cost reduction.

This BR will affect the amount of external IT technical expertise and advice that could be acquired. These are professional services that are not readily available in-house and their purpose is to assist Internal Audit in conducting audits of specific IT areas including IT infrastructure, applications, hardware/software etc.

Service Impact

As the City becomes increasingly dependent on information technology through business/technology integration and the increasing speed of emerging technology, new audit skills and techniques are required to properly assess the associated risks. Given the fast changing pace of information technology, it may be necessary to acquire the expertise externally when the need arises. The reduction in funding of $20,000(from the 2011 Budget of $75,000 to the proposed 2012 budget of $55,000) will affect the amount of external professional expertise that could be acquired. As a result, the scope, focus, timing and level of services associated with IT audits will be affected.

The alternative is to provide specialized training to the IT Auditor where available and where budget permitting. The concern is that appropriate training may not be available when required and as such, the necessary expertise needed to perform the IT audits is not in place and the audits cannot be done on a timely basis to provide recommendations to management for control and process improvements and to mitigate the risks associated with information technology.

Comments

Information Technology - Service Changes Summary 2012-2014

BR#	Service	Initiative Description	Category	FTE	2012	2013	2014	Total Operating	Capital 2012-2014
716	Information Technology	Information Technology Maintenance and Support Reductions	Recommended Tax Rate Reduction Options	0.0	(18)	0	0	(18)	0
		Total	**Recommended Tax Rate Reduction Options**	**0.0**	**(18)**	**0**	**0**	**(18)**	**0**
693	Information Technology	Reduction in IT Communications Support	Other Tax Rate Reduction Options	(1.0)	(75)	(25)	0	(100)	0
		Total	**Other Tax Rate Reduction Options**	**(1.0)**	**(75)**	**(25)**	**0**	**(100)**	**0**

Business Plan and Budget

City of Mississauga

Budget Request # 693

Description of Proposed Initiative

Reduction in IT Communications Support

Service Area

Business Services & Corporate Assets | Information Technology

Department

Corporate Services

Impacts (000s)	2011 & Prior	2012	2013	2014
Net Operating	0	-75	-25	0
Net Cost Funded from Tax Levy	0	-75	-25	0
Net Impact on Tax Levy		-0.02 %	-0.01 %	0.00 %
FTE	0	-0.75	-0.25	0
Capital Approved Forecast				
Net Incremental Capital	0	0	0	0

Details of Service Change

Reduction in IT Communications Support for City wide VCOM mobile radios and project support for Communication components of City facility renovations and new construction (eliminate equivalent of 1 FTE) - $ 100k reductions 2012-2013 and redeploy remaining functions and resources as required.

Impact on Service Level:
All VCOM mobile radio planning and support will have to be distributed and absorbed by other team members in the Infrastructure Services section of Client Services. Less oversight and coordination of the Radio Service and VCOM for the City relying more on the Radio vendor for configuration and support of new Radio's and client self service and coordination of Radio replacement.

Training will be required for other Infrastructure Services staff to maintain an acceptable level of support. Support for the VCOM mobile radio system will be less responsive and could lead to longer response times on a daily basis. This coordination of Radio and VCOM including the planning, design and of Communication requirements will be diminished. There will also be less of a coordinated effort to assist in City facility renovations and new construction projects working with the Facilities and Property Management section. This project support will have to be absorbed by other team members in the Infrastructure Services section of Client Services.

Service Impact

Without a Communication Planner there will be a longer response time required for responding to support calls of the City wide VCOM mobile radios. There will be delays in City facility renovations and new construction projects.

Comments

Business Plan and Budget

City of Mississauga

Budget Request # 716

Description of Proposed Initiative

Information Technology Maintenance and Support Reductions

Service Area

Business Services & Corporate Assets | Information Technology

Department

Corporate Services

Impacts (000s)	2011 & Prior	2012	2013	2014
Net Operating	0	-18	0	0
Net Cost Funded from Tax Levy	0	-18	0	0
Net Impact on Tax Levy		-0.01 %	0.00 %	0.00 %
FTE	0	0	0	0
Capital Approved Forecast				
Net Incremental Capital	0	0	0	0

Details of Service Change

Microstation Productivity Tool for Geomatics (GDM Soft) - Software Maintenance -$2,900
Used sparingly as this software functionality is now available in the Microstation software suite.
Minimal Impact

Image Web - development tool - Software Maintenance-$5,200
Used sparingly as this software functionality is now available in the Bentley software iMap application.
Minimal Impact

Unix-HP (UNIX is OS, HP is HW) - Server Maintenance - $3,526
This reduction is proposing to change the server maintenance service from 24x7 to 9 to 5 next business day. The applications running on these servers are TAX and MAX. Service Impact is:

1. In order to resolve production issues we would use the development and test servers to ensure the fix to production will be accurate and will resolve the issue. Down time will impact all production fixes.
2. Delay to TAX and MAX enhancement projects in the event the development or test server is down and being repaired.

HP Blade and Standalone servers - Server Maintenance - $1,911
This reduction is proposing to change the server maintenance service from 24x7 to 9 to 5 next business day. All applications other than TAX and MAX run on the HP servers. The HP blade server using virtual technology allows us to run approximately 15 to 20 applications per server. Service impact is:

1. In order to resolve production issues we use the development and test servers to ensure the fix to production will be accurate and will resolve the issue. Down time will impact all production fixes for the applications running on that server.
2. Delay to the enhancements or new applications that are running on that server in the event the development or test server is down and being repaired.

LabelEZ -Software Maintenance - $4,500
Used sparingly as this software functionality is now available in the Geomedia software and Microstation

software suite.
Minimal Impact

Other IT maintenance options were reviewed but were determined to be too much risk to the coorporation.

Service Impact

There are minimal service impacts by reducing the software maintenance identified, as other applications can be used to provide the same service / functions. The server maintenance reductions may result in delays resolving production issues.

Comments

Business Services - Service Changes Summary 2012-2014

BR#	Service	Initiative Description	Category	FTE	2012	2013	2014	Total Operating	Capital 2012-2014
23	Business Services	Enhance Corporate Financial Policy Development and Monitoring	Proposed New Initiatives	1.0	75.0	25.0	0.0	100	0
771	Business Services	Implement Citizen Satisfaction Survey	Proposed New Initiatives	0.0	35.0	0.0	0.0	35	0
18	Business Services	Develop a Long Term Financial Plan/ System to support LT financial planning	Proposed New Initiatives	0.0	0.0	0.0	0.0	0	0
733	Business Services	AODA Employment Standard Compliance	Proposed New Initiatives	0.0	0.0	0.0	0.0	0	0
		Total	**Proposed New Initiatives**	**1.0**	**110**	**25**	**0**	**135**	**0**
747	Business Services	Eliminate Civic Centre Info Desk on Ground Floor of Civic Centre	Recommended Tax Rate Reduction Options	(0.5)	(25)	0.0	0.0	(25)	0
731	Business Services	Long Service Award Program Revision	Recommended Tax Rate Reduction Options	0.0	(20)	0.0	0.0	(20)	0
		Total	**Recommended Tax Rate Reduction Options**	**(0.5)**	**(45)**	**0**	**0**	**(45)**	**0**
701	Business Services	Discontinue the Affiliated Group Insurance Program	Other Tax Rate Reduction Options	0.0	(80)	0.0	0.0	(80)	0
		Total	**Other Tax Rate Reduction Options**	**0.0**	**(80)**	**0**	**0**	**(80)**	**0**

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)	2011 & Prior	2012	2013	2014
Net Operating	0	50	50	-100
Net Cost Funded from Tax Levy	0	0	0	0
Net Impact on Tax Levy		0.00 %	0.00 %	0.00 %
FTE	0	0	0	0
Capital Approved Forecast				
Net Incremental Capital	0	0	0	0

Details of Service Change

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 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 2012. 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.

The total cost for this initiative is $150,000, spread over two years, and will be funded through Reserve Funds.

The $150,000 will be used to acquire an external consultant to help design and build a forecasting model. Staff support to the consultant will be provided by the the Policy Analyst recommended in BR #23. If the Policy Analyst in BR #23 is not approved, existing staff would have to provide support, deferring other policy work. Finance hopes to leverage the new budgeting system in this process as well.

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 # 23

Description of Proposed Initiative

Enhance Corporate Financial Policy Development and Monitoring

Service Area

Business Services & Corporate Assets

Finance

Department

Corporate Services

Impacts (000s)	2011 & Prior	2012	2013	2014
Net Operating	0	75	25	0
Net Cost Funded from Tax Levy	0	75	25	0
Net Impact on Tax Levy		0.02 %	0.01 %	0.00 %
FTE	0	1	0	0
Capital Approved Forecast				
Net Incremental Capital	0	0	0	0

Details of Service Change

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.

Over the last five years, the overall staffing levels in the Financial Planning section have declined from 8.5 FTE's to 7.0. 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 an increased workload through participation on many city-wide studies and initiatives. Financial Planning staff, with the vast majority of study participation by Senior Policy Analyst, participated on 9 studies in 2009 and 8 studies in 2010 The workload does not always equate to the number of studies being involved with but rather the time requirements/demands for each study. For example, Downtown 21 has involved alot of Financial Plannning staff time since 2009.

All these factors and initiatives have increased the workload in Financial Planning, 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 also be responsible for handling ad hoc information requests from clients, assisting with development charges issues, exploring government granting/funding opportunities for the City, and providing support to the Long Term Business Plan Initiative recommended in BR #18, as part of their 2012/13 workplan.

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 # 701

Description of Proposed Initiative

Discontinue the Affiliated Group Insurance Program

Service Area

Business Services & Corporate Assets | Finance

Department

Corporate Services

Impacts (000s)	2011 & Prior	2012	2013	2014
Net Operating	0	-80	0	0
Net Cost Funded from Tax Levy	0	-80	0	0
Net Impact on Tax Levy		-0.03 %	0.00 %	0.00 %
FTE	0	0	0	0
Capital Approved Forecast				
Net Incremental Capital	0	0	0	0

Details of Service Change

The Affiliate Insurance Program was originally provided by the City's insurer during the 1980's and at that time did not represent any additional insurance premium charge. It was intended to provide $2,000,000 of liability insurance coverage to various organizations within the City of Mississauga who were considered to be "independent bodies" that govern their own actions and budgets. Their only association with the City was that they regularly utilized City facilities. The provision of this insurance to these independent bodies was an incentive and encouraged many special events in the City.

A "hardening insurance market" in 2002, made this coverage more difficult to acquire. In 2002 the City's insurer charged a premium of $70,080 for this additional liability coverage. Over the subsequent years the cost of this coverage has been absorbed by the City, however, the costs and changing litigious environment gives reason to cancel this coverage. The following outlines the many reasons why the City should cancel the Affiliate Insurance Program commencing April 1, 2012.

1) Increasing cost of maintaining this insurance. This includes the allocation of staff time on the administration of this program, as well as the premium dollars.
2) Litigation awareness of society is much higher than in the 1980's when non-profit groups were less likely to be sued. Joint and Several Liability is a concern because the event is on City property.
3) No other municipalities currently provide this coverage for independent organizations where the total cost of Insurance is provided by the City or Municipality. Other Municipalities and Cities provide the avenue for coverage, however the Affiliates pay the premiums themselves. This gives them a benefit of a reduced group premium.
4) Since the City funds the premiums, the Affiliate Program coverage is very basic and does

not meet the needs of all Affiliates. This is communicated by the City to these groups, but could be misunderstood. An example is that the coverage does not provide "Participant to Participant" coverage for those groups involved in contact sports. Another example is that the coverage provides protection for the Affiliates organizing events, but it does not extend to 'vendors' that participate in these events.

5) The City has negotiated a Facility User Group Insurance policy through our insurance Broker. It provides up to $5,000,000 in Commercial General Liability coverage for events within the City that are organized and managed by independent organizations. The rates negotiated have made this a very affordable option for groups that do not have their own organization insurance. In addition the coverage provided is more comprehensive than that provided by the Affiliate Program.

Service Impact

The Affiliated Group Insurance Program will be terminated on April 1, 2012. Risk Management staff will no longer be required to administer the Affiliate Program.

The City will achieve an average annual $80,000 savings commencing in 2012.

The Affiliate organizations should be provided with a reasonable notice period after which the coverage will no longer be available. Notices could be sent out as early as December 1, 2011.

Affiliate Groups will be encouraged to obtain their own annual policy of insurance that will cover all their events throughout the year.

The Risk Management Section has obtained confirmation that the City's Insurance Broker is willing to develop a special Affiliate Insurance Program that can offer the Affiliate groups with the cutting edge coverage provided in the Facility User Group Program, and will address the year round specific needs of the Affiliate groups. This Program will offer affordable rates with a lower minimum premium threshold. All Affiliate Groups will have access to this coverage arrangement by the Affiliate Groups from the City's Broker JLT.

Comments

Business Plan and Budget

City of Mississauga

Budget Request # 731

Description of Proposed Initiative

Long Service Award Program Revision

Service Area

Business Services & Corporate Assets

Human Resources

Department

Corporate Services

Impacts (000s)	2011 & Prior	2012	2013	2014
Net Operating	0	-20	0	0
Net Cost Funded from Tax Levy	0	-20	0	0
Net Impact on Tax Levy		-0.01 %	0.00 %	0.00 %
FTE	0	0	0	0
Capital Approved Forecast				
Net Incremental Capital	0	0	0	0

Details of Service Change

Reduce Human Resources budget for the Long Service Recognition program by $20,000. The reduction in budget would result from a redesign of the recognition lunch, and the replacement of the current awards with a gift selection model. The gift selection model will result in cost containment.

Service Impact

There is a potential for negative perceptions resulting from a reduction in staff recognition.

Comments

Business Plan and Budget

City of Mississauga

Budget Request # 733

Description of Proposed Initiative

AODA Employment Standard Compliance

Service Area

Business Services & Corporate Assets

Human Resources

Department

Corporate Services

Impacts (000s)	2011 & Prior	2012	2013	2014
Net Operating	0	175	-87	-88
Net Cost Funded from Tax Levy	0	0	0	0
Net Impact on Tax Levy		0.00 %	0.00 %	0.00 %
FTE	0	2	-1	-1
Capital Approved Forecast				
Net Incremental Capital	0	0	0	0

Details of Service Change

The Corporation is required to comply with the requirements of the Integrated Accessibility Standard - Employment Standard. To achieve compliance the Human Resources Division will be required to:

- Review and revise all applicable policies and procedures to incorporate the standards

- Development of work processes and tools in recruitment, assessment, workplace emergency response, disability management, performance management, career development and employee redeployment to comply with the increased need for documentation and to support the policy changes

- Documentation and capture of job analysis of physical and cognitive demands for the development of individualized accommodation plans;

- Development, delivery and coordination of accessibility training and communication for targeted employee groups and area specific training for sections responsible for delivering on the requirements.

Service Impact

The additional resources required include:
1 FTE - HR Consultant (Two Year Contract) for design and development of new staffing policies, procedures and training.
1-FTE – Ergonomist (One Year Contract) to conduct physical and psychological demands analyses in order to capture and document employment requirements of all City jobs.

Comments

The cost of this initiative is to be funded from a one-time reserve.

Business Plan and Budget

City of Mississauga

Budget Request # 747

Description of Proposed Initiative

Eliminate Civic Centre Info Desk on Ground Floor of Civic Centre

Service Area

Business Services & Corporate Assets | Communications

Department

Corporate Services

Impacts (000s)	2011 & Prior	2012	2013	2014
Net Operating	0	-25	0	0
Net Cost Funded from Tax Levy	0	-25	0	0
Net Impact on Tax Levy		-0.01 %	0.00 %	0.00 %
FTE	0	-0.5	0	0
Capital Approved Forecast				
Net Incremental Capital	0	0	0	0

Details of Service Change

The Info Desk service includes two components: providing directions and general assistance to visitors to the building from the counter, and acting as a satellite office for the 3-1-1 Call Centre located at 950 Burnhamthorpe. Service is available from 8:30 a.m. to 4:30 p.m. Monday to Friday. There are two Customer Service Agents required to service the Info Desk; one is dedicated to the counter and the other is in the background logged into the 3-1-1 Call Centre taking calls. Having two staff at the Info Desk allows for breaks, lunch, increased counter traffic coverage, as well as maintaining the brochure inventory and daily stocking of brochures.

The proposal is to close the Info Desk on the ground floor at the Civic Centre. 91% of the inquiries at the Info Desk relate to requests for directions. Over the past year, new and improved wayfinding signs have been installed on the main floor of City Hall on the walls, above doors and at key entrances to assist visitors in this regard. A new Interactive Directory has also been installed in the main lobby and further improvements are being made to the Parking Elevator lobbies in B1 and B2.. Currently, the operation of the Information Desk requires the draw of resources from the Call Centre operation in order to staff this desk from 8:30 to 4:30 Monday to Friday. Closure of the Info Desk will result in reduction in part time staffing costs as well as the full dedication of the diverted Call Centre resources to handling 311 calls and should assist in improving Call Centre response times. The courtesy phone currently available at the Info Desk will remain in place with new signage indicating *"Need Assistance? Press 1 for Mississauga 311",* providing visitors with a direct link to 311 Customer Service Advisors for further assistance if required. 311 Operations have detailed information on all civic locations / departments including directions.

Service Impact

Currently, the operation of the Information Desk requires the draw of resources from the Call Centre operation in order to staff this desk from 8:30 to 4:30 Monday to Friday. Closure of the Info Desk will result in the full dedication of the diverted Call Centre resources to handling 311 calls and should assist in improving Call Centre response times.

Comments

Business Plan and Budget

City of Mississauga

Budget Request # 771

Description of Proposed Initiative

Implement Citizen Satisfaction Survey

Service Area

Business Services & Corporate Assets

Communications

Department

Corporate Services

Impacts (000s)	2011 & Prior	2012	2013	2014
Net Operating	0	35	0	0
Net Cost Funded from Tax Levy	0	35	0	0
Net Impact on Tax Levy		0.01 %	0.00 %	0.00 %
FTE	0	0	0	0
Capital Approved Forecast				
Net Incremental Capital	0	0	0	0

Details of Service Change

Communications does not currently have a city-wide Market Research Program. Most large urban centres such as Toronto, Calgary, Vaughan and the Region of Peel have research programs in order to engage with their citizens and assess and monitor satisfaction with municipal services and initiatives. A city-wide Market Research Program could include focus groups and panels, developed and administered by an established, third-party research firm in addition to providing on-going citizen satisfaction surveys. This lack of city-wide measurement limits the City's understanding and knowledge regarding the satisfaction levels of our citizens, their insights into what city services and initiatives they value and trends in this regard. While the City has some informal channels to engage residents through social media, a more established, formal body is best practice. Regular research polling would also allow us to "test the waters" on an on-going basis on service level changes, pilot programs and budget consultations.

The current marketing research budget only supports Key Survey, a software product administered by staff that allows the City of Mississauga to conduct short, targeted surveys to small groups of citizens and key stakeholders.

Communications is developing a Corporate Report to further explore the opportunities and options for a city-wide Market Research Program.

Service Impact

A city-wide Market Research program would offer:

- City-wide satisfaction data
- Business area satisfaction data
- Coordinated analysis and feedback which is aligned with the City's business planning cycle
- In-depth information related to the drivers of citizen satisfaction and how they impact perceived value and satisfaction
- A cost-effective and efficient delivery of credible, third-party data on which we can report out to our key stakeholders
- A transparent and unbiased method of gathering information directly from our residents
- Focus groups and panels could be used for research initiatives tied to specific business area

requirements

The additional funds requested for this research tool would allow Communications to develop a solid baseline of feedback and data in a city-wide survey. This benchmark of findings will benefit all business areas. The due diligence is underway to review the actual cost to have a city-wide Market Research program. The budget request is only an estimate and further research will be provided with options based on the City's budget.

Comments

By investing in a city-wide Market Research program, the City is investing in a measured and evidence-based method of gauging citizen satisfaction and feedback. While there are several ways for our residents to share and engage with us, through social meeting, town halls or public information sessions, the efficient and measured platform in which city-wide surveys are conducted is unique. Research surveys, such as city-wide ones that we are requesting, allows residents an anonymous and secure way to provide their municipal government with feedback in a direct manner. It also allows staff to identify major trends in public engagement and views which supports future initiatives.

We have estimated the cost of a market research program to be $50,000 based on preliminary discussions with an outside vendor. We have $15,000 available in our current budget for market research and request of $35,000 to support a city-wide market research program. A corporate report will be written in order to provide more details regarding costs and expected deliverables and outcomes of the market research program.

Expected deliverables would be a broad sampling of our citizens from every ward in order to gauge citizen feedback across the entire city, with respect to citizen satisfaction and feedback, on important city matters. The survey could be via telephone or on-line and would be qualitative and quantitative. The market research program would provide a comprehensive survey, analysis and data that would be shared with Council and staff.

	2011	2012	2013	2014
Roads				
Maintenance Control	118.0	118.0	118.0	118.0
Engineering & Capital Works	60.6	60.6	60.6	60.6
Development Construction	12.0	12.0	12.0	12.0
Corporate Fleet Maintenance	27.7	27.7	27.7	27.7
Crossing Guards	68.8	68.8	68.8	68.8
Traffic Management	54.0	54.0	54.0	54.0
Transportation & Infrastructure Planning	43.7	42.1	42.1	42.1
Parking Facilities	2.0	2.0	3.0	3.0
Corporate Support Services Geomatics	32.0	32.0	32.0	32.0
Total Service Distribution	**418.9**	**417.3**	**418.3**	**418.3**
Fire & Emergency Services				
Suppression	617.0	619.0	641.0	642.0
Building Maintenance	2.0	2.0	3.0	3.0
Vehicle Maintenance	10.0	10.0	10.0	10.0
Prevention	38.0	40.0	40.0	40.0
Divisional Support Services	38.0	39.0	41.0	41.0
Total Service Distribution	**705.0**	**710.0**	**735.0**	**736.0**
Transit				
Transit	1,225.3	1,246.6	1,310.6	1,307.8
Total Service Distribution	**1,225.3**	**1,246.6**	**1,310.6**	**1,307.8**

	2011	2012	2013	2014
Recreation & Parks				
Recreation Facilities and Programs	615.3	617.7	622.1	620.1
Divisional Support Services	79.0	82.0	81.8	81.8
Boulevards and Forestry	42.0	46.0	44.0	44.0
Golf/Marinas and Hershey Centre	77.1	78.9	78.9	78.9
Parks Maintenance	262.0	265.2	268.7	274.7
Parks Planning and Development	32.5	31.0	32.0	33.0
Total Service Distribution	**1,107.9**	**1,120.8**	**1,127.5**	**1,132.5**
Library Services				
Central Library Services	76.9	76.7	76.7	66.9
Public Services	217.8	217.8	217.8	217.8
Support Services	36.0	36.0	38.0	38.0
Total Service Distribution	**330.7**	**330.5**	**332.5**	**322.7**
Land Development Service				
Development and Design Division	49.5	46.5	46.5	46.5
Policy Planning Division	22.0	22.0	22.0	22.0
Building Division	80.3	81.3	80.3	80.3
Total Service Distribution	**151.8**	**149.8**	**148.8**	**148.8**

Note : Labour saving dollars in 2013 are identifed in the budget but the corresponding 2 FTE is not shown in the 2013 total.

	2011	2012	2013	2014
Legislative Services				
Elections	1.7	3.0	3.0	8.0
Provincial Offence Act	18.2	18.7	18.7	18.7
Office of the City Clerk	38.3	38.0	39.0	39.0
Committee of Adjustments	3.0	3.0	3.0	3.0
Printing and Mail Services	13.7	13.2	13.2	13.2
Total Service Distribution	**74.9**	**75.9**	**76.9**	**81.9**
Arts & Culture				
Arts & Culture	16.4	16.9	17.9	17.9
Heritage	2.0	2.0	2.0	2.0
Theatre	12.0	13.0	13.0	13.0
Museums	13.5	15.7	15.7	13.7
Filmings	2.0	2.0	2.0	2.0
Total Service Distribution	**45.9**	**49.6**	**50.6**	**48.6**
Regulatory				
Enforcement Administration	8.9	8.9	8.9	8.9
Animal Services	31.4	32.4	33.4	32.4
Mobile Licensing	14.0	14.0	14.0	14.0
Compliance & Licensing Enforcement	27.8	27.8	32.8	34.8
Parking Enforcement	48.9	48.9	48.9	48.9
Total Service Distribution	**131.0**	**132.0**	**138.0**	**139.0**

	2011	2012	2013	2014
Facilities & Property Management				
Building Maintenance	32.0	33.0	33.0	33.0
Security	49.7	49.7	49.7	49.7
Building Operations	42.4	40.0	39.6	39.6
Utilities	4.0	4.0	4.0	4.0
Capital Project Management and Space Planning	35.5	36.0	36.0	36.0
Realty Services	10.0	10.0	10.0	10.0
FPM Divisional Support	7.0	7.0	7.0	7.0
Total Service Distribution	**180.6**	**179.7**	**179.3**	**179.3**
Strategic Policy				
City Manager and Chief Administrative Officer's Office	2.0	2.0	2.0	2.0
Strategic Community Initiatives	8.0	10.0	11.0	11.0
Environmental Management	4.0	7.0	9.0	9.0
Economic Development	14.0	15.0	15.0	15.0
Legal Services	33.5	33.5	34.5	34.5
Corporate Strategy and Innovation	13.6	13.6	13.6	13.6
Internal Audit	7.0	7.0	8.0	8.0
Total Service Distribution	**82.1**	**88.1**	**93.1**	**93.1**
Information Technology				
Information Technology	125.5	131.5	129.5	129.0
Total Service Distribution	**125.5**	**131.5**	**129.5**	**129.0**

	2011	2012	2013	2014
Business Services				
Revenue, Materiel Management & Business Services	68.1	70.1	70.1	70.1
Finance	47.9	49.9	49.9	49.9
Human Resources	61.7	64.0	63.0	62.0
Communications	58.4	57.9	57.9	57.9
Total Service Distribution	**236.1**	**241.9**	**240.9**	**239.9**
Mayor & Council				
Mayor's Office	5.0	5.0	5.0	5.0
Councillor's Office	34.2	34.2	34.2	34.2
Total Service Distribution	**39.2**	**39.2**	**39.2**	**39.2**
Departmental Business Services				
Community Services	34.5	34.5	34.5	34.5
Corporate Services	12.0	12.0	12.0	12.0
Planning & Building	34.3	33.3	33.3	33.3
Transportation & Works	42.3	42.3	42.3	42.3
Total Service Distribution	**123.1**	**122.1**	**122.1**	**122.1**
City Wide Total	**4,978.0**	**5,034.9**	**5,142.2**	**5,138.1**

City Wide Capital Budget Summary - 2012 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	5,625	0	5,625	5,425	200
Other Engineering	32,113	0	32,113	7,512	24,601
Roadway Rehabilitation	14,774	0	14,774	0	14,774
Storm Drainage	9,900	0	9,900	4,860	5,040
Subtotal Roads, Storm Drainage and Watercourses	**66,912**	**0**	**66,912**	**17,797**	**49,115**
Fire and Emergency Services	4,782	26	4,756	674	4,082
Transit	41,196	7,905	33,291	26,417	6,874
Recreation and Parks	15,513	120	15,393	6,147	9,245
Library Services	592	0	592	50	542
Land Development Services	538	0	538	0	538
Legislative Services	50	0	50	0	50
Arts and Culture	311	0	311	0	311
Regulatory Services	100	0	100	100	0
Facility and Property Management	15,198	0	15,198	0	15,198
Strategic Policy	1,596	0	1,596	650	946
Information Technology	8,381	0	8,381	0	8,381
Business Services	1,163	0	1,163	0	1,163
Total City Wide 2012 Capital Budget	**156,331**	**8,051**	**148,280**	**51,836**	**96,445**

Numbers may not add due to rounding

*Funding source abbreviations found at the end of this appendix

Service Capital Budget Summary - 2012 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							
12150	Bridge Repairs	100	0	100	TX-CRF	0	100
12151	Bridge Structure Detail Inspection & Design - Various Locations	200	0	200	TX-CRF	0	200
12152	Dundas Street East over Cooksville Creek	4,000	0	4,000	TX-CRF/DF	0	4,000
12154	Bridge Rehabilitation - Various Locations	200	0	200	TX-CRF	0	200
Total Bridge and Structure Rehabilitation		**4,500**	**0**	**4,500**		**0**	**4,500**
Major Roads							
12101	Intersection Capital Program	495	0	495	DCA-CWE	495	0
12102	Creekbank Road, Matheson Blvd East to North Limit of Creekbank	780	0	780	DCA-CWE	780	0
12103	Creekbank Road Extension North Limit of Creekbank	930	0	930	DCA-CWE	930	0
12104	Derrycrest - Derry Road West to Hurontario Street	1,520	0	1,520	DCA-CWE/ C-RRF	1,520	0
12105	Creditview Road-Argentia Road to Old Creditview Road	300	0	300	DCA-CWE	300	0

*Funding source abbreviations found at the end of this appendix

Service Capital Budget Summary - 2012 Recommended Funding (000's)

Project Number	Project Name	Gross Cost	Recovery	Net Cost	Funding Sources*	Growth	Non-Growth
		$	$	$		$	$
12106	Second Line over Highway 401 - Pedestrian Bridge	200	0	200	DCA-CWE	200	0
12107	John Street from Hurontario Street to Parking Lot GO Station	200	0	200	TX-CRF	0	200
12108	Downtown- Transportation Functional Design	200	0	200	DCA-CWE	200	0
12109	Dundas Street West/Ninth Line West - Phase1	1,000	0	1,000	DCA-CWE	1,000	0
Total Major Roads		**5,625**	**0**	**5,625**		**5,425**	**200**
Other Engineering							
12160	Vehicle & Equipment Replacement	2,978	0	2,978	TX-MFVERF	0	2,978
12161	Noise Wall Program	800	0	800	TX-CRF	0	800
12162	Recycling Receptacles on the City's Road Allowance	750	0	750	OTH-BSAR	0	750
12163	New Vehicles & Equipment	195	0	195	TX-CRF/ DCA-PUBWRKS	176	20
12164	Survey & Equipment Upgrade	260	0	260	TX-CRF	0	260
12165	Sidewalks	1,444	0	1,444	DCA-CWE/ C-SRF	1,444	0
12166	Topographical Updating	45	0	45	TX-CRF	0	45

*Funding source abbreviations found at the end of this appendix

Service Capital Budget Summary - 2012 Recommended Funding (000's)

Project Number	Project Name	Gross Cost	Recovery	Net Cost	Funding Sources*	Growth	Non-Growth
		$	$	$		$	$
12167	Cycling Pavement Markings	150	0	150	TX-CRF	150	0
12169	Integrated Surveys and Control Network	35	0	35	TX-CRF	0	35
12170	Field Equipment Replacement-Traffic Controllers	190	0	190	TX-CRF	0	190
12171	Traffic Signal Equipment Enhancements	855	0	855	TX-CRF/ DCA-CWE	798	57
12172	LED Streetlighting Retrofit Project-Phase 1 of 2	18,000	0	18,000	DF	0	18,000
12173	Traffic System and ITS	100	0	100	DCA-CWE/ TX-CRF	100	0
12174	Traffic Signal Pre-Emption	480	0	480	DCA-CWE	480	0
12193	Permanent Snow Storage Sites Design & Construciton-Loreland	2,500	0	2,500	DCA-PUBWRKS/ TX-CRF	2,500	0
12194	Salt Management Program	50	0	50	TX-CRF	0	50
12195	Streetlighting	1,417	0	1,417	TX-CRF	0	1,417
12198	Traffic Signals	1,567	0	1,567	DCA-CWE/ TX-RIMRF/ C-TSRF	1,567	0
12199	New Van including rack to support Pay & Display expansion	48	0	48	DCA-PUBWRKS/ TX-CRF	48	0

*Funding source abbreviations found at the end of this appendix

Service Capital Budget Summary - 2012 Recommended Funding
(000's)

Project Number	Project Name	Gross Cost	Recovery	Net Cost	Funding Sources*	Growth	Non-Growth
		$	$	$		$	$
12200	Pay & Display Parking Meters - City Centre/Lakeshore	250	0	250	TAX-CRF/ CILPKG-PC	250	0
Total Other Engineering		**32,113**	**0**	**32,113**		**7,512**	**24,601**
Roadway Rehabilitation							
12100	Roadway Rehabilitation	14,374	0	14,374	TX-RIMRF	0	14,374
12125	Crack Sealing	100	0	100	TX-RIMRF	0	100
12126	Low Impact Development Features	250	0	250	TX-RIMRF	0	250
12127	Parking Lot Rehabilitation	50	0	50	TX-RIMRF	0	50
Total Roadway Rehabilitation		**14,774**	**0**	**14,774**		**0**	**14,774**
Storm Drainage							
12129	Storm Water Financing Study - Phase 2	900	0	900	TX-CRF	0	900
12130	Storm Sewer Oversizing-Various Locations	200	0	200	DCA-ST	200	0
12131	Credit River Erosion-Behind Steen Drive	110	0	110	DCA-ST/TX-CRF	110	0
12132	Credit River Erosion- South of Dundas Street West	820	0	820	DCA-ST/TX-CRF	15	805

*Funding source abbreviations found at the end of this appendix

Service Capital Budget Summary - 2012 Recommended Funding (000's)

Project Number	Project Name	Gross Cost	Recovery	Net Cost	Funding Sources*	Growth	Non-Growth
		$	$	$		$	$
12133	Drainage Improvements - Various Locations	100	0	100	C-SWDRF	100	0
12134	Monitoring and minor modification of SWM Facilities-Various	80	0	80	DCA-ST	80	0
12135	New Facility/Cooksville Creek SWM Pond #3702/North of Matheson Road	1,260	0	1,260	DCA-ST	1,260	0
12136	Cooksville Creek Erosion Control - North of Dundas Street East	950	0	950	DCA-ST/TX-CRF	28	922
12137	Cooksville Creek Erosion Control/Camilla Road to North Service Road	630	0	630	DCA-ST/TX-CRF	630	0
12138	Mary Fix Creek Erosion Control - Harborn Road to Premium Way	190	0	190	DCA-ST/TX-CRF	190	0
12139	Cooksville Creek Improvement & Flood Protection/King Street East & Paisley Boulevard East	1,270	0	1,270	DCA-ST/TX-CRF	1,270	0
12140	Etobicoke Creek Channel Dredging - Universal Drive Drainage	480	0	480	DCA-ST/TX-CRF	480	0
12141	Ninth Line Corridor Scoped Subwatershed Study	250	0	250	DCA-ST	250	0
12142	Rehabilitation of Relief Wells/Dakota Road & Full Moon Circle	350	0	350	TX-CRF	0	350
12143	Update and Enhancement of the Rain Gauge Network	25	0	25	TX-CRF	0	25
12144	SWM Pond Dredging and Rehabilitation - Prioritization Study	75	0	75	TX-CRF	0	75
12145	Minor Erosion Control Works-Various Locations	80	0	80	DCA-ST/TX-CRF	3	77

*Funding source abbreviations found at the end of this appendix

Service Capital Budget Summary - 2012 Recommended Funding (000's)

Project Number	Project Name	Gross Cost	Recovery	Net Cost	Funding Sources*	Growth	Non-Growth
		$	$	$		$	$
12146	Stormwater Quality Control Installation - Romani Court	200	0	200	TX-CRF	0	200
12147	Sheridan Creek Erosion Control-Clarkson Road to Meadow Wood Road	1,640	0	1,640	DCA-ST/TX-CRF	54	1,586
12148	Sheridan Creek Erosion Control - Downstream of Benedet Drive	190	0	190	DCA-ST/TX-CRF	190	0
12149	Stormwater Pilot Studies	100	0	100	TX-CRF	0	100
Total Storm Drainage		**9,900**	**0**	**9,900**		**4,860**	**5,040**
Total Roads, Storm Drainage and Watercourses		**66,912**	**0**	**66,912**		**17,797**	**49,115**
Fire and Emergency Services							
Stations and Auxilliary Buildings							
12267	Fire Station 101 renovation - cash flow funding	250	0	250	TX-FRRRF	0	250
12268	Design and Construction of Station 119-cash flow funding	540	0	540	TX-CRF	0	540
12269	Construction - New Fire Station 120 - cash flow funding	540	0	540	TX-CRF	540	0
Total Stations and Auxilliary Buildings		**1,330**	**0**	**1,330**		**540**	**790**

*Funding source abbreviations found at the end of this appendix

Service Capital Budget Summary - 2012 Recommended Funding (000's)

Project Number	Project Name	Gross Cost	Recovery	Net Cost	Funding Sources*	Growth	Non-Growth
		$	$	$		$	$
Vehicles and Equipment							
12250	Reachlift-Front End Loader Garry Morden Centre	100	0	100	TX-CRF	100	0
12251	Hazmat Mass Decon Shelter	40	0	40	TX-CRF	0	40
12252	Additional Prevention Vehicle	50	0	50	TX-FVERRF	0	50
12253	Hoses, Fittings, Breathing Equipment, Furniture, Appliances	155	0	155	TX-FVERRF	0	155
12254	Installation of Traffic Signal Pre-emption Equipment	20	0	20	TX-FVERRF	0	20
12255	Replacement of Respiratory Protective Equipment-cash flow funding	750	0	750	TX-FVERRF	0	750
12256	Replacement of Fire Vehicles	1,398	0	1,398	TX-FVERRF	0	1,398
12257	Interface Fire/Medical Dispatch Computer Systems	80	0	80	TX-CRF	0	80
12258	Life Cycle Replacement of Personal Protective Equipment	50	0	50	TX-FVERRF	0	50
12259	Life Cycle Replacement of Semi-automatic Defibrillator	120	0	120	TX-FVERRF	0	120
12260	Refurbish Fire Vehicles to Maintain Life Cycle	209	0	209	TX-FVERRF	0	209
12261	Fire 911 Voice Logger Replacement	60	26	34	TX-CRF	34	0

*Funding source abbreviations found at the end of this appendix

Service Capital Budget Summary - 2012 Recommended Funding (000's)

Project Number	Project Name	Gross Cost	Recovery	Net Cost	Funding Sources*	Growth	Non-Growth
		$	$	$		$	$
12262	Fire Rehabilitation Container	25	0	25	TX-CRF	0	25
12263	Upgrade to Voice Communication Radio System-cash flow funding	350	0	350	TX-CRF	0	350
12562	Additional Training Resources for Emergency Management	45	0	45	TX-CRF	0	45
Total Vehicles and Equipment		**3,452**	**26**	**3,426**		**134**	**3,292**
Total Fire and Emergency Services		**4,782**	**26**	**4,756**		**674**	**4,082**
Mississauga Transit							
Buildings							
12234	Transit Facility Repairs (Minor)	40	0	40	TX-FRRRF	0	40
Total Buildings		**40**	**0**	**40**		**0**	**40**
Buses							
12203	Transit Capital Bus Maintenance - Major Component Rehabilitation/Replacement	1,100	0	1,100	GAS-RFGTRF	0	1,100
12219	Transit Radio System Acquisitions - Replacement	2,500	0	2,500	GAS-RFGTRF	0	2,500

*Funding source abbreviations found at the end of this appendix

Service Capital Budget Summary - 2012 Recommended Funding
(000's)

Project Number	Project Name	Gross Cost	Recovery	Net Cost	Funding Sources*	Growth	Non-Growth
		$	$	$		$	$
12223	Transit Farecard (PRESTO) units for BRT stations	68	0	68	TX-CRF	68	0
Total Buses		**3,668**	**0**	**3,668**		**68**	**3,600**
Higher Order Transit							
12231	Transit Hurontario LRT Corridor Study	6,000	0	6,000	TX-CRF	6,000	0
12232	Transit BRT - Construction	18,908	5,205	13,703	TX-CRF/ GAS-MRTRF	13,703	0
12242	Transit BRT - Detailed Design	2,000	200	1,800	TX-CRF	1,800	0
12243	Transit BRT - Bus Acquisition	7,500	2,500	5,000	DCA-TRAN/ TX-CRF	4,500	500
Total Higher Order Transit		**34,408**	**7,905**	**26,503**		**26,003**	**500**
On-street Facilities							
12224	Transit Bus Stops/Pads/Signs - Growth	135	0	135	TX-CRF/ DCA-TRAN	122	14
12225	Transit Bus Stops/Pads/Signs - Replacement	140	0	140	GAS-RFGTRF	0	140
12226	Transit Customer Information	50	0	50	TX-CRF	0	50
Total On-street Facilities		**325**	**0**	**325**		**122**	**204**

*Funding source abbreviations found at the end of this appendix

Service Capital Budget Summary - 2012 Recommended Funding (000's)

Project Number	Project Name	Gross Cost	Recovery	Net Cost	Funding Sources*	Growth	Non-Growth
		$	$	$		$	$
Other Transit							
12230	Transit Hastus Module	400	0	400	GAS-RFGTRF	0	400
12241	Transit CAD/AVL/automated stop announcements	1,500	0	1,500	GAS-RFGTRF	0	1,500
Total Other Transit		**1,900**	**0**	**1,900**		**0**	**1,900**
Vehicles and Equipment							
12205	Transit Change-Off Vehicle Acquisitions - Growth	25	0	25	DCA-TRAN/ TX-CRF	25	0
12206	Transit Route Supervisor Vehicle Acquisitions - Replacement	105	0	105	TX-TVERRF	0	105
12207	Transit Route Supervisor Vehicle Acquisitions - BRT Busway	100	0	100	TX-CRF	100	0
12208	Transit Change-Off Vehicle Acquisitions - Replacement	150	0	150	TX-TVERRF	0	150
12209	Transit Capital Equipment Acquisition - Maintenance Section	145	0	145	TX-CRF	0	145
12210	Transit Maintenance Vehicle Acquisitions - Replacement	80	0	80	TX-TVERRF	0	80
12211	Transit Security Vehicles & Equipment - BRT Busway	100	0	100	TX-CRF	100	0

*Funding source abbreviations found at the end of this appendix

Service Capital Budget Summary - 2012 Recommended Funding (000's)

Project Number	Project Name	Gross Cost	Recovery	Net Cost	Funding Sources*	Growth	Non-Growth
		$	$	$		$	$
12217	VCOMM Emergency Communications	150	0	150	GAS-RFGTRF	0	150
Total Vehicles and Equipment		**855**	**0**	**855**		**225**	**630**
Total Mississauga Transit		**41,196**	**7,905**	**33,291**		**26,418**	**6,874**
Recreation and Parks Services							
City Wide Facilities							
12300	Jubilee Garden Pavement Life Cycle Repairs	51	0	51	TX-CRF	0	51
12301	Park P507 Development - Design	358	0	358	DCA-REC/ TX-CRF	358	0
12302	Parkway Belt - Construction (P302)	2,162	0	2,162	DCA-REC/ TX-CRF	2,162	0
12303	Future Directions Background Study	108	0	108	TX-CRF	108	0
12304	Natural Heritage System Strategy	300	0	300	TX-CRF	0	300
12305	Site Investigations, Appraisals & Audits	81	0	81	CIL-OS	81	0
12306	Jack Darling Memorial Park- Restore Falling Shoreline-Design	60	0	60	TX-CRF	0	60
12307	Hydro One Corridor - Oakville to Credit River - Design	300	0	300	DCA-REC/ TX-CRF	300	0

*Funding source abbreviations found at the end of this appendix

Service Capital Budget Summary - 2012 Recommended Funding (000's)

Project Number	Project Name	Gross Cost	Recovery	Net Cost	Funding Sources*	Growth	Non-Growth
		$	$	$		$	$
12308	Hydro One Corridor - Credit River to Toronto - Design	330	0	330	DCA-REC/ TX-CRF	330	0
12309	Sawmill Valley Trail - Erin Mills to Burnhamthorpe - Design	56	0	56	TX-CRF	0	56
12310	Cedarbrae Park Trail Extension	17	0	17	DCA-REC/ TX-CRF	17	0
12328	P389 Phase 1 Development	1,200	0	1,200	DCA-REC/ TX-CRF	1,200	0
Total City Wide Facilities		**5,024**	**0**	**5,024**		**4,556**	**467**
City Wide Recreation							0
12440	Iceland Arena Study	60	0	60	TX-CRF	0	60
12447	Malton School Pool - demolition/decommissioning	200	0	200	TX-CRF	0	200
12449	P459-Sports Park-concept plan,site testing, environmental impact	200	0	200	DCA-REC/ TX-CRF	200	0
Total City Wide Recreation		**460**	**0**	**460**		**200**	**260**
Facility Renovations & Rehabilitation							
12428	Renovations and Rehabilitation Projects	438	0	438	TX-FRRRF	0	438
Total Facility Renovations & Rehabilitation		**438**	**0**	**438**		**0**	**438**

*Funding source abbreviations found at the end of this appendix

Service Capital Budget Summary - 2012 Recommended Funding (000's)

Project Number	Project Name	Gross Cost	Recovery	Net Cost	Funding Sources*	Growth	Non-Growth
		$	$	$		$	$
Park Facility Installation							
12311	Design and Construction of Multi-Use Ramp Facility at P509	159	0	159	DCA-REC/ TX-CRF	159	0
12312	Fallingbrook Community Washrooms-Construction	580	0	580	CIL-OS	580	0
12313	Garnetwood Washrooms - Design	58	0	58	CIL-OS	58	0
12314	Convert Leash Free/Softball Facility at Petro Canada Park	215	0	215	TX-CRF	0	215
Total Park Facility Installation		**1,012**	**0**	**1,012**		**797**	**215**
Park Redevelopment							
12316	Bridge & Underpasses - Various Repairs	114	0	114	TX-CRF	0	114
12317	Barbertown Bridge Rehabilitation - cash flow funding	200	0	200	TX-CRF	0	200
12318	Spray Pad Replacement & Landscape Improvement - Construction-Lakefront Promenade	825	0	825	TX-CRF	0	825
12319	Replacing Culvert with Bridge at Garnetwood Park	135	0	135	TX-CRF	0	135
12320	Spray pad Repairs at Fallingbrook Community Park	61	0	61	TX-CRF	0	61
12321	Manor Hill Site Improvements	38	0	38	TX-CRF	0	38

*Funding source abbreviations found at the end of this appendix

Service Capital Budget Summary - 2012 Recommended Funding (000's)

Project Number	Project Name	Gross Cost	Recovery	Net Cost	Funding Sources*	Growth	Non-Growth
		$	$	$		$	$
12322	Meadowvale Hall Landscape Improvements - Design	36	0	36	TX-CRF	0	36
12323	Playground Redevelopment - Various Sites	1,275	0	1,275	TX-CRF	96	1,179
12324	Improvement of Pavilion & Plaza Area-Port Credit Memorial Park	280	0	280	CIL-OS	0	280
Total Park Redevelopment		**2,964**	**0**	**2,964**		**96**	**2,868**
Parkland Development							
12325	Undertake the Planning Approvals P459	100	0	100	DCA-REC/ TX-CRF	100	0
12326	Road works to provide Fire/EMS access at P505	150	0	150	DCA-REC/ TX-CRF	150	0
12327	Park P508 Development - Design	68	0	68	DCA-REC/ TX-CRF	68	0
Total Parkland Development		**318**	**0**	**318**		**318**	**0**
Parks Maintenance							
12363	Lakeview Golf Course - Upgrade Irrigation System - cash flow funding	250	0	250	TX-CRF	0	250
12365	Various BraeBen Golf Course Maintenance	30	0	30	TX-CRF	0	30
12378	Pathway and playground lighting installation	32	0	32	TX-CRF	0	32

*Funding source abbreviations found at the end of this appendix

Service Capital Budget Summary - 2012 Recommended Funding (000's)

Project Number	Project Name	Gross Cost	Recovery	Net Cost	Funding Sources*	Growth	Non-Growth
		$	$	$		$	$
12379	Pathway maintenance/repairs-various	162	0	162	TX-CRF	0	162
12382	Refurbish Sign Program	67	0	67	TX-CRF	0	67
12383	Replacement of Boat Ramps	25	0	25	TX-CRF	0	25
12384	Installation of Park & Greenbelt Fencing	51	0	51	TX-CRF	0	51
12385	Various Ward 9 Park Improvements	150	0	150	TAX-SPCRF	0	150
12386	Replacement of Park Furnishings	30	0	30	TX-CRF	0	30
12388	Turf Rehabilitation-Aerification and Overseeding	25	0	25	TX-CRF	0	25
12394	Backflow Preventer Retrofit	92	0	92	TX-CRF	0	92
12563	Cemetery Database System	150	0	150	TX-CRF	0	150
Total Parks Maintenance		**1,064**	**0**	**1,064**		**0**	**1,064**
Sport Field Maintenance							
12370	Fencing, irrigation and drainage, reconstruction of lit softball field	256	0	256	TX-CRF	0	256
12371	Reconstruction of Tennis Courts	240	120	120	TX-CRF	0	120

*Funding source abbreviations found at the end of this appendix

Service Capital Budget Summary - 2012 Recommended Funding (000's)

Project Number	Project Name	Gross Cost	Recovery	Net Cost	Funding Sources*	Growth	Non-Growth
		$	$	$		$	$
12372	Turf, infield, and fencing repairs	127	0	127	TX-CRF	0	127
Total Sport Field Maintenance		**623**	**120**	**503**		**0**	**503**
Urban Forestry							
12402	Replacement of Dead/ Vandalized Trees	72	0	72	TX-CRF	0	72
12403	Plant Replacement Trees Around Play Structures	16	0	16	TX-CRF	0	16
12405	Woodland Management	59	0	59	TX-CRF	0	59
12407	Conversion of Park Areas To Natural Areas	31	0	31	TX-CRF	0	31
12408	Tree Plantings - Replacements	600	0	600	TX-CRF	0	600
12409	Street Tree Inventory	64	0	64	C-STPRF	0	64
12410	City Environmental Events	176	0	176	TX-CRF	0	176
12411	Street Tree Plantings - New Subdivisions	600	0	600	C-STPRF	0	600
12412	Street Tree Plantings - Replacements	41	0	41	C-STPRF	0	41
12413	Greenbelt Plantings	51	0	51	TX-CRF	0	51
12414	Enhancements (Plant Materials) To Medians and Boulevards	112	0	112	TX-CRF	0	112

*Funding source abbreviations found at the end of this appendix

Service Capital Budget Summary - 2012 Recommended Funding
(000's)

Project Number	Project Name	Gross Cost	Recovery	Net Cost	Funding Sources*	Growth	Non-Growth
		$	$	$		$	$
12415	Surveying and Removal of Encroachments	26	0	26	TX-CRF	0	26
Total Urban Forestry		**1,848**	**0**	**1,848**		**0**	**1,848**
Vehicles, Equipment							
12418	Paid Parking Machines - Destination Parks	350	0	350	TX-CRF	0	350
12420	BraeBen Vehicle/Equipment Replacement	265	0	265	TX-CRF/ TX-BHGCRF	0	265
12421	Lakeview Golf Cart Replacement Program	225	0	225	TX-CRF	0	225
12422	Parks-Non Growth Related Equipment	270	0	270	TX-CRF	0	270
12423	Parks-Growth Related Equipment	180	0	180	TX-CRF/ DCA-PUBWRKS	180	0
12424	Furniture and Equipment	397	0	397	TX-CRF	0	397
12560	Online systems - Community Groups	25	0	25	TX-CRF	0	25
12561	Smart phone applications	50	0	50	TX-CRF	0	50
Total Vehicles, Equipment		**1,762**	**0**	**1,762**		**180**	**1,582**
Total Recreation and Parks Services		**15,513**	**120**	**15,393**		**6,147**	**9,245**

*Funding source abbreviations found at the end of this appendix

Service Capital Budget Summary - 2012 Recommended Funding (000's)

Project Number	Project Name	Gross Cost	Recovery	Net Cost	Funding Sources*	Growth	Non-Growth
		$	$	$		$	$
Mississauga Library Services							
Buildings							
12271	Renovations to various locations	49	0	49	TX-FRRRF	0	49
12276	Central Library-design study entrance & circulation	106	0	106	TX-FRRRF	0	106
12277	Central Library - space utilization study-cash flow funding	106	0	106	TX-FRRRF	0	106
Total Buildings		**261**	**0**	**261**		**0**	**261**
Materials and Equipment							
12274	Self-Serve Technology - Material Tagging cash flow funding	155	0	155	TX-CRF	0	155
12275	Book carts, shelving, desks/work stations for public access	126	0	126	TX-CRF	0	126
12278	Electronic Strategy Study	50	0	50	TX-CRF	50	
Total Materials and Equipment		**331**	**0**	**331**		**50**	**281**
Total Mississauga Library Services		**592**	**0**	**592**		**50**	**542**

*Funding source abbreviations found at the end of this appendix

Service Capital Budget Summary - 2012 Recommended Funding (000's)

Project Number	Project Name	Gross Cost	Recovery	Net Cost	Funding Sources*	Growth	Non-Growth
		$	$	$		$	$
Land Development Services							
Policy Planning							
12570	Planning Database Information Management Software-Phase 2	85	0	85	TX-CRF	0	85
12571	Field Computing and Enhanced Automation	453	0	453	TX-CRF	0	453
Total Policy Planning		**538**	**0**	**538**		**0**	**538**
Total Land Development Services		**538**	**0**	**538**		**0**	**538**
Legislative Services							
Office of the City Clerk							
12545	Electronic Records Management	14	0	14	TX-CRF	0	14
Total Office of the City Clerk		**14**	**0**	**14**		**0**	**14**
Print Shop							
12643	Digital Postage/Meter Equipment	36	0	36	TX-CRF	0	36
Total Print Shop		**36**	**0**	**36**		**0**	**36**
Total Legislative Services		**50**	**0**	**50**		**0**	**50**

*Funding source abbreviations found at the end of this appendix

Service Capital Budget Summary - 2012 Recommended Funding (000's)

Project Number	Project Name	Gross Cost	Recovery	Net Cost	Funding Sources*	Growth	Non-Growth
		$	$	$		$	$
Arts and Culture							
Buildings							
12493	Heritage Designation Surveys and Plaques	15	0	15	TX-CRF	0	15
12494	Renovations and Rehabilitation Projects	18	0	18	TX-FRRRF	0	18
12495	Preventative Maintenance - Heritage Facilities	50	0	50	TX-CRF	0	50
Total Buildings		**83**	**0**	**83**		**0**	**83**
Materials & Equipment							
12491	Mississauga Cultural Map	10	0	10	TX-CRF	0	10
12496	Furniture and Equipment - Replacement	18	0	18	TX-CRF	0	18
12497	Public Art Program	200	0	200	TX-CRF	0	200
Total Materials & Equipment		**228**	**0**	**228**		**0**	**228**
Total Arts and Culture		**311**	**0**	**311**		**0**	**311**

*Funding source abbreviations found at the end of this appendix

Service Capital Budget Summary - 2012 Recommended Funding (000's)

Project Number	Project Name	Gross Cost	Recovery	Net Cost	Funding Sources*	Growth	Non-Growth
		$	$	$		$	$
Regulatory Services							
Vehicles, Equipment and Other							
12580	Portal Enhancmts/Increasing On line Services for Dog/Cat Licenses	100	0	100	TX-CRF	100	0
Total Vehicles, Equipment and Other		**100**	**0**	**100**		**100**	**0**
Total Regulatory Services		**100**	**0**	**100**		**100**	**0**
Facilities and Property Management							
Capital Construction & Improvement							
12700	Civic Centre- 12th Floor Renovation	530	0	530	TX-FRRRF	0	530
12746	Accessibility Improvements-Various Locations	389	0	389	TX-FRRRF	0	389
Total Capital Construction & Improvement		**919**	**-**	**919**		**-**	**919**
Facility Services							
12701	Implement Energy Audit Recommendation-Various Locations	530	0	530	TX-FRRRF	0	530
Total Facility Services		**530**	**0**	**530**		**0**	**530**

*Funding source abbreviations found at the end of this appendix

Service Capital Budget Summary - 2012 Recommended Funding (000's)

Project Number	Project Name	Gross Cost	Recovery	Net Cost	Funding Sources*	Growth	Non-Growth
		$	$	$		$	$
Life Cycle Maintenance							
12702	Various Roof Replacements	1,122	0	1,122	TX-FRRRF	0	1,122
12703	Anchorage Chillers and Other Repairs	106	0	106	TX-FRRRF	0	106
12704	Fire Alarm system Renewal-Civic Center Phase1	509	0	509	TX-FRRRF	0	509
12705	Mechanical repairs - Erin Mills Twin Arena	116	0	116	TX-FRRRF	0	116
12706	Gas Tank Repairs at Central Transit	22	0	22	TX-FRRRF	0	22
12707	Plumbing Repairs at Malton Yard	17	0	17	TX-FRRRF	0	17
12708	Heater Repairs-Malton Satellite Terminal	93	0	93	TX-FRRRF	0	93
12709	Compressors Repairs-Malton Transit	57	0	57	TX-FRRRF	0	57
12710	Various Mechanical Repairs-Mississauga Valley Community Centre	371	0	371	TX-FRRRF	0	371
12711	Rivergrove Detailed Design	133	0	133	TX-FRRRF	0	133
12712	Various Mechanical Repairs-South Common Community Centre	95	0	95	TX-FRRRF	0	95
12713	Exhaust System Repairs-Various Locations	54	0	54	TX-FRRRF	0	54
12714	Sport Lighting Repairs-Dunton Athletic Field	581	0	581	TX-FRRRF	0	581

*Funding source abbreviations found at the end of this appendix

Service Capital Budget Summary - 2012 Recommended Funding (000's)

Project Number	Project Name	Gross Cost	Recovery	Net Cost	Funding Sources*	Growth	Non-Growth
		$	$	$		$	$
12715	Electrical Distribution System Repairs-Huron Park	47	0	47	TX-FRRRF	0	47
12716	Lighting Control System Replacement-Living Arts Centre	277	0	277	TX-FRRRF	0	277
12717	Sport Lighting-Meadowvale Sports Park	200	0	200	TX-FRRRF	0	200
12718	Sport Lighting Repairs-Mississauga Valley Community Centre	201	0	201	TX-FRRRF	0	201
12719	Emergency Battery Pack Replacement-Various Locations	38	0	38	TX-FRRRF	0	38
12720	Parking Lot Drainage Repairs-Rivergrove Community Centre	82	0	82	TX-FRRRF	0	82
12721	Sport Lighting-Wildwood Park	325	0	325	TX-FRRRF	0	325
12722	Pathway Lighting-Various Locations	1,060	0	1,060	TX-FRRRF	0	1,060
12723	Adamson-Various Interior Finishes	150	0	150	TX-FRRRF	0	150
12724	Replace Folding Walls-Burnhamthorpe Community Centre	60	0	60	TX-FRRRF	0	60
12725	Mississauga Canoe Club-Cladding System Repairs	106	0	106	TX-FRRRF	0	106
12726	Foundation Renewals-Chappell Estate	161	0	161	TX-FRRRF	0	161
12727	CreditValley Tennis Club- Various Repairs	106	0	106	TX-FRRRF	0	106
12728	Erin Meadows Community Centre -Main Door Replacements	106	0	106	TX-FRRRF	0	106

*Funding source abbreviations found at the end of this appendix

Service Capital Budget Summary - 2012 Recommended Funding
(000's)

Project Number	Project Name	Gross Cost	Recovery	Net Cost	Funding Sources*	Growth	Non-Growth
		$	$	$		$	$
12729	Erin Mills Twin Arena Various Repairs	22	0	22	TX-FRRRF	0	22
12730	Frank McKechnie-Various Renovations	2,356	0	2,356	TX-FRRRF	0	2,356
12731	Huron Park Community Centre-Various Repairs	92	0	92	TX-FRRRF	0	92
12732	Iceland Arena-Replace doors	117	0	117	TX-FRRRF	0	117
12733	Mavis Road-Replace Trench Drains	54	0	54	TX-FRRRF	0	54
12734	Interior Finishes-Malton Satellite Terminal	96	0	96	TX-FRRRF	0	96
12735	Mississauga Valley Community Centre Interior Finishes	160	0	160	TX-FRRRF	0	160
12736	Rivergrove Community Centre- Skylight Repairs	368	0	368	TX-FRRRF	0	368
12737	Interior Finishes-Various Locations	652	0	652	TX-FRRRF	0	652
12740	Roof Replacement-Bradley	103	0	103	TX-FRRRF	0	103
12765	Parking Lot Repairs- Various Locations	526	0	526	TX-FRRRF	0	526
12775	Emergency repairs	530	0	530	TX-FRRRF	0	530
Total Life Cycle Maintenance		**11,271**	**0**	**11,271**		**0**	**11,271**

*Funding source abbreviations found at the end of this appendix

Service Capital Budget Summary - 2012 Recommended Funding (000's)

Project Number	Project Name	Gross Cost	Recovery	Net Cost	Funding Sources*	Growth	Non-Growth
		$	$	$		$	$
Space Planning							
12741	Furniture replacement-Councillors area	72	0	72	TX-FRRRF	0	72
12742	Furniture replacement-Consultant Design	81	0	81	TX-FRRRF	0	81
12743	Furniture Replacement-Lifecycle and Relocations	88	0	88	TX-FRRRF	0	88
12744	Office Accommodation & Space Planning	2,120	0	2,120	TX-FRRRF	0	2,120
Total Space Planning		**2,361**	**0**	**2,361**		**0**	**2,361**
Vehicles and Equipment							
12745	Vehicle for HVAC Program	47	0	47	TX-FRRRF	0	47
12755	Recycling Program	70	0	70	TX-FRRRF	0	70
Total Vehicles and Equipment		**117**	**0**	**117**		**0**	**117**
Total Facilities and Property Management		**15,198**	**0**	**15,198**		**0**	**15,198**
Strategic Policy							
Strategic Community Initiatives							
12950	Downtown 21: Main Street District Implementation	886	0	886	TX-CRF	0	886

*Funding source abbreviations found at the end of this appendix

Service Capital Budget Summary - 2012 Recommended Funding (000's)

Project Number	Project Name	Gross Cost	Recovery	Net Cost	Funding Sources*	Growth	Non-Growth
		$	$	$		$	$
12951	Waterfront Mississauga Revitalization	650	0	650	TX-CRF	650	0
12952	Lakeview/OPG Pier Trail - Study	60	0	60	TX-CRF	0	60
Total Strategic Community Initiatives		**1,596**	**0**	**1,596**		**650**	**946**
Total Strategic Policy		**1,596**	**0**	**1,596**		**650**	**946**
Information Technology							
Applications							
12501	Sharepoint Enhancement for Document Collaboration City wide	100	0	100	TX-CRF	0	100
12502	Amanda System Upgrade	60	0	60	TX-CRF	0	60
12503	Cashiers System Upgrade	16	0	16	TX-CRF	0	16
12504	Minor Projects	50	0	50	TX-CRF	0	50
12507	Courtlog System Upgrade	13	0	13	TX-CRF	0	13
12509	Max System Upgrade	295	0	295	TX-CRF	0	295
12510	Portal Applications - External & Internal	100	0	100	TX-CRF	0	100
12511	Portal Upgrade External & Internal	1,000	0	1,000	TX-CRF	0	1,000

*Funding source abbreviations found at the end of this appendix

Service Capital Budget Summary - 2012 Recommended Funding (000's)

Project Number	Project Name	Gross Cost	Recovery	Net Cost	Funding Sources*	Growth	Non-Growth
		$	$	$		$	$
12540	Windows 7 Operating System and Office 2010	80	0	80	TX-CRF	0	80
12541	Mobile Applications	175	0	175	TX-CRF	0	175
12543	SAP - Enterprise Reporting	256	0	256	TX-CRF	0	256
Total Applications		**2,145**	**0**	**2,145**		**0**	**2,145**
Infrastructure							
12508	IT Infrastructure Security Replacement, Enhancement	350	0	350	TX-CRF	0	350
12512	Server and Storage Replacement & Expansion	450	0	450	TX-CRF	0	450
12513	Voice System Upgrade	700	0	700	TX-CRF	0	700
12525	Network Replacement, Switches, Routers, Cabling & Upgrade	250	0	250	TX-CRF	0	250
12544	VCOM Mobile Radio Replacement	3,600	0	3,600	TX-CRF	0	3,600
Total Infrastructure		**5,350**	**0**	**5,350**		**0**	**5,350**
PC Replacement and Peripherals							
12505	Corporate Audiovisual Equipment Purchase & Replacement	87	0	87	TX-CRF	0	87
12527	Specialized Peripheral Equipment - Community Services	125	0	125	TX-CRF	0	125

*Funding source abbreviations found at the end of this appendix

Service Capital Budget Summary - 2012 Recommended Funding (000's)

Project Number	Project Name	Gross Cost	Recovery	Net Cost	Funding Sources*	Growth	Non-Growth
		$	$	$		$	$
12528	Specialized Peripheral Equipment - Corporate Services	25	0	25	TX-CRF	0	25
12529	Specialized Peripheral Equipment - T&W	25	0	25	TX-CRF	0	25
12530	PCs for New Staff & Monitor Replacement	100	0	100	TX-CRF	0	100
12532	PC & Notebook Replacement -Community Services/Corporate Services/Mayor & Council/City Manager	340	0	340	TX-CRF	0	340
12533	PC & Notebook Replacement - Planning & Building	71	0	71	TX-CRF	0	71
12534	PC & Notebook Replacement - T&W	113	0	113	TX-CRF	0	113
Total PC Replacement and Peripherals		**886**	**0**	**886**		**0**	**886**
Total Information Technology		**8,381**	**0**	**8,381**		**0**	**8,381**
Business Services							
Finance							
12545	SAP Financial modules	300	0	300	TX-CRF	0	300
12546	RiskMaster System Upgrade & Web form	300	0	300	TX-CRF	0	300
Total Finance		**600**	**0**	**600**		**0**	**600**

*Funding source abbreviations found at the end of this appendix

Service Capital Budget Summary - 2012 Recommended Funding (000's)

Project Number	Project Name	Gross Cost	Recovery	Net Cost	Funding Sources*	Growth	Non-Growth
		$	$	$		$	$
Revenue, Materiel Management and Business Services							
12547	IT Procurement	62	0	62	TX-CRF	0	62
12549	TXM Collections module	250	0	250	TX-CRF	0	250
12550	SAP - conversion of Collection ARC	100	0	100	TX-CRF	0	100
12551	Front End Procurement Software	75	0	75	TX-CRF	0	75
12555	Procurement for Park Construction and Recreation	62	0	62	TX-CRF	0	62
12640	Departmental Miscellaneous Equipment	14	0	14	TX-CRF	0	14
Total Revenue, Materiel Management and Business Services		**563**	**0**	**563**		**0**	**563**
Total Business Services		**1,163**	**0**	**1,163**		**0**	**1,163**
Total City 2012 Capital Budget		**156,331**	**8,051**	**148,280**		**51,836**	**96,445**

*Funding source abbreviations found at the end of this appendix

Funding Source Abbreviations

Appendix 4 contains the 2012 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
CIL-OS	Cash-in-lieu of Parkland Dedication Reserve Fund
CILPKG-PC	Cash-in-lieu of Parking Reserve Fund-Port Credit
CILPKG-STL	Cash-in-lieu of Parking Reserve Fund-Streetsville
C-PORF	Parks-Other Developer Contributions Reserve Fund
C-RRF	Contributions Reserve Fund-Roads
C-SRF	Contributions Reserve Fund-Sidewalks
C-STPRF	Contributions Reserve Fund-Tree Planting
C-SWDRF	Contributions Reserve Fund-Drainage
C-TSRF	Contributions Reserve Fund-Traffic Signals
DCA-CWE	City-Wide Engineering Development Charges Reserve Fund
DCA-FIRE	Fire Development Charges Reserve Fund

Reserve Name	Purpose of the Fund
DCA-GG	General Government Development Charges Reserve Fund
DCA-LIB	Library Development Charges Reserve Fund
DCA-PRKG	Parking Development Charges Reserve Fund
DCA-PUBWRKS	Public Works Development Charges Reserve Fund
DCA-REC	Recreation Development Charges Reserve Fund
DCA-ST	Storm Water Management Development Charges Reserve Fund
DCA-TRAN	Transit Development Charges Reserve Fund
DF	Debt Financing
GAS-CFGTRF	Federal Gas Tax Reserve Fund
GAS-FPTRF	Federal Public Transit Reserve Fund
GAS-MO2020RF	MoveOntario 2020 Higher Order Transit Reserve Fund
GAS-MRTRF	Mississauga Rapid Transit (MRT) Reserve Fund
GAS-RFGTRF	Federal Gas Tax-Regional Reserve Fund
OTH-ART	Arts Reserve
OTH-BSAR	Bus Shelter Advertising Reserve

*Funding source abbreviations found at the end of this appendix

Reserve Name	Purpose of the Fund
TAX-SPCRF	2009 Special Project Capital Reserve Fund
TX-BHGCRF	Britannia Hills Golf Course Reserve Fund
TX-CRF	Capital Reserve Fund
TX-FRRRF	Facilities Repairs and Renovations Reserve Fund
TX-FVERRF	Fire Vehicle and Equipment Replacement Reserve Fund
TX-MFVERF	Main Fleet Vehicle and Equipment Replacement Reserve Fund
TX-RIMRF	Roadway Infrastructure Maintenance Reserve Fund
TX-TVERRF	Transit Vehicle and Equipment Replacement Reserve Fund

2012 - 2021 City Wide Capital Budget - Recommended Funding Summary

($000's)

	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	Total
	$	$	$	$	$	$	$	$	$	$	$
Gross Cost	156,331	267,978	199,255	170,710	251,443	247,020	216,446	204,687	184,558	200,556	**2,098,985**
Recovery/Subsidy	8,051	15,247	2,735	4,138	122	0	0	0	1,245	2,000	**33,538**
Net Cost	**148,280**	**252,731**	**196,520**	**166,572**	**251,321**	**247,020**	**216,446**	**204,687**	**183,313**	**198,556**	**2,065,447**
Net Cost Funding Sources											
Tax	84,697	575	47,422	37,713	41,611	45,239	47,834	51,079	54,255	58,442	**468,867**
Reserves	750	800	250	0	0	0	0	250	0	0	**2,050**
Federal Contributions	5,790	34,873	14,727	27,238	64,382	54,190	45,367	34,253	29,853	28,617	**339,289**
Provincial Contributions	11,257	4,800	0	0	0	0	0	0	0	0	**16,057**
External Debt	20,735	78,661	31,464	40,352	36,872	34,393	31,642	28,419	24,612	20,830	**347,981**
Contributions	4,063	33,962	13,557	12,144	15,789	10,636	17,822	11,458	11,872	17,822	**149,126**
Developer Charges	20,988	46,060	62,100	21,125	50,667	70,563	43,781	40,229	38,721	32,845	**427,078**
Capital Reductions	0	53,000	27,000	28,000	42,000	32,000	30,000	39,000	24,000	40,000	**315,000**
Total Funding Sources	**148,280**	**252,731**	**196,520**	**166,572**	**251,321**	**247,020**	**216,446**	**204,687**	**183,313**	**198,556**	**2,065,447**

2012 - 2021 City Wide Capital Budget
Gross Capital Recommended Funding Summary
($000's)

Service	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	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	5,625	11,755	10,405	1,045	20,645	40,837	21,677	15,225	8,683	13,995	**149,892**
Other Engineering	32,113	63,098	21,545	16,976	30,212	32,013	15,758	16,463	18,711	11,328	**258,219**
Roadway Rehabilitation	14,774	16,224	23,900	24,450	23,900	23,850	24,500	23,850	23,900	24,450	**223,798**
Storm Drainage	9,900	7,290	29,790	8,920	3,310	5,433	5,960	10,150	6,770	6,290	**93,813**
Total - Roads, Storm Drainage and Watercourses	**66,912**	**102,867**	**90,140**	**55,891**	**82,567**	**106,633**	**72,395**	**70,188**	**62,564**	**60,563**	**770,722**
Fire & Emergency Services											
Stations & Auxiliary Buildings	1,330	3,578	5,740	4,292	5,352	4,036	1,272	0	0	45	**25,645**
Vehicles & Equipment	3,452	4,456	3,472	5,353	2,789	1,402	2,425	3,848	3,646	4,522	**35,365**
Total - Fire & Emergency Services	**4,782**	**8,034**	**9,212**	**9,645**	**8,141**	**5,438**	**3,697**	**3,848**	**3,646**	**4,567**	**61,010**
Mississauga Transit											
Buildings	40	40	2,640	10,040	30,040	20,040	40	40	40	40	**63,000**
Buses	3,668	19,764	14,018	19,783	20,629	21,054	28,387	17,173	32,773	28,427	**205,676**
Higher Order Transit	34,408	44,565	8	0	0	0	0	0	0	0	**78,981**
On-street Facilities	325	375	190	140	20,290	20,275	20,275	20,240	140	140	**82,390**

2012 - 2021 City Wide Capital Budget
Gross Capital Recommended Funding Summary
($000's)

Service	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	Total
	$	$	$	$	$	$	$	$	$	$	$
Other Transit	1,900	1,600	0	2,100	2,500	100	0	100	0	100	**8,400**
Vehicles and Equipment	855	750	460	640	1,280	715	720	415	675	355	**6,865**
Total - Mississauga Transit	**41,196**	**67,094**	**17,316**	**32,703**	**74,739**	**62,184**	**49,422**	**37,968**	**33,628**	**29,062**	**445,312**
Recreation & Parks											
City Wide Facilities	5,024	9,924	12,395	6,482	4,727	8,704	8,441	4,525	5,702	4,663	**70,587**
City Wide Recreation	460	6,471	11,200	9,512	8,729	7,094	8,543	0	0	8,000	**60,009**
Facility Renovations & Rehabilitation	438	438	438	438	438	438	438	438	438	438	**4,380**
Park Facility Installation	1,012	1,180	0	230	1,295	564	0	1,604	0	0	**5,885**
Park Redevelopment	2,964	1,766	2,607	1,854	1,708	1,657	2,146	2,465	1,386	2,883	**21,436**
Parkland Acquisition	0	27,315	6,500	3,500	10,344	5,000	10,000	10,000	10,700	9,000	**92,359**
Parkland Development	318	863	1,882	327	2,858	2,866	3,946	2,072	8,240	8,823	**32,194**
Parks Maintenance	1,064	738	598	943	487	522	539	882	591	526	**6,890**
Sports Field Maintenance	623	873	1,780	593	444	392	1,242	322	393	1,441	**8,103**
Urban Forestry	1,848	1,672	1,784	1,672	1,784	1,672	1,784	1,672	1,784	1,672	**17,344**
Vehicles, Equipment	1,762	1,382	1,217	1,007	1,187	1,010	1,017	967	1,257	967	**11,773**
Total - Recreation & Parks	**15,513**	**52,622**	**40,402**	**26,557**	**34,001**	**29,919**	**38,096**	**24,947**	**30,491**	**38,413**	**330,960**

2012 - 2021 City Wide Capital Budget
Gross Capital Recommended Funding Summary
($000's)

Service	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	Total
	$	$	$	$	$	$	$	$	$	$	$
Library Services											
Buildings	261	3,367	2,946	52	2,112	848	891	62	65	75	**10,678**
Materials & Equipment	331	777	1,016	1,071	726	126	126	576	595	1,160	**6,501**
Total - Library Services	**592**	**4,144**	**3,962**	**1,122**	**2,837**	**973**	**1,016**	**637**	**660**	**1,235**	**17,178**
Land Development Services											
Policy Planning	538	239	47	0	0	0	0	0	0	0	**824**
Total - Land Development Services	**538**	**239**	**47**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**824**
Legislative Services											
Office of the City Clerk	14	39	0	0	0	0	0	0	0	0	**53**
Print Shop	36	25	155	7	10	53	30	48	140	56	**560**
Total - Legislative Services	**50**	**64**	**155**	**7**	**10**	**53**	**30**	**48**	**140**	**56**	**613**
Arts & Culture											
Buildings	83	433	6,333	9,233	2,483	2,083	83	833	3,083	3,083	**27,730**
Materials & Equipment	228	258	258	228	218	218	218	218	218	218	**2,280**
Total - Arts & Culture	**311**	**691**	**6,591**	**9,461**	**2,701**	**2,301**	**301**	**1,051**	**3,301**	**3,301**	**30,010**

2012 - 2021 City Wide Capital Budget
Gross Capital Recommended Funding Summary
($000's)

Service	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	Total
	$	$	$	$	$	$	$	$	$	$	$
Regulatory Services											
Vehicles, Equipment and Other	100	270	33	0	0	33	0	0	33	0	**469**
Total - Regulatory Services	**100**	**270**	**33**	**0**	**0**	**33**	**0**	**0**	**33**	**0**	**469**
Facilities & Property Management											
Capital Construction & Improvement	919	500	500	500	2,000	4,000	10,500	10,500	3,420	3,658	**36,497**
Facility Services	530	747	756	719	722	726	729	715	739	732	**7,115**
Lifecycle Maintenance	11,271	11,976	21,559	24,897	35,204	22,319	30,251	46,059	37,746	49,959	**291,240**
Space Planning	2,361	780	780	480	442	780	780	780	777	780	**8,740**
Vehicles & Equipment	117	42	39	42	78	50	43	50	51	48	**560**
Total - Corporate Assets	**15,198**	**14,045**	**23,633**	**26,638**	**38,446**	**27,874**	**42,303**	**58,104**	**42,733**	**55,177**	**344,152**
Strategic Policy											
Strategic Community Initiatives	1,596	7,159	600	0	0	0	0	0	0	0	**9,355**
Total - Strategic Policy	**1,596**	**7,159**	**600**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**9,355**
Information Technology											
Applications	2,145	2,786	2,125	5,066	5,437	7,998	4,422	4,907	4,994	4,793	**44,673**
Infrastructure	5,350	4,575	3,110	2,010	1,550	2,250	2,650	1,925	1,280	2,250	**26,950**
PC Replacement & Peripherals	886	1,153	819	896	1,000	1,050	1,000	1,050	1,075	1,125	**10,055**
Total - Information Technology	**8,381**	**8,514**	**6,054**	**7,972**	**7,987**	**11,298**	**8,072**	**7,882**	**7,349**	**8,168**	**81,679**

2012 - 2021 City Wide Capital Budget
Gross Capital Recommended Funding Summary
($000's)

Service	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	Total
	$	$	$	$	$	$	$	$	$	$	$
Business Services											
Finance	600	1,100	300	700	0	300	1,100	0	0	0	**4,100**
Communications	0	440	420	0	0	0	0	0	0	0	**860**
Revenue and Materiels Management	563	695	390	14	14	14	14	14	14	14	**1,741**
Total - Business Services	**1,163**	**2,235**	**1,110**	**714**	**14**	**314**	**1,114**	**14**	**14**	**14**	**6,701**
Total City	**156,331**	**267,978**	**199,255**	**170,710**	**251,443**	**247,020**	**216,446**	**204,687**	**184,558**	**200,556**	**2,098,985**

Appendix 5 – Capital Forecast Summary 2012-2021

Business Plan & Budget Book 2012-2014

Roads, Storm Drainage and Watercourses
2012 - 2021 Net Capital Expenditures By Program
(000's)

Roads, Storm Drainage and Watercourses	2012 Budget	2013 Budget	2014 Forecast	2015 Forecast	2016 Forecast	2017 Forecast	2018 Forecast	2019 Forecast	2020 Forecast	2021 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	5,625	11,755	10,405	1,045	20,645	40,837	21,677	15,225	8,683	13,995	149,892
Other Engineering	32,113	48,098	21,545	16,976	30,212	32,013	15,758	16,463	18,711	11,328	243,219
Roadway Rehabilitation	14,774	16,224	23,900	24,450	23,900	23,850	24,500	23,850	23,900	24,450	223,798
Storm Drainage	9,900	7,290	29,790	8,920	3,310	5,433	5,960	10,150	6,770	6,290	93,813
Total Net Expenditures	**66,912**	**87,867**	**90,140**	**55,891**	**82,567**	**106,633**	**72,395**	**70,188**	**62,564**	**60,563**	**755,722**

Roads, Storm Drainage and Watercourses
2012 - 2021 Net Capital Expenditures By Sub-Program
(000's)

Bridges & Structure Rehabilitation	2012 Budget	2013 Budget	2014 Forecast	2015 Forecast	2016 Forecast	2017 Forecast	2018 Forecast	2019 Forecast	2020 Forecast	2021 Forecast	Total
	$	$	$	$	$	$	$	$	$	$	$
Bridge and Structure Rehabilitation	4,200	3,900	3,200	0	1,000	100	0	0	0	0	12,400
Bridge Repairs	100	400	1,100	4,100	3,300	4,200	4,300	4,100	4,300	4,300	30,200
Bridge and Culvert Appraisal & Improvement Priority	0	0	0	200	0	0	0	200	0	0	400
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)
2012	Donnelly Drive Over Mary Fix Creek	X							X	80
2012	Dundas Street East over Cooksville Creek	X			X		X	X	X	4,000
2012	Meadow Wood Road Over Sheridan Creek Tributary	X							X	120
2013	Barbertown Road over Carolyn Creek	X							X	400
2013	Birchwood Drive over East Branch of Birchwood Creek	X							X	300
2013	Burnhamthorpe Road West over Pedestrian Trail	X			X		X	X	X	700
2013	CNR Rail (Metro Linx) Goreway Drive	X			X		X	X	X	800
2013	Dundas Street West over Loyalist Creek	X							X	900
2013	Mineola Road West over Mary Fix Creek	X	X				X		X	300
2013	Pedestrian Overpass Ogden Avenue to North Service Road	X	X	X	X	X		X	X	500
2014	Paisley Boulevard East over Cooksville Creek	X					X	X	X	1,700
2014	Pinetree Cres over Stavebank Creek	X							X	200
2014	Second Line West over Fletchers Creek	X							X	1,300
2016	Bloor Street over East Etobicoke Creek	X	X	X	X	X	X	X	X	1,000
2017	King Street East over Cooksville Creek	X	X				X	X	X	100
Total										**12,400**

Roads, Storm Drainage and Watercourses - Project Listing
Program: Bridge and Structure Rehabilitation

Bridge Repairs

Year	Project	Description	Net Cost ('000's)
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	400
2014	Bridge Repairs	Funding for bridge repairs that are determined during the yearly appraisal	1,100
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	3,300
2017	Bridge Repairs	Funding for bridge repairs that are determined during the yearly appraisal	4,200
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
2021	Bridge Repairs	Funding for bridge repairs that are determined during the yearly appraisal	4,300
Total			**30,200**

Bridge/Culvert Appraisal & Improvement Priority

Year	Project	Description	Net Cost ('000's)
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			**400**

Inspection & Design

Year	Project	Description	Net Cost ('000's)
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	Inspection & Design	Design and inspection costs to carry out the required bridge repairs	200
2015 - 2021	Inspection & Design	Design and inspection costs to carry out the required bridge repairs	1,400
Total			**2,000**

Appendix 5 – Capital Forecast Summary 2012-2021

Business Plan & Budget Book 2012-2014

Roads, Storm Drainage and Watercourses
2012 - 2021 Net Capital Expenditures By Sub-Program
(000's)

Major Roads	2012 Budget	2013 Budget	2014 Forecast	2015 Forecast	2016 Forecast	2017 Forecast	2018 Forecast	2019 Forecast	2020 Forecast	2021 Forecast	Total
	$	$	$	$	$	$	$	$	$	$	$
Grade Separation	0	0	0	0	0	8,000	6,000	5,000	0	0	19,000
Intersection Improvements	495	495	495	495	495	495	495	495	495	495	4,950
Road Improvements	5,130	11,260	9,910	550	20,150	32,342	15,182	9,730	8,188	13,500	125,942
Total Net Expenditures	**5,625**	**11,755**	**10,405**	**1,045**	**20,645**	**40,837**	**21,677**	**15,225**	**8,683**	**13,995**	**149,892**

Roads, Storm Drainage and Watercourses - Project Listing
Program: Major Roads

Grade Separation

Year	Project	Description	Net Cost ('000's)
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			**19,000**

Intersection Improvements

Year	Project	Description	Net Cost ('000's)
2012	Intersection Improvements	Funding to improve operation deficiencies of intersections throughout the City	495
2013	Intersection Improvements	Funding to improve operation deficiencies of intersections throughout the City	495
2014	Intersection Improvements	Funding to improve operation deficiencies of intersections throughout the City	495
2015	Intersection Improvements	Funding to improve operation deficiencies of intersections throughout the City	495
2016	Intersection Improvements	Funding to improve operation deficiencies of intersections throughout the City	495
2017	Intersection Improvements	Funding to improve operation deficiencies of intersections throughout the City	495
2018	Intersection Improvements	Funding to improve operation deficiencies of intersections throughout the City	495
2019	Intersection Improvements	Funding to improve operation deficiencies of intersections throughout the City	495
2020	Intersection Improvements	Funding to improve operation deficiencies of intersections throughout the City	495
2021	Intersection Improvements	Funding to improve operation deficiencies of intersections throughout the City	495
Total			**4,950**

Roads, Storm Drainage and Watercourses - Project Listing
Program: Major Roads

Road Improvements - 2015 to 2021

Year	Project	Description	Net Cost ('000's)
2015	Road Improvements	Preliminary Engineering Studies	100
2015	Road Improvements	Sheridan Park Drive - West Leg Speakman to East Leg Speakman	250
2015	Road Improvements	Transportation Master Plan Study	200
2016	Road Improvements	Belgrave Drive from Cantay Road to North Termius and Highway 401	250
2016	Road Improvements	Burnhamthorpe Road - Hurontario Street to Confederation Parkway	12,500
2016	Road Improvements	City Centre Drive from Duke of York to Kariya Gate	150
2016	Road Improvements	Drew Road - Dixie Road to Tomken Road Design	500
2016	Road Improvements	Drew Road - From 660m East of Torbram Road to Airport Road	1,350
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
2016	Road Improvements	Preliminary Engineering Studies	100
2017	Road Improvements	Belgrave Drive from Cantay Road to North Termius and Highway 401	1,560
2017	Road Improvements	Britannia Road Extension - Burnside Court to Britannia Terminus	150
2017	Road Improvements	Burnhamthorpe Road - Confederation Parkway to Mavis Road	17,500
2017	Road Improvements	Creekbank Road Extension - Enterprise Road to Shawson Drive	1,348
2017	Road Improvements	Creekbank Road Extension - Shawson Drive to Britannia Road East	1,018
2017	Road Improvements	Drew Road - Dixie Road to Tomken Road - Phase 1	6,000
2017	Road Improvements	Highway 401 Eastbound Ramp Extension - Mavis Road to Belgrave Drive	2,110

Roads, Storm Drainage and Watercourses - Project Listing
Program: Major Roads

Road Improvements - 2015 to 2021

Year	Project	Description	Net Cost ('000's)
2017	Road Improvements	Preliminary Engineering Studies	100
2017	Road Improvements	Sheridan Park Drive - West Leg Speakman to East Leg Speakman	2,556
2018	Road Improvements	Courtneypark Drive East - Tomken Road to Dixie Road	3,770
2018	Road Improvements	Creekbank Road Extension - Highway 401 Bridge to Enterprise Road	2,362
2018	Road Improvements	Drew Road - Dixie Road to Tomken Road - Phase 2	8,500
2018	Road Improvements	Edwards Boulevard Extension to Highway 407	450
2018	Road Improvements	Preliminary Engineering Studies	100
2019	Road Improvements	Centreview Drive Widening - Duke of York to Rathburn Road West	1,270
2019	Road Improvements	Creditview Road - Argentia Road to Old Creditview Road (Including Creditview Road Bridge)	6,430
2019	Road Improvements	DCA Study (Major Roads)	200
2019	Road Improvements	Edwards Boulevard Extension - North of Topflight Drive to Highway 10/Highway 407	1,280
2019	Road Improvements	Mavis Road - 220m North of tracks to Burnhamthorpe Road	250
2019	Road Improvements	Official Plan Study	200
2019	Road Improvements	Preliminary Engineering Studies	100
2020	Road Improvements	Burnhamthorpe Road East from Cawthra Road to Dixie Road	400
2020	Road Improvements	Dundas Street West Widening - Winston Churchill Boulevard to Glen Erin	400
2020	Road Improvements	Hurontario Ramp Terminal - Highway 401 to Britannia Road	400
2020	Road Improvements	Mavis Road - 220m North of tracks to Burnhamthorpe Road	3,130
2020	Road Improvements	Ninth Line Widening - Eglinton Avenue West to Britannia Road West	400
2020	Road Improvements	Preliminary Engineering Studies	100

Roads, Storm Drainage and Watercourses - Project Listing
Program: Major Roads

Road Improvements - 2015 to 2021

Year	Project	Description	Net Cost ('000's)
2020	Road Improvements	Tenth Line West Widening - Derry Road to Argentia Road	400
2020	Road Improvements	Whittle Road - Britannia Road to Matheson Boulevard	2,958
2021	Road Improvements	Dundas Street West - Winston Churchill Boulevard to Glen Erin Drive	4,390
2021	Road Improvements	Ninth Line Widening - Eglinton Avenue West to Britannia Road West	9,010
2021	Road Improvements	Preliminary Engineering Studies	100
Total	**2015 to 2021**		**99,642**

Roads, Storm Drainage and Watercourses - Project Listing

Program: Major Roads

Road Improvements - 2012 to 2014 Detail

Year	Project	Activity	Reconstruct /Widen	New Road	Streetscaping	# Through Lanes	Intersection Improvements	Traffic Signals	Streetlighting	Storm Sewer	Sidewalk	Other	Net Cost ('000's)
2012	Creekbank Road, Matheson Boulevard East to North Limit of Creekbank	Construct	X		X	4			X	X	X	X	780
2012	Creekbank Road Extension North Limit of Creekbank to South Highway 401	Construct		X	X	4			X	X	X	X	930
2012	Dundas Street West/Ninth Line West - Phase 1	Construct	X		X	6	X		X			X	1,000
2012	Derrycrest - Derry Road West to Hurontario Street	Construct			X	X	4	X	X	X	X	X	1,520
2012	Second Line over Highway 401 - Pedestrian Bridge	Design											200
2012	Downtown - Transportation Functional Design	Study											200
2012	John Street from Hurontario Street to Parking Lot GO Station	Study											200
2012	Creditview Road - Argentia Road to Old Creditview Road (Including Creditview Road Bridge)	Study											300
2013	Dundas Street West/Ninth Line West - Phase 2	Construct	X		X	6	X		X			X	1,000
2013	Second Line over Highway 401 - Pedestrian Bridge Piers	Construct										X	1,000
2013	Ninth Line Widening - Derry Road to North Limit - Phase 1	Construct	X		X	4	X		X		X	X	4,700
2013	McLaughlin Road Bristol Road to Britannia Road West	Design/Construct	X		X	4	X		X		X	X	4,260
2013	Preliminary Engineering Studies	Study											100
2013	Square One Drive from Confederation Parkway to Rathburn Road West	Study											200
2014	Main Street (Baif Road) - Burnhamthorpe Road West to Webb Drive	Construct		X	X	2	X	X	X	X	X	X	500
2014	Courtneypark Drive - Kennedy Road to Tomken Road	Construct	X		X	6			X		X	X	4,210

Roads, Storm Drainage and Watercourses - Project Listing

Program: Major Roads

Road Improvements - 2012 to 2014 Detail

Year	Project	Activity	Reconstruct /Widen	New Road	Streetscaping	# Through Lanes	Intersection Improvements	Traffic Signals	Streetlighting	Storm Sewer	Sidewalk	Other	Net Cost ('000's)
2014	Ninth Line Widening - Derry Road to North Limit - Phase 2	Construct	X		X	4	X		X		X	X	4,700
2014	Preliminary Engineering Studies	Study											100
2014	DCAStudy (Major Roads)	Study											200
2014	Official Plan Study	Study											200
Total	**2012 to 2014**												**26,300**

Roads, Storm Drainage and Watercourses
2012 - 2021 Net Capital Expenditures By Sub-Program
(000's)

Other Engineering	2012 Budget	2013 Budget	2014 Forecast	2015 Forecast	2016 Forecast	2017 Forecast	2018 Forecast	2019 Forecast	2020 Forecast	2021 Forecast	Total
	$	$	$	$	$	$	$	$	$	$	$
Cycling Program	150	1,920	2,150	3,920	3,920	3,920	3,920	3,920	3,920	3,920	31,660
Facility Repairs - Works	0	20	20	20	20	20	20	20	20	20	180
New Vehicles & Equipment	195	195	600	195	195	195	195	195	195	195	2,355
Noise Wall Program	800	625	1,425	600	600	600	600	600	1,200	500	7,550
Parking - Municipal	298	15,460	160	0	0	0	0	0	0	0	15,918
Property Acquisition	0	0	0	3,310	17,300	8,910	2,470	5,440	620	0	38,050
Salt Management Program	2,550	50	7,150	50	50	5,450	50	50	50	50	15,500
Sidewalks	1,444	2,000	2,000	1,023	1,023	257	257	257	257	257	8,775
Specialized Equipment	0	166	50	50	50	50	50	50	50	50	566
Streetlighting	19,417	18,417	1,417	1,417	1,417	1,417	1,417	1,417	1,417	1,417	49,167
Streetscape	750	750	0	0	0	0	0	0	0	0	1,500
Survey Equipment and Control	295	35	35	35	35	35	35	35	35	35	610
Topographical Updating	45	45	145	45	45	45	155	45	45	45	660
Traffic Signals	3,192	4,492	2,492	2,492	2,492	2,492	3,992	2,492	2,492	2,492	29,115
Vehicle & Equipment Replacement	2,978	3,924	3,852	3,770	2,966	3,763	2,598	1,943	2,311	2,348	30,453
Works Yards Space	0	0	50	50	100	4,860	0	0	6,100	0	11,160
Total Net Expenditures	**32,113**	**48,098**	**21,545**	**16,976**	**30,212**	**32,013**	**15,758**	**16,463**	**18,711**	**11,328**	**243,219**

Roads, Storm Drainage and Watercourses - Project Listing
Program: Other Engineering

Cycling Program

Year	Project	Description	Net Cost ('000's)
2012	Cycling Program	Implementation of Cycling Program in accordance with Cycling Master Plan	150
2013	Cycling Program	Implementation of Cycling Program in accordance with Cycling Master Plan	1,920
2014	Cycling Program	Implementation of Cycling Program in accordance with Cycling Master Plan	2,150
2015	Cycling Program	Implementation of Cycling Program in accordance with Cycling Master Plan	3,920
2016	Cycling Program	Implementation of Cycling Program in accordance with Cycling Master Plan	3,920
2017	Cycling Program	Implementation of Cycling Program in accordance with Cycling Master Plan	3,920
2018	Cycling Program	Implementation of Cycling Program in accordance with Cycling Master Plan	3,920
2019	Cycling Program	Implementation of Cycling Program in accordance with Cycling Master Plan	3,920
2020	Cycling Program	Implementation of Cycling Program in accordance with Cycling Master Plan	3,920
2021	Cycling Program	Implementation of Cycling Program in accordance with Cycling Master Plan	3,920
Total			**31,660**

Roads, Storm Drainage and Watercourses - Project Listing

Program: Other Engineering

Facility Repair - Works

Year	Project	Description	Net Cost ('000's)
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
2021	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)
2012	New Vehicles & Equipment	New Vehicles and Equipment	195
2013	New Vehicles & Equipment	New Vehicles and Equipment	195
2014	New Vehicles & Equipment	New Vehicles and Equipment	195
2014	New Vehicles & Equipment	New Vehicles and Equipment - South East Works Yard	405
2015	New Vehicles & Equipment	New Vehicles and Equipment	195
2016	New Vehicles & Equipment	New Vehicles and Equipment	195
2017	New Vehicles & Equipment	New Vehicles and Equipment	195
2018	New Vehicles & Equipment	New Vehicles and Equipment	195
2019	New Vehicles & Equipment	New Vehicles and Equipment	195
2020	New Vehicles & Equipment	New Vehicles and Equipment	195
2021	New Vehicles & Equipment	New Vehicles & Equipment	195
Total			**2,355**

Roads, Storm Drainage and Watercourses - Project Listing
Program: Other Engineering

Noise Wall Program

Year	Project	Description	Net Cost ('000's)
2012	Noise Wall Program	Replacement of existing noise walls as prioritized according to current condition. Also includes opportunity for new noise wall construction.	800
2013	Noise Wall Program	Replacement of existing noise walls as prioritized according to current condition. Also includes opportunity for new noise wall construction.	625
2014	Noise Wall Program	Replacement of existing noise walls as prioritized according to current condition. Also includes opportunity for new noise wall construction.	1,425
2015	Noise Wall Program	Replacement of existing noise walls as prioritized according to current condition. Also includes opportunity for new noise wall construction.	600
2016	Noise Wall Program	Replacement of existing noise walls as prioritized according to current condition. Also includes opportunity for new noise wall construction.	600
2017	Noise Wall Program	Replacement of existing noise walls as prioritized according to current condition. Also includes opportunity for new noise wall construction.	600
2018	Noise Wall Program	Replacement of existing noise walls as prioritized according to current condition. Also includes opportunity for new noise wall construction.	600
2019	Noise Wall Program	Replacement of existing noise walls as prioritized according to current condition. Also includes opportunity for new noise wall construction.	600
2020	Noise Wall Program	Replacement of existing noise walls as prioritized according to current condition. Also includes opportunity for new noise wall construction.	1,200
2021	Noise Wall Program	Replacement of existing noise walls as prioritized according to current condition. Also includes opportunity for new noise wall construction.	500
Total			**7,550**

Parking - Municipal

Year	Project	Description	Net Cost ('000's)
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
2013	Parking - Municipal	Downtown Parking Program	15,000
2014	Parking - Municipal	Pay & Display Parking meters - City Centre and Lakeshore	160
Total			**15,918**

Roads, Storm Drainage and Watercourses - Project Listing
Program: Other Engineering

Property Acquisition

Year	Project	Description	Net Cost ('000's)
2015	Property Acquisition	Ongoing program of purchasing right-of-way widenings required for major road improvements	3,310
2016	Property Acquisition	Ongoing program of purchasing right-of-way widenings required for major road improvements	17,300
2017	Property Acquisition	Ongoing program of purchasing right-of-way widenings required for major road improvements	8,910
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	5,440
2020	Property Acquisition	Ongoing program of purchasing right-of-way widenings required for major road improvements	620
Total			**38,050**

Roads, Storm Drainage and Watercourses - Project Listing
Program: Other Engineering

Property Acquisition Details

Year	Road	Limits
2015	Enterprise Road	Highway 401 Westbound off Ramp to Enterprise Road
2016-2017	Creekbank Road Extension	Matheson Boulevard Road to Britannia Road East
2016	McLaughlin Road	Bristol Road to Britannia Road
2016	Mavis	Highway 401 Eastbound Extension from Mavis Road to Belgrave Road
2016	Belgrave Road	Cantay Raod to North Termius and Highway 401
2016	North Service Road - Highway 403	Mavis Road to Hurontario Street
2017	Courtneypark Drive	Tomken Road to Dixie Road
2017	Duke of York Boulevard	Rathburn Road West to North of Highway 403
2017	Duke of York Boulevard	Ramp from Duke of York Boulevard to North Service Road
2018	Edwards Boulevard	Edwards Boulevard from North Topflight to Highway 10 and 407
2019	North Service Road - Highway 403	Westbound off ramp from Highway 403 to North Service Road
2020	Confederation Parkway	Confederation Parkway to North Service Road

Roads, Storm Drainage and Watercourses - Project Listing
Program: Other Engineering

Salt Management Program

Year	Project	Description	Net Cost ('000's)
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
2017	Salt Management Program	Implementation of plan to comply with Environment Canada's Code of Practice for the Environmental Management of Road Salt.	50
2017	Salt Management Program	Permanent Snow Storage Sites - Central District	5,400
2018-2021	Salt Management Program	Implementation of plan to comply with Environment Canada's Code of Practice for the Environmental Management of Road Salt.	200
Total			**15,500**

Roads, Storm Drainage and Watercourses - Project Listing
Program: Other Engineering

Sidewalks

Year	Project	Description	Net Cost ('000's)
2012	Sidewalks	New sidewalk construction throughout the City.	1,444
2013	Sidewalks	New sidewalk construction throughout the City.	2,000
2014	Sidewalks	New sidewalk construction throughout the City.	2,000
2015	Sidewalks	New sidewalk construction throughout the City.	1,023
2016	Sidewalks	New sidewalk construction throughout the City.	1,023
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
2021	Sidewalks	New sidewalk construction throughout the City.	257
Total			**8,775**

Roads, Storm Drainage and Watercourses - Project Listing
Program: Other Engineering

Specialized Equipment

Year	Project	Description	Net Cost ('000's)
2013	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	116
2014	Specialized Equipment	Equipment required to maintain the City's road and traffic signal network	50
2015-2021	Specialized Equipment	Equipment required to maintain the City's road and traffic signal network	350
Total			**566**

Streetlighting

Year	Project	Description	Net Cost ('000's)
2012	Streetlighting	On going program of installing and upgrading streetlighting along various roads throughout the City.	1,417
2012	Streetlighting	LED Streetlighting Retrofit Project - Phase 1 of 2	18,000
2013	Streetlighting	On going program of installing and upgrading streetlighting along various roads throughout the City.	1,417
2013	Streetlighting	LED Streetlighting Retrofit Project - Phase 2 of 2	17,000
2014	Streetlighting	On going program of installing and upgrading streetlighting along various roads throughout the City.	1,417
2015-2021	Streetlighting	On going program of installing and upgrading streetlighting along various roads throughout the City.	9,917
Total			**49,167**

Roads, Storm Drainage and Watercourses - Project Listing
Program: Other Engineering

Streetscape

Year	Project	Description	Net Cost ('000's)
2012	Street Cleanliness	Recycling Receptacles on the City's Road Allowance	750
2013	Street Cleanliness	Recycling Receptacles on the City's Road Allowance	750
Total			**1,500**

Survey Equipment and Control

Year	Project	Description	Net Cost ('000's)
2012	Survey Equipment	Integrated Surveys and Control Network	35
2012	Survey Equipment	Survey & Equipment Upgrade	260
2013	Survey Equipment	Integrated Surveys and Control Network	35
2014	Survey Equipment	Integrated Surveys and Control Network	35
2015-2021	Survey Equipment	Integrated Surveys and Control Network	245
Total			**610**

Roads, Storm Drainage and Watercourses - Project Listing

Program: Other Engineering

Topographical Updating

Year	Project	Description	Net Cost ('000's)
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
2021	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)
2012	Traffic Signals	Field Equipment Replacement - Traffic Controllers	190
2012	Traffic Signals	Traffic Signal Equipment Enhancements	855
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
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

Roads, Storm Drainage and Watercourses - Project Listing
Program: Other Engineering

Traffic Signals

Year	Project	Description	Net Cost ('000's)
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
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

Roads, Storm Drainage and Watercourses - Project Listing
Program: Other Engineering

Traffic Signals

Year	Project	Description	Net Cost ('000's)
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
2021	Traffic Signals	Field Equipment Replacement - Traffic Controllers	190
2021	Traffic Signals	Traffic Signal Equipment Enhancements	155
2021	Traffic Signals	Traffic Signal Pre-Emption Equipment	480
2021	Traffic Signals	New traffic signal installations and improvements at various intersections throughout the City	1,567
2021	Traffic Signals	Traffic System and Intelligent Transportation System (ITS)	100
Total			**29,115**

Roads, Storm Drainage and Watercourses - Project Listing
Program: Other Engineering

Vehicle and Equipment Replacement

Year	Project	Description	Net Cost ('000's)
2012	Vehicle & Equipment Replacement	Replacement of Corporate vehicles & equipment (excluding Fire & Transit) based on mileage or age.	2,978
2013	Vehicle & Equipment Replacement	Replacement of Corporate vehicles & equipment (excluding Fire & Transit) based on mileage or age.	3,924
2014	Vehicle & Equipment Replacement	Replacement of Corporate vehicles & equipment (excluding Fire & Transit) based on mileage or age.	3,852
2015	Vehicle & Equipment Replacement	Replacement of Corporate vehicles & equipment (excluding Fire & Transit) based on mileage or age.	3,770
2016	Vehicle & Equipment Replacement	Replacement of Corporate vehicles & equipment (excluding Fire & Transit) based on mileage or age.	2,966
2017	Vehicle & Equipment Replacement	Replacement of Corporate vehicles & equipment (excluding Fire & Transit) based on mileage or age.	3,763
2018	Vehicle & Equipment Replacement	Replacement of Corporate vehicles & equipment (excluding Fire & Transit) based on mileage or age.	2,598
2019	Vehicle & Equipment Replacement	Replacement of Corporate vehicles & equipment (excluding Fire & Transit) based on mileage or age.	1,943
2020	Vehicle & Equipment Replacement	Replacement of Corporate vehicles & equipment (excluding Fire & Transit) based on mileage or age.	2,311
2021	Vehicle & Equipment Replacement	Replacement of Corporate vehicles & equipment (excluding Fire & Transit) based on mileage or age.	2,348
Total			**30,453**

Roads, Storm Drainage and Watercourses - Project Listing
Program: Other Engineering

Replacement Details

2012 Replacements	
Equipment/Vehicle	
4 - 5 Ton Dump/Sander/Plow	4 - Tractor Utility
1 - 2 Ton Rear Packer Truck	6 - Tractor Loaders
2 - 1 Ton Pickup	8 - Large Riding Mowers
1 - 1 Ton Pickup 4 X 4	1 - Loader/Backhoe
1 - 3/4 Ton Pick Up Trucks	1 - Security Vehicles
5 - 1/2 Ton Extended Cab Trucks	2 - Utility Truckster
1 - 1 Ton Van	1 - Bucket Truck
2 - 3/4 Ton Vans	2 - Ice Resurfacers
1 - Wood Chipper	8 - Golf Course Equipment

Works Yards Space

Year	Project	Description	Net Cost ('000's)
2014	Works Yards	North Central Works Yard Feasibility Study	50
2015	Works Yards	North Central Works Yard Feasibility Study	50
2016	Works Yards	North Central Works Yard Land Design	100
2017	Works Yards	North Central Works Yard Land Acquisition	4,860
2020	Works Yards	North Central Works Yard Land Construction	6,100
Total			**11,160**

Roads, Storm Drainage and Watercourses
2012 - 2021 Net Capital Expenditures By Sub-Program
(000's)

Road Rehabilitation	2012 Budget	2013 Budget	2014 Forecast	2015 Forecast	2016 Forecast	2017 Forecast	2018 Forecast	2019 Forecast	2020 Forecast	2021 Forecast	Total
	$	$	$	$	$	$	$	$	$	$	$
Crack Sealing	100	100	100	100	100	100	100	100	100	100	1,000
Parking Lot Rehabilitation	50	0	50	0	50	0	50	0	50	0	250
Roadway Infrastructure Review	0	0	0	600	0	0	600	0	0	600	1,800
Road Rehabilitation	14,624	16,124	23,750	23,750	23,750	23,750	23,750	23,750	23,750	23,750	220,748
Total Net Expenditures	**14,774**	**16,224**	**23,900**	**24,450**	**23,900**	**23,850**	**24,500**	**23,850**	**23,900**	**24,450**	**223,798**

Roads, Storm Drainage and Watercourses - Project Listing

Program: Road Rehabilitation

Crack Sealing

Year	Project	Description	Net Cost ('000's)
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
2021	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)
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
2021	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)
2012	Road Rehabilitation	Various Industrial Roads	4,528
2012	Road Rehabilitation	Various Major Roads	6,253
2012	Road Rehabilitation	Various Residential Roads	3,594
2012	Road Rehabilitation	Low Impact Development Features	250
2013	Road Rehabilitation	Various Industrial Roads	5,000
2013	Road Rehabilitation	Various Major Roads	6,905
2013	Road Rehabilitation	Various Residential Roads	3,969
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 Residential Roads	5,875
2016	Road Rehabilitation	Various Major Roads	10,223
2016	Road Rehabilitation	Various Industrial Roads	7,403
2016	Road Rehabilitation	Low Impact Development Features	250
2017	Road Rehabilitation	Various Industrial Roads	7,471

Roads, Storm Drainage and Watercourses - Project Listing
Program: Road Rehabilitation

Road Rehabilitation

Year	Project	Description	Net Cost ('000's)
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
2021	Road Rehabilitation	Various Industrial Roads	7,403
2021	Road Rehabilitation	Various Major Roads	10,223
2021	Road Rehabilitation	Various Residential Roads	5,875
2021	Road Rehabilitation	Low Impact Development Features	250
Total			**220,748**

Roads, Storm Drainage and Watercourses - Project Listing
Program: Road Rehabilitation

Residential Road Resurfacing

Year	Street	From	To
2012	Carlis Place	Elmwood Avenue South	East End
2012	Crossfield Bend	Mineola Road East	Windy Oaks
2012	Elmwood Avenue South	Lakeshore Road East	South End
2012	Forest Avenue	Rosewood Avenue	Briarwood Avenue
2012	Marf Avenue	Canterbury Road	East End
2012	Veronica Drive	Woodland Avenue	Old River Road
2012	Woodland Avenue	Mineola Road	Inglewood
2012	Felina Court	Tedwyn Drive	North End
2012	Callum Avenue	Paisley Boulevard	Louis Drive
2012	Carlanne Court	Fieldstone Road	East End
2012	Carlanne Place	Fieldstone Road	North End
2012	Cavell Drive	Louis Drive	Cullen Avenue
2012	Cullen Avenue	West End	East End
2012	Culver Way	Morrison Avenue	Louis Drive
2012	Louis Drive	Cavell Drive	East End
2012	Louis Drive	Mavis Road	Carlanne Place
2012	Pinemeadow Avenue	Cullen Avenue	Louis Drive
2012	Chisholm Avenue	Hurondale Drive	Morrison Avenue
2012	Chisholm Court	Morrison Avenue	East End
2012	Damian Way	Queensway West	Morrison Avenue
2012	Fieldstone Road	Damian Way	Carlanne Place
2012	Hurondale Drive	Pollard Drive	Morrison Avenue

Roads, Storm Drainage and Watercourses - Project Listing
Program: Road Rehabilitation

Residential Road Resurfacing

Year	Street	From	To
2012	Logwood Court	Morrison Avenue	North End
2012	Morrison Avenue	Fieldstone Road	Pollard Drive
2012	Pollard Court	Morrison Avenue	East End
2012	Pollard Drive	Paisley Boulevard	Morrison Avenue
2012	Mindemoya Road	Dundas Street	South End
2012	Eaglemount Crescent	McBride Avenue	Strabane Drive
2012	Ibbetson Crescent	Valmarie Avenue	North End
2012	Ibbetson Lane	Valmarie Avenue	Ibbetson Crescent
2012	Ottewell Crescent	Bough Beeches Boulevard	Maple Ridge Drive
2012	Torino Crescent	Shelby Crescent	Shelby Crescent
2012	Beejay Court	Theodore Drive	West End
2012	Grossbeak Drive	Britannia Road	Osprey Boulevard
2012	Osprey Boulevard	Prairie Circle	100m west of Grossbeak Drive
2012	Prairie Circle	Grossbeak Drive (north leg)	Osprey Boulevard
2012	SaltMarsh Court	Osprey Boulevard	South End
2012	Waxwing Drive	Osprey Boulevard	Tenth Line West
2012	Medhat Drive	Isabella Avenue	North End

Roads, Storm Drainage and Watercourses - Project Listing
Program: Road Rehabilitation

Major, Collector & Industrial Road Rehabilitation

	Street	From	To
2012	North Service Road	Cooksville Bridge	Asta Drive
2012	Matthews Gate	Hurontario Street	Enfield Place
2012	Sussex Gate	Burnhamthorpe Road	Enfield Place
2012	Enfield Place	Kariya Drive	Kariya Drive
2012	Elm Drive	Kariya Drive	Hurontario Street
2012	Rathburn Road	Meadows Boulevard	Cawthra Road
2012	Bresler Drive	Airport Road	Campus Road
2012	Indian Line	Campus Road	North End
2012	Northam Drive	American Drive	Orlando Drive
2012	Drew Road	Dixie Road	Bramalea Road

Roads, Storm Drainage and Watercourses
2012 - 2021 Net Capital Expenditures By Sub-Program
(000's)

Storm Drainage	2012 Budget	2013 Forecast	2014 Forecast	2015 Forecast	2016 Forecast	2017 Forecast	2018 Forecast	2019 Forecast	2020 Forecast	2021 Forecast	Total
	$	$	$	$	$	$	$	$	$	$	$
Channelization	480	0	0	0	0	0	0	0	0	0	480
Culvert Improvement	0	0	0	0	0	0	0	0	0	0	0
Drainage	450	100	100	100	100	100	100	100	100	100	1,350
Erosion Control	4,610	5,950	1,760	690	2,230	1,870	3,160	4,580	3,790	4,180	32,820
Flood Relief	1,295	580	7,210	5,800	0	0	0	0	0	0	14,885
Storm Sewer	0	0	0	1,750	0	0	0	0	0	0	1,750
Storm Sewer Oversizing	200	200	200	200	200	200	200	200	200	200	2,000
Study	1,250	330	250	250	0	400	80	0	0	0	2,560
Storm Water Management (SWM) Facilities	1,615	130	20,270	130	780	2,863	2,420	5,270	2,680	1,810	37,968
Total Net Expenditures	**9,900**	**7,290**	**29,790**	**8,920**	**3,310**	**5,433**	**5,960**	**10,150**	**6,770**	**6,290**	**93,813**

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	Cooksville Creek Erosion Control - North of Dundas Street East behind Jaguar Valley Drive	Construction		X						950
2012	Cooksville Creek Erosion Control -Camilla Road to North Service Road	Construction		X						630
2012	Credit River Erosion Control - South of Dundas Street West behind Jarvis Street	Construction		X						820
2012	Mary Fix Creek Erosion Control - Harborn Road to Premium Way	Construction		X						190
2012	Sheridan Creek Erosion Control - Downstream of Benedet Drive	Construction		X						190
2012	Sheridan Creek Erosion Control -Clarkson Road to Meadow Wood Road	Construction		X						1,640
2012	Storm Sewer Oversizing - Various Locations	Construction							Minor System	200
2012	Cooksville Creek Crossing Improvements and Flood Protection - King Street East and Paisley Boulevard	Design				X				1,270
2012	Credit River Erosion Control - Behind Steen Drive	Design		X						110
2012	New Facility - Cooksville Creek Storm Water Management Pond #3702 - North of Matheson Road Between McLaughlin Road and Hurontario Street	Design						X		1,260
2012	Drainage Improvements - Various Locations	Design/Construction							Major System	100
2012	Etobicoke Creek Channel Improvement - Universal Drive	Design/Construction					X			480
2012	Minor Erosion Control Works - Various Locations	Design/Construction		X						80
2012	Stormwater Quality Control Installation - Romani Court	Design/Construction						X		200
2012	Update and Enhancement of the Rain Gauge Network	Install							X	25

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	Rehabilitation of Relief Wells - Dakota Road and Full Moon Circle	Rehabilitate							X	350
2012	Monitoring and Minor Modification of Storm Water Management Facilities - Various Locations	Study						X		80
2012	Ninth Line Corridor Scoped Subwatershed Study	Study							X	250
2012	Stormwater Financing Study - Phase 2	Study							X	900
2012	Stormwater Pilot Studies	Study							X	100
2012	Storm Water Management Pond Dredging and Rehabilitation - Prioritization Study	Study						X		75
2013	Applewood Creek Erosion Control - Behind Dixie Outlet Mall	Construction		X						280
2013	Cooksville Creek Erosion Control -Rathburn Road West to Absolute Avenue	Construction		X						1,340
2013	Cooksville Creek Erosion Control - Willa Road to Orano Avenue	Construction		X						940
2013	Sawmill Creek Erosion Control -Swallowdale Court to Collegeway	Construction		X						1,130
2013	Sawmill Creek Erosion Control -Burnhamthorpe Road West to The Collegeway	Construction		X						750
2013	Sawmill Creek Erosion Control - Erin Mills Parkway to Burnhamthorpe Road West	Construction		X						940
2013	Storm Sewer Oversizing - Various Locations	Construction							Minor System	200
2013	Cooksville Creek Flood Storage Facility - Eglinton and Kennedy (Eastgate Park)	Design						X		580
2013	Loyalist Creek Erosion Control - Upstream of Thornlodge Road	Design		X						90

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	Drainage Improvements - Various Locations	Design/Construction							Major System	100
2013	Minor Erosion Control Works - Various Locations	Design/Construction		X						80
2013	City-wide Watercourse Erosion and Rehabilitation Study	Study		X						400
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
2013	Storm Water Management Pond Dredging and Rehabilitation - Pre-Engineering	Study						X		50
2014	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
2014	Cooksville Creek Crossing Improvements and Flood Protection - King Street East and Paisley Boulevard East	Construction				X				7,210
2014	Cooksville Creek Erosion Control -Burnhamthorpe Road East to Mississauga Valley Boulevard, East Branch	Construction		X						860
2014	Credit River Erosion Control - Behind Steen Drive	Construction		X						390
2014	New Facility - Cooksville Creek Storm Water Management Pond #3702 - North of Matheson Road Between McLaughlin Road and Hurontario Street	Construction						X		16,800
2014	Storm Sewer Oversizing - Various Locations	Construction							Minor System	200
2014	Cooksville Creek Erosion Control -Highway 403 to Hurontario Street	Design		X						70

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	Mullet Creek Erosion Control - Burnhamthorpe Road West to behind Woodchuck Lane	Design		X						360
2014	Drainage Improvements - Various Locations	Design/Construction							Major System	100
2014	Minor Erosion Control Works - Various Locations	Design/Construction		X						80
2014	Sawmill Creek (Glen Erin Brook) Storm Water Management Pond #5805 - North of Highway 403, west of Winston Churchill Boulevard	Design/Construction						X		950
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
2015	Cooksville Creek Flood Storage Facility - Eglinton and Kennedy (Eastgate Park)	Construction						X		5,800
2015	Loyalist Creek Erosion Control - Upstream of Thornlodge Road	Construction		X						380
2015	Storm Sewer Oversizing - Various Locations	Construction							Minor System	200
2015	Cooksville Creek Erosion Control - Canadian Pacific Railway to Kirwin Avenue	Design		X						100
2015	Cooksville Creek Erosion Control - King Street East to North of Paisley Boulevard East	Design		X						130
2015	Drainage Improvements - Various Locations	Design/Construction							Major System	100
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

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	Monitoring and Minor Modification of Storm Water Management Facilities - Various Locations	Study						X		80
2015	Storm Sewer Network Modelling - City-wide model	Study							Minor System	250
2015	Storm Water Management Pond Dredging and Rehabilitation - Pre-Engineering	Study						X		50
2016	Cooksville Creek Erosion Control -Highway 403 to Hurontario Street	Construction		X						250
2016	Mullet Creek Erosion Control - Burnhamthorpe Road West to behind Woodchuck Lane	Construction		X						1,490
2016	Storm Sewer Oversizing - Various Locations	Construction							Minor System	200
2016	Cooksville Creek Erosion Control - Cawthra Creek Diversion, North of Lakeshore Road East	Design		X						50
2016	Credit River Erosion Control - South of Queen Elizabeth Way to behind Pinetree Crescent	Design		X						120
2016	Credit River Erosion Control - North of Queen Elizabeth Way, behind Mississauga Crescent	Design		X						170
2016	Mimico Creek Erosion Control - Etude Drive to Derry Road East	Design		X						70
2016	Drainage Improvements - Various Locations	Design/Construction							Major System	100
2016	Minor Erosion Control Works - Various Locations	Design/Construction		X						80
2016	Storm Water Management Dredging and Rehabilitation - Ponds 5701 (Churchill Meadows), 4403 (Fletchers Creek FFP3) and 4402 (Shipp-Higgins)	Design/Construction						X		700
2016	Monitoring and Minor Modification of Storm Water Management Facilities - Various Locations	Study						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)
2017	Land Acquisition - Meadowvale Business Park District (North 16) - Storm Water Management Pond 5502 - Between Ninth and Tenth Line, West side of storm drainage channel	Acquire						X		1,733
2017	Cooksville Creek Erosion Control - Canadian Pacific Railway to Kirwin Avenue	Construction		X						410
2017	Cooksville Creek Erosion Control - King Street East to North of Paisley Boulevard East	Construction		X						380
2017	Storm Sewer Oversizing - Various Locations	Construction							Minor System	200
2017	Cooksville Creek Erosion Control - Queen Elizabeth Way to Elaine Trail	Design		X						180
2017	Cooksville Creek Erosion Control - Rhonda Valley to Mississauga Valley Boulevard	Design		X						90
2017	Credit River Erosion Control - North of Canadian National Railway, behind Stavebank Road and behind Mississauga Road	Design		X						450
2017	Mullet Creek Erosion Control - Quenippenon Tributary, Upstream of Erin Mills Parkway to Middlebury Drive	Design		X						280
2017	Drainage Improvements - Various Locations	Design/Construction							Major System	100
2017	Minor Erosion Control Works - Various Locations	Design/Construction		X						80
2017	New Facility - Meadowvale Business Park District (North 16) - Pond 5502 - Between Ninth and Tenth Line, West side of storm drainage	Design/Construction						X		1,000
2017	Mississauga Storm Water Quality Strategy Update	Study						X		400
2017	Monitoring and Minor Modification of Storm Water Management Facilities - Various Locations	Study						X		80
2017	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)
2018	Cooksville Creek Erosion Control - Cawthra Creek Diversion, North of Lakeshore Road East	Construction		X						160
2018	Cooksville Creek Erosion Control - Rhonda Valley to Mississauga Valley Boulevard	Construction		X						440
2018	Credit River Erosion Control - North of Queen Elizabeth Way, behind Mississauga Crescent	Construction		X						910
2018	Credit River Erosion Control - South of Queen Elizabeth Way to behind Pinetree Crescent	Construction		X						550
2018	Mimico Creek Erosion Control - Etude Drive to Derry Road East	Construction		X						190
2018	Storm Sewer Oversizing - Various Locations	Construction							Minor System	200
2018	Credit River Erosion Control - West of Creditview Road, behind Kenninghall Boulevard	Design		X						170
2018	Etobicoke Creek Erosion Control - Eglinton Avenue East to Hydro Corridor	Design		X						110
2018	Mullet Creek Erosion Control - Tannery Street to Thomas Street	Design		X						150
2018	Drainage Improvements - Various Locations	Design/Construction							Major System	100
2018	Minor Erosion Control Works - Various Locations	Design/Construction		X						80
2018	Retrofit - Etobicoke Creek Storm Outfall - Britannia Road East and Netherhart Road	Design/Construction						X		1,540
2018	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		800
2018	City-wide Watercourse Erosion and Rehabilitation Study	Study		X						400

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	Development Charges Update	Study							X	80
2018	Monitoring and Minor Modification of Storm Water Management Facilities - Various Locations	Study						X		80
2019	Cooksville Creek Erosion Control - Queen Elizabeth Way to Elaine Trail	Construction		X						1,000
2019	Mullet Creek Erosion Control - Tannery Street to Thomas Street	Construction		X						850
2019	Mullet Creek Erosion Control -Quenippenon Tributary, Upstream of Erin Mills Parkway to Middlebury Drive	Construction		X						1,650
2019	Storm Sewer Oversizing - Various Locations	Construction							Minor System	200
2019	Cooksville Creek Erosion Control - Kingsbridge Garden Circle to Highway 403	Design		X						110
2019	Tecumseh Creek Erosion Control - South of Indian Road	Design		X						140
2019	Cawthra Creek Erosion Control - Dellwood Park	Design/Construction		X						580
2019	Drainage Improvements - Various Locations	Design/Construction							Major System	100
2019	Etobicoke Creek Erosion Control - North of Eglinton Avenue	Design/Construction		X						170
2019	Minor Erosion Control Works - Various Locations	Design/Construction		X						80
2019	Retrofit - Little Etobicoke Creek Timberlea Storm Water Management Pond #3602	Design/Construction						X		5,190
2019	Monitoring and Minor Modification of Storm Water Management Facilities - Various Locations	Study						X		80
2020	Credit River Erosion Control - West of Creditview Road, behind Kenninghall Boulevard	Construction		X						910

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)
2020	Credit River Erosion Control - North of Canadian National Railway, behind Stavebank Road and behind Mississauga Road	Construction		X						2,530
2020	Etobicoke Creek Erosion Control - Eglinton Avenue East to Hydro Corridor	Construction		X						270
2020	Minor Erosion Control Works - Various Locations	Construction		X						80
2020	Storm Sewer Oversizing - Various Locations	Construction							Minor System	200
2020	Clearview Creek Storm Water Management Pond #0401 - South of Lakeshore Road West	Design/Construction						X		2,600
2020	Drainage Improvements - Various Locations	Design/Construction							Major System	100
2020	Monitoring and Minor Modification of Storm Water Management Facilities - Various Locations	Study						X		80
2021	Cooksville Creek Erosion Control - Kingsbridge Garden Circle to Highway 403	Construction		X						580
2021	Storm Sewer Oversizing - Various Locations	Construction							Minor System	200
2021	Mullet Creek Erosion Control - Wabukayne Tributary, Downstream of Erin Millis Parkway	Design		X						250
2021	Mullet Creek Erosion Control - Wabukayne Tributary, Upstream of Canadian Pacific Railway	Design		X						470
2021	Applewood Creek Erosion Control - Lakeview Golf Course	Design/Construction		X						2,190
2021	Drainage Improvements - Various Locations	Design/Construction							Major System	100
2021	Minor Erosion Control Works - Various Locations	Design/Construction		X						80
2021	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)
2021	Retrofit - Mimico Creek Storm Outfall - Goreway Drive and Nashua Drive	Design/Construction						X		930
2021	Retrofit - Etobicoke Creek Storm Outfall - Derry Road East and Dixie Road	Design/Construction						X		800
2021	Monitoring and minor modification of Storm Water Management Facilities - Various	Study						X		80
Total										**93,813**

Appendix 5 – Capital Forecast Summary 2012-2021

Business Plan & Budget Book 2012-2014

Fire and Emergency Services

2012 - 2021 Net Capital Expenditures By Program and Sub-Program

(000's)

Fire	2012 Budget	2013 Forecast	2014 Forecast	2015 Forecast	2016 Forecast	2017 Forecast	2018 Forecast	2019 Forecast	2020 Forecast	2021 Forecast	Total
	$	$	$	$	$	$	$	$	$	$	$
Stations and Auxiliary Buildings											
Stations - Renovations	250	500	1,950	1,472	3,942	3,334	1,272	0	0	0	12,720
Stations New	1,080	3,040	3,790	2,820	1,410	660	0	0	0	0	12,800
Studies	0	38	0	0	0	42	0	0	0	45	125
Total Stations and Auxiliary Buildings	**1,330**	**3,578**	**5,740**	**4,292**	**5,352**	**4,036**	**1,272**	**0**	**0**	**45**	**25,645**
Vehicles and Equipment											
Equipment New	694	1,741	1,366	460	20	20	20	20	25	525	4,891
Equipment Replacement	1,025	960	164	169	174	480	185	490	195	200	4,042
Fire Vehicles	1,657	1,576	1,842	3,758	2,535	842	2,160	3,278	2,330	3,732	23,710
Safety Clothing Replacement	50	50	100	966	60	60	60	60	1,096	65	2,567
Total Vehicles and Equipment	**3,426**	**4,327**	**3,472**	**5,353**	**2,789**	**1,402**	**2,425**	**3,848**	**3,646**	**4,522**	**35,210**
Total - Fire Services	**4,756**	**7,905**	**9,212**	**9,645**	**8,141**	**5,438**	**3,697**	**3,848**	**3,646**	**4,567**	**60,855**

Fire and Emergency Services - Project Listing

Program: Stations and Auxiliary Buildings

Stations - Renovations

Year	Project	Description	Net Cost ('000's)
2012-2014	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 (Station's location: Headquarter, Fairview and Hurontario) - cash flow funding	1,200
2014-2017	Fire Station 104 relocation	Design, construction and land acquisition. Any expansion at 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 (Station's location: Port Credit) - cash flow funding	4,200
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 (Station's location: Lakeview) - 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 old. This rehabilitation project will include the installation of an adequate generator and adequate storage of personal protective equipment (Station's location: Britania) - cash flow funding	860
2015-2017	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 (Station's location: Erindale) - cash flow funding	3,000
2016-2017	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 old. This rehabilitation project will include the installation of an adequate generator and adequate storage of personal protective equipment (Station's location: Creditview) - cash flow funding	640

Fire and Emergency Services - Project Listing

Program: Stations and Auxiliary Buildings

Stations - Renovations

Year	Project	Description	Net Cost ('000's)
2017-2018	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 old. This rehabilitation project will include the installation of an adequate generator and adequate storage of personal protective equipment (Station's location: Erin Mills) - cash flow funding	910
2017-2018	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 old. This rehabilitation project will include the installation of an adequate generator and adequate storage of personal protective equipment (Station's location: Heartland) - cash flow funding	680
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 old. This rehabilitation project will include the installation of an adequate generator and adequate storage of personal protective equipment (Station's location: Streetsville) - 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)
2012-2015	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
2012-2015	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
2013-2016	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
2014	Land acquisition for Fire station 124	This new fire station in the Dundas and Cawthra area is required to accommodate growth and high risk occupancies in this area.	1,000
2014-2017	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			**12,800**

Fire and Emergency Services - Project Listing

Program: Stations and Auxiliary Buildings

Studies

Year	Project	Description	Net Cost ('000's)
2013	Various Fire Stations	Fire and Emergency Services master plan review	38
2017	Various Fire Stations	Fire and Emergency Services master plan review	42
2021	Various Fire Stations	Fire and Emergency Services master plan review	45
Total			**125**

Fire and Emergency Services - Project Listing

Program: Vehicles and Equipment

Equipment New

Year	Project	Description	Net Cost ('000's)
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 rehabilitation 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	350
2012	Interface Fire/Medical Dispatch Computer System	Automatic/Simultaneous Fire and EMS dispatch notification project where Mississauga Fire & Emergency Services is part of the pilot.	80
2013	Fire Rescue Equipment	Replacement of current Voice Communication (VCOM) radio system to ensure ongoing vendor support - cash flow funding	1,550
2013	Fire Rescue Equipment	Upgrade to backup fire communications centre. The existing back up has become inadequate and requires numerous equipment upgrades.	171
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 Accessory Equipment	Installation of traffic signal pre-emption equipment	20
2014	Fire Rescue Equipment	Replacement and upgrade of radio communication system to Voice Communication (VCOM) radio system - cash flow funding	1,346
2015-2021	Fire Accessory Equipment	Installation of traffic signal pre-emption equipment	150
2015	Fire Accessory Equipment	Laptops in fire trucks to improve response times and safety for fire personnel	440
2021	Fire Accessory Equipment	Laptops in fire trucks to improve response times and safety for fire personnel	500
Total			**4,891**

Equipment Replacement

Year	Project	Description	Net Cost ('000's)
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	Fire Accessory Equipment	Hoses and fittings, breathing apparatus, furniture and appliances	164
2015-2021	Fire Accessory Equipment	Hoses and fittings, breathing apparatus, furniture and appliances	1,293
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			**4,042**

Fire and Emergency Services - Project Listing

Program: Vehicles and Equipment

Fire Vehicles

Year	Project	Description	Net Cost ('000's)
2012	Vehicle Replacement	Replace four pumpers, one specialty vehicle and 7 cars - cash flow funding	948
2012	Vehicle Maintenance	Refurbish fire vehicles to maintain life cycle, includes paint body and aerial ladder	209
2012	Vehicle Replacement	Replace one pumper and three vehicles - cash flow funding	450
2012	Fire Vehicle New	Additional prevention vehicle	50
2013	Fire Vehicle New	New fire vehicle for Deputy Chief	68
2013	Vehicle Maintenance	Refurbish fire vehicles to maintain life cycle, includes paint body and aerial ladder	215
2013	Fire Vehicle New	New fire truck for new fire station 120	700
2013	Vehicle Replacement	Replace one pumper and three vehicles - cash flow funding	393
2013	Vehicle Replacement	Replace one specialty car	200
2014	Vehicle Maintenance	Refurbish fire vehicles to maintain life cycle, includes paint body and aerial ladder	222
2014	Vehicle Replacement	Replace two aerials, one pumper, one specialty vehicle and 6 cars - cash flow funding	1,620
2015	Vehicle Replacement	Replace two aerials, one pumper, one specialty vehicle and 6 cars - cash flow funding	2,000
2015	Fire Vehicle New	New fire truck for new fire station 123	700

Fire and Emergency Services - Project Listing

Program: Vehicles and Equipment

Fire Vehicles

Year	Project	Description	Net Cost ('000's)
2015	Fire Vehicle New	New fire vehicle for District Chief	70
2015	Vehicle Replacement	Replace two pumpers, two specialty vehicles and one car - cash flow funding	760
2016	Fire Vehicle New	New fire truck for new fire station 124	700
2016	Vehicle Replacement	Replace two pumpers, two specialty vehicles and one car - cash flow funding	760
2016	Vehicle Replacement	Replace one pumper, two cars - cash flow funding	840
2017	Vehicle Replacement	Replace two specialty vehicles and three cars - cash flow funding	600
2018	Vehicle Replacement	Replace two specialty vehicles and three cars - cash flow funding	610
2018	Vehicle Replacement	Replace two aerials and two cars - cash flow funding	
2018	Vehicle Replacement	Replace two pumpers and one aerial - cash flow funding	1,300
2019	Vehicle Replacement	Replace two pumpers and one aerial - cash flow funding	1,300
2019	Vehicle Replacement	Replace two aerials and two cars - cash flow funding	
2019	Vehicle Replacement	Replace three pumpers, one aerial and two cars - cash flow funding	1,720
2020	Vehicle Replacement	Replace three pumpers, one aerial and two cars - cash flow funding	1,720
2020	Vehicle Replacement	Replace five cars	350
2015-2021	Vehicle Maintenance	Refurbish fire vehicles to maintain life cycle, includes paint body and aerial ladder	1,735
2021	Vehicle Replacement	Replace three pumpers, 11 cars and one specialty vehicle	3,470
Total			**23,710**

Fire and Emergency Services - Project Listing

Program: Vehicles and Equipment

Safety Clothing Replacement

Year	Project	Description	Net Cost ('000's)
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	Fire Safety Equipment	Replacement of worn and damaged safety clothing including helmets, footwear, gloves, bunker gear and protective hoods	100
2015-2021	Fire Safety Equipment	Replacement of worn and damaged safety clothing including helmets, footwear, gloves, bunker gear and protective hoods	2,367
Total			**2,567**

Appendix 5 – Capital Forecast Summary 2012-2021

Business Plan & Budget Book 2012-2014

Mississauga Transit
2012 - 2021 Net Capital Expenditures By Program
(000's)

Transit	2012 Budget	2013 Forecast	2014 Forecast	2015 Forecast	2016 Forecast	2017 Forecast	2018 Forecast	2019 Forecast	2020 Forecast	2021 Forecast	Total
	$	$	$	$	$	$	$	$	$	$	$
Buildings	40	40	2,640	10,040	30,040	20,040	40	40	40	40	63,000
Buses	3,668	19,764	14,018	19,783	20,629	21,054	28,387	17,173	32,773	28,427	205,676
Higher Order Transit	26,503	44,565	8	0	0	0	0	0	0	0	71,076
On-street Facilities	325	375	190	140	20,290	20,275	20,275	20,240	140	140	82,390
Other Transit	1,900	1,600	0	2,100	2,500	100	0	100	0	100	8,400
Vehicle and Equipment	855	750	460	640	1,280	715	720	415	675	355	6,865
Total Net Expenditures	**33,291**	**67,094**	**17,316**	**32,703**	**74,739**	**62,184**	**49,422**	**37,968**	**33,628**	**29,062**	**437,407**

Mississauga Transit
2012 - 2021 Net Capital Expenditures By Sub-Program
(000's)

Buildings	2012 Budget	2013 Forecast	2014 Forecast	2015 Forecast	2016 Forecast	2017 Forecast	2018 Forecast	2019 Forecast	2020 Forecast	2021 Forecast	Total
	$	$	$	$	$	$	$	$	$	$	$
Transit New Construction	0	0	2,600	10,000	30,000	20,000	0	0	0	0	62,600
Transit Minor Improvements	40	40	40	40	40	40	40	40	40	40	400
Total Net Expenditures	**40**	**40**	**2,640**	**10,040**	**30,040**	**20,040**	**40**	**40**	**40**	**40**	**63,000**

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
2021	Transit Facility Repairs (Minor)	General Facility Repairs	40
Total			**400**

Transit New Construction

Year	Project	Description	Net Cost ('000's)
2014	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			**62,600**

Mississauga Transit
2012 - 2021 Net Capital Expenditures By Sub-Program

(000's)

Buses	2012 Budget	2013 Forecast	2014 Forecast	2015 Forecast	2016 Forecast	2017 Forecast	2018 Forecast	2019 Forecast	2020 Forecast	2021 Forecast	Total
	$	$	$	$	$	$	$	$	$	$	$
Bus Equipment	2,568	1,600	100	5,175	175	200	200	200	200	200	10,618
Bus - Major Maintenance	1,100	1,800	2,500	2,100	1,900	1,860	1,860	1,860	1,860	1,900	18,740
Bus Replacement	0	14,434	9,488	9,488	15,534	15,534	22,867	11,653	27,253	22,867	149,118
Fleet Expansion	0	1,930	1,930	3,020	3,020	3,460	3,460	3,460	3,460	3,460	27,200
Total Net Expenditures	**3,668**	**19,764**	**14,018**	**19,783**	**20,629**	**21,054**	**28,387**	**17,173**	**32,773**	**28,427**	**205,676**

Mississauga Transit - Project Listing

Program: Buses

Bus Equipment

Year	Project	Description	Net Cost ('000's)
2012	Transit Radio System Acquisitions - Replacement	Radio replacement for entire bus fleet	2,500
2012	Transit GTA Farecard (PRESTO)	PRESTO BRT stations	68
2013	Transit Customer Information Interfaces	Interactive Voice Recognition (IVR) trip planning, link to click n' ride and shelters with information displays	1,500
2013	Transit Radio System Acquisitions - Growth	Radios for 2013 growth buses	20
2013	Transit Farebox Acquisitions - Growth	Fareboxes for 2013 growth buses	80
2014	Transit Radio System Acquisitions - Growth	Radios for 2014 growth buses	20
2014	Transit Farebox Acquisitions - Growth	Fareboxes for 2014 growth buses	80
2015	Transit Radio System Acquisitions - Growth	Radios for 2015 growth buses	35
2015	Transit Farebox Acquisitions - Replacement	Farebox replacement for entire bus fleet	5,000
2015	Transit Farebox Acquisitions - Growth	Fareboxes for 2015 growth buses	140
2016	Transit Radio System Acquisitions - Growth	Radios for 2016 growth buses	35
2016	Transit Farebox Acquisitions - Growth	Fareboxes for 2016 growth buses	140

Mississauga Transit - Project Listing

Program: Buses

Bus Equipment

Year	Project	Description	Net Cost ('000's)
2017	Transit Radio System Acquisitions - Growth	Radios for 2017 growth buses	40
2017	Transit Farebox Acquisitions - Growth	Fareboxes for 2017 growth buses	160
2018	Transit Radio System Acquisitions - Growth	Radios for 2018 growth buses	40
2018	Transit Farebox Acquisitions - Growth	Fareboxes for 2018 growth buses	160
2019	Transit Radio System Acquisitions - Growth	Radios for 2019 growth buses	40
2019	Transit Farebox Acquisitions - Growth	Fareboxes for 2019 growth buses	160
2020	Transit Radio System Acquisitions - Growth	Radios for 2020 growth buses	40
2020	Transit Farebox Acquisitions - Growth	Fareboxes for 2020 growth buses	160
2021	Transit Radio System Acquisitions - Growth	Radios for 2021 growth buses	40
2021	Transit Farebox Acquisitions - Growth	Fareboxes for 2021 growth buses	160
Total			**10,618**

Mississauga Transit - Project Listing

Program: Buses

Bus - Major Maintenance

Year	Project	Description	Net Cost ('000's)
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
2021	Capital Bus Maintenance - Major Component Rehabilitation/Replacement	Rebuild and replacement of major components (eg. engines, transmissions).	1,900
Total			**18,740**

Mississauga Transit - Project Listing

Program: Buses

Bus Replacement

Year	Project	Description	Net Cost ('000's)
2013	Transit Bus Acquisitions - Replacement	Replace (10) 2001 - 60' buses & Replace (14) 2001 - 40' buses	14,434
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 (35) 2008 - 60' buses	27,253
2021	Transit Bus Acquisitions - Replacement	Replace (28) 2008 - 40' buses & Replace (25) 2009 - 40' buses	22,867
Total			**149,118**

Mississauga Transit - Project Listing

Program: Buses

Fleet Expansion

Year	Project	Description	Net Cost ('000's)
2013	Transit Bus Acquisitions - Growth	(4) 40' Growth buses for 2013	1,930
2014	Transit Bus Acquisitions - Growth	(4) 40' Growth buses for 2014	1,930
2015	Transit Bus Acquisitions - Growth	(7) 40' Growth buses for 2015	3,020
2016	Transit Bus Acquisitions - Growth	(7) 40' Growth buses for 2016	3,020
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
2021	Transit Bus Acquisitions - Growth	(8) 40' Growth buses for 2021	3,460
Total			**27,200**

Mississauga Transit
2012 - 2021 Net Capital Expenditures By Sub-Program
(000's)

Higher Order Transit	2012 Budget	2013 Forecast	2014 Forecast	2015 Forecast	2016 Forecast	2017 Forecast	2018 Forecast	2019 Forecast	2020 Forecast	2021 Forecast	Total
	$	$	$	$	$	$	$	$	$	$	$
Bus Rapid Transit	20,503	39,765	8	0	0	0	0	0	0	0	60,276
Hurontario Corridor	6,000	4,800	0	0	0	0	0	0	0	0	10,800
Total Net Expenditures	**26,503**	**44,565**	**8**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**71,076**

Mississauga Transit - Project Listing
Program: Higher Order Transit

Bus Rapid Transit

Year	Project	Description	Net Cost ('000's)
2012	Transit BRT - Bus Acquisition	(15) 40' buses for BRT	5,000
2012	Transit BRT	Detailed Design	1,800
2012	Transit BRT	Construction	13,703
2013	Transit BRT	Transit Priority Infrastructure	14,765
2013	Transit BRT	Construction	25,000
2014	Transit BRT	Bi annual inspection of new Bridges (BRT Busway)	8
Total			**60,276**

Hurontario Corridor

Year	Project	Description	Net Cost ('000's)
2012	Transit Hurontario LRT Study	Hurontario Corridor - Corridor Study (Part 2 of 2)	6,000
2013	Transit Dundas Corridor Study	Dundas Corridor - Phase 2 (Part 1 of 2)	1,000
2013	Transit Dundas Corridor Study	Dundas Corridor - Phase 2 (Part 2 of 2)	2,000
2013	Bridge & Structure Rehab	Cooksville Go Overpass	1,800
Total			**10,800**

Mississauga Transit
2012 - 2021 Net Capital Expenditures By Sub-Program
(000's)

On-Street Facilities	2012 Budget	2013 Forecast	2014 Forecast	2015 Forecast	2016 Forecast	2017 Forecast	2018 Forecast	2019 Forecast	2020 Forecast	2021 Forecast	Total
	$	$	$	$	$	$	$	$	$	$	$
Mini Terminals, Bay and Bus Loops	50	100	50	0	20,150	20,000	20,000	20,100	0	0	80,450
Passenger Shelters, Pads and Signs	275	275	140	140	140	275	275	140	140	140	1,940
Total Net Expenditures	**325**	**375**	**190**	**140**	**20,290**	**20,275**	**20,275**	**20,240**	**140**	**140**	**82,390**

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)
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
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
2021	Transit Bus Stops/Pads/Signs - Replacement	Replacement of existing bus stops, pads and signs.	140
Total			**1,940**

Mississauga Transit
2012 - 2021 Net Capital Expenditures By Sub-Program
(000's)

Other Transit	2012 Budget	2013 Forecast	2014 Forecast	2015 Forecast	2016 Forecast	2017 Forecast	2018 Forecast	2019 Forecast	2020 Forecast	2021 Forecast	Total
	$	$	$	$	$	$	$	$	$	$	$
Transit Information Systems	1,900	1,500	0	2,000	2,500	0	0	0	0	0	7,900
Transit Surveys	0	100	0	100	0	100	0	100	0	100	500
Total Net Expenditures	**1,900**	**1,600**	**0**	**2,100**	**2,500**	**100**	**0**	**100**	**0**	**100**	**8,400**

Mississauga Transit - Project Listing

Program: Other Transit

Transit Information Systems

Year	Project	Description	Net Cost ('000's)
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			**7,900**

Transit Surveys

Year	Project	Description	Net Cost ('000's)
2013	Transit Passenger Marketing Surveys	Comprehensive survey to solicit feedback from users and non-users which will be used to refine and update the marketing plan.	100
2015	Transit Passenger Marketing Surveys	Comprehensive survey to solicit feedback from users and non-users which will be used to refine and update the marketing plan.	100
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
2019	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
2021	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			**500**

Mississauga Transit

2012 - 2021 Net Capital Expenditures By Sub-Program

(000's)

Vehicles and Equipment	2012 Budget	2013 Forecast	2014 Forecast	2015 Forecast	2016 Forecast	2017 Forecast	2018 Forecast	2019 Forecast	2020 Forecast	2021 Forecast	Total
	$	$	$	$	$	$	$	$	$	$	$
Transit Equipment	295	295	295	295	295	295	295	295	295	295	2,950
Transit Vehicles	560	455	165	345	985	420	425	120	380	60	3,915
Total Net Expenditures	**855**	**750**	**460**	**640**	**1,280**	**715**	**720**	**415**	**675**	**355**	**6,865**

Mississauga Transit - Project Listing
Program: Vehicles and Equipment

Transit Equipment

Year	Project	Description	Net Cost ('000's)
2012	Transit Capital Equipment Acquisition - Maintenance Section	Purchase of additional or replacement equipment.	145
2012	Transit VCOM Emergency Communications	Voice Radio Service Amending/Renewal Agreement	150
2013	Transit Capital Equipment Acquisition - Maintenance Section	Purchase of additional or replacement equipment.	145
2013	Transit VCOM Emergency Communications	Voice Radio Service Amending/Renewal Agreement	150
2014	Transit Capital Equipment Acquisition - Maintenance Section	Purchase of additional or replacement equipment.	145
2014	Transit VCOM Emergency Communications	Voice Radio Service Amending/Renewal Agreement	150
2015	Transit Capital Equipment Acquisition - Maintenance Section	Purchase of additional or replacement equipment.	145
2015	Transit VCOM Emergency Communications	Voice Radio Service Amending/Renewal Agreement	150
2016	Transit Capital Equipment Acquisition - Maintenance Section	Purchase of additional or replacement equipment.	145
2016	Transit VCOM Emergency Communications	Voice Radio Service Amending/Renewal Agreement	150
2017	Transit Capital Equipment Acquisition - Maintenance Section	Purchase of additional or replacement equipment.	145
2017	Transit VCOM Emergency Communications	Voice Radio Service Amending/Renewal Agreement	150
2018	Transit Capital Equipment Acquisition - Maintenance Section	Purchase of additional or replacement equipment.	145
2018	Transit VCOM Emergency Communications	Voice Radio Service Amending/Renewal Agreement	150
2019	Transit Capital Equipment Acquisition - Maintenance Section	Purchase of additional or replacement equipment.	145
2019	Transit VCOM Emergency Communications	Voice Radio Service Amending/Renewal Agreement	150
2020	Transit Capital Equipment Acquisition - Maintenance Section	Purchase of additional or replacement equipment.	145
2020	Transit VCOM Emergency Communications	Voice Radio Service Amending/Renewal Agreement	150
2021	Transit Capital Equipment Acquisition - Maintenance Section	Purchase of additional or replacement equipment.	145
2021	Transit VCOM Emergency Communications	Voice Radio Service Amending/Renewal Agreement	150
Total			**2,950**

Mississauga Transit - Project Listing

Program: Vehicles and Equipment

Transit Vehicles

Year	Project	Description	Net Cost ('000's)
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 - BRT Busway	(3) Vehicles in 2012	100
2012	Transit Route Supervisor Vehicle Acquisitions - BRT Busway	(3) Vehicles in 2012	100
2012	Transit Change-Off Vehicle Acquisitions - Replacement	(6) Vehicles in 2012	150
2013	Transit Maintenance Vehicle Acquisitions - Replacement	(1) Vehicle in 2013	40
2013	Transit Route Supervisor Vehicle Acquisitions - Replacement	(9) Vehicles in 2013	315
2013	Transit Security Vehicles & Equipment - Replacement	(2) Vehicles in 2013	100
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
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	(24) Vehicles in 2016	600

Mississauga Transit - Project Listing
Program: Vehicles and Equipment

Transit Vehicles

Year	Project	Description	Net Cost ('000's)
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
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 - Growth	(1) Vehicle in 2017	25
2017	Transit Change-Off Vehicles Acquisitions - Replacement	(1) Vehicle in 2017	25
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	(3) Vehicles in 2018	75
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
2021	Transit Change-Off Vehicles Acquisitions - Growth	(1) Vehicle in 2021	25
2021	Transit Route Supervisor Vehicle Acquisitions - Replacement	(1) Vehicle in 2020	35
Total			**3,915**

Appendix 5 – Capital Forecast Summary 2012-2021

Business Plan & Budget Book 2012-2014

Recreation and Parks Service

2012 - 2021 Net Capital Expenditures By Program
(000's)

Recreation and Parks	2012 Budget	2013 Forecast	2014 Forecast	2015 Forecast	2016 Forecast	2017 Forecast	2018 Forecast	2019 Forecast	2020 Forecast	2021 Forecast	Total
	$	$	$	$	$	$	$	$	$	$	$
City Wide Facilities	5,024	9,924	12,395	6,482	4,727	8,704	8,441	4,525	5,702	4,663	70,587
City Wide Recreation	460	6,471	11,200	9,512	8,729	7,094	8,543	0	0	8,000	60,009
Facility Renovations and Rehabilitations	438	438	438	438	438	438	438	438	438	438	4,380
Park Facility Installation	1,012	1,180	0	230	1,295	564	0	1,604	0	0	5,885
Park Redevelopment	2,964	1,706	2,607	1,854	1,708	1,657	2,146	2,465	1,386	2,883	21,376
Parkland Acquisition	0	27,315	6,500	3,500	10,344	5,000	10,000	10,000	10,700	9,000	92,359
Parkland Development	318	863	1,882	327	2,858	2,866	3,946	2,072	8,240	8,823	32,194
Parks Maintenance	1,064	738	598	943	487	522	539	882	591	526	6,890
Sports Field Maintenance	503	815	1,685	455	322	392	1,242	322	393	1,441	7,570
Urban Forestry	1,848	1,672	1,784	1,672	1,784	1,672	1,784	1,672	1,784	1,672	17,344
Vehicles, Equipment	1,762	1,382	1,217	1,007	1,187	1,010	1,017	967	1,257	967	11,773
Total Net Expenditures	**15,393**	**52,504**	**40,306**	**26,419**	**33,879**	**29,919**	**38,096**	**24,947**	**30,491**	**38,413**	**330,366**

Appendix 5 – Capital Forecast Summary 2012-2021

Business Plan & Budget Book 2012-2014

Recreation and Parks Service

2012 - 2021 Net Capital Expenditures By Sub-Program

(000's)

City Wide Facilities	2012 Budget	2013 Forecast	2014 Forecast	2015 Forecast	2016 Forecast	2017 Forecast	2018 Forecast	2019 Forecast	2020 Forecast	2021 Forecast	Total
	$	$	$	$	$	$	$	$	$	$	$
Bicycle/Pedestrian System	704	891	5,116	2,190	1,710	4,287	1,663	1,737	738	825	19,861
City Centre Development	409	1,480	1,380	0	620	3,838	2,007	0	585	1,957	12,276
Parkway Belt Development	2,162	0	0	0	0	0	0	0	0	0	2,162
Planning and Development Studies	489	431	181	362	81	189	431	81	81	81	2,407
Riverwood Park Development	0	282	794	490	338	0	0	0	0	0	1,904
Waterfront Development	1,260	6,840	4,924	3,440	1,978	390	4,340	2,707	4,298	1,800	31,978
Total Net Expenditures	**5,024**	**9,924**	**12,395**	**6,482**	**4,727**	**8,704**	**8,441**	**4,525**	**5,702**	**4,663**	**70,587**

Recreation and Parks Service - Project Listing

Program: City Wide Facilities

Bicycle/ Pedestrian System

Year	Project	Description	Net Cost ('000's)
2012	Sawmill Valley Trail	Multi-use trail - design - Erin Mills to Burnhamthorpe	56
2012	Cedarbrae Park Trail Extention	Multi-use trail - design and construction	17
2012	Various Routes	Multi-use trails - design and construction - primarily section of Hydro One Corridor - Lakeshore Royal Winsor Trail, as part of 2010 Cycling Master Plan	630
2013	Edward L. Scarlett Park	Multi-use trail - design	107
2013	Erindale Park	Required future maintenance	167
2013	Sawmill Valley Trail	Multi-use trail - construction - Erin Mills to Burnhamthorpe	318
2013	Sawmill Valley Trail	Multi-use trail - design - Bird Property Link	59
2013	Various Routes	Multi-use trails - design and construction - primarily section of Highway 403 Utility Corridor Trail, as part of 2010 Cycling Master Plan	240
2014	Sawmill Valley Trail	Multi-use trail - construction - Bird Property Link	365
2014	Edward L. Scarlett Park	Multi-use trail - construction	541
2014	Erindale Park	Required future maintenance	202
2014	Various Routes	Multi-use trails - design and construction - primarily section of Hydro One Corridor - Lakeshore Royal Winsor Trail and Etobicoke Creek Trail, as part of 2010 Cycling Master Plan	4,008
2015	Various Routes	Multi-use trails - design and construction - primarily section of Highway 403 Utility Corridor Trail, Culham Trail, and Queensway Trail, as part of 2010 Cycling Master Plan	2,190
2016	Various Routes	Multi-use trails - design and construction - primarily section of Culham Trail, East Hydro One Corridor Trail, Fletcher's Creek Trail, and Hydro One Corridor - North of Highway 401, as part of 2010 Cycling Master Plan	1,710
2017	Various Routes	Multi-use trails - design and construction - primarily section of Highway 403 Utility Corridor Trail, Fletcher's Creek Trail and Hydro One Corridor - North of Highway 401, as part of 2010 Cycling Master Plan	4,287
2018	Bishopstoke Walk	Multi-use trails - design and construction - cash flow funding	274
2018	Various Routes	Multi-use trails - design and construction - primarily section of East Hydro One Corridor Trail, as part of 2010 Cycling Master Plan	1,389
2019	Bishopstoke Walk	Multi-use trails - design and construction - cash flow funding	411
2019	Various Routes	Multi-use trails - design and construction - primarily section of Cooksville Creek Trail, Culham Trail and Mullet Creek Trail, as part of 2010 Cycling Master Plan	1,326
2020	Various Routes	Multi-use trails - design and construction - primarily section of Cooksville Creek Trail, as part of 2010 Cycling Master Plan	738
2021	Various Routes	Multi-use trails - design and construction - primarily section of Culham Trail, as part of 2010 Cycling Master Plan	825
Total			**19,861**

Recreation and Parks Service - Project Listing

Program: City Wide Facilities

City Centre Development

Year	Project	Description	Net Cost ('000's)
2012	Not Yet Named P_507 (Sheridan)	Park development - design	358
2012	City Centre Grounds	Jubilee Garden pavement life cycle repairs	51
2013	Celebration Square	Wall of fame	100
2013	Not Yet Named P_507 (Sheridan)	Park development - construction	1,380
2014	Not Yet Named P_507 (Sheridan)	Park development - construction	1,380
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	1,338
2018	Zonta Meadows (addition)	Construction - cash flow funding	2,007
2020	Not Yet Named P_509 (City Centre)	Basic development - design	235
2020	Not Yet Named P_509 (City Centre)	Commission and install art work	350
2020	Not Yet Named P_509 (City Centre)	Basic development - construction	1,957
Total			**12,276**

Recreation and Parks Service - Project Listing

Program: City Wide Facilities

Parkway Belt Development

Year	Project	Description	Net Cost ('000's)
2012	Not Yet Named P_302	Basic development - construction - cash flow funding	2,162
Total			**2,162**

Planning and Development Studies

Year	Project	Description	Net Cost ('000's)
2012	Future Directions	Future Directions background study	108
2012	Future Directions	Natural Heritage System Strategy study	300
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	Site investigations, appraisals and audits	81
2013	Various Waterfront Parks	Waterfront Strategy study (5 year review)	150
2014	Various Community Parks	Asset management program	100
2014	Various Community Parks	Site investigations, appraisals and audits	81
2015	Not Yet Named P_389 (Fusion)	Site pre-development studies	181
2015	Various Community Parks	Asset management program	100
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
2015-2021	Various Community Parks	Site investigations, appraisals and audits	567
Total			**2,407**

Recreation and Parks Service - Project Listing

Program: City Wide Facilities

Riverwood Park Development

Year	Project	Description	Net Cost ('000's)
2013	Riverwood	Chappell House exterior and rear terrace - design	108
2013	Riverwood	Park front entrance and peripheral areas phase 2 - design	174
2014	Riverwood	Chappell House exterior and rear terrace - construction	395
2014	Riverwood	MacEwan barn expansion washrooms - design	72
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
2016	Riverwood	MacEwan barn expansion washrooms - construction	338
Total			**1,904**

Recreation and Parks Service - Project Listing

Program: City Wide Facilities

Waterfront Development

Year	Project	Description	Net Cost ('000's)
2012	Jack Darling Memorial Park	Restore falling shoreline - design	60
2012	Not Yet Named P_389 (Fusion)	Basic development - phase 1	1,200
2013	Jack Darling Memorial Park	Restore falling shoreline - construction	158
2013	Not Yet Named P_358 (Arsenal)	Washrooms - construction	900
2013	Not Yet Named P_358 (Arsenal)	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 - cash flow funding	500
2014	Marina Park	Basic development - construction - cash flow funding	3,674
2014	Port Credit Memorial Park (West)	Shoreline and site preparation - construction - cash flow funding	400
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	Marina Park	Rivergate Walk construction - connecting walkway along the Credit River shoreline to J.C. Saddington Park - cash flow funding	666
2015	Port Credit Memorial Park (West)	Shoreline and site preparation - construction - cash flow funding	500
2015	Various Waterfront Parks	Restore failing shoreline	700
2016	Port Credit Memorial Park (West)	Basic development - construction	1,166
2016	J.C. Saddington Park	Redevelopment of existing parkland - detailed design	812

Recreation and Parks Service - Project Listing

Program: City Wide Facilities

Waterfront Development

Year	Project	Description	Net Cost ('000's)
2017	Not Yet Named P_389 (Fusion)	Washrooms - design	64
2017	Not Yet Named P_389 (Fusion)	Basic development - design - cash flow funding	327
2018	Not Yet Named P_389 (Fusion)	Basic development - design - cash flow funding	390
2018	J.C. Saddington Park	Redevelopment of existing parkland - shoreline and site preparation	3,600
2018	Various Waterfront Parks	Design and install wayfinds and interpretation signage	350
2019	Not Yet Named P_389 (Fusion)	Basic development - construction - cash flow funding	965
2019	J.C. Saddington Park	Land based development - construction	1,000
2019	Not Yet Named P_389 (Fusion)	Play equipment - new larger standard	106
2019	Not Yet Named P_389 (Fusion)	Washrooms - construction	636
2020	Not Yet Named P_389 (Fusion)	Basic development - construction - cash flow funding	4,298
2021	Not Yet Named P_389 (Fusion)	Basic development - construction - cash flow funding	1,800
Total			**31,978**

Recreation and Parks Service

2012 - 2021 Net Capital Expenditures By Sub-Program

(000's)

City Wide Recreation	2012 Budget	2013 Forecast	2014 Forecast	2015 Forecast	2016 Forecast	2017 Forecast	2018 Forecast	2019 Forecast	2020 Forecast	2021 Forecast	Total
	$	$	$	$	$	$	$	$	$	$	$
Recreation Facilities	400	6,471	11,200	9,512	8,729	7,094	8,543	0	0	8,000	59,949
Recreation and Parks Studies	60	0	0	0	0	0	0	0	0	0	60
Total Net Expenditures	**460**	**6,471**	**11,200**	**9,512**	**8,729**	**7,094**	**8,543**	**0**	**0**	**8,000**	**60,009**

Recreation and Parks Service - Project Listing

Program: City Wide Recreation

Recreation Facilities

Year	Project	Description	Net Cost ('000's)
2012	Malton School Pool	Demolition/decommissioning.	200
2012	P459 - Sports Park and Community Facilities	Development of a concept plan and program to initiate Official Plan and rezoning applications to permit a community facility and outdoor sports fields on the lands. The community facility (pool and gymnasium) is to be funded and constructed by a partner and the outdoor fields and amenities are to be funded and constructed by the City. The City will also design and fund accessory indoor amenity space in conjunction with the community facility.	200
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	6,471
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	9,500
2014	P459 - Sports Park and Community Facilities	Design portion for the development of outdoor sports fields and other recreational amenities. Also includes the design of City indoor amenity space in association with a partner on the construction of a major community facility.	1,700
2015	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
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	6,500
2016	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	P459 - Sports Park and Community Facilities	Construction portion of the outdoor sports fields and other recreational amenities including City indoor amenity space in association with the construction of a major community facility by a partner. Cash flow funding	16,731
2018	Iceland Arena	Design and construction to address the ancillary space requirements to maximize utilization.	7,000
2021	South Common Community Centre	Design and construction to address the utilization of all major programming areas, specifically fitness and general program space requirements.	8,000
Total			**59,949**

Recreation and Parks Service - Project Listing

Program: City Wide Recreation

Recreation and Parks Studies

Year	Project	Description	Net Cost ('000's)
2012	Iceland Arena Study	To address the ancillary space requirements at Iceland Arena to maximize utilization.	60
Total			**60**

Recreation and Parks Service

2012 - 2021 Net Capital Expenditures By Sub-Program

(000's)

Facility Renovations and Rehabilitation Projects	2012 Budget	2013 Forecast	2014 Forecast	2015 Forecast	2016 Forecast	2017 Forecast	2018 Forecast	2019 Forecast	2020 Forecast	2021 Forecast	Total
	$	$	$	$	$	$	$	$	$	$	$
Community Centre Renovate and Rehabilitate	438	438	438	438	438	438	438	438	438	438	4,380
Total Net Expenditures	**438**	**438**	**438**	**438**	**438**	**438**	**438**	**438**	**438**	**438**	**4,380**

Recreation and Parks Service - Project Listing

Program: Facility Renovations and Rehabilitations

Community Centre Renovate and Rehabilitate

Year	Project	Description	Net Cost ('000's)
2012	Various Community Centres	Minor rehabilitation projects	438
2013	Various Community Centres	Minor rehabilitation projects	438
2014	Various Community Centres	Minor rehabilitation projects	438
2015-2021	Various Community Centres	Minor rehabilitation projects	3,066
Total			**4,380**

Recreation and Parks Service

2012 - 2021 Net Capital Expenditures By Sub-Program

(000's)

Park Facility Installation	2012 Budget	2013 Forecast	2014 Forecast	2015 Forecast	2016 Forecast	2017 Forecast	2018 Forecast	2019 Forecast	2020 Forecast	2021 Forecast	Total
	$	$	$	$	$	$	$	$	$	$	$
Cricket Pitch	0	0	0	49	484	0	0	532	0	0	1,065
Outdoor Basketball	0	0	0	61	0	122	0	61	0	0	244
Play Equipment	159	0	0	0	571	0	0	1,011	0	0	1,741
Sports Field	215	0	0	120	240	120	0	0	0	0	695
Spray Pads	0	0	0	0	0	322	0	0	0	0	322
Washrooms	638	1,180	0	0	0	0	0	0	0	0	1,818
Total Net Expenditures	**1,012**	**1,180**	**0**	**230**	**1,295**	**564**	**0**	**1,604**	**0**	**0**	**5,885**

Recreation and Parks Service - Project Listing

Program: Park Facility Installation

Cricket Pitch

Year	Project	Description	Net Cost ('000's)
2015	Not Yet Named P_448 (Loreland)	Design	49
2016	Not Yet Named P_448 (Loreland)	Construction	484
2019	Not Yet Named P_302 (Parkway Belt)	Installation of primary use cricket pitch	532
Total			**1,065**

Outdoor Basketball

Year	Project	Description	Net Cost ('000's)
2015	Location to be determined	Installation of basketball - unlit full court (2 hoops)	61
2017	Zonta Meadows	Installation of basketball - unlit full court (4 hoops)	122
2019	Not Yet Named F_034 (Pinnacle)	Installation of basketball - unlit full court (2 hoops)	61
Total			**244**

Play Equipment

Year	Project	Description	Net Cost ('000's)
2012	Not Yet Named P_509 (City Centre)	Design and construction - multi-use ramp facility	159
2016	Jaycee Park	Playground - inclusive	465
2016	Not Yet Named P_459 (Ninth Line)	Playground - design & construction	106
2019	Not Yet Named F_034 (Pinnacle)	Playground - standard	81
2019	Elmcreek Park	Playground - inclusive	465
2019	River Grove Park	Playground - inclusive	465
Total			**1,741**

Recreation and Parks Service - Project Listing

Program: Park Facility Installation

Sports Field

Year	Project	Description	Net Cost ('000's)
2012	Petro Canada Park	Convert Leash Free/Softball Facility to Soccer Use	215
2015	Brookmede Park	2 unlit tennis courts - construction	120
2016	Thorncrest Park	2 unlit tennis courts - construction	120
2016	Location to be determined	2 unlit tennis courts - construction	120
2017	Location to be determined	2 unlit tennis courts - construction	120
Total			**695**

Spray Pads

Year	Project	Description	Net Cost ('000's)
2017	Zonta Meadows	Spray pad - design and construction	322
Total			**322**

Washrooms

Year	Project	Description	Net Cost ('000's)
2012	Fallingbrook Park	Washrooms - construction	580
2012	Garnetwood Park	Washrooms - design	58
2013	Hershey Centre Sportszone South	Washrooms - construction	600
2013	Garnetwood Park	Washrooms - construction	580
Total			**1,818**

Appendix 5 – Capital Forecast Summary 2012-2021

Business Plan & Budget Book 2012-2014

Recreation and Parks Service

2012 - 2021 Net Capital Expenditures By Sub-Program

(000's)

Park Redevelopment	2012 Budget	2013 Forecast	2014 Forecast	2015 Forecast	2016 Forecast	2017 Forecast	2018 Forecast	2019 Forecast	2020 Forecast	2021 Forecast	Total
	$	$	$	$	$	$	$	$	$	$	$
Bridges & Underpasses	449	858	821	464	114	114	220	114	114	0	3,268
Major Redevelopment	0	0	0	0	0	0	0	827	0	513	1,340
Park Improvements	1,240	427	946	550	670	600	980	600	600	2,370	8,984
Playground Redevelopment	1,275	420	840	840	924	943	946	924	672	0	7,784
Total Net Expenditures	**2,964**	**1,706**	**2,607**	**1,854**	**1,708**	**1,657**	**2,146**	**2,465**	**1,386**	**2,883**	**21,376**

Recreation and Parks Service - Project Listing

Program: Park Redevelopment

Bridges and Underpasses

Year	Project	Description	Net Cost ('000's)
2012	Barbertown Bridge	Historical bridge rehabilitation - cash flow funding	200
2012	Garnetwood Park	Replace existing culvert with bridge	135
2012	Various Neighbourhood Parks	Repair approaches, decks and railings	114
2013	Not Yet Named P_492 (Fletchers Creek, North of Derry)	Trail & bridge construction	287
2013	Barbertown Bridge	Historical bridge rehabilitation - cash flow funding	400
2013	Camilla Park	East abutment repair - railing replacement	57
2013	Various Neighbourhood Parks	Repair approaches, decks and railings	114
2014	Barbertown Bridge	Historical bridge rehabilitation - cash flow funding	400
2014	Lake Wabukayne Trail	Repair approaches, decks and repaint superstructures	220
2014	Various Neighbourhood Parks	Structural evaluation review	87
2014	Various Neighbourhood Parks	Repair approaches, decks and railings	114
2015	Marina Park	Pedestrian bridge - deck surface and structural repairs	350
2018	Adamson Estate	Boardwalk deck	106
2015-2021	Various Neighbourhood Parks	Repair approaches, decks and railings	684
Total			**3,268**

Major Redevelopment

Year	Project	Description	Net Cost ('000's)
2019	Wildwood Park	Design	827
2021	Streetsville Memorial Park	Design	513
Total			**1,340**

Recreation and Parks Service - Project Listing

Program: Park Redevelopment

Park Improvements

Year	Project	Description	Net Cost ('000's)
2012	Lakefront Promenade	Spray pad and landscape improvements - construction	825
2012	Meadowvale Hall	Landscape improvements - design	36
2012	Fallingbrook Community Park	Spray pad Repairs	61
2012	Manor Hill	Site improvements	38
2012	Port Credit Memorial Park	Improvement of Pavilion & Plaza Area for Performances	280
2013	Courtneypark Athletic Fields	Batting Cage - Cricket	60
2013	Father Joseph A. Nolan Park	Landscape improvements - design	67
2013	Meadowvale Hall	Landscape improvements - construction	300
2014	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
2015-2021	Various Community Parks	Landscape improvements - various park assessments	5,690
Total			**8,984**

Recreation and Parks Service - Project Listing

Program: Park Redevelopment

Playground Redevelopment

Year	Project	Description	Net Cost ('000's)
2012	Clarkson Park	Replacement of play equipment and landscape improvements	84
2012	Forest Hill Park	Replacement of play equipment and landscape improvements	84
2012	Gatineau Green	Replacement of play equipment and landscape improvements	84
2012	Glen Erin Trail	Replacement of play equipment and landscape improvements	84
2012	Glen Erin Woodlands	Replacement of play equipment and landscape improvements	84
2012	Hiawatha Park	Replacement of play equipment and landscape improvements	84
2012	John "Bud" Cleary Park	Replacement of play equipment and landscape improvements	64
2012	Kogaydiwin Park	Replacement of play equipment and landscape improvements	84
2012	Lake Aquitaine	Replacement of play equipment and landscape improvements	105
2012	Ron Searle Park	Replacement of play equipment and landscape improvements	84
2012	Rosebush Common	Replacement of play equipment and landscape improvements	84
2012	Thornlodge Park	Replacement of play equipment and landscape improvements	84
2012	Trapper's Green	Replacement of play equipment and landscape improvements	25
2012	Various Community Parks	Play Equipment Replacement - emergency repairs	84
2012	Various Community Parks	Play Equipment Replacement - sand replacements	96
2012	Various Community Parks	Play Equipment Replacement & Landscape Improvements	61
2013	Castlebridge Common	Replacement of play equipment and landscape improvements	84
2013	Garnetwood Park	Replacement of play equipment and landscape improvements	84
2013	Manor Hill	Replacement of play equipment and landscape improvements	84
2013	Orchard Hill	Replacement of play equipment and landscape improvements	84
2013	Sherwood Green	Replacement of play equipment and landscape improvements	84

Recreation and Parks Service - Project Listing

Program: Park Redevelopment

Playground Redevelopment

Year	Project	Description	Net Cost ('000's)
2014	Bell Harbour Park	Replacement of play equipment and landscape improvements	84
2014	Century City	Replacement of play equipment and landscape improvements	84
2014	F.B. McFarren Memorial Park	Replacement of play equipment and landscape improvements	84
2014	Frank Dowling Park	Replacement of play equipment and landscape improvements	84
2014	Malton Village Park	Replacement of play equipment and landscape improvements	84
2014	Northwood Park	Replacement of play equipment and landscape improvements	84
2014	Victory Park	Replacement of play equipment and landscape improvements	84
2014	Various Community Parks	Replacement of play equipment and landscape improvements	252
2015-2021	Various Neighbourhood Parks	Replacement of play equipment and landscape improvements	5,249
Total			**7,784**

Recreation and Parks Service

2012 - 2021 Net Capital Expenditures By Sub-Program

(000's)

Parkland Acquisition	2012 Budget	2013 Forecast	2014 Forecast	2015 Forecast	2016 Forecast	2017 Forecast	2018 Forecast	2019 Forecast	2020 Forecast	2021 Forecast	Total
	$	$	$	$	$	$	$	$	$	$	$
Community Parkland	0	13,745	5,500	2,500	9,344	4,000	9,000	9,000	9,700	8,000	70,789
Greenbelt Acquisition	0	13,570	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	21,570
Total Net Expenditures	**0**	**27,315**	**6,500**	**3,500**	**10,344**	**5,000**	**10,000**	**10,000**	**10,700**	**9,000**	**92,359**

Recreation and Parks Service - Project Listing

Program: Parkland Acquisition

Community Parkland

Year	Project	Description	Net Cost ('000's)
2012-2021	Community Parks	Various waterfront and school sites subject to availability	70,789
Total			**70,789**

Greenbelt Acquisition

Year	Project	Description	Net Cost ('000's)
2012-2021	Greenbelt	Various greenbelt sites subject to availability	21,570
Total			**21,570**

Recreation and Parks Service

2012 - 2021 Net Capital Expenditures By Sub-Program

(000's)

Parkland Development	2012 Budget	2013 Forecast	2014 Forecast	2015 Forecast	2016 Forecast	2017 Forecast	2018 Forecast	2019 Forecast	2020 Forecast	2021 Forecast	Total
	$	$	$	$	$	$	$	$	$	$	$
Community Parks	318	863	1,882	327	2,858	2,866	3,094	2,072	6,696	8,823	29,798
Greenbelt Lands	0	0	0	0	0	0	852	0	1,544	0	2,395
Total Net Expenditures	**318**	**863**	**1,882**	**327**	**2,858**	**2,866**	**3,945.68**	**2,072**	**8,240**	**8,823**	**32,194**

Recreation and Parks Service - Project Listing

Program: Parkland Development

Community Parks

Year	Project	Description	Net Cost ('000's)
2012	Not Yet Named P_508 (Woodlands Nursery)	Basic development - design	68
2012	Not Yet Named P_459 (Ninth Line)	Planning approvals undertaking	100
2012	Not Yet Named P_505 (Credit Valley property)	Road works to provide fire and emergency services access	150
2013	Erindale Park Addition	Basic development - design	42
2013	Malton Village Park	Construction - cash flow funding	221
2013	Not Yet Named P_403 Addition	Basic development - design	7
2013	Not Yet Named P_508 (Woodlands Nursery)	Basic development - construction	571
2013	McCracken Community Park Addition	Basic development - design	22
2014	Malton Village Park	Construction - cash flow funding	515
2014	Erindale Park Addition	Basic development - construction	295
2014	Not Yet Named P_403 Addition	Basic development - construction	74
2014	McCracken Community Park Addition	Basic development - construction	215
2014	Not Yet Named P_459 (Ninth Line)	Basic development - design	548
2014	Not Yet Named P_505 (Credit Valley property)	Basic development - design	211
2014	Twin Spruce Park	Development of park addition - design	24
2015	Not Yet Named P_448 (Loreland)	Basic development - design	26
2015	Twin Spruce Park	Development of park addition - construction	301
2016	Not Yet Named F_429 (Plumtree Park Replacement)	Basic development - design and construction - including multi-use ramp facility	600
2016	Not Yet Named P_448 (Loreland)	Basic development - construction	258
2016	Not Yet Named P_459 (Ninth Line)	Basic development - construction - cash flow funding	2,000

Recreation and Parks Service - Project Listing

Program: Parkland Development

Community Parks

Year	Project	Description	Net Cost ('000's)
2017	Not Yet Named P_459 (Ninth Line)	Basic development - construction - cash flow funding	2,021
2017	Not Yet Named P_505 (Credit Valley property)	Basic development - construction - cash flow funding	845
2018	Not Yet Named P_505 (Credit Valley property)	Basic development - construction - cash flow funding	2,166
2018	Not Yet Named F_411 (Downtown 21 Master Plan)	Future park development - design	483
2018	Not Yet Named F_034 (Pinnacle)	Basic development - design	133
2018	Not Yet Named P_462 (Pinchin)	Basic development - design - cash flow funding	312
2019	Not Yet Named F_034 (Pinnacle)	Basic development - construction - cash flow funding	530
2019	Not Yet Named F_034 (Pinnacle)	Pedestrian bridge over Cooksville Creek	293
2019	Not Yet Named P_462 (Pinchin)	Basic development - design - cash flow funding	1,249
2020	Not Yet Named F_034 (Pinnacle)	Basic development - construction - cash flow funding	795
2020	Not Yet Named F_411 (Downtown 21 Master Plan)	Future park development - construction	4,028
2020	Not Yet Named P_462 (Pinchin)	Basic development - design - cash flow funding	1,873
2021	Various Credit Valley Lands	Future park development - design and construction	8,823
Total			**29,798**

Recreation and Parks Service - Project Listing

Program: Parkland Development

Greenbelt Lands

Year	Project	Description	Net Cost ('000's)
2018	Not Yet Named F_071 (Credit Valley property)	Basic development - design	816
2018	Not Yet Named F_073 (Credit Valley property)	Basic development - design	35
2020	Not Yet Named F_071 (Credit Valley property)	Basic development - construction	1,225
2020	Not Yet Named F_073 (Credit Valley property)	Basic development - construction	319
Total			**2,395**

Appendix 5 – Capital Forecast Summary 2012-2021

Business Plan & Budget Book 2012-2014

Recreation and Parks Service

2012 - 2021 Net Capital Expenditures By Sub-Program

(000's)

Parks Maintenance	2012 Budget	2013 Forecast	2014 Forecast	2015 Forecast	2016 Forecast	2017 Forecast	2018 Forecast	2019 Forecast	2020 Forecast	2021 Forecast	Total
	$	$	$	$	$	$	$	$	$	$	$
Cemetery Improvements	150	0	51	251	0	0	52	0	40	44	588
Golf Course Maintenance	280	275	110	51	56	91	56	451	120	51	1,541
Other Park Improvements	383	81	81	81	81	81	81	81	81	81	1,112
Pathway Lighting Improvements	32	24	6	0	0	0	0	0	0	0	62
Pathway Reconstruction	102	268	270	480	270	270	270	270	270	270	2,740
Turf Renovation Program	25	30	20	20	20	20	20	20	20	20	215
Water Services	92	60	60	60	60	60	60	60	60	60	632
Total Net Expenditures	**1,064**	**738**	**598**	**943**	**487**	**522**	**539**	**882**	**591**	**526**	**6,890**

Recreation and Parks Service - Project Listing

Program: Parks Maintenance

Cemetery Improvements

Year	Project	Description	Net Cost ('000's)
2013	Various Cemeteries	Cemetery database system	150
2014	Various Cemeteries	Various improvements	51
2015	Britannia Church Cemetery	Cemetery maintenance, restoration and preservation	251
2018-2021	Various Cemeteries	Various improvements	136
Total			**588**

Golf Course Maintenance

Year	Project	Description	Net Cost ('000's)
2012	BraeBen Golf Course	Various maintenance	30
2013	BraeBen Golf Course	Various maintenance	25
2014	BraeBen Golf Course	Various maintenance	30
2015-2021	BraeBen Golf Course	Various maintenance	654
2012	Lakeview Golf Course	Upgrade irrigation system	250
2013	Lakeview Golf Course	Upgrade irrigation system	250
2014	Lakeview Golf Course	On course washroom facilities	54
2014	Lakeview Golf Course	Various maintenance	26
2015-2021	Lakeview Golf Course	Various maintenance	222
Total			**1,541**

Recreation and Parks Service - Project Listing

Program: Parks Maintenance

Other Park Improvements

Year	Project	Description	Net Cost ('000's)
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	Tom Chater Memorial Park	Pathway drainage repair	60
2012	Various Neighbourhood Parks	Installation of park and greenbelt fencing	51
2012	Various Neighbourhood Parks	Replacement of park furnishings	30
2012	Various Ward 9 Neighbourhood Parks	Other park improvements	150
2013	Various Neighbourhood Parks	Installation of park and greenbelt fencing	51
2013	Various Neighbourhood Parks	Replacement of park furnishings	30
2014	Various Neighbourhood Parks	Installation of park and greenbelt fencing	51
2014	Various Neighbourhood Parks	Replacement of park furnishings	30
2015-2021	Various Neighbourhood Parks	Other park improvements	567
Total			**1,112**

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
2014	Various Neighbourhood Parks	Installation of new pathway lighting	6
Total			**62**

Recreation and Parks Service - Project Listing

Program: Parks Maintenance

Pathway Reconstruction

Year	Project	Description	Net Cost ('000's)
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	Malton Greenway	Reconstruction from Brandon Gate to Discus Crescent	177
2013	Tillsdown Park	Pathway reconstruction from Sir Monty Drive to the river	32
2013	Various Neighbourhood Parks	Various pathway reconstructions and emergency repairs	59
2014	Helen Molasy Memorial Park	Cooksville Creek South - trail reconstruction - design	50
2014	Various Parks	Various pathway reconstructions and emergency repairs	220
2015-2021	Various Parks	Various pathway reconstructions and emergency repairs	2,100
Total			**2,740**

Turf Renovation Program

Year	Project	Description	Net Cost ('000's)
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
2014	Various Neighbourhood Parks	Turf rehabilitation - aerification and overseeding	20
2015-2021	Various Neighbourhood Parks	Turf rehabilitation - aerification and overseeding	140
Total			**215**

Recreation and Parks Service - Project Listing

Program: Parks Maintenance

Water Services

Year	Project	Description	Net Cost ('000's)
2012	Various Neighbourhood Parks	Backflow preventer retrofit	92
2013	Various Neighbourhood Parks	Water service	60
2014	Various Neighbourhood Parks	Water service	60
2015-2021	Various Neighbourhood Parks	Water service	420
Total			**632**

Recreation and Parks Service

2012 - 2021 Net Capital Expenditures By Sub-Program

(000's)

Sports Field Maintenance	2012 Budget	2013 Forecast	2014 Forecast	2015 Forecast	2016 Forecast	2017 Forecast	2018 Forecast	2019 Forecast	2020 Forecast	2021 Forecast	Total
	$	$	$	$	$	$	$	$	$	$	$
Lit Sports Field Maintenance	256	643	1,435	172	172	178	1,002	172	178	1,257	5,465
Tennis Court Maintenance	120	133		133		64	90		65	34	639
Unlit Sports Field Maintenance	127	39	250	150	150	150	150	150	150	150	1,466
Total Net Expenditures	**503**	**815**	**1,685**	**455**	**322**	**392**	**1,242**	**322**	**393**	**1,441**	**7,570**

Recreation and Parks Service - Project Listing

Program: Sports Field Maintenance

Lit Sports Field Maintenance

Year	Project	Description	Net Cost ('000's)
2012	Quenippenon Meadows	Fencing, irrigation and drainage	106
2012	South Common	Reconstruction - lit softball	150
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
2014	Mississauga Valley	Design/install irrigation and upgrade turf	46
2014	Mississauga Valley	Triennial review of Bocce court surface	6
2014	Various Neighbourhood Parks	Lit sports field maintenance	126
2018	Huron Park	Lifecycle replacement of artificial soccer turf (1)	830
2015-2021	Various Neighbourhood Parks	Lit sports field maintenance	2,301
Total			**5,465**

Recreation and Parks Service - Project Listing

Program: Sports Field Maintenance

Tennis Court Maintenance

Year	Project	Description	Net Cost ('000's)
2012	Ron Searle Park	Reconstruction of existing tennis courts	60
2012	Sherwood Green	Reconstruction of existing tennis courts	60
2013	Dr. Martin Dobkin Park	Tennis court colour coat application	0
2013	Meadowvale Hall Grounds	Reconstruction of existing tennis courts	133
2014	Dellwood Park	Tennis court colour coat application	0
2014	Meadowwood Park	Tennis court colour coat application	0
2015-2021	Various Neighbourhood Parks	Tennis court maintenance	386
Total			**639**

Unlit Sports Field Maintenance

Year	Project	Description	Net Cost ('000's)
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
2014	Forest Glen	Turf, infield and fencing repairs - baseball back stop	50
2014	Mississauga Valley	Bleacher replacement	200
2015-2021	Various Neighbourhood Parks	Various unlit sports field maintenance	1,050
Total			**1,466**

Recreation and Parks Service

2012 - 2021 Net Capital Expenditures By Sub-Program

(000's)

Urban Forestry	2012 Budget	2013 Forecast	2014 Forecast	2015 Forecast	2016 Forecast	2017 Forecast	2018 Forecast	2019 Forecast	2020 Forecast	2021 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	31	31	31	31	31	31	31	31	31	31	310
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
Tree Planting - Replacement	600	600	600	600	600	600	600	600	600	600	6,000
Streetscape Beautification	112	0	112	0	112	0	112	0	112	0	560
Tree Planting - Arbor Day/Special Events	176	176	176	176	176	176	176	176	176	176	1,760
Tree Planting - New Subdivisions	664	600	600	600	600	600	600	600	600	600	6,064
Tree Planting - Road Reconstruction	41	41	41	41	41	41	41	41	41	41	410
Total Net Expenditures	**1,848**	**1,672**	**1,784**	**1,672**	**1,784**	**1,672**	**1,784**	**1,672**	**1,784**	**1,672**	**17,344**

Recreation and Parks Service - Project Listing

Program: Urban Forestry

Conservation Authority Planting

Year	Project	Description	Net Cost ('000's)
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	Various Sites	Greenbelt plantings	51
2014	Various Sites	Surveying and removal of encroachments	26
2015-2021	Various Sites	Greenbelt plantings	357
2015-2021	Various Sites	Surveying and removal of encroachments	182
Total			**770**

Forest Management

Year	Project	Description	Net Cost ('000's)
2012	Various Sites	Woodland management plans	59
2013	Various Sites	Woodland management plans	59
2014	Various Sites	Woodland management plans	59
2015-2021	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)
2012	Various Sites	Conversion of park areas to natural areas	31
2013	Various Sites	Conversion of park areas to natural areas	31
2014	Various Sites	Conversion of park areas to natural areas	31
2015-2021	Various Sites	Conversion of park areas to natural areas	217
Total			**310**

Park Tree Planting

Year	Project	Description	Net Cost ('000's)
2012	Various Sites	Replacement of dead or vandalized trees	72
2013	Various Sites	Replacement of dead or vandalized trees	72
2014	Various Sites	Replacement of dead or vandalized trees	72
2015-2021	Various Sites	Replacement of dead or vandalized trees	504
Total			**720**

Playground Trees

Year	Project	Description	Net Cost ('000's)
2012	Various Sites	Plant replacement trees around play structures	16
2013	Various Sites	Plant replacement trees around play structures	16
2014	Various Sites	Plant replacement trees around play structures	16
2015-2021	Various Sites	Plant replacement trees around play structures	112
Total			**160**

Recreation and Parks Service - Project Listing

Program: Urban Forestry

Tree Planting - Replacement

Year	Project	Description	Net Cost ('000's)
2012	Various Sites	Street tree plantings - replacements	600
2013	Various Sites	Street tree plantings - replacements	600
2014	Various Sites	Street tree plantings - replacements	600
2015-2021	Various Sites	Street tree plantings - replacements	4,200
Total			**6,000**

Streetscape Beautification

Year	Project	Description	Net Cost ('000's)
2012	Various Sites	Enhancements (plant materials) to medians and boulevards	112
2014	Various Sites	Enhancements (plant materials) to medians and boulevards	112
2015-2021	Various Sites	Enhancements (plant materials) to medians and boulevards	336
Total			**560**

Tree Planting - Arbor Day/Special Events

Year	Project	Description	Net Cost ('000's)
2012	Various Sites	City environmental events	176
2013	Various Sites	City environmental events	176
2014	Various Sites	City environmental events	176
2015-2021	Various Sites	City environmental events	1,232
Total			**1,760**

Recreation and Parks Service - Project Listing

Program: Urban Forestry

Tree Planting - New Subdivisions

Year	Project	Description	Net Cost ('000's)
2012	Various Sites	Street tree inventory	64
2012	Various Sites	Street tree plantings	600
2013	Various Sites	Street tree plantings	600
2014	Various Sites	Street tree plantings	600
2015-2021	Various Sites	Street tree plantings	4,200
Total			**6,064**

Tree Planting - Road Reconstruction

Year	Project	Description	Net Cost ('000's)
2012	Various Sites	New or replacement street trees	41
2013	Various Sites	New or replacement street trees	41
2014	Various Sites	New or replacement street trees	41
2015-2021	Various Sites	New or replacement street trees	287
Total			**410**

Appendix 5 – Capital Forecast Summary 2012-2021

Business Plan & Budget Book 2012-2014

Recreation and Parks Service

2012 - 2021 Net Capital Expenditures By Sub-Program

(000's)

Vehicles, Equipment	2012 Budget	2013 Forecast	2014 Forecast	2015 Forecast	2016 Forecast	2017 Forecast	2018 Forecast	2019 Forecast	2020 Forecast	2021 Forecast	Total
	$	$	$	$	$	$	$	$	$	$	$
Parks Vehicles and Equipment	1,315	735	570	610	790	613	620	570	860	570	7,253
Recreation Program Equipment	447	647	647	397	397	397	397	397	397	397	4,520
Total Net Expenditures	**1,762**	**1,382**	**1,217**	**1,007**	**1,187**	**1,010**	**1,017**	**967**	**1,257**	**967**	**11,773**

Recreation and Parks Service - Project Listing

Program: Vehicles, Equipment

Parks Vehicles and Equipment

Year	Project	Description	Net Cost ('000's)
2012	BraeBen Golf Course	Golf cart replacement program - cash flow funding	165
2012	BraeBen Golf Course	Golf course equipment replacement	100
2012	Lakeview Golf Course	Golf cart replacement program	225
2012	Various Neighbourhood Parks	Paid parking machines - destination parks	350
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 cart replacement program - cash flow funding	165
2013	BraeBen Golf Course	Golf course equipment replacement	120
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	120
2014	Various Parks Maintenance Equipment	Non growth related equipment	270
2014	Various Parks Maintenance Equipment	Growth related equipment	180
2017	Lakeview Golf Course	Golf cart replacement program	43
2016-2020	BraeBen Golf Course	Golf cart replacement program	490
2015-2021	BraeBen Golf Course	Golf course equipment replacement	950
2015-2021	Various Parks Maintenance Equipment	Non growth related equipment	2,130
2015-2021	Various Parks Maintenance Equipment	Growth related equipment	1,020
Total			**7,253**

Recreation and Parks Service - Project Listing

Program: Vehicles, Equipment

Recreation Program Equipment

Year	Project	Description	Net Cost ('000's)
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	Various Community Centres	Furniture and equipment to support programs	397
2015-2021	Various Community Centres	Furniture and equipment to support programs	2,779
Total			**4,520**

Appendix 5 – Capital Forecast Summary 2012-2021

Business Plan & Budget Book 2012-2014

Mississauga Library

2012 - 2021 Net Capital Expenditures By Program and Sub-Program

(000's)

LIBRARY	2012 Budget	2013 Forecast	2014 Forecast	2015 Forecast	2016 Forecast	2017 Forecast	2018 Forecast	2019 Forecast	2020 Forecast	2021 Forecast	Total
	$	$	$	$	$	$	$	$	$	$	$
Buildings											
Library New Construction	0	2,876	2,876	0	2,060	796	796	0	0	0	9,404
Library Renovations	261	448	48	52	52	52	52	62	65	75	1,166
Library Studies	0	43	22	0	0	0	43	0	0	0	108
Total Buildings	**261**	**3,367**	**2,946**	**52**	**2,112**	**848**	**891**	**62**	**65**	**75**	**10,678**
Materials & Equipment											
Collection Development	0	395	430	455	600	0	0	450	450	1,000	3,780
Library Program Equipment Replacement	331	382	586	616	126	126	126	126	145	160	2,721
Total Materials & Equipment	**331**	**777**	**1,016**	**1,071**	**726**	**126**	**126**	**576**	**595**	**1,160**	**6,501**
Total - Library System	**592**	**4,144**	**3,962**	**1,122**	**2,837**	**973**	**1,016**	**637**	**660**	**1,235**	**17,178**

Mississauga Library - Project Listing

Program: Buildings

Library New Construction

Year	Project	Description	Net Cost ('000's)
2013	Meadowvale Library	Construction of new Meadowvale Library to be included with community centre - cash flow funding	2,876
2014	Meadowvale Library	Construction of new Meadowvale Library to be included with community centre - cash flow funding	2,876
2016	Sheridan Library	Design of new Sheridan Library - cash flow funding	160
2016	Sheridan Library	Construction of new Sheridan Library - cash flow funding	1,900
2017	Sheridan Library	Construction of new Sheridan Library - cash flow funding	796
2018	Sheridan Library	Construction of new Sheridan Library - cash flow funding	796
Total			**9,404**

Library Renovations

Year	Project	Description	Net Cost ('000's)
2012	Central Library	Central Library revitalization - cash flow funding	212
2012	Various Libraries	Productivity related renovations	49
2013	Central Library	Central Library revitalization - cash flow funding	400
2013	Various Libraries	Productivity related renovations	48
2014	Various Libraries	Productivity related renovations	48
2015-2021	Various Libraries	Productivity related renovations	408
Total			**1,166**

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)
2013	Library Collection	Library collection increases reflecting the growth in the City - cash flow funding	395
2014	Library Collection	Library collection increases reflecting the growth in the City - cash flow funding	430
2015-2016	Library Collection	Library collection increases reflecting the growth in the City - cash flow funding	1,055
2019	Library Collection	Future Directions service needs for library collection - cash flow funding	450
2020	Library Collection	Future Directions service needs for library collection - cash flow funding	450
2021	Library Collection	Future Directions service needs for library collection - cash flow funding	1,000
Total			**3,780**

Mississauga Library - Project Listing
Program: Materials & Equipment

Library Program Equipment Replacement

Year	Project	Description	Net Cost ('000's)
2012	Various Library Equipment	Self -Serve Technology - cash flow funding	155
2012	Various Library Equipment	Book carts, specialized shelving, desks/work stations for public access	126
2012	Various Library Equipment	Electronic strategy study	50
2013	Various Library Equipment	Self -Serve Technology - cash flow funding	256
2013	Various Library Equipment	Book carts, specialized shelving, desks/work stations for public access	126
2014	Various Library Equipment	Self -Serve Technology - cash flow funding	460
2014	Various Library Equipment	Book carts, specialized shelving, desks/work stations for public access	126
2015	Various Library Equipment	Self -Serve Technology - cash flow funding	490
2015	Various Library Equipment	Book carts, specialized shelving, desks/work stations for public access	126
2016-2021	Various Library Equipment	Book carts, specialized shelving, desks/work stations for public access	807
Total			**2,721**

Land Development Services

2012 - 2021 Net Capital Expenditures By Program and Sub-Program

(000's)

Land Development Services	2012 Budget	2013 Forecast	2014 Forecast	2015 Forecast	2016 Forecast	2017 Forecast	2018 Forecast	2019 Forecast	2020 Forecast	2021 Forecast	Total
	$	$	$	$	$	$	$	$	$	$	$
Policy Planning											
Applications - New	538	239	47	0	0	0	0	0	0	0	824
Total Policy Planning	**538**	**239**	**47**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**824**
Total - Land Development Services	**538**	**239**	**47**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**824**

Land Development Services - Project Listing

Program: Policy Planning

Applications - New

Year	Project	Description	Net Cost ('000's)
2012	Planning Databases and Information Management Software-Phase 2	Modernization of Planning Databases and Information Management Software	85
2012	Field Computing & Enhanced Automation	Field Computing & Enhanced Automation - Building Inspection Services Phase 1	453
2013	Planning Databases and Information Management Software-Phase 3	Modernization of Planning Databases and Information Management Software	157
2013	Field Computing & Enhanced Automation	Field Computing & Enhanced Automation - Building Inspection Services Phase 1 continues and Phase 2	82
2014	Planning Databases and Information Management Software-Phase 4	Modernization of Planning Databases and Information Management Software	47
Total			**824**

Appendix 5 – Capital Forecast Summary 2012-2021

Business Plan & Budget Book 2012-2014

Legislative Services

2012 - 2021 Net Capital Expenditures by Program
(000's)

Legislative Services	2012 Budget	2013 Forecast	2014 Forecast	2015 Forecast	2016 Forecast	2017 Forecast	2018 Forecast	2019 Forecast	2020 Forecast	2021 Forecast	Total
	$	$	$	$	$	$	$	$	$	$	$
Office of the City Clerk	14	39	0	0	0	0	0	0	0	0	53
Print Shop	36	25	155	7	10	53	30	48	140	56	560
Total Net Expenditures	**50**	**64**	**155**	**7**	**10**	**53**	**30**	**48**	**140**	**56**	**613**

Legislative Services

2012 - 2021 Net Capital Expenditures By Sub-Program

(000's)

Office of the City Clerk	2012 Budget	2013 Forecast	2014 Forecast	2015 Forecast	2016 Forecast	2017 Forecast	2018 Forecast	2019 Forecast	2020 Forecast	2021 Forecast	Total
	$	$	$	$	$	$	$	$	$	$	$
Applications and Infrastructure	14	39	0	0	0	0	0	0	0	0	53
Total Net Expenditures	**14**	**39**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**53**

Legislated Services - Project Listing

Program: Office of the City Clerk

Applications and Infrastructure

Year	Project	Description	Net Cost ('000's)
2012	Electronic Records Management	Provide support for electronic records including security and management, minimize any vulnerabilities.	14
2013	Electronic Records Management	Provide support for electronic records including security and management, minimize any vulnerabilities.	14
2013	Enhanced Access to Agendas/Minutes	Streamline council and committee minutes with embedded video links and committee appointment process.	25
Total			**53**

Legislative Services

2012 - 2021 Net Capital Expenditures By Sub-Program

(000's)

Print Shop	2012 Budget	2013 Forecast	2014 Forecast	2015 Forecast	2016 Forecast	2017 Forecast	2018 Forecast	2019 Forecast	2020 Forecast	2021 Forecast	Total
	$	$	$	$	$	$	$	$	$	$	$
Equipment and Other	36	25	155	7	10	53	30	48	140	56	560
Total Net Expenditures	**36**	**25**	**155**	**7**	**10**	**53**	**30**	**48**	**140**	**56**	**560**

Legislated Services - Project Listing

Program: Print Shop

Equipment and Other

Year	Project	Description	Net Cost ('000's)
2012	Lifecycle Replacements	Digital Postage/Meter equipment replacement.	36
2013	Lifecycle Replacements	Miscellaneous equipment replacement.	25
2014	Lifecycle Replacements	Inserter and other equipment replacement.	155
2015-2021	Lifecycle Replacements	Various equipment replacement.	344
Total			**560**

Appendix 5 – Capital Forecast Summary 2012-2021

Business Plan & Budget Book 2012-2014

Arts & Culture

2012 - 2021 Net Capital Expenditures By Program and Sub-Program

(000's)

ARTS & CULTURE	2012 Budget	2013 Forecast	2014 Forecast	2015 Forecast	2016 Forecast	2017 Forecast	2018 Forecast	2019 Forecast	2020 Forecast	2021 Forecast	Total
	$	$	$	$	$	$	$	$	$	$	$
Buildings											
Culture Facilities Maintenance	50	50	50	50	50	50	50	50	50	50	500
Culture Facilities New	0	0	200	2,650	2,000	2,000	0	500	1,755	1,000	10,105
Culture Facilities Renovations	18	318	3,178	2,518	418	18	18	18	18	18	6,540
Studies	15	65	265	15	15	15	15	265	15	15	700
Total Buildings	**83**	**433**	**3,693**	**5,233**	**2,483**	**2,083**	**83**	**833**	**1,838**	**1,083**	**17,845**
Materials & Equipment											
Artifact, Material & Equipment New	228	258	258	228	218	218	218	218	218	218	2,280
Total Materials & Equipment	**228**	**258**	**258**	**228**	**218**	**218**	**218**	**218**	**218**	**218**	**2,280**
Total - Culture	**311**	**691**	**3,951**	**5,461**	**2,701**	**2,301**	**301**	**1,051**	**2,056**	**1,301**	**20,125**

Arts & Culture - Project Listing

Program: Buildings

Culture Facilities Maintenance

Year	Project	Description	Net Cost ('000's)
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	Preventative Maintenance of Heritage Facilities	Preventative Maintenance of Heritage Facilities	50
2015-2021	Preventative Maintenance of Heritage Facilities	Preventative Maintenance of Heritage Facilities	350
Total			**500**

Culture Facilities New

Year	Project	Description	Net Cost ('000's)
2014-2017	Artifact Preservation and Storage Facility	Artifact Preservation and Storage Facility-cash flow funding	6,850
2019-2021	Art Gallery of Mississauga	Art Gallery of Mississauga - cash flow funding	3,255
Total			**10,105**

Arts & Culture - Project Listing

Program: Buildings

Culture Facilities Renovations

Year	Project	Description	Net Cost ('000's)
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	Renovations and rehabilitation projects	Minor renovations and rehabilitation projects	18
2014	Life-Cycle Renovation of Meadowvale Theatre	Life-Cycle Renovation of Meadowvale Theatre - cash flow funding	3,160
2015	Life-Cycle Renovation of Meadowvale Theatre	Life-Cycle Renovation of Meadowvale Theatre - cash flow funding	2,000
2015-2016	Hyde Mill Ruins Accessible to the Public	Hyde Mill Ruins Accessible to the Public - cash flow funding	900
2015-2021	Renovations and rehabilitation projects	Minor renovations and rehabilitation projects	126
Total			**6,540**

Arts & Culture - Project Listing

Program: Buildings

Culture Studies

Year	Project	Description	Net Cost ('000's)
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	Heritage designation surveys and plaques	Heritage designation surveys and plaques	15
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
2015-2021	Heritage designation surveys and plaques	Heritage designation surveys and plaques	105
Total			**700**

Arts & Culture - Project Listing

Program: Materials & Equipment

Artifact, Material & Equipment New

Year	Project	Description	Net Cost ('000's)
2012	Furniture and Equipment - Replacement	Minor Furniture and Equipment Replacement	18
2012	Mississauga Cultural Map	Mississauga Cultural Map	10
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	40
2013	Public Art Program	Public Art Program	200
2014	Furniture and Equipment - Replacement	Minor Furniture and Equipment Replacement	18
2014	Mississauga Cultural Map	Mississauga Cultural Map	40
2014	Public Art Program	Public Art Program	200
2015	Mississauga Cultural Map	Mississauga Cultural Map	10
2015-2021	Public Art Program	Public Art Program	1,400
2015-2021	Furniture and Equipment - Replacement	Minor Furniture and Equipment Replacement	126
Total			**2,280**

Appendix 5 – Capital Forecast Summary 2012-2021

Business Plan & Budget Book 2012-2014

Regulatory

2012 - 2021 Net Capital Expenditures By Program and Sub-Program

(000's)

REGULATORY	2012 Budget	2013 Forecast	2014 Forecast	2015 Forecast	2016 Forecast	2017 Forecast	2018 Forecast	2019 Forecast	2020 Forecast	2021 Forecast	Total
	$	$	$	$	$	$	$	$	$	$	$
Vehicles, Equipment and Other											
Applications & Enhancements	100	240	0	0	0	0	0	0	0	0	340
New Vehicles	0	30	0	0	0	0	0	0	0	0	30
Radios	0	0	33	0	0	33	0	0	33	0	99
Total Vehicles, Equipment and Other	**100**	**270**	**33**	**0**	**0**	**33**	**0**	**0**	**33**	**0**	**469**
Total - Regulatory	**100**	**270**	**33**	**0**	**0**	**33**	**0**	**0**	**33**	**0**	**469**

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)
2013	1 New Vehicle	1 additional fully outfitted full size van for Animal Services	30
Total			**30**

Radios

Year	Project	Description	Net Cost ('000's)
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			**99**

Appendix 5 – Capital Forecast Summary 2012-2021

Business Plan & Budget Book 2012-2014

Facilities and Property Management

2012 - 2021 Net Capital Expenditures By Program

(000's)

Corporate Assets	2012 Budget	2013 Forecast	2014 Forecast	2015 Forecast	2016 Forecast	2017 Forecast	2018 Forecast	2019 Forecast	2020 Forecast	2021 Forecast	Total
	$	$	$	$	$	$	$	$	$	$	$
Capital Construction and Improvements	919	500	500	500	2,000	4,000	10,500	10,500	3,420	3,658	36,497
Facility Services	530	747	756	719	722	726	729	715	739	732	7,115
Lifecycle Maintenance	11,271	11,976	21,559	24,897	35,204	22,319	30,251	46,059	37,746	49,959	291,240
Space Planning	2,361	780	780	480	442	780	780	780	777	780	8,740
Vehicles and Equipment	117	42	39	42	78	50	43	50	51	48	560
Total Net Expenditures	**15,198**	**14,045**	**23,633**	**26,638**	**38,446**	**27,874**	**42,303**	**58,104**	**42,733**	**55,177**	**344,152**

Appendix 5 – Capital Forecast Summary 2012-2021

Business Plan & Budget Book 2012-2014

Facilities and Property Management

2012 - 2021 Net Capital Expenditures By Sub-Program

(000's)

Capital Construction and Improvements	2012 Budget	2013 Forecast	2014 Forecast	2015 Forecast	2016 Forecast	2017 Forecast	2018 Forecast	2019 Forecast	2020 Forecast	2021 Forecast	Total
	$	$	$	$	$	$	$	$	$	$	$
Accessibility	389	500	500	500	500	500	500	500	500	500	4,889
Improvements - Corporate Facilities	530	0	0	0	1,500	3,500	10,000	10,000	2,920	3,158	31,608
Total Net Expenditures	**919**	**500**	**500**	**500**	**2,000**	**4,000**	**10,500**	**10,500**	**3,420**	**3,658**	**36,497**

Facilities and Property Management - Project Listing

Program: Capital Construction and Improvements

Accessibility

Year	Project	Description	Net Cost ('000's)
2012	Various Locations	Accessibility improvements at Erin Meadow and Streetsville Libraries, Civic Centre and various other locations.	389
2013	Various Locations	Accessibility improvements.	500
2014	Various Locations	Accessibility improvements.	500
2015-2021	Various Locations	Accessibility improvements.	3,500
Total			**4,889**

Improvements - Corporate Facilities

Year	Project	Description	Net Cost ('000's)
2012	Civic Centre 12th Floor	12th Floor renovation	530
2013-2021	Various Locations	Accommodate future additional building space needs.	31,078
Total			**31,608**

Appendix 5 – Capital Forecast Summary 2012-2021

Business Plan & Budget Book 2012-2014

Facilities and Property Management

2012 - 2021 Net Capital Expenditures By Sub-Program

(000's)

Facility Services	2012 Budget	2013 Forecast	2014 Forecast	2015 Forecast	2016 Forecast	2017 Forecast	2018 Forecast	2019 Forecast	2020 Forecast	2021 Forecast	Total
	$	$	$	$	$	$	$	$	$	$	$
Energy Management	530	535	540	500	500	500	500	500	515	513	5,133
Security	0	162	166	169	172	176	179	156	175	168	1,523
Signage	0	50	50	50	50	50	50	59	49	51	459
Total Net Expenditures	**530**	**747**	**756**	**719**	**722**	**726**	**729**	**715**	**739**	**732**	**7,115**

Facilities and Property Management - Project Listing

Program: Facility Services

Energy Management

Year	Project	Description	Net Cost ('000's)
2012	Various Locations	Implement Energy Audit recommendations and Energy Management Program.	530
2013	Various Locations	Implement Energy Audit recommendations and Energy Management Program.	535
2014	Various Locations	Implement Energy Audit recommendations and Energy Management Program.	540
2015-2021	Various Locations	Implement Energy Audit recommendations and Energy Management Program.	3,528
Total			**5,133**

Security

Year	Project	Description	Net Cost ('000's)
2013	Various Locations	Security infrastructure replacements and upgrades.	162
2014	Various Locations	Security infrastructure replacements and upgrades.	166
2015-2021	Various Locations	Security infrastructure replacements and upgrades.	1,195
Total			**1,523**

Signage

Year	Project	Description	Net Cost ('000's)
2013	Various Locations	Signage Replacements.	50
2014	Various Locations	Signage Replacements.	50
2015-2021	Various Locations	Signage Replacements.	359
Total			**459**

Appendix 5 – Capital Forecast Summary 2012-2021

Business Plan & Budget Book 2012-2014

Facilities and Property Management

2011 - 2020 Net Capital Expenditures By Sub-Program

(000's)

Lifecycle Maintenance	2011 Budget	2012 Forecast	2013 Forecast	2014 Forecast	2015 Forecast	2016 Forecast	2017 Forecast	2018 Forecast	2019 Forecast	2020 Forecast	Total
	$	$	$	$	$	$	$	$	$	$	$
Electrical Systems	3,238	821	818	888	924	885	1,217	1,237	1,332	1,380	12,739
Emergency	530	249	248	296	308	295	406	300	298	295	3,224
Inspections	0	100	600	100	100	100	600	100	100	211	2,011
Interior Finishes	1,058	1,000	1,400	1,700	2,700	1,300	1,800	3,700	2,900	4,100	21,658
Mechanical Systems	1,064	1,560	1,555	1,849	1,926	1,843	2,535	1,841	1,881	1,835	17,888
Roofing Systems	1,225	472	471	592	616	590	811	642	613	596	6,627
Site Services	608	370	374	444	462	442	608	409	459	439	4,616
Structural	3,548	7,403	16,094	19,029	28,167	16,865	22,275	37,830	30,163	41,103	222,476
Total Net Expenditures	**11,271**	**11,976**	**21,559**	**24,897**	**35,204**	**22,319**	**30,251**	**46,059**	**37,746**	**49,959**	**291,240**

Facilities and Property Management - Project Listing

Program: Lifecycle Maintenance

Electrical Systems

Year	Project	Description	Net Cost ('000's)
2012	Civic Centre	Fire Alarm system Renewal-Phase 1. (BR 669)	509
2012	Dunton Athletic Field	Sport Lighting repairs.	581
2012	Huron Park Community Centre	Electrical distribution system repairs.	47
2012	Living Art Centre	Lighting control system replacement.	277
2012	Meadowvale Sports Park	Sport Lighting repairs. (BR 669)	200
2012	Mississauga Valley Community Centre	Sport Lighting repairs. (BR 669)	201
2012	Various Locations	Pathway Lighting repairs (partly funded from BR 669)	1,060
2012	Various Locations	Emergency Battery Pack replacement.	38
2012	Wildwood Park	Sport Lighting repairs. (BR 669)	325
2013	Various Locations	Various Electrical repairs.	821
2014	Various Locations	Various Electrical repairs.	818
2015-2021	Various Locations	Various Electrical repairs.	7,862
Total			**12,739**

Facilities and Property Management - Project Listing

Program: Lifecycle Maintenance

Emergency

Year	Project	Description	Net Cost ('000's)
2012	Various Locations	Unforeseen emergency repairs.	530
2013	Various Locations	Unforeseen emergency repairs.	249
2014	Various Locations	Unforeseen emergency repairs.	248
2015-2021	Various Locations	Unforeseen emergency repairs.	2,197
Total			**3,224**

Inspections

Year	Project	Description	Net Cost ('000's)
2013	Various Locations	Facility Inspections.	100
2014	Various Locations	Facility Inspections.	600
2015-2021	Various Locations	Facility Inspections.	1,311
Total			**2,011**

Facilities and Property Management - Project Listing

Program: Lifecycle Maintenance

Interior Finishes

Year	Project	Description	Net Cost ('000's)
2012	Adamson Heritage Building	Various interior finishes.	150
2012	Malton Satellite Terminal	Various interior finishes.	96
2012	Mississauga Valley Community Centre	Various interior finishes.	160
2012	Various Locations	Various interior finishes. (BR 669)	652
2013	Various Locations	Various interior finishes. (BR 669)	1,000
2014	Various Locations	Various interior finishes. (BR 669)	1,400
2015-2021	Various Locations	Various interior finishes. (BR 669)	18,200
Total			**21,658**

Facilities and Property Management - Project Listing

Program: Lifecycle Maintenance

Mechanical Systems

Year	Project	Description	Net Cost ('000's)
2012	Anchorage House-Lewis Bradley Museum	Chillers and other mechanical repairs.	106
2012	Central Transit	Gas Tank Repairs.	22
2012	Erin Mills Twin Arena	Various Mechanical repairs.	116
2012	Malton Satellite terminal	Heater repairs.	93
2012	Malton Transit	Compressors repairs.	57
2012	Malton Yard	Plumbing repairs.	17
2012	Mississauga Valley Community Centre	Various mechanical repairs.	371
2012	Rivergrove Community Centre	Detailed Design of the Facility.	133
2012	South common Community Centre	Various mechanical repairs.	95
2012	Various Locations	Exhaust system repairs.	54
2013	Various Locations	Various Mechanical repairs.	1,560
2014	Various Locations	Various Mechanical repairs.	1,555
2015-2021	Various Locations	Various Mechanical repairs.	13,709
Total			**17,888**

Facilities and Property Management - Project Listing

Program: Lifecycle Maintenance

Roofing Systems

Year	Project	Description	Net Cost ('000's)
2012	Mississauga Valley Community Centre, Library and Pool, Mavis South, Lake Promenade Park, Lake Aquitaine and Clarkson Community Centre, Library & Arena	Roof replacement.	1,122
2012	Lewis Bradley Museum	Roof replacement.	103
2013	Various Locations	Roof replacement.	472
2014	Various Locations	Roof replacement.	471
2015-2021	Various Locations	Roof replacement.	4,460
Total			**6,627**

Site Services

Year	Project	Description	Net Cost ('000's)
2012	Rivergrove Community Centre	Parking lot Drainage repairs.	82
2012	Various Locations	Parking lot repairs.	526
2013	Various Locations	Parking lot repairs.	370
2014	Various Locations	Parking lot repairs.	374
2015-2021	Various Locations	Parking lot repairs.	3,264
Total			**4,616**

Facilities and Property Management - Project Listing

Program: Lifecycle Maintenance

Structural

Year	Project	Description	Net Cost ('000's)
2012	Burnhamthorpe Community Centre	Replace Folding Walls. (BR 669)	60
2012	Chappell Estate	Foundation and other renewals.	161
2012	Credit Valley Tennis Club	Various structural repairs.	106
2012	Erin Meadows Community Centre	Main door replacements.	106
2012	Erin Mills Twin Arena	Various structural repairs. (BR 669)	22
2012	Frank McKechnie Community Centre	Various retrofitting and renovations.	2,356
2012	Huron Park Community Centre	Various structural repairs.	92
2012	Iceland Arena	Replace sliding and Other doors. (BR 669)	117
2012	Mavis Road	Replace trench drains.	54
2012	Mississauga Canoe Club	Cladding system repairs.	106
2012	Rivergrove Community Centre	Skylight repairs.	368
2013	Various Locations	Various structural maintenance (partly funded from BR 669)	7,403
2014	Various Locations	Various structural maintenance (partly funded from BR 669)	16,094
2015-2021	Various Locations	Various structural maintenance (partly funded from BR 669)	195,431
Total			**222,476**

Facilities and Property Management

2012 - 2021 Net Capital Expenditures By Sub-Program

(000's)

Space Planning	2012 Budget	2013 Forecast	2014 Forecast	2015 Forecast	2016 Forecast	2017 Forecast	2018 Forecast	2019 Forecast	2020 Forecast	2021 Forecast	Total
	$	$	$	$	$	$	$	$	$	$	$
Furniture	241	300	300	300	300	300	300	300	297	300	2,938
Relocations and Office Accommodation	2,120	480	480	180	142	480	480	480	480	480	5,802
Total Net Expenditures	**2,361**	**780**	**780**	**480**	**442**	**780**	**780**	**780**	**777**	**780**	**8,740**

Facilities and Property Management - Project Listing

Program: Space Planning

Furniture

Year	Project	Description	Net Cost ('000's)
2012	Various Locations	Lifecycle replacement of furniture	88
2012	Various Locations	Ergonomics assessment and custom designed furniture	81
2012	Civic Centre-Councillors' area	Furniture replacement	72
2013	Various Locations	Lifecycle replacement of furniture	300
2014	Various Locations	Lifecycle replacement of furniture	300
2015-2021	Various Locations	Lifecycle replacement of furniture	2,097
Total			**2,938**

Relocations and Office Accommodation

Year	Project	Description	Net Cost ('000's)
2012	Various Locations	Office Accommodation & Planning	2,120
2013	Various Locations	Relocation and office accommodation.	480
2014	Various Locations	Relocation and office accommodation.	480
2015-2021	Various Locations	Relocation and office accommodation.	2,722
Total			**5,802**

Facilities and Property Management

2012 - 2021 Net Capital Expenditures By Sub-Program

(000's)

Vehicles and Equipment	2012 Budget	2013 Forecast	2014 Forecast	2015 Forecast	2016 Forecast	2017 Forecast	2018 Forecast	2019 Forecast	2020 Forecast	2021 Forecast	Total
	$	$	$	$	$	$	$	$	$	$	$
Vehicles and Equipment	117	42	39	42	78	50	43	50	51	48	560
Total Net Expenditures	**117**	**42**	**39**	**42**	**78**	**50**	**43**	**50**	**51**	**48**	**560**

Facilities and Property Management - Project Listing

Program: Vehicles and Equipment

Vehicles and Equipment

Year	Project	Description	Net Cost ('000's)
2012	Various Locations	Recycling program equipment for facilities and purchase of combo/garbage units.	70
2012	Various Locations	Vehicle for HVAC group (BR 649).	47
2013	Various Locations	Vehicles and Equipment.	42
2014	Various Locations	Vehicles and Equipment.	39
2015-2021	Various Locations	Vehicles and Equipment.	362
Total			**560**

Appendix 5 – Capital Forecast Summary 2012-2021

Business Plan & Budget Book 2012-2014

Strategic Policy

2012 - 2021 Net Capital Expenditures By Program and Sub-Program

(000's)

Strategic Policy	2012 Budget	2013 Forecast	2014 Forecast	2015 Forecast	2016 Forecast	2017 Forecast	2018 Forecast	2019 Forecast	2020 Forecast	2021 Forecast	Total
	$	$	$	$	$	$	$	$	$	$	$
Strategic Community Initiatives											
Bicycle/Pedestrian System	60	5,770	0	0	0	0	0	0	0	0	5,830
Studies	1,536	1,389	600	0	0	0	0	0	0	0	3,525
Total Strategic Community Initiatives	**1,596**	**7,159**	**600**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**9,355**
Total - Strategic Policy	**1,596**	**7,159**	**600**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**9,355**

Strategic Policy - Project Listing

Program: Strategic Community Initiatives

Bicycle/Pedestrian Systems

Year	Project	Description	Net Cost ('000's)
2012	Lakeview/OPG Peir Trail - Study	Lakeview/OPG Peir Trail - Study	60
2013	Lakeview/OPG Peir Trail - Design/Construction	Lakeview/OPG Peir Trail - Design/Construction	5,770
Total			**5,830**

Studies

Year	Project	Description	Net Cost ('000's)
2012	Waterfront Mississauga Revitalization	Waterfront Mississauga Revitalization	650
2012	Downtown 21: Main Street District Implementation	Downtown 21: Main Street District Implementation	886
2013	Waterfront Mississauga Revitalization	Waterfront Mississauga Revitalization	650
2013	Downtown 21: Main Street District Implementation	Downtown 21: Main Street District Implementation	739
2014	Waterfront Mississauga Revitalization	Waterfront Mississauga Revitalization	600
Total			**3,525**

Appendix 5 – Capital Forecast Summary 2012-2021

Business Plan & Budget Book 2012-2014

Information Technology

2012 - 2021 Net Capital Expenditures by Program

(000's)

Information Technology	2012 Budget	2013 Forecast	2014 Forecast	2015 Forecast	2016 Forecast	2017 Forecast	2018 Forecast	2019 Forecast	2020 Forecast	2021 Forecast	Total
	$	$	$	$	$	$	$	$	$	$	$
Applications	2,145	2,786	2,125	5,066	5,437	7,998	4,422	4,907	4,994	4,793	44,673
Infrastructure	5,350	4,575	3,110	2,010	1,550	2,250	2,650	1,925	1,280	2,250	26,950
Personal Computer Replacement & Peripherals	886	1,153	819	896	1,000	1,050	1,000	1,050	1,075	1,125	10,055
Total Net Expenditures	**8,381**	**8,514**	**6,054**	**7,972**	**7,987**	**11,298**	**8,072**	**7,882**	**7,349**	**8,168**	**81,679**

Appendix 5 – Capital Forecast Summary 2012-2021

Business Plan & Budget Book 2012-2014

Information Technology

2012 - 2021 Net Capital Expenditures By Sub-Program

(000's)

Applications	2012 Budget	2013 Forecast	2014 Forecast	2015 Forecast	2016 Forecast	2017 Forecast	2018 Forecast	2019 Forecast	2020 Forecast	2021 Forecast	Total
	$	$	$	$	$	$	$	$	$	$	$
Applications - New	431	275	200	2,546	2,627	3,734	3,442	2,696	2,744	3,397	22,092
Applications - Replacement/Enhancements	614	1,711	1,775	2,520	2,710	4,214	880	1,711	2,100	1,396	19,631
Portal	1,100	800	150	0	100	50	100	500	150	0	2,950
Total Net Expenditures	**2,145**	**2,786**	**2,125**	**5,066**	**5,437**	**7,998**	**4,422**	**4,907**	**4,994**	**4,793**	**44,673**

Information Technology - Project Listing

Program: Applications

Applications - New

Year	Project	Description	Net Cost ('000's)
2012	SAP - Enterprise Reporting Phase 1	Deliver ad hoc reporting, dashboard capabilities and decision support system for improved program monitoring, management and decision-making.	256
2012	Mobile Applications	Development of a mobile version of the eCity portal move towards self serve.	175
2013	SAP - Enterprise Reporting Phase 2	Deliver ad hoc reporting, dashboard capabilities and decision support system for improved program monitoring, management and decision-making.	100
2013	Mobile Applications	Development of a mobile version of the eCity portal move towards self serve.	175
2014	SAP - Enterprise Reporting Phase 3	Deliver ad hoc reporting, dashboard capabilities and decision support system for improved program monitoring, management and decision-making.	100
2014	Mobile Applications	Development of a mobile version of the eCity portal move towards self serve.	100
2015-2021	Various Applications	Various new applications.	21,186
Total			**22,092**

Information Technology - Project Listing

Program: Applications

Applications - Replacement/Enhancements

Year	Project	Description	Net Cost ('000's)
2012	Amanda System	Business and Vehicle Licensing system upgrade.	60
2012	Cashiers System	Maintain software currency and upgrade existing hardware (POS keyboards).	16
2012	Courtlog System	Replacement of server and upgrading to the latest NOVO software.	13
2012	MAX System	MAX (Planning & Building, fire prevention) system upgrade.	295
2012	Minor Projects	Departmental minor application projects.	50
2012	SharePoint Implementation City wide	Citywide document sharing and collaboration system.	100
2012	Windows Desktop Operating System	Windows 7 Operating System and Office 2010.	80
2013	Bentley System	Upgrade the existing Bentley ProjectWise (PW) application to the current version.	45
2013	SQL Database	Oracle & SQL Server Database Upgrades.	611
2013	Desktop Software Licenses	Desktop Software upgrade to remain current and supported.	100
2013	Dynix Library System	Library System enhancement.	130
2013	Election System	Election System upgrade.	50
2013	Hastus System	Hastus (Transit Operating) System upgrade.	340
2013	Minor Projects	Departmental minor application projects.	50
2013	Print Shop System Upgrade	Upgrade to print shop system to remain current and supported.	135
2013	SAP Enterprise System Enhancements	Enhancement to SAP Enterprise System to optimize the system functionalities.	250
2014	City Link	Upgrade to City Link (Transit Bus Stop) system.	300
2014	Class System	Upgrade to Recreation and Parks Registration and Point of Sale system in City facilities.	760

Information Technology - Project Listing

Program: Applications

Applications - Replacement/Enhancements

Year	Project	Description	Net Cost ('000's)
2014	Desktop Software Licenses	Software upgrade to remain current and supported.	100
2014	Dynix Library System	Library System minor upgrade.	30
2014	Election System	Election System upgrade.	250
2014	Golf System	Golf tee time booking system upgrade.	185
2014	Minor Projects	Departmental minor application projects.	50
2014	Reserve A Computer Upgrade	Library Reserve A Computer(RAC) system upgrade.	100
2015-2021	Applications Upgrades - Various	Application upgrades to remain current and supported.	15,531
Total			**19,631**

Portal

Year	Project	Description	Net Cost ('000's)
2012	Portal Applications/Upgrades	Replace/ maintain/ 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.	800
2014	Portal Applications/Upgrades	Replace/ enhance external and internal (eCity Portal and Inside Mississauga) self serve portal applications.	150
2015-2021	Portal Applications	Replace/ maintain/ enhance external and internal (eCity Portal and Inside Mississauga) self serve portal applications.	900
Total			**2,950**

Information Technology

2012 - 2021 Net Capital Expenditures By Sub-Program

(000's)

Infrastructure	2012 Budget	2013 Forecast	2014 Forecast	2015 Forecast	2016 Forecast	2017 Forecast	2018 Forecast	2019 Forecast	2020 Forecast	2021 Forecast	Total
	$	$	$	$	$	$	$	$	$	$	$
Network Infrastructure	4,900	4,025	2,385	1,660	1,100	1,100	1,700	1,200	630	1,900	20,600
Server Expansion	450	500	475	300	400	900	900	675	350	300	5,250
Service Management	0	50	250	50	50	250	50	50	300	50	1,100
Total Net Expenditures	**5,350**	**4,575**	**3,110**	**2,010**	**1,550**	**2,250**	**2,650**	**1,925**	**1,280**	**2,250**	**26,950**

Information Technology - Project Listings

Program: Infrastructure

Network Infrastructure

Year	Project	Description	Net Cost ('000's)
2012	SAP - Enterprise Reporting Phase 1	Voice Communications System (VCOM) Mobile Radio Replacement - Infrastructure share costs with Region of Peel, Peel Police, Brampton and Caledon.	3,600
2012	Infrastructure Security	Replace / enhance IT infrastructure security system.	350
2012	SAP - Enterprise Reporting Phase 2	City-wide network switch replacement program, cabling and network hardware upgrade at City facilities to remain current and supported.	250
2012	Voice System	Upgrade / replacement of voicemail servers and software.	700
2013	SAP - Enterprise Reporting Phase 3	Voice Communications System (VCOM) Mobile Radio Replacement - Infrastructure share costs with Region of Peel, Peel Police, Brampton and Caledon.	3,225
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	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.	250
2013	Phones	Replacement of phones.	50
2013	Wireless Communication for Mobile Workforce	Expand the fibre and wireless network for mobile workforce.	200
2014	Mobile Radio Replacement - Infrastructure	Voice Communications System (VCOM) Mobile Radio - including infrastructure share and radio replacement.	1,425
2014	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
2014	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.	250
2014	Phones	Replacement of phones.	50
2014	Voice System	Upgrade / replacement of voicemail servers and software.	60
2014	Wireless Communication for Mobile Workforce	Expand the fibre and wireless network for mobile workforce.	300

Information Technology - Project Listings

Program: Infrastructure

Network Infrastructure

Year	Project	Description	Net Cost ('000's)
2015-2021	Network Infrastructure	Network, Security, Fibre, Phones infrastructure management to include replacement of network infrastructure based on a five year cycle.	8,990
2015-2021	Voice System Upgrade	Replacement of voicemail servers and software.	300
Total			**20,600**

Server Expansion

Year	Project	Description	Net Cost ('000's)
2012	Server Capacity Replacement & Expansion	Server and storage replacement and expansion.	450
2013	Server Capacity Replacement & Expansion	Server and storage replacement and expansion.	500
2014	Server Capacity Replacement & Expansion	Server and storage replacement and expansion.	475
2015-2021	Server Capacity Replacement & Expansion	Server and storage replacement and expansion.	3,825
Total			**5,250**

Information Technology - Project Listings

Program: Infrastructure

Service Management

Year	Project	Description	Net Cost ('000's)
2013	Tools & Utilities	Tools to manage information technology infrastructure and services.	50
2014	Tools & Utilities	Tools to manage information technology infrastructure and services.	50
2014	Business Continuity & Disaster Readiness for Information Technology Systems	Upgrade information technology contingency site and required technology.	200
2015-2021	Business Continuity & Disaster Readiness for Information Technology Systems	Upgrade information technology contingency site and required technology.	450
2015-2021	Tools & Utilities	Tools to manage information technology infrastructure and services.	350
Total			**1,100**

Information Technology

2012 - 2021 Net Capital Expenditures By Sub-Program
(000's)

Personal Computer Replacement & Peripherals	2012 Budget	2013 Forecast	2014 Forecast	2015 Forecast	2016 Forecast	2017 Forecast	2018 Forecast	2019 Forecast	2020 Forecast	2021 Forecast	Total
	$	$	$	$	$	$	$	$	$	$	$
Peripherals	175	175	100	100	100	100	100	100	175	175	1,300
Personal Computer/Notebook-Replacement/Maintenance	624	841	632	659	800	800	800	800	800	800	7,556
Specialized Information Technology Equipment	87	137	87	137	100	150	100	150	100	150	1,199
Total Net Expenditures	**886**	**1,153**	**819**	**896**	**1,000**	**1,050**	**1,000**	**1,050**	**1,075**	**1,125**	**10,055**

Information Technology - Project Listings

Program: Personal Computers Replacement and Peripherals

Peripherals

Year	Project	Description	Net Cost ('000's)
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	Peripherals	Replacement of monitors and specialized peripheral equipment as required.	100
2015-2021	Peripherals	Replacement of monitors and specialized peripheral equipment as required.	850
Total			**1,300**

Personal Computer/Notebook-Replacement/Maintenance

Year	Project	Description	Net Cost ('000's)
2012	Personal Computer/ Notebook Replacement & Maintenance	Annual replacement of personal computers and notebooks based on a four year cycle.	624
2013	Personal Computer/ Notebook Replacement & Maintenance	Annual replacement of personal computers and notebooks based on a four year cycle.	841
2014	Personal Computer/ Notebook Replacement & Maintenance	Annual replacement of personal computers and notebooks based on a four year cycle.	632
2015-2021	Personal Computer/ Notebook Replacement & Maintenance	Annual replacement of personal computers and notebooks based on a four year cycle.	5,459
Total			**7,556**

Information Technology - Project Listings

Program: Personal Computers Replacement and Peripherals

Specialized Information Technology Equipment

Year	Project	Description	Net Cost ('000's)
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	Audiovisual Equipment	Corporate audiovisual equipment purchase and replacement.	87
2015-2021	Audiovisual Equipment	Corporate audiovisual equipment purchase and replacement.	687
2015-2021	Geographic Information System (GIS) / Mapping Hardware	New and replacement specialized technology for GIS / Mapping.	200
Total			**1,199**

Appendix 5 – Capital Forecast Summary 2012-2021

Business Plan & Budget Book 2012-2014

Business Services

2012 - 2021 Net Capital Expenditures by Program

(000's)

Business Services	2012 Budget	2013 Forecast	2014 Forecast	2015 Forecast	2016 Forecast	2017 Forecast	2018 Forecast	2019 Forecast	2020 Forecast	2021 Forecast	Total
	$	$	$	$	$	$	$	$	$	$	$
Communications	0	440	420	0	0	0	0	0	0	0	860
Finance	600	1,100	300	700	0	300	1,100	0	0	0	4,100
Revenue, Materiel Management and Business Services	563	695	390	14	14	14	14	14	14	14	1,741
Total Net Expenditures	**1,163**	**2,235**	**1,110**	**714**	**14**	**314**	**1,114**	**14**	**14**	**14**	**6,701**

Business Services

2012 - 2021 Net Capital Expenditures By Sub-Program
(000's)

Communications	2012 Budget	2013 Forecast	2014 Forecast	2015 Forecast	2016 Forecast	2017 Forecast	2018 Forecast	2019 Forecast	2020 Forecast	2021 Forecast	Total
	$	$	$	$	$	$	$	$	$	$	$
Applications and Infrastructure	0	440	420	0	0	0	0	0	0	0	860
Total Net Expenditures	**0**	**440**	**420**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**860**

Appendix 5 – Capital Forecast Summary 2012-2021

Business Plan & Budget Book 2012-2014

Business Services - Project Listing

Program: Communications

Applications and Infrastructure

Year	Project	Description	Net Cost ('000's)
2013	Animal Services Inquiries into 311	Consolidate Animal Services Inquiries into 311.	90
2013	Workforce Management System	Purchase of Workforce Management software to better allocate 311 call centre agents.	250
2013	311 Self Serve on eCity	Implementation of 311 Self Serve to allow residents and customers the option of self serve inquiries or requests for service.	50
2013	Communications Master Plan	Implementation of a new citizen insight/ market research tool.	50
2014	311 Self Serve on eCity	Implementation of 311 Self Serve to allow residents and customers the option of self serve inquiries or requests for service.	170
2014	Call Centre Reporting	Implementation of an enhanced software package for customized reports and integration with other call centre technologies.	250
Total			**860**

Appendix 5 – Capital Forecast Summary 2012-2021

Business Plan & Budget Book 2012-2014

Business Services

2012 - 2021 Net Capital Expenditures By Sub-Program

(000's)

Finance	2012 Budget	2013 Forecast	2014 Forecast	2015 Forecast	2016 Forecast	2017 Forecast	2018 Forecast	2019 Forecast	2020 Forecast	2021 Forecast	Total
	$	$	$	$	$	$	$	$	$	$	$
Applications and Infrastructure	600	700	300	700	0	300	700	0	0	0	3,300
Studies	0	400	0	0	0	0	400	0	0	0	800
Total Net Expenditures	**600**	**1,100**	**300**	**700**	**0**	**300**	**1,100**	**0**	**0**	**0**	**4,100**

Business Services - Project Listing

Program: Finance

Applications and Infrastructure

Year	Project	Description	Net Cost ('000's)
2012	SAP Financial Modules	Implementation of new SAP modules and systems.	300
2012	Riskmaster System Upgrade	Improve insurance claims management with a Riskmaster System upgrade and webform.	300
2013	SAP Financial Modules	Implementation of new SAP modules and systems.	700
2014	SAP Financial Modules	Implementation of new SAP modules and systems.	300
2015-2021	SAP Financial Modules	Implementation of new SAP modules and systems.	1,700
Total			**3,300**

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**

Appendix 5 – Capital Forecast Summary 2012-2021

Business Plan & Budget Book 2012-2014

Business Services

2012 - 2021 Net Capital Expenditures By Sub-Program

(000's)

Revenue, Materiel Management and Business Services	2012 Budget	2013 Forecast	2014 Forecast	2015 Forecast	2016 Forecast	2017 Forecast	2018 Forecast	2019 Forecast	2020 Forecast	2021 Forecast	Total
	$	$	$	$	$	$	$	$	$	$	$
Applications and Infrastructure	425	557	376	0	0	0	0	0	0	0	1,358
Equipment and Other	138	138	14	14	14	14	14	14	14	14	383
Total Net Expenditures	**563**	**695**	**390**	**14**	**14**	**14**	**14**	**14**	**14**	**14**	**1,741**

Business Services - Project Listing

Program: Revenue, Materiel Management and Business Services

Applications and Infrastructure

Year	Project	Description	Net Cost ('000's)
2012	TXM Collections Module	Automation of tax collections functionality to improve the efficiency and effectiveness of the Collections unit.	250
2012	SAP - conversion of Collection software to SAP	Conversion of Microsoft Access database to SAP.	100
2012	Review of Front End Procurement Software	Automation of procurement processes that are currently paper based and manual, to improve efficiency and effectiveness throughout the purchasing function.	75
2013	Review of Front End Procurement Software	Automation of procurement processes that are currently paper based and manual, to improve efficiency and effectiveness throughout the purchasing function.	507
2013	E-tax forms Integration with TXM	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	Implement Electronic Tax Bills	Implementation of an electronic distribution system for Tax Bills.	50
2014	Central Cashiering System	Implementation of a new cashiering system to automate the production of receipts to the public, and eliminate duplicate data entry through the integration of the cashiering system with other City financial systems.	326
Total			**1,358**

Business Services - Project Listing

Program: Revenue, Materiel Management and Business Services

Equipment and Other

Year	Project	Description	Net Cost ('000's)
2012	IT Procurement	Increase service level for IT procurements.	62
2012	Recreation & Parks Procurement	Increase service level for Park Construction and Recreation procurements.	62
2012	Miscellaneous Equipment	Minor equipment required to maintain efficient operations.	14
2013	Miscellaneous Equipment	Minor equipment required to maintain efficient operations.	14
2013	IT Procurement	Increase service level for IT procurements.	62
2013	Recreation & Parks Procurement	Increase service level for Park Construction and Recreation procurements.	62
2014	Miscellaneous Equipment	Minor equipment required to maintain efficient operations.	14
2015-2021	Miscellaneous Equipment	Minor equipment required to maintain efficient operations.	95
Total			**383**

City of Mississauga
2012 - 2021 Unfunded - Net Capital Expenditures By Service
(000's)

Service	2012 Budget	2013 Forecast	2014 Forecast	2015 Forecast	2016 Forecast	2017 Forecast	2018 Forecast	2019 Forecast	2020 Forecast	2021 Forecast	Total
	$	$	$	$	$	$	$	$	$	$	
Roads, Storm Drainage and Watercourses	15,560	34,300	20,150	21,900	15,020	17,610	12,480	27,910	12,470	10,140	187,540
Fire & Emergency Services	0	0	0	33	367	334	0	0	0	0	734
Mississauga Transit	3,020	4,750	4,750	5,210	17,710	17,530	192,030	192,030	382,934	5,030	824,994
Recreation & Parks Service	10,588	1,996	1,166	13,901	5,703	9,751	4,923	7,555	96,243	22,174	174,000
Mississauga Library	0	0	0	0	3,110	704	6,836	4,400	0	0	15,050
Arts and Culture	0	500	1,500	0	0	0	0	0	0	0	2,000
Facilities and Property Management	532	42	48	198	58	228	238	238	238	195	2,016
Total - Unfunded	**29,700**	**41,588**	**27,614**	**41,242**	**41,968**	**46,157**	**216,507**	**232,133**	**491,885**	**37,539**	**1,206,334**

Roads, Storm Drainage and Watercourses
2012 - 2021 Unfunded - Net Capital Expenditures By Program
(000's)

Service/Program	2012 Budget	2013 Forecast	2014 Forecast	2015 Forecast	2016 Forecast	2017 Forecast	2018 Forecast	2019 Forecast	2020 Forecast	2021 Forecast	Total	Funding Sources
	$	$	$	$	$	$	$	$	$	$		
Major Roads	8,310	500	13,800	300	8,050	9,810	0	7,000	530	0	48,300	TX-CRF/DCA-CWE
Roadways Rehabilitation - Residential Roads, Major Roads and Industrial Roads	7,250	6,400	6,350	5,800	6,350	6,400	5,750	6,400	6,350	5,800	62,850	TX-RIMRF
Storm Drainage	0	27,400	0	15,800	620	1,400	6,730	14,510	5,590	4,340	76,390	TX-CRF/DCA-ST
Total - Unfunded	**15,560**	**34,300**	**20,150**	**21,900**	**15,020**	**17,610**	**12,480**	**27,910**	**12,470**	**10,140**	**187,540**	

Fire and Emergency Services

2012- 2021 Unfunded - Net Capital Expenditures By Program

(000's)

Program	2012 Budget	2013 Forecast	2014 Forecast	2015 Forecast	2016 Forecast	2017 Forecast	2018 Forecast	2019 Forecast	2020 Forecast	2021 Forecast	Total	Funding Sources
	$	$	$	$	$	$	$	$	$	$		
Stations and Auxiliary Buildings	0	0	0	33	367	334	0	0	0	0	734	TX-FRRRF
Total - Unfunded	**0**	**0**	**0**	**33**	**367**	**334**	**0**	**0**	**0**	**0**	**734**	

Fire Stations 117 & 118.

Mississauga Transit

2012 - 2021 Unfunded - Net Capital Expenditures By Program

(000's)

Service/Program	2012 Budget	2013 Forecast	2014 Forecast	2015 Forecast	2016 Forecast	2017 Forecast	2018 Forecast	2019 Forecast	2020 Forecast	2021 Forecast	Total	Funding Sources
	$	$	$	$	$	$	$	$	$	$		
Transit Bus Acquisitions - Growth	3,020	4,750	4,750	5,210	5,210	5,030	5,030	5,030	5,030	5,030	48,090	GAS-RFGTRF
Transit Bus Acquisitions - Replacement	0	0	0	0	0	0	0	0	6,904	0	6,904	GAS-CFGTRF
Transit BRT Priority Measures	0	0	0	0	0	0	0	0	20,000	0	20,000	GAS-CFGTRF
Higher Order Transit LRT	0	0	0	0	12,500	12,500	187,000	187,000	351,000	0	750,000	TX-CRF
Total - Unfunded	**3,020**	**4,750**	**4,750**	**5,210**	**17,710**	**17,530**	**192,030**	**192,030**	**382,934**	**5,030**	**824,994**	

Recreation and Parks Service
2012- 2021 Unfunded - Net Capital Expenditures By Program
(000's)

Program	2012 Budget	2013 Forecast	2014 Forecast	2015 Forecast	2016 Forecast	2017 Forecast	2018 Forecast	2019 Forecast	2020 Forecast	2021 Forecast	Total	Funding Sources
	$	$	$	$	$	$	$	$	$	$	$	
City Wide Facilities (1)	0	0	0	0	0	100	2,106	4,145	36,523	720	43,594	TX-CRF/DCA-REC
City Wide Recreation (2)	6,645	0	0	0	287	2,874	0	0	0	0	9,806	TX-CRF
Park Facility Installation (3)	0	64	0	640	0	0	360	51	4,285	21,234	26,634	TX-CRF/DCA-REC/CIL-OS
Park Redevelopment (4)	0	0	326	0	988	0	0	802	21,423	0	23,539	TX-CRF
Parkland Acquisition (5)	0	0	0	0	0	0	0	0	23,400	0	23,400	CIL-OS
Parkland Development (6)	10	107	56	1,287	3,225	5,546	2,222	590	542	0	13,585	TX-CRF/DCA-REC
Parks Maintenance (7)	1,728	564	564	11,754	46	252	15	47	9,850	0	24,820	TX-CRF
Sports Field Maintenance (8)	1,985	1,041	0	0	937	552	0	1,700	0	0	6,215	TX-CRF
Urban Forestry (9)	220	220	220	220	220	220	220	220	220	220	2,200	TX-CRF
Vehicles, Equipment (10)	0	0	0	0	0	207	0	0	0	0	207	TX-CRF
Total - Unfunded	**10,588**	**1,996**	**1,166**	**13,901**	**5,703**	**9,751**	**4,923**	**7,555**	**96,243**	**22,174**	**174,000**	

(1) City Wide Facilities - Bicycle/Pedestrian System (constructing multi-use trails) $9.5M, Bridge at Riverwood $1.8M, J.C. Saddington (land based work) $4.1M and Downtown 21 (design/construction) $26.2M.
(2) City Wide Recreation - Westacres (Don McLean) Outdoor Pool $4.0M, Malton Arena $3.2M, Cawthra Park Indoor Pool $935k, Glenforest Indoor Pool $1.71M.
(3) Park Facility Installation - Sports Fields $26.6M, including $21.2M for design and construction of 11 artificial lit soccer fields.

(4) Park Redevelopment - Erindale Park (design/construction) $8.8M, Streetsville Memorial Park (construction) $5.1M, Wildwood Park (construction) $8.3M and Parking lots at Mississauga Valley and Meadowvale Sports Park $1.3M.
(5) Parkland Acquisition - Downtown 21 acquisition $23.4M.
(6) Parkland Development - Kariya Park addition $1M, Meadowvale Sports Park $0.3M, and various Credit Valley property parkland development $11.6M.
(7) Parks Maintenance - estimated capital plan based on lifecycle model.
(8) Sports Field Maintenance - estimated capital plan based on lifecycle model.
(9) Urban Forestry - Woodland Hazardous Tree Mitigation $1M, Woodland Restoration $0.5M, Playground Trees $0.7M.
(10) Vehicles & Equipment - Lakeview GC Golf Cart Replacement Program $207k.

Mississauga Library
2012 - 2021 Unfunded - Net Capital Expenditures By Program
(000's)

Program	2012 Budget	2013 Forecast	2014 Forecast	2015 Forecast	2016 Forecast	2017 Forecast	2018 Forecast	2019 Forecast	2020 Forecast	2021 Forecast	Total	Funding Sources
	$	$	$	$	$	$	$	$	$	$		
Buildings *	0	0	0	0	0	704	6,836	4,400	0	0	11,940	TX-CRF/DCA-LIB
Materials & Equipment **	0	0	0	0	3110	0	0	0	0	0	3,110	TX-CRF
Total - Unfunded	**0**	**0**	**0**	**0**	**3,110**	**704**	**6,836**	**4,400**	**0**	**0**	**15,050**	

*** Cooksville Library**

**** Self-Serve Technology - Sortation**

Arts & Culture Service
2012- 2021 Unfunded - Net Capital Expenditures By Program
(000's)

Program	2012 Budget	2013 Forecast	2014 Forecast	2015 Forecast	2016 Forecast	2017 Forecast	2018 Forecast	2019 Forecast	2019 Forecast	2021 Forecast	Total	Funding Sources
	$	$	$	$	$	$	$	$	$	$	$	
Buildings (1)	0	500	1,500	0	0	0	0	0	0	0	2,000	TX-CRF
Total - Unfunded	**0**	**500**	**1,500**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**2,000**	

(1) Buildings - Clarke Memorial Hall Renovation (2013), Small Arms Building Renovation (2014).

Facilities & Property Management

2012 - 2021 Not Funded - Net Capital Expenditures By Program

(000's)

Facility & Property Management	2012 Forecast	2013 Forecast	2014 Forecast	2015 Forecast	2016 Forecast	2017 Forecast	2018 Forecast	2019 Forecast	2020 Forecast	2021 Forecast	Total	Funding Sources
	$	$	$	$	$	$	$	$	$	$	$	
Facility Services	417	0	0	0	0	0	0	0	0	104	521	TX-CRF
Space Planning	115	20	20	170	58	200	200	200	200	75	1,258	TX-CRF/TX-FRRRF
Vehicles and Equipment	0	22	28	28	0	28	38	38	38	16	237	TX-CRF/TX-FRRRF
Total - Not Funded	**532**	**42**	**48**	**198**	**58**	**228**	**238**	**238**	**238**	**195**	**2,016**	

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

- $27,584,280 To the Capital Reserve Fund;
- $ 2,598,000 To the Insurance Reserve Fund;
- $ 1,050,000 To the Worker's Compensation Reserve Fund;
- $ 750,000 To the Bus Shelter Advertising Reserve;
- $ 500,000 To the Reserve for Elections; and
- $ 309,000 To the Reserve for Assessment Appeal.
- $ 11,300 To Reserve for General Contingencies

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 and Project Support Management Office for transfers such as Mississauga Business Enterprise Centre (MBEC) initiatives and project support training;
- Insurance claims and premiums;
- Maintenance for BraeBen Golf Course and Courtneypark Artificial Turf;
- One-time costs associated such as, Malton area and Ninth line corridor plan reviews, by-election expenditures, accessibility training program, parking strategy, mobility hub and environmental master plan;
- 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:

- $ 15,500,000 Facility Repair & Renovations Reserve Fund;
- $ 13,500,000 Roadway Infrastructure Reserve Fund
- $ 2,000,000 Fire Vehicles and Equipment Reserve Fund;
- $ 1,492,00 Mainfleet Vehicle and Equipment Reserve Fund.