



# Budget Committee – January 16, 2012 2012-2014 Business Plan and 2012 Budget for Transit Service Area



# Agenda

- Vision, Mission and Business Plan Goals
- Service Delivery Model
- Business Plan Update
- Service Levels
- Capital Budget Forecast
- Operating Budget Forecast
  - Maintain Current Service Levels
  - Proposed New Initiatives
- Next Steps





# Vision, Mission and Business Plan Goals

## **Vision**

- Build a reliable and convenient system
- Advance environmental responsibility
- Connect our city
- Increase transportation capacity
- Direct growth

## **Mission**

To provide commuters a conventional fixed route transportation service that is a viable alternative to private vehicles.



# Goals of this Plan

- Sustain existing service, modest growth
- Build the BRT, commissioning and operation
- Conduct LRT preliminary design and environmental assessment
- Build and deploy iBus: intelligent transportation systems
- Replace the Transit Operators Workforce Management System
- Deploy Presto

Description	2011	2012	2013	2014
<b>BASELINE BUDGET</b>				
New Service Hours	29,500	30,500	31,000	29,500
	1,319,950	1,340,140	1,371,140	1,400,640
Growth over the previous year	2.29%	1.53%	2.31%	2.15%
<b>BRT OPERATIONS</b>				
BRT Implementation Plan			47,500	
<b>UNFUNDED SERVICE REQUIREMENTS</b>				
MiExpress Network - Weekdays - All Day		←	←	27,400
MiExpress Network - Weekends - All Day		←	←	20,000
MiLocal - Weekdays - Local Connectors		←	←	16,700



# Service Delivery Model





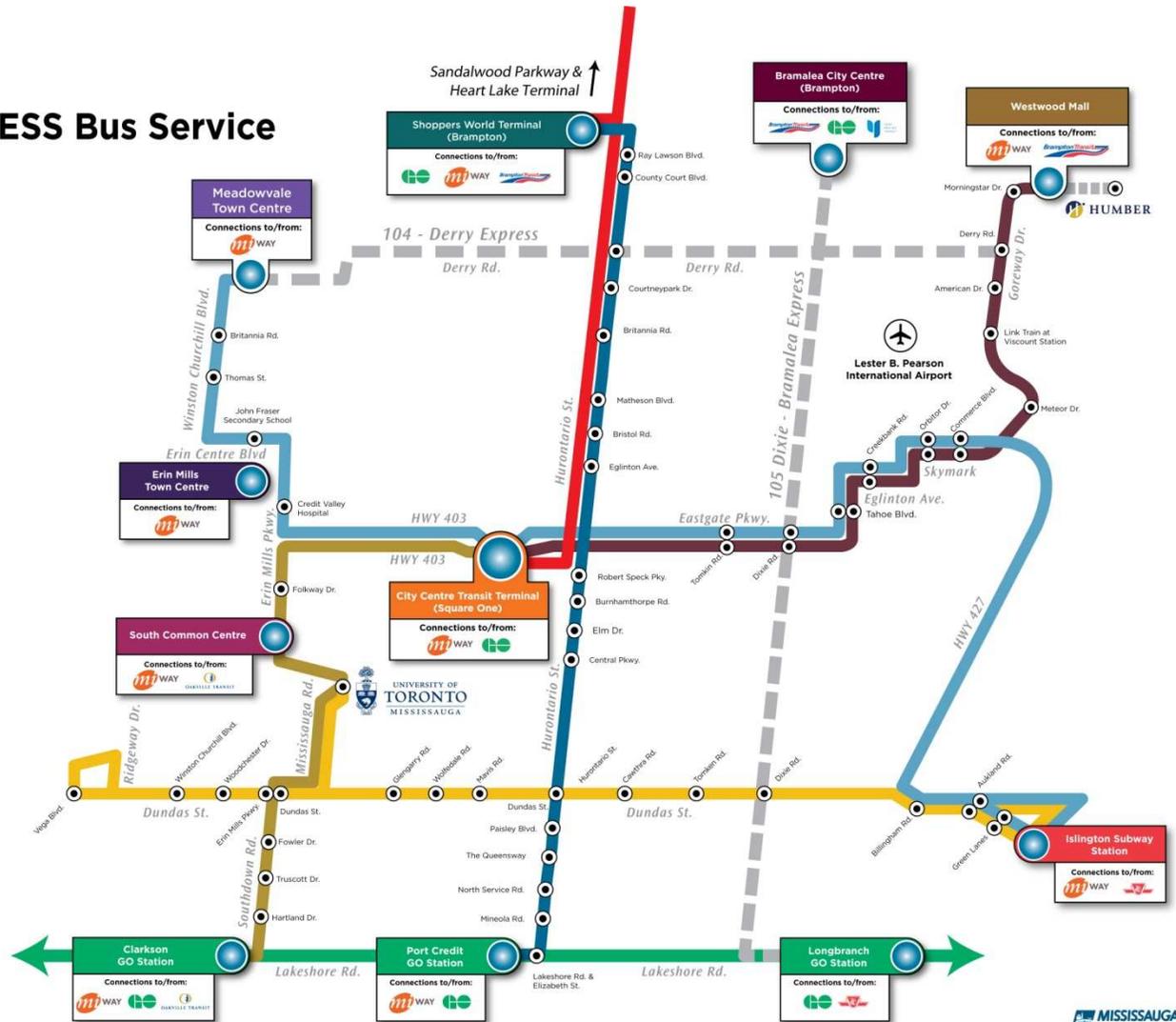
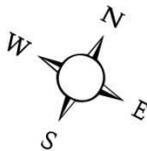
10-2011

# Express Network

## miWAY EXPRESS Bus Service

Route
<b>101 Dundas Express</b> Mon-Fri, AM/PM rush hours
<b>103 Hurontario Express</b> Mon-Fri, AM/PM rush hours
<b>107 Malton Express</b> Mon-Fri, AM/PM rush hours
<b>109 Meadowvale Express</b> Mon-Fri, AM/PM rush hours
<b>110 University</b> Mon-Sun, All day service
<b>Züm Route 502</b> Mon-Fri, AM/PM rush hours
<b>Proposed Express Routes</b>

Map Not To Scale





# Business Plan Update

## Accomplishments

- 100% accessible bus fleet
- GTA Presto farecard operational on all routes
- Next Stop Announcements (AODA) on all buses
- Security cameras
- BRT construction start
- Contract award LRT E.A. and preliminary design
- Hurontario Corridor – integrated services with Brampton
- Express network extended to Port Credit
- MiWay ridership record achieved in 2011

# Awards

## National and Provincial

### MiWay Brand Implementation

- Canadian Urban Transit Association (CUTA) Award for Outstanding Achievement

### MiWay Mobile Site - [m.miway.ca](http://m.miway.ca)

- 2011 Willis Award for Innovation – Canadian Association of Municipal Administrators
- 2011 Peter J Marshal Municipal Innovation Award Association of Municipalities of Ontario (AMO)
- 2011 Distinction Award – Government Technology Exhibition and Conference (GTEC)



# Service Levels

Mississauga Transit provides fixed route transit delivered by the following family of services:

<b>MiExpress</b>	Express service, serving limited stops
<b>MiLocal</b>	Local service, serving all stops
<b>MiGO</b>	Peak hour shuttle service to Milton GO rail stations
<b>MiSchool</b>	Peak hour service to secondary schools

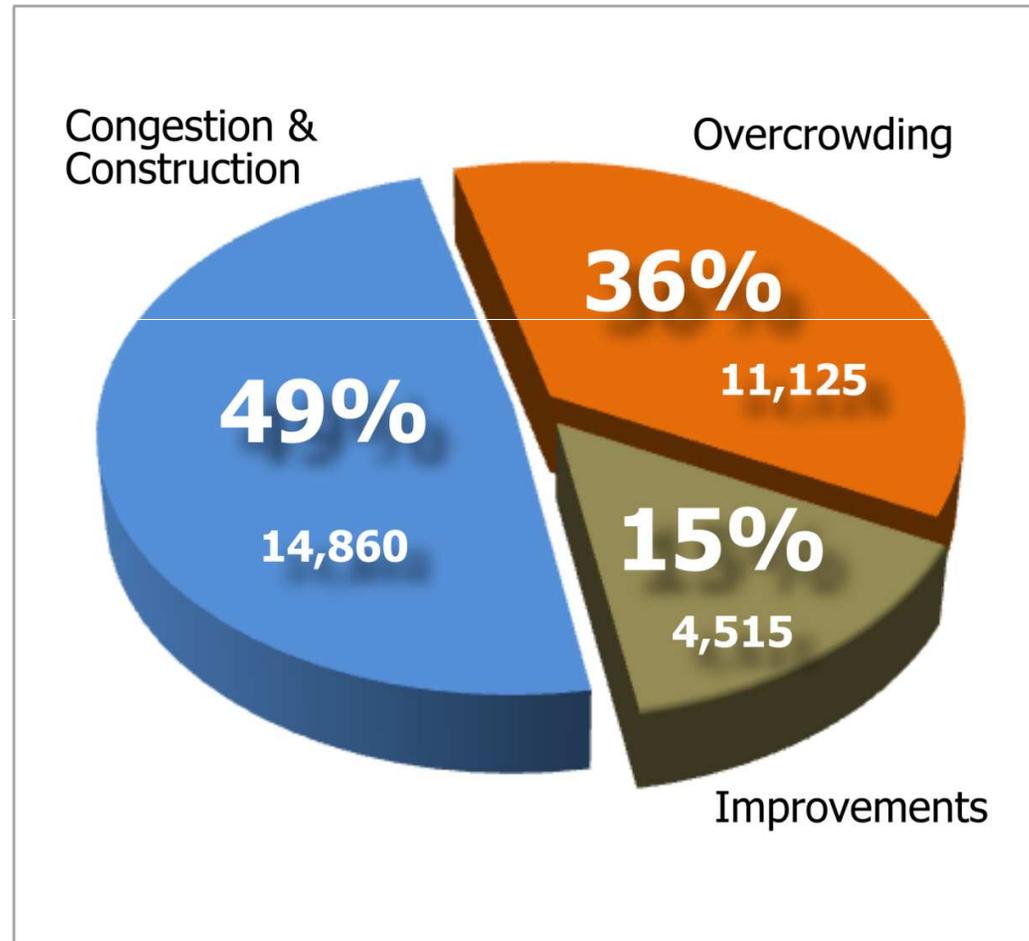
The network operates 91 routes within a service area of 178 sq km with over 3,850 stops.

Service Type	2011		2012	
	Hours	%	Hours	%
Weekday	1,138,600	86.3%	1,161,730	86.7%
Saturday	110,370	8.4%	109,480	8.2%
Sunday/Holiday	70,980	5.4%	68,930	5.1%
<b>Total</b>	<b>1,319,950</b>	<b>100%</b>	<b>1,340,140</b>	<b>100%</b>



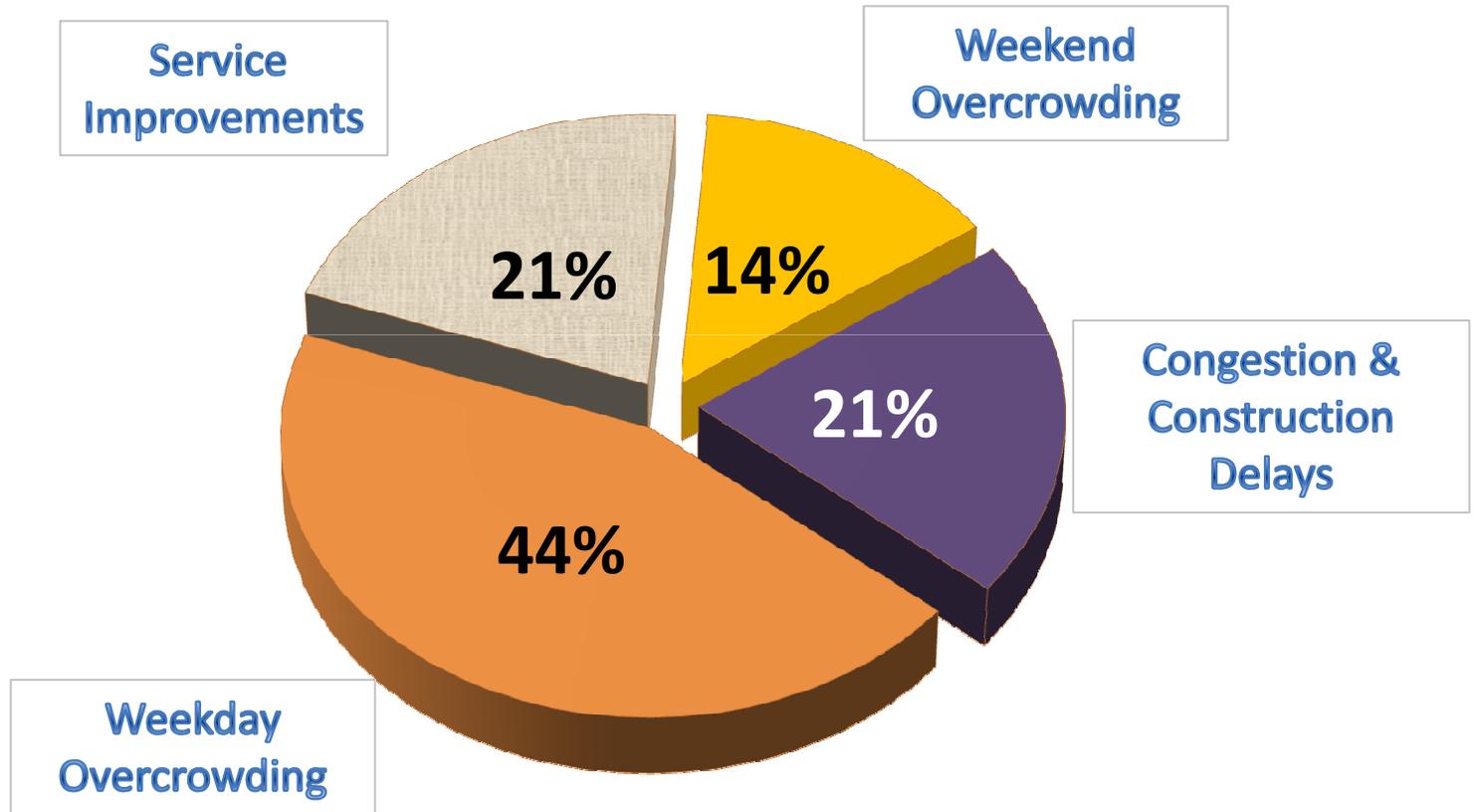


# 2011 -13 Additional Service Hours





# 2011 Service Hours Allocation





# Community Outreach

MiWay participated in more than 40 Mississauga events and 28 school orientations making contact with over 30,000 people.

## Program Achievements

- Contributed to ridership increase – 6% over 2010
- Improved MiWay awareness and education in the community
- Promoted the benefits of MiWay
- Encouraged trial on MiWay





# Student Rider Growth

- High school student ambassador program success with peer to peer marketing
- Grade 8 orientation outreach
- Summer U-Pass pilot program

## Program Achievements

- Growth in student riders: student pass sales up 36%
- Wonderland Route 88 service: 42% increase in total trips over 2010
- Improved student education and awareness of MiWay





# Capital Budget Forecast



# 2012 to 2021 Capital Program

## 2012 - 2021 Total Net Capital Program

Program Expenditures (\$ 000's)	2012 Budget	2013 Forecast	2014 Forecast	Post 2014 Forecast	Total (\$)
Transit Facilities - Minor Maintenance/Construction	40	40	2,640	60,280	63,000
Buses - Replacement/Growth and Major Maintenance	3,668	19,764	14,018	168,226	205,676
Higher Order Transit - BRT/LRT, Transit Priority	26,503	44,565	8	80,000	151,076
On-street Facilities - Stops and Infrastructure	325	375	190	1,500	2,390
Vehicles & Equipment	855	750	460	4,800	6,865
Other Transit	1,900	1,600	0	4,900	8,400
<b>Total Net Expenditures</b>	<b>33,291</b>	<b>67,094</b>	<b>17,316</b>	<b>319,706</b>	<b>437,407</b>

Note: Numbers may not balance due to rounding.



# 2012 Capital Budget Highlights

- BRT construction: \$13.7M
- Hurontario LRT corridor study: \$6M
- Purchase of 15-40' BRT buses: \$5M
- Bus radio system replacement: \$2.5M
- Bus maintenance, major components replacement: \$1.1M



# 2013 to 2021 Capital Budget Highlights

- Replace 308 buses: \$149.1M
- 62 growth buses: \$27.2M
- Transit priority measures: \$80M
- BRT construction: \$39.8M
- Dundas corridor study: \$3M
- Replace bus fare box system: \$5M
- Design, build 3<sup>rd</sup> bus storage facility: \$62M

# 2012 to 2021 Unfunded Capital Budget Highlights

- LRT Project, Phase 1: \$659M (gross)
- 80 Growth buses: \$48M
- 16 Replacement buses: \$6.9M
- Transit priority measures: \$20M

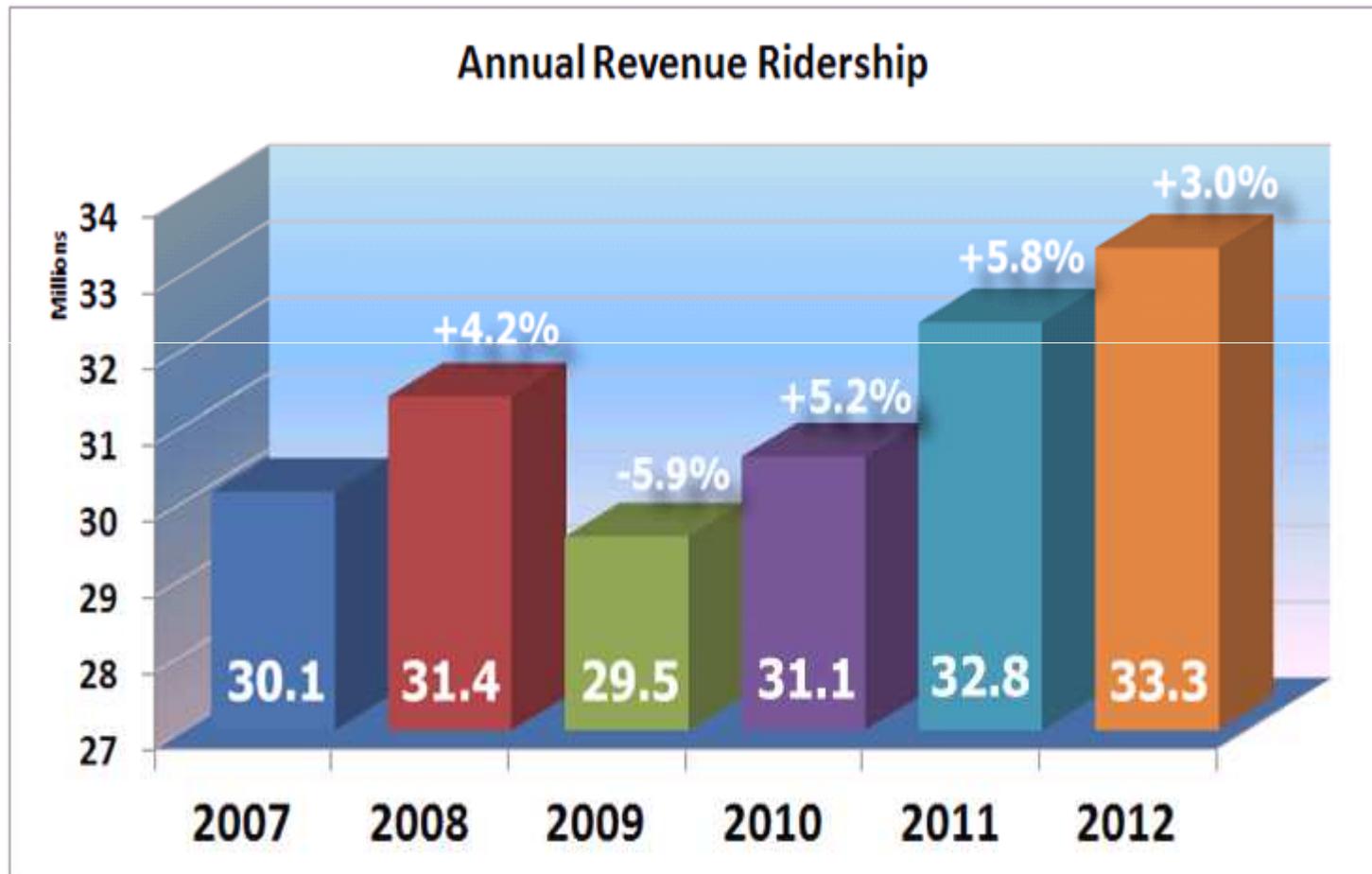




# Operating Budget Forecast



# Ridership





# Transit Budget Breakdown

Labour*	78%
Fuel	11%
Maintenance Contracts	4%
Utilities	2%
TTC contracted services	1%
All Other	4%
<b>TOTAL</b>	<b>100%</b>

\* 90% of labour costs are within a Collective Bargaining Agreement or front line supervision of bargaining unit employees

# Proposed Budget Summary

Description (\$ 000's)	2012	2013	2014
Prior Year Budget	45,771	49,970	60,334
<b>Increases/(Decreases) to Maintain Current Service Levels</b>			
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)
<b>Total Changes to Maintain Current Service Levels</b>	<b>4,199</b>	<b>10,363</b>	<b>1,938</b>
<b>Total Cost to Maintain Current Services Levels</b>	<b>49,970</b>	<b>60,334</b>	<b>62,272</b>
<b>Total Proposed New Initiatives</b>	<b>1,463</b>	<b>2,049</b>	<b>0</b>
<b>Proposed Budget</b>	<b>51,433</b>	<b>62,383</b>	<b>62,272</b>

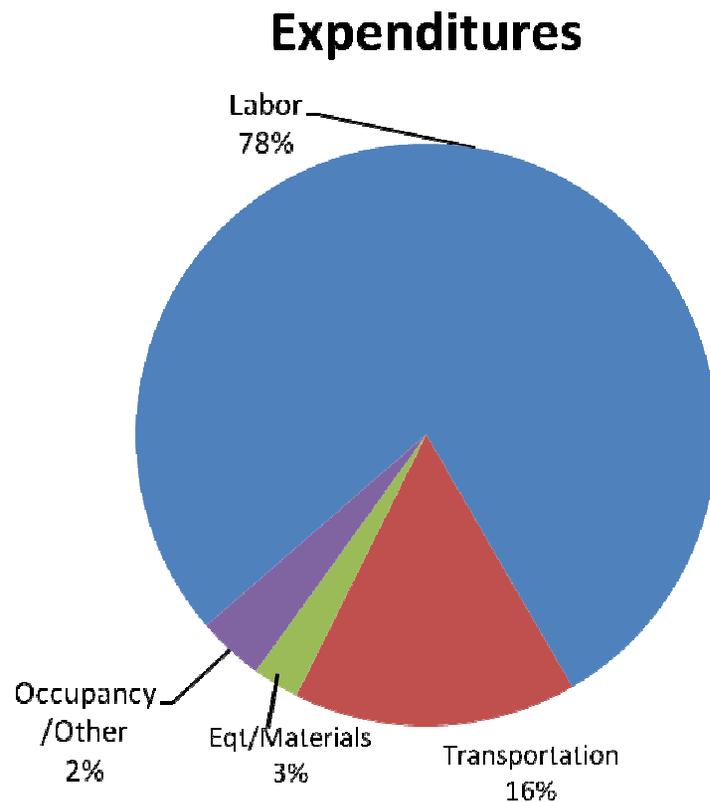
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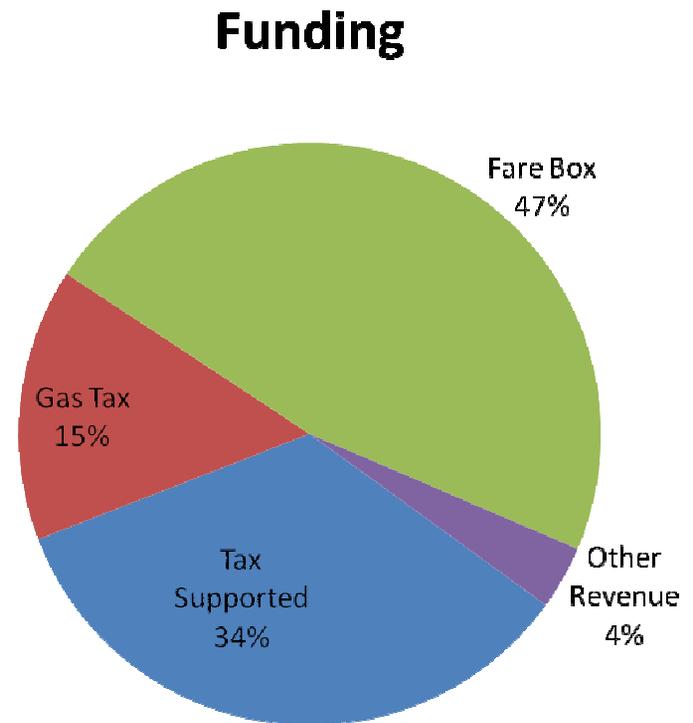


# 2012 Budget

**Expenditures: \$139M**



**Funding: \$139M**



**Budget Net of Allocations : \$49.97M**



# Cost Increases to Maintain Current Service Levels

## Highlight Major Cost Pressures

- Annualization
- Capital Impacts
- Cost increases
  - Controllable
  - Uncontrollable
  - Legislated



# Maintain Current Service Levels

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

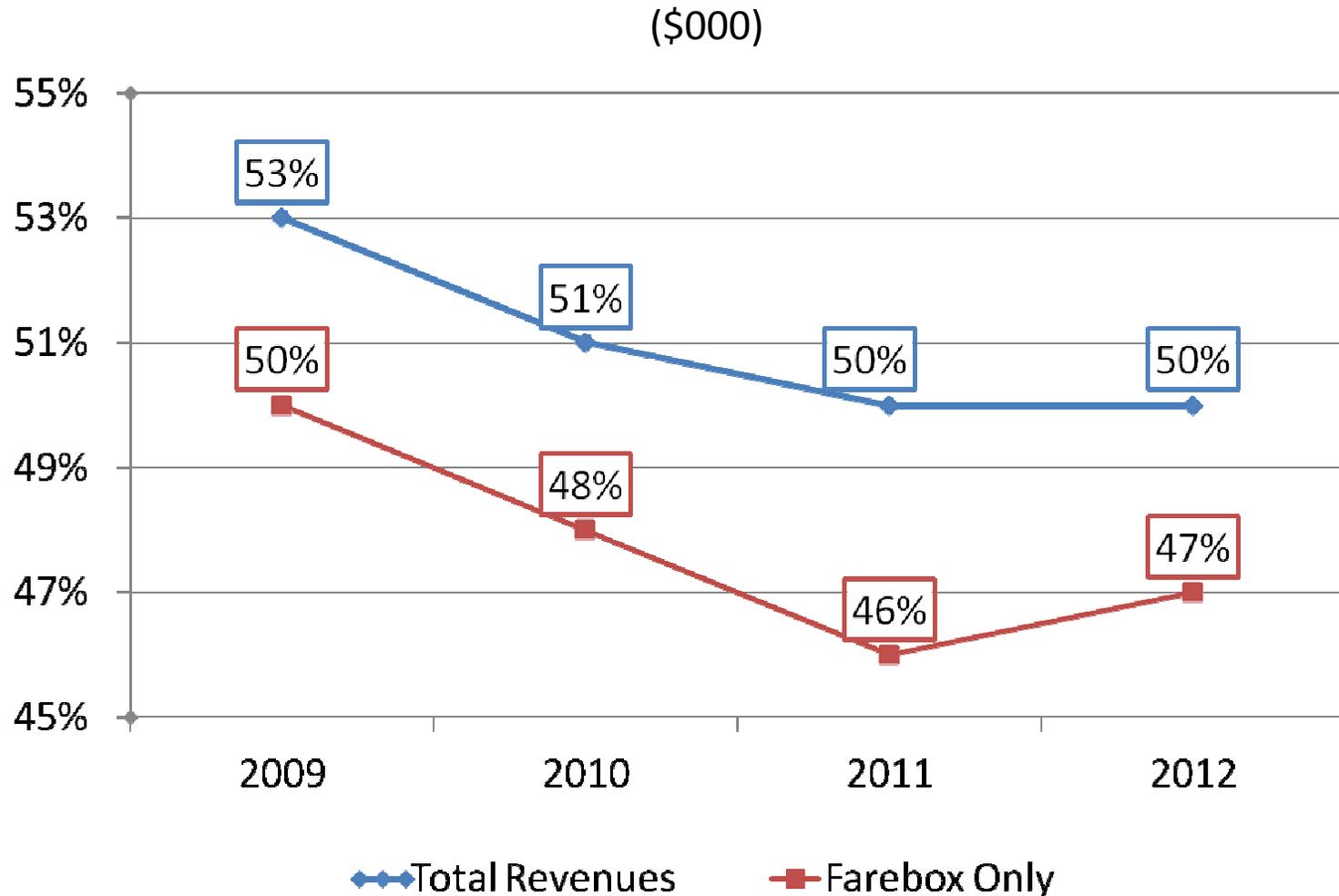
(\$ 000's)	2011 Budget	2012 Budget	2013 Forecast	2014 Forecast
Labour Costs	103,555	108,533	116,026	118,290
Other Operating Expenses	28,163	30,509	34,083	35,745
Total Costs	131,718	139,042	150,109	154,035
Total Revenues	(88,376)	(91,625)	(92,440)	(94,527)
Net Cost before Corporate Support Allocations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

Note: Numbers may not balance due to rounding.



# Cost Recovery Ratios

User Fee and Other Revenue / Gross Operating



# Annualization of 2011 Operating Cost Decisions

## Total Pressure of \$2.59M

- 2011 Service improvements: \$746K
- Diesel fuel: \$286K
- Revenue/gas tax adjustments: \$1.56M



# 2012 Cost Increases Uncontrollable

## Total Pressure of \$3.1M

- Increase diesel fuel budget by \$0.10/litre: \$1.5M
- Presto maintenance/equipment fees: \$960k
- Utilities: \$400K





# Continuous Review of Routes

- Transit continually adjusts routes to address hours of service, frequency and geographic coverage to meet community needs and ensure network efficiency
- Annual ridership counts and analysis are done to review performance at the route level
- Analysis and recommendations are brought forward to Budget Committee on an annual basis for implementation in the following year

Year	Services Eliminated	Services Reduced	Annual Savings
2008	7	3	\$563,800
2009	1	4	\$335,400
2010 <sup>1</sup>	1	0	\$310,000
2011 <sup>2</sup>	6	2	\$841,550

<sup>1</sup> Contracted service with TTC cancelled

<sup>2</sup> Council approved in 2011; implementation January 30, 2012



# Revenue Increases and Budget Reductions

## Total of (\$1.4M)

- Transit service rationalization: (\$772K)
- Approved fare increase in January vs. April: (\$500K)
- Reduction in marketing: (\$100k)



# Existing Revenue Changes

## Total Revenue Change of (\$4.5M)

- Fare increases – Council approved in 2011: (\$2M)
- Base revenue growth of 2%: (\$1.2M)
- Advertising revenue contract changes: (\$1M)
- GTA pass revenue : (\$250K)

## Fare increase effective January 30, 2012

- Cash \$0.25 all categories
- Adults \$0.10 ticket
- Seniors \$0.05 ticket
- Student/child fares frozen at 2009 levels
- Adult/senior pass products adjusted



# 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
<b>Total New Initiatives</b>		<b>24.0</b>	<b>1,463</b>	<b>2,049</b>	<b>0</b>	<b>3,512</b>		

**Note: Numbers may not balance due to rounding**

# Proposed New Initiatives

## Growth Driven Initiatives

Net Budget Reduction Options	Additional Information	Summary
Transit Service Plan	BR #477	This provides modest growth of 2.1% to address congestion in the network due to traffic, construction and ridership growth.





# Proposed New Initiatives 2012 Changes to FTE

Initiative	Staff Description	FT FTE	PT FTE	Total	2012 Operating Budget Impact (\$K)	Service Area	Budget Change Type
<b>Operating</b>							
BR 418: iBus Project - ITS for Transit	Transit Equipment Technician	1.0		1.0	\$49.0	Mississauga Transit	New Initiatives
BR 477: Transit Service Plan	Transit Operator	20.0		20.0	\$1,165.0	Mississauga Transit	New Initiatives
BR 477: Transit Service Plan	Operations Supervisor	1.0		1.0	\$67.0	Mississauga Transit	New Initiatives
BR 477: Transit Service Plan	Route Supervisor	1.0		1.0	\$67.0	Mississauga Transit	New Initiatives
BR 477: Transit Service Plan	Mechanic	1.0		1.0	\$33.0	Mississauga Transit	New Initiatives
<b>Total Operating:</b>		<b>24.0</b>	<b>0.0</b>	<b>24.0</b>	<b>\$1,381.0</b>		
<b>Capital</b>							
<b>Total Capital:</b>		<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>\$0.0</b>		
Total Staff Summary Request		24.0	0.0	24.0	\$1,381.0		
Existing Staff		1198.0	27.3	1225.3			
<b>Total Staff including Requests</b>		<b>1222.0</b>	<b>27.3</b>	<b>1249.3</b>			

# Net Budget Reduction Options 2012 Changes to FTE

Initiative	Staff Description	FT FTE	PT FTE	Total	2012 Operating Budget Impact (\$K)
<b>Operating</b>					
BR 756 : Transit Service Rationalization - Council approved in 2011	Transit Operator	-6.0		-6.0	-\$772.0
<b>Total Operating:</b>		<b>-6.0</b>	<b>0.0</b>	<b>-6.0</b>	<b>-\$772.0</b>
<b>Capital</b>					
<b>Total Capital:</b>		<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>\$0.0</b>





# Mississauga's Rapid Transit Program

Mississauga BRT Project

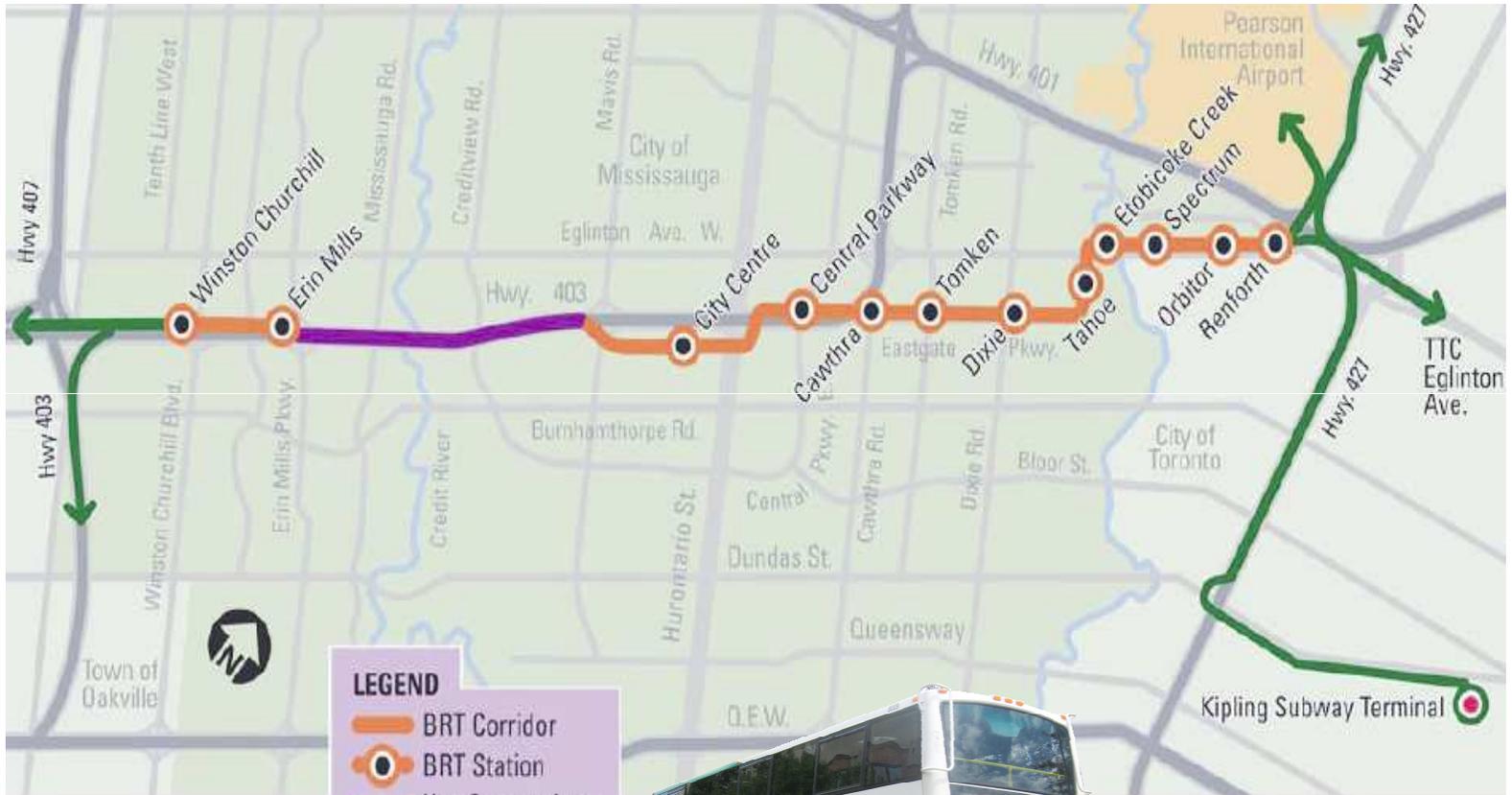


Hurontario LRT Project





# Mississauga BRT Project





# Mississauga BRT Project

## Operating Impacts from Capital Projects

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

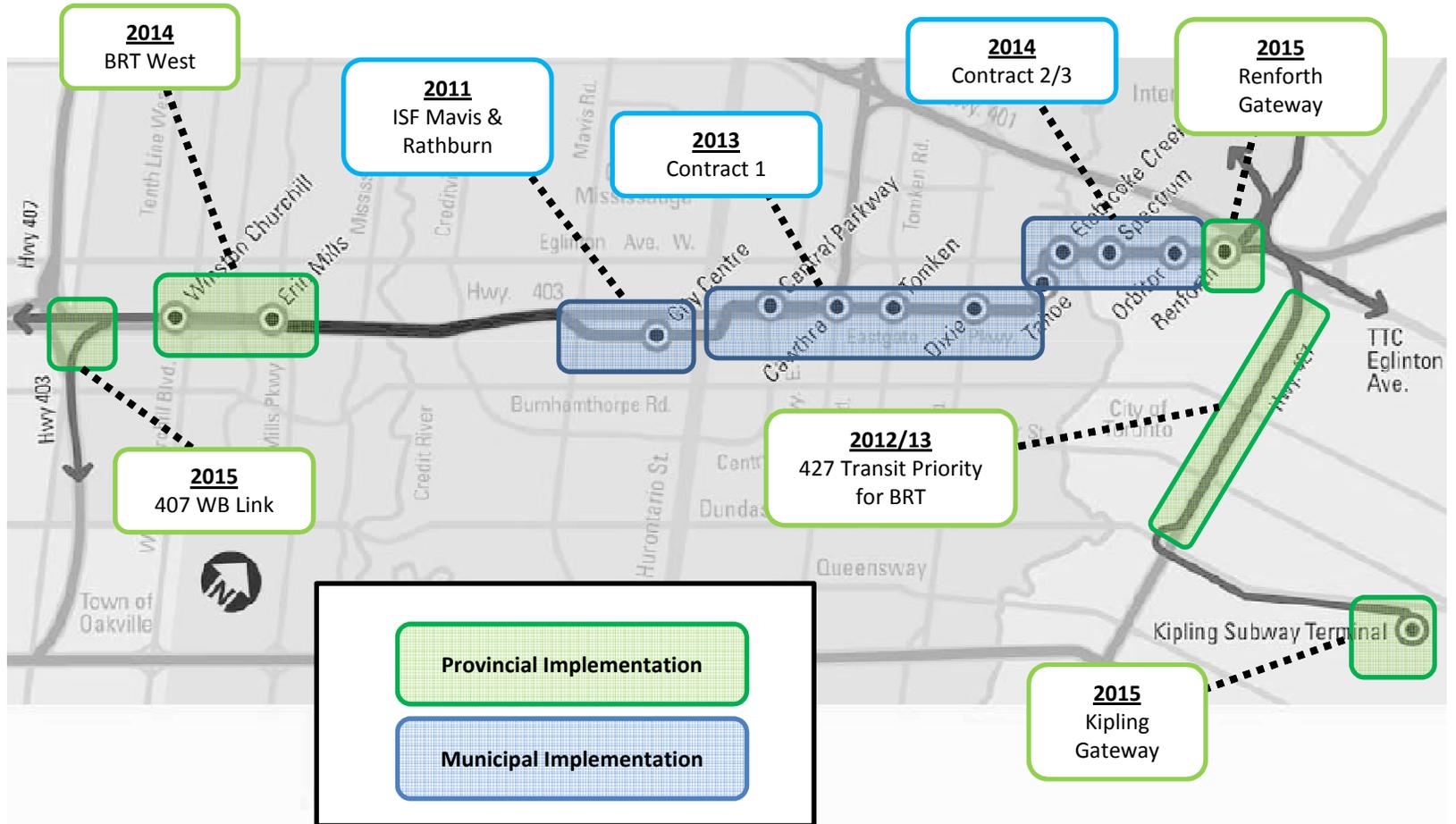
## 2012-2021 Total Net Capital Program

Program Expenditures (\$ 000's)	2012	2013	2014	Post 2014	Total (\$)
Design	1,800				1,800
Construction	13,703	39,765*			53,468
Buses	5,000				5,000

\*2013 - \$25M construction is in debt financing model



# Corridor Implementation Schedule



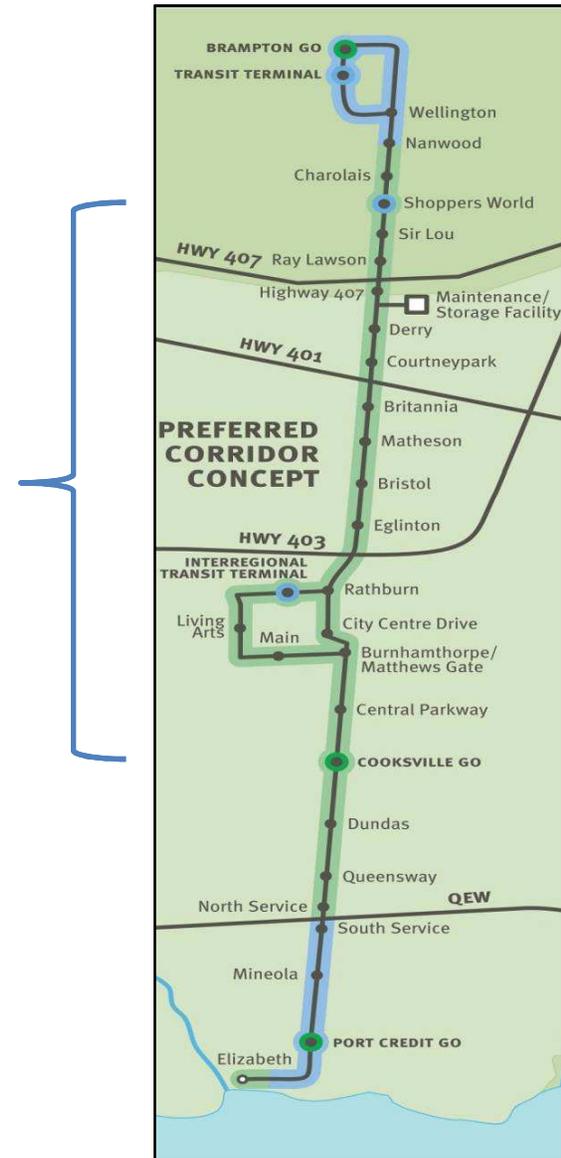


# Hurontario LRT Project

Preliminary Design and Environmental Assessment Underway

## Phase 1

- \$659 M (Gross) / \$220 M (Net)
- Cooksville to Shoppers World
- Currently Unfunded





# Hurontario LRT Project

## 2012-2021 Total Net Capital Program

Program Expenditures (\$ 000's)	2012	2013	2014	Post 2014	Total (\$)
Design (Preliminary & EA)	6,000				1,800
Design (Detailed – Phase 1)				7,333	7,333
Construction (Phase 1)				158,001	158,001
LRT Vehicles (Phase 1)				54,333	54,333



# Next Steps

## Budget Committee Direction Required:

- Approval of Current Service Levels
- Approval of Operating / Capital New Initiatives



# Budget Committee – January 16, 2012

## 2012-2014 Business Plan and 2012 Budget for Roads, Storm Drainage and Watercourses



# Vision

To be a leader in delivering and managing safe, functional municipal transportation and storm water infrastructure

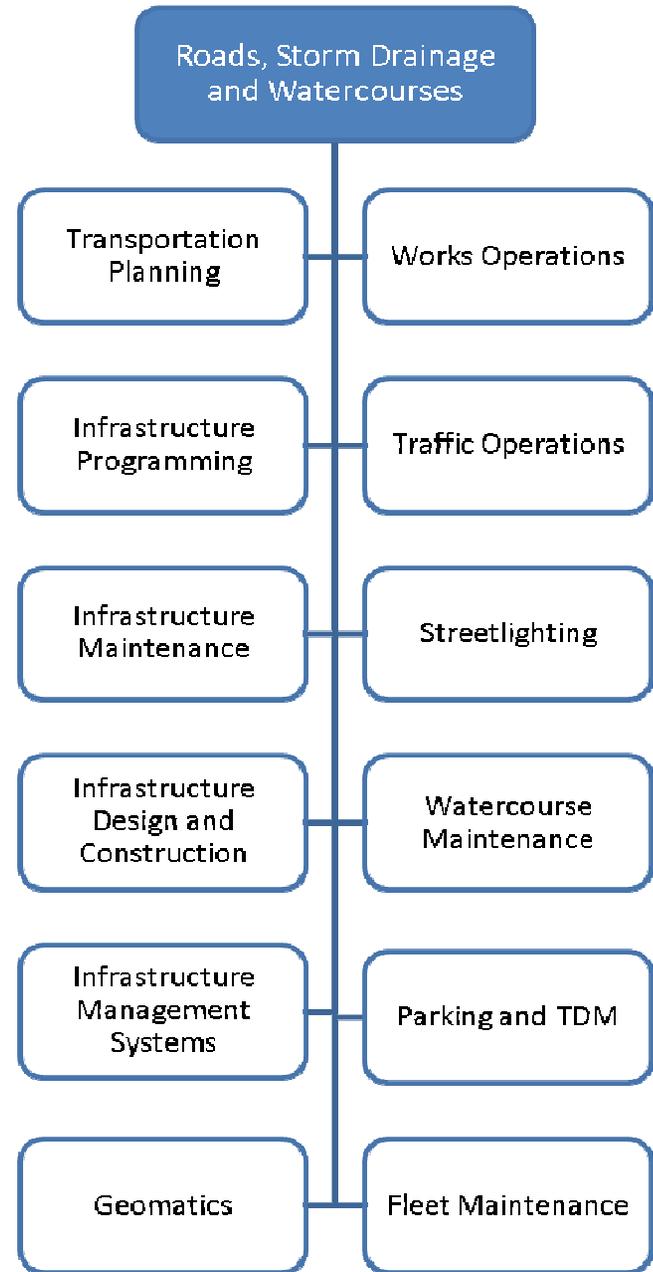
# Mission

- **To plan, develop, construct and maintain a multi-modal transportation system** which efficiently and safely moves people and goods, respects the environment, supports the development of Mississauga as a 21st Century city and serves 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





# Service Delivery Model





# Service Level Issues & Trends

## **Aging infrastructure**

- Focus on state of good repair for bridges
- Average road network condition slowly declining
- Minimum maintenance standards being met

## **Climate change and environmental accountability**

- Watercourse and storm pond maintenance and rehabilitation require ongoing evaluation and prioritization
- Pressure for more funding for erosion control and Living Green projects
- Streetlighting LED retrofit program will commence in 2012 to reduce energy consumption



# Service Level Issues & Trends

## **Increasing demand for multi-modal transportation and higher order transit**

- Increasing traffic congestion
- Traffic Management Centre planning underway
- Pressure to advance a transit oriented city

## **Provision of municipal parking infrastructure**

- Parking strategy implementation underway

## **Infrastructure retrofit**

- Pressure to retrofit facilities to accommodate road diets, placemaking, cycling, community traffic concerns

# Business Plan Goals

## Asset Management

- Maintain state of good repair for infrastructure
- Comply with legislative changes (Minimum Maintenance Standards and Accessibility)
- Leverage technology to further integrate Infrastructure Asset Management Strategy

## Multi-Modal Transportation Network

- Transportation network planning
- Develop and implement the Transportation Master Plan
- Implement the Cycling Master Plan

## Greening – Environmental Stewardship

- Implement lot level storm water quality measures
- Utilize alternative winter de-icing materials





# Business Plan Goals

## Continuous Improvement

- Implement cost efficiencies
- Advance the Traffic Management Centre
- Review opportunities for partnerships in parking infrastructure
- Implement a new works facility



# Business Plan Update

## 2011 Accomplishments

- Operational efficiencies of \$1.88 million were implemented
- 100 roads (44 kilometres) were resurfaced
- 7 bridge/culvert structures were rehabilitated
- 4 kilometres of noise barriers were replaced
- Watercourse improvements were completed along Little Etobicoke Creek, Cooksville Creek and the Credit River
- Cycling office was opened
- 9 kilometres of new transit accessible sidewalks were installed
- 12 subdivisions were assumed, adding 18.5 kilometres of roadway to the City's network and maintenance programs
- Pavement and Bridge/Culvert management systems were updated
- Noise barrier inventory and condition assessment were updated

# Business Plan Update

## 2011 Accomplishments

- The Ridgeway Drive overpass was completed
- The Duke of York roundabout and Square One Drive extension adjacent to Sheridan College were completed including an innovative flush street design
- Paid parking introduced in the downtown along with municipal parking lots completed for Sheridan College featuring permeable pavement and LED lighting
- Elm Drive low impact development project was completed including new cycling lanes and parking lay-bys with permeable pavers and rain gardens





# Business Plan Update

## Awards

- Canadian Public Works Association (CPWA) Public Works Week Award
- Excellence in Storage Award from Salt Institute for the Malton, Meadowvale and Mavis District Works Yards
- 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
- Canadian Institute of Planners Award for Planning Excellence in Transportation and Infrastructure for the Hurontario/Main Street Corridor Master Plan

# Service Levels

2012 Budget - \$51.25 per \$100K of tax assessment will be spent on managing road and storm drainage infrastructure:

- 5,200 lane km of road network
- 2,200 km of sidewalks
- 50,000 street lights
- 2,000 km of storm sewer network
- 200 km of watercourses and 55 storm water management facilities
- 511 signalized intersections operated by City (730 Total)
- 223 bridges and culverts
- 244 km of bicycle lanes and boulevard multi-use trails
- 56 km of noise barriers
- 19 at-grade parking facilities, 4 below-grade parking facilities, 113 on-street, 74 off-street pay and display machines



# Capital Budget Forecast



# Capital Program Summary

<b>Program Expenditures (\$ 000's)</b>	<b>2012 Budget</b>	<b>10 Year Total (\$)</b>
Bridge and Structure Rehabilitation	4,500	45,000
Major Roads	5,625	149,892
Other Engineering	32,113	243,219
Roadway Rehabilitation	14,774	223,798
Storm Drainage	9,900	93,813
<b>Total Net Expenditures</b>	<b>66,912</b>	<b>755,722</b>

Note: Numbers may not balance due to rounding.





# Bridge and Structure Rehabilitation Highlights

Program Expenditures (\$ 000's)	2012 Budget	2013 Forecast	2014 Forecast	Post 2014 Forecast	Total (\$)
<b>Bridge and Structure Rehabilitation</b>	<b>4,500</b>	<b>4,500</b>	<b>4,500</b>	<b>31,500</b>	<b>45,000</b>

No change to annual \$4.5M program

## 2012 Projects

- Dundas Street East over Cooksville - Rehabilitation
- Meadow Wood Road Over Sheridan Creek Tributary - Replacement
- Donnelly Drive Over Mary Fix Creek - Replacement
- Detailed Condition Survey for six structures
- Minor Repairs on various structures

# 10 Year Major Road Highlights

Program Expenditures (\$ 000's)	2012 Budget	2013 Forecast	2014 Forecast	Post 2014 Forecast	Total (\$)
Major Roads	5,625	11,755	10,405	122,107	149,892

- \$25M lower than previous 10 Year forecast for road and grade separation projects due to reduced DC revenues
- Projects deferred within ten years and outside of ten years
- New projects accommodated in 10 year forecast
  - Ninth Line widening north of Derry Road (2013/14 Construction)
  - Dundas Street West/Ninth Line Phase 2 (2012/13 Cost share with Halton)
  - Second Line pedestrian connection under Hwy 401 (2013 Construction)





# 2012 Major Road Program

## Construction Projects (\$5.6 M)

- Derrycrest – north of Derry Rd. W to Hurontario St.
- **NEW** - Dundas St. W. / Ninth Line W. - Phase 1
- Creekbank Rd. ext. north limit of Creekbank Rd. to south of Hwy 401
- Creekbank Rd. Matheson Blvd E. to north Limit of Creekbank Rd.
- Intersection improvements

## Design & Study Projects (\$900K)

- Downtown Transportation Functional Design/Study
- **NEW** - Second Line under Hwy. 401 - Trail Connection Design
- **NEW** - John St. extension EA - Hurontario Street to Parking Lot GO Station
- Creditview Rd widening EA- Argentia Road to Old Creditview Road

# Road Rehabilitation Highlights

Program Expenditures (\$ 000's)	2012 Budget	2013 Forecast	2014 Forecast	Post 2014 Forecast	Total (\$)
Roadway Rehabilitation	14,774	16,224	23,900	168,900	223,798

- Major and industrial road network condition at the target condition index -73 OCI
- Funding gap estimated at \$2.8M annually now till 2015 and \$8.2M annually beginning in 2016 (not requested in 2012 budget)
- Funding will be reviewed as part of 2013 Business Plan refresh and long term City financing strategy

## 2012 Program Summary

- 29 residential roads (40% of budget)
- 17 major and industrial roads (60% of budget)
- Updated 2012 list - handout



# 10 Year Storm Drainage and Watercourse Highlights

Program Expenditures (\$ 000's)	2012 Budget	2013 Forecast	2014 Forecast	Post 2014 Forecast	Total (\$)
Storm Drainage	9,900	7,290	29,790	46,833	93,813

- Highest priority Cooksville Creek flooding mitigation works
- Focus on high risk areas - e.g. erosion control projects where slope failure has occurred
- Storm network modelling, some erosion control, watercourse management projects deferred



# Storm Drainage and Watercourses

## Key 2012 Projects (\$9.9M)

- Storm Water Financing Study – Phase 2
- Various Erosion Control Projects and Drainage Improvements - Credit River, Cooksville, Mary Fix and Sheridan Creeks
- Design of Cooksville Creek Crossing Improvements and Flood Protection - King Street East and Paisley Boulevard East
- Design Cooksville Creek SWM facility – Park 317
- Ninth Line Corridor Subwatershed Study
- Rehabilitation of Relief Wells - Dakota Road & Full Moon Circle
- Etobicoke Creek Channel Dredging - Universal Drive





# Other Engineering Highlights

Program Expenditures (\$ 000's)	2012 Budget	2013 Forecast	2014 Forecast	Post 2014 Forecast	Total (\$)
Other Engineering	32,113	48,098	21,545	141,463	243,219

## 2012 Streetlighting LED Installation (\$18M)

- Phase I of 2 (Phase 2- \$15M in 2013)
- Debt financed

## 2012 Noise Barrier Program (\$800k)

- 10 year program reduced by \$5.6M to reflect asset condition
- 1.1 km to be replaced along Dundas St. W., McLaughlin Rd., and Rathburn Rd. W

## 2012 Sidewalk Program/Transit Accessibility (\$1.4M)

- 10 year program slowed by \$5.4M to reflect reduced DC funding and reduce impact on operating costs



# Other Engineering Highlights

## Cycling Program

- Annual program of \$3.77M reduced in first 3 years due to reduced DC's however offset by available funding from previous years
- 30 km per year of new facilities remains the target



# Other Engineering Highlights

## Parking

- Expansion of Paid Parking
  - 2012: \$250k for Pay and Display Machines  
\$48k for maintenance and collections van
  - 2013: \$460k for Pay and Display Machines
  - 2014: \$160k for Pay and Display Machines
- Revenue Projections
  - 2012: \$850k
  - 2013: \$900k
  - 2014: \$950k
- Downtown Parking Program (New Structure)
  - 2013: \$30M Gross (\$15M Net)  
Cost Sharing



# Unfunded Projects

## Projects referred by Council to Budget Committee

- Retrofit noise barriers on major roads - **\$2M**
- Traffic Calming Pilot- **\$75k Operating, \$75K Capital**

## Councillor's Request

- Advancement of EA for Ninth Line Widening (Eglinton Ave. to Derry Rd.)
  - \$400k(DC) presently scheduled in 2020
  - Suggest re-programming once Ninth Line corridor land use has been established

# Unfunded Projects

## Other 10 year unfunded projects

- Goreway Drive grade separation construction - **\$8M (2014/15)**
- Cooksville Creek flooding mitigation - **\$76M**
- Road rehabilitation - **\$63M**
- Ninth Line Widening Advancement - Eglinton to Derry **\$20.6M (2015/16)**
  - Currently 2021 and post 2021
- Various downtown road projects - **\$31.3M**



# Capital Program

## 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
<b>Total Net Expenditures</b>	<b>66,912</b>	<b>87,867</b>	<b>90,140</b>	<b>510,803</b>	<b>755,722</b>

Note: Numbers may not balance due to rounding.

**10 Year – Annual Average is \$75.5M**





# Operating Budget Forecast



# 2012 Operating Budget Summary

- No service level increases
- No new staff proposed

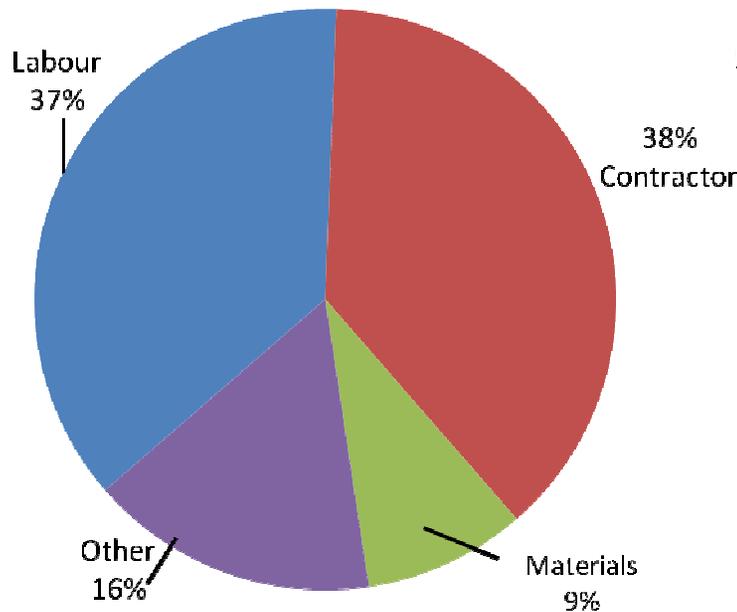
\$2.9M or 4.6% net increase to base budget  
to maintain service levels

# 2012 Budget

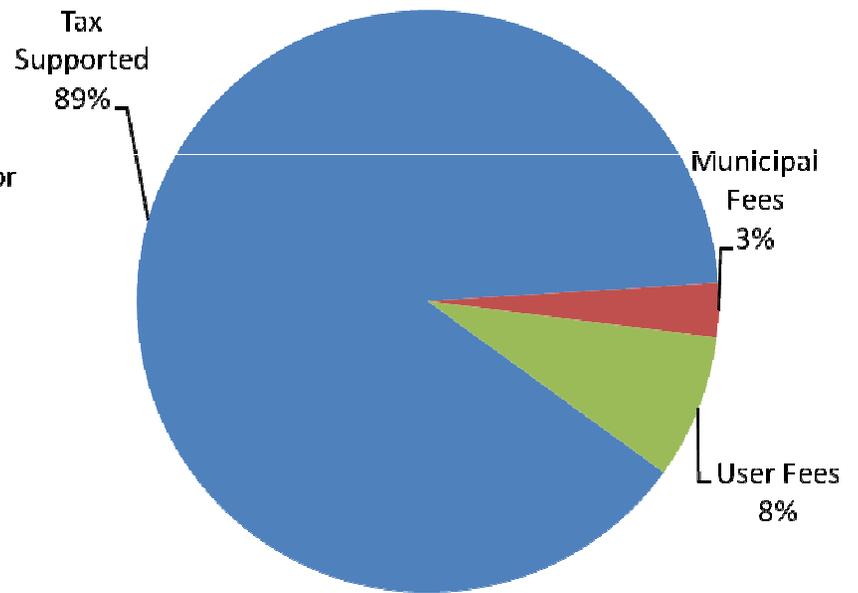
Expenditures = \$73.9 million

Funding = \$73.9 million

Expenditures



Funding



Budget Net of Allocations : \$67.2M





# Cost Increases

Increases of \$5M (Uncontrollable)

- Labour and benefits \$1.3M
- Winter contracts and material \$1.2M
- Streetlighting hydro increases \$1.8M
- Various maintenance contracts \$700k

# Efficiencies, Cost Savings and Revenue Increases

## Efficiencies / Cost Savings (\$1M)

- Streetlighting LED energy cost avoidance

## Revenue Increases (\$886k)

- Including contract recoveries approx. \$500k and increased fees and service charges approx. \$300k





# Proposed Budget

Description (\$ 000's)	2012	2013	2014
Prior Year Budget	64,246	67,210	70,405
<b>Increases/(Decreases) to Maintain Current Service Levels</b>			
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
<b>Total Changes to Maintain Current Service Levels</b>	<b>2,964</b>	<b>3,194</b>	<b>3,093</b>
<b>Total Cost to Maintain Current Services Levels</b>	<b>67,210</b>	<b>70,405</b>	<b>73,498</b>
<b>Total New Initiatives</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Cost to Maintain Current Services Levels</b>	<b>67,210</b>	<b>70,405</b>	<b>73,498</b>



2012 - 2014 Business Plan Update  
& 2012 Budget  
City of Mississauga, Ontario, Canada

Questions?



# Budget Committee – January 16 , 2012 2012-2014 Business Plan and 2012 Budget for Recreation and Parks



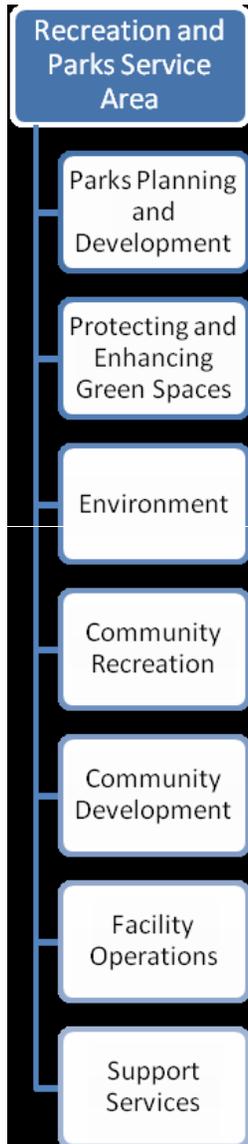
# Agenda

- Vision, Mission and Business Plan Goals
- Service Delivery Model
- Business Plan Update
- Service Levels
- Capital Budget Forecast
- Operating Budget Forecast
  - Maintain Current Service Levels
  - Proposed New Initiatives
  - Recommended Tax Rate Reduction Options
  - Other Tax Rate Reduction Options
- Next Steps





# Vision, Mission and Business Plan Goals



## Vision Statement

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 Statement

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.



# Service Delivery Model

## Who We Are

- Recreation and Parks and Planning Development and Business Services operate within the Community Services Department.

## What We Do

- We are responsible for the planning, design, programs, day to day maintenance and overall management of Mississauga's parks, recreation facilities, sport fields, trails, marinas, golf and cemetery operations.



# People Served in 2011

- 12,000,000 visits to Community Centres and Arenas
- 1,300,000 visits at 9 trail locations
- 156,000 registered in Recreation programs
- 1,700 park permits processed



**Walmart AtPlay – 35,000 participants**

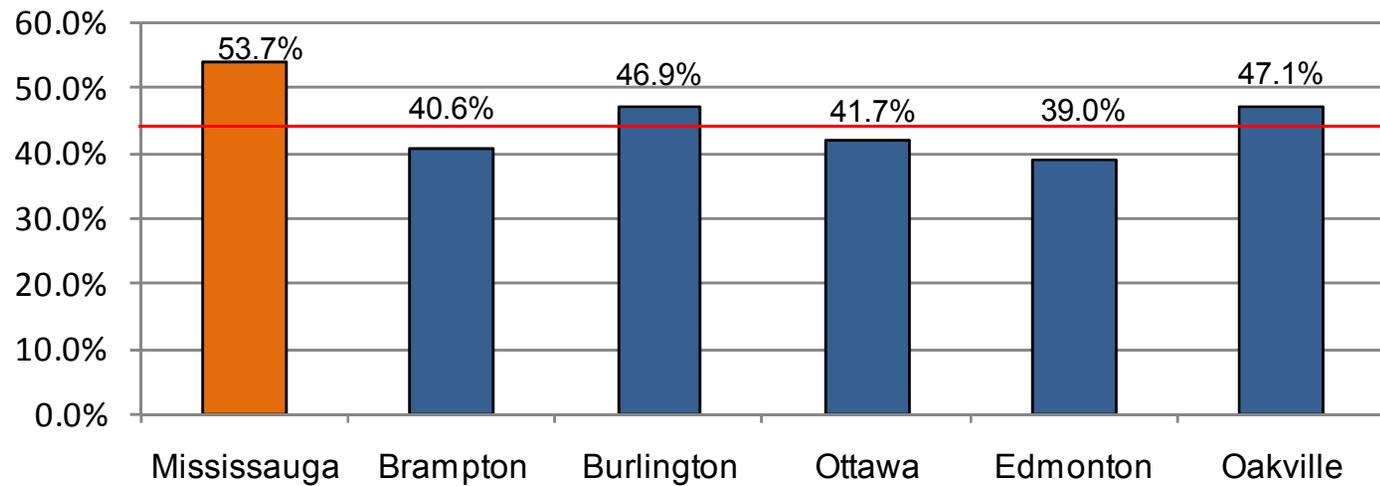


**Enersource Got Skates? – 13,000 participants**



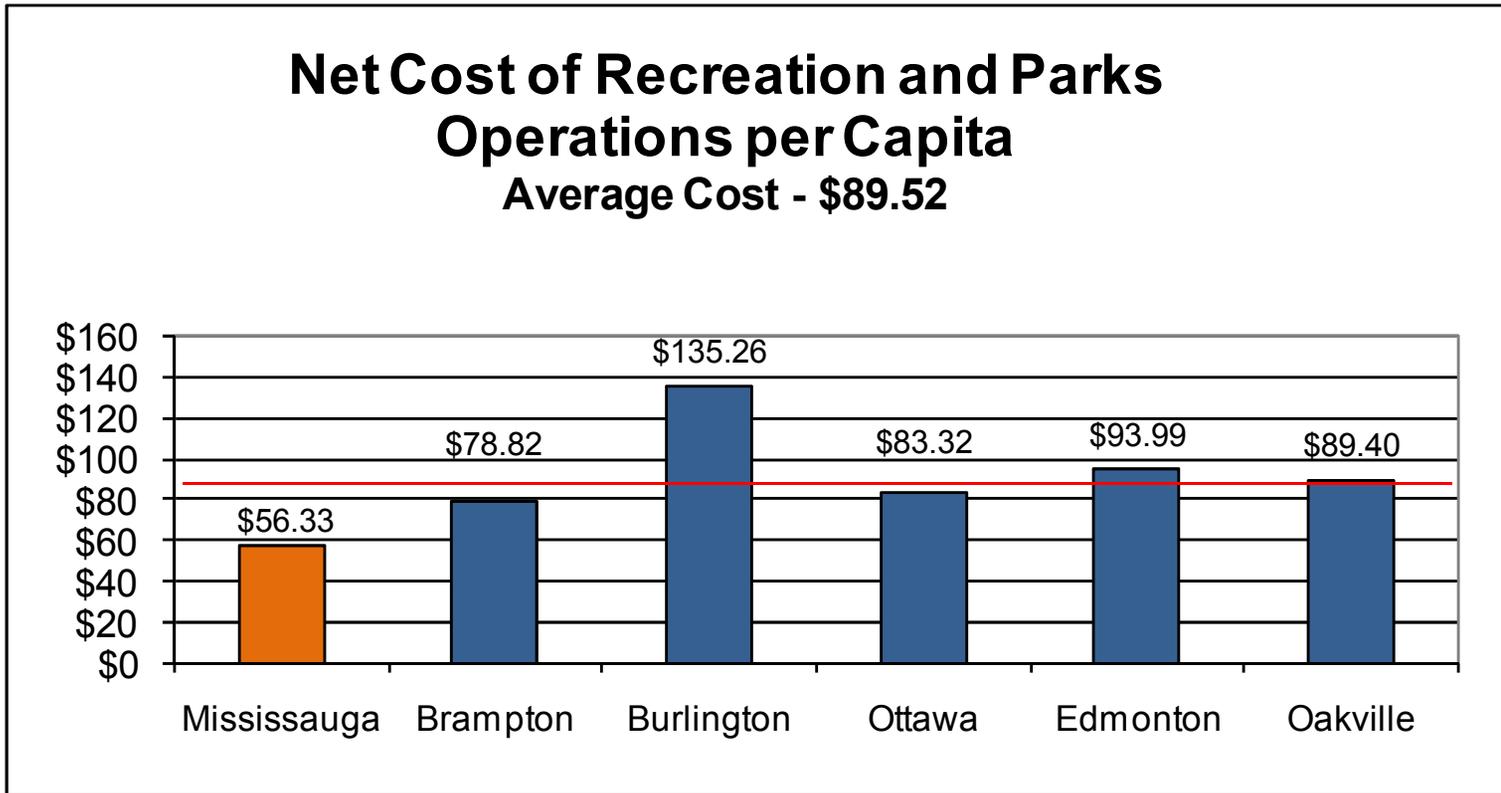
# Benchmarking: 2011 Budget

## Percent Cost Recovery of Recreation and Parks Operations Average - 44.8%



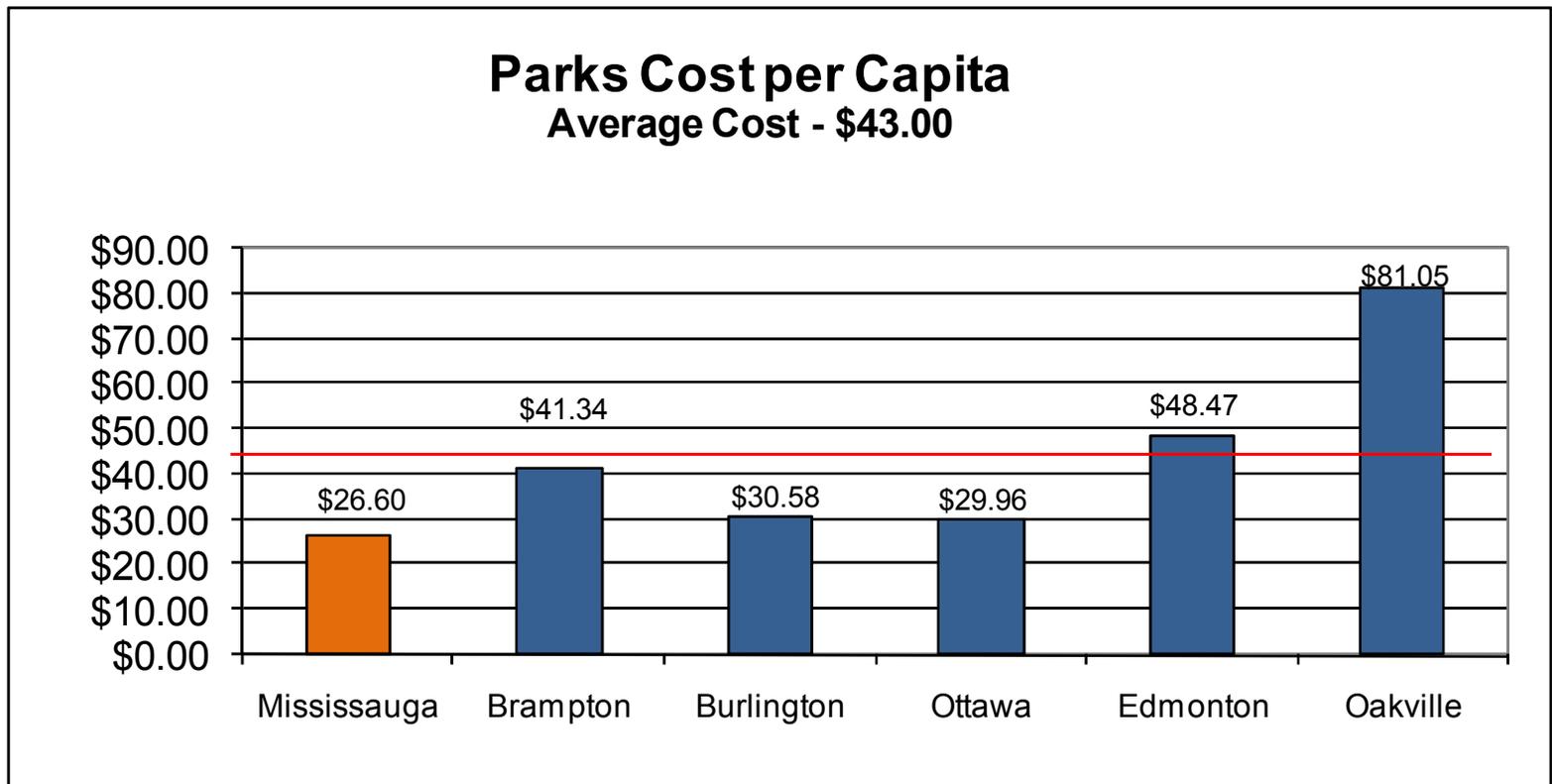


# Benchmarking: 2011 Budget





# Benchmarking: 2011 Budget





## Business Plan Update – 2011 Accomplishments

- In partnership with Facilities and Property Management implemented **\$102M** of ISF/ RInC infrastructure projects;
- Celebration Square investment attracts over 500,000 visitors and accelerates the transformation of downtown Mississauga;
- Two new indoor aquatic facilities opened and 6 outdoor pools refurbished – enhances community programming;
- Youth plan establishes youth advisory groups at major community centres across the city to launch and develop new activities; and
- Older Adult plan launches new information “fairs” across the city and secures grant funding of **\$50k.**
- 2011 Acquisitions:
  - 21 acres of Greenbelt
  - 3 acres of Parklands

# Business Plan Update – 2011 Accomplishments



Community Common



Scholar's Green with Sheridan College



Lakeside Park



Celebration Square



Clarkson CC Indoor Pool



Lions Club of Credit Valley Outdoor Pool



O'Connor Park



Sandford Farm Park

# Stewardship Programs



Levi Creek Underpass Beautification



Outdoor Rink Hut Beautification – Youth partnership



# Continuous Improvement

- Youth and Older Adults - ensure service remains relevant to key demographics
- Wal-Mart at Play, Got Skates, Swim to Survive to support youth and families
- ACTIVE ASSIST and Jerry Love Fund to increase access to service
- Pricing Study
- ACTIVE Mississauga Guide
- Improved use of Technology



# Capital Budget Forecast

# Capital Budget Strategy

- Updated project costs using current tender pricing
- Cash flow of large projects
- Cash in Lieu of Parkland reserve allocation of 60% towards parkland acquisition and 40% non-land recreational uses
- Implement Future Directions Plan, Waterfront Plan and Cycling Master Plan





# Capital Budget Challenges

- Reduced Development Charges receipts and interest;
- Growing list of unfunded projects;
- Future Life cycle maintenance due to aging infrastructure;
- Demand for LID (Low Impact Development) solutions;
- Customer expectations
- Debt Financing



# Major Capital Initiatives - 2012

- Future Directions Plan
- Cycling Master Plan
- Mississauga Waterfront Parks Strategy
- Complete Credit Valley Parks Strategy
- Develop the Asset Management Program
- Natural Heritage System Study
- Downtown 21 - acquisition and development (NF)
- Park Redevelopments and Lifecycle Management

# 2012 to 2021 Capital Program

## 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
<b>Total Net Expenditures</b>	<b>15,393</b>	<b>52,504</b>	<b>40,306</b>	<b>222,164</b>	<b>330,366</b>

Note: Numbers may not balance due to rounding.



# 2012 Capital Budget

PROJECT HIGHLIGHTS	YEAR	TOTAL \$
Park 302 Parkway Belt Construction	2012	\$2,162,000
Park 389 Park Development (Fusion)	2012	\$1,200,000
Lakefront Promenade Spray Pad Replacement	2012	\$825,000
Bicycle/Pedestrian System	2012	\$703,500
Fallingbrook Community Park Washroom	2012	\$580,000
Park 507 (Sheridan College) North Site Park Design	2012	\$358,000
Port Credit Memorial Park Pavilion Improvements	2012	\$280,000

PRE-DESIGN PROJECTS	YEAR	TOTAL \$
Natural Heritage System Strategy	2012	\$300,000
Park 459 (Ninth Line) Planning Approvals & Concept Plans	2012	\$300,000





# 2013 to 2021 Capital Budget

PROJECT HIGHLIGHTS	YEAR	TOTAL \$
Park 358 Development (Arsenal)	2013	\$5,850,000
Park 507 Sheridan College North Park Development	2013-2014	\$2,760,000
Meadowvale Community Centre Renovation	2013-2015	\$18,983,000
Marina Park Development	2013-2015	\$7,406,000
Parkland Acquisitions	2013-2021	\$92,359,000
Bicycle/Pedestrian System	2013-2021	\$19,157,400
Playground Redevelopment	2013-2021	\$6,508,600
Park 459 Basic Park Development	2014-2017	\$4,569,000
Park 459 Sports Park and Community Facilities	2014-2018	\$18,431,000
River Grove Community Centre Renovation	2015-2016	\$7,135,000
Zonta Meadows Park Development	2016-2018	\$6,909,000
J.C. Saddington Park Redevelopment	2016-2019	\$5,412,000
Iceland Arena Renovation	2018	\$7,000,000
City Centre Park Development (Amacon)	2020-2021	\$2,541,900
South Common Community Centre Renovation	2021	\$8,000,000
Credit Valley Park Development	2021	\$8,823,000



# Unfunded Capital Projects

PROGRAM	TOTAL \$
Malton Arena Redevelopment	\$3,161,000
Cawthra Indoor Pool Renovation	\$2,255,800
Glenforest Indoor Pool Renovation	\$2,120,600
Westacres Outdoor Pool Redevelopment	\$4,500,000
Pathway Reconstruction	\$24,770,000
Lit Sports Field Maintenance	\$6,200,000
Forestry – Hazardous Tree Mitigation, Restoration and Playground Trees	\$2,200,000
Downtown 21 Parkland Acquisition	\$23,400,000
Downtown 21 Parkland Development	\$26,193,000
Parkland Development - various Ninth Line parks	\$11,583,000
Bicycle/Pedestrian System	\$9,472,000
Erindale Park Redevelopment including Spray Pad	\$9,146,000
Wildwood Park Redevelopment including Washroom	\$8,974,000
Streetsville Memorial Park Redevelopment	\$5,131,000



# Unfunded Capital Projects con't

PROGRAM	TOTAL \$
J.C. Saddington Park – Land Based Work Construction	\$4,145,000
Shoreline Design at Various Waterfront Park	\$1,800,000
Bridge connecting MacEwan and Chappell Terrance & VAM Common Green at Riverwood Park	\$1,783,800
Meadowvale Sports Park and Mississauga Valley - Parking Lots	\$1,314,000
Design & Construction – 11 Artificial Lit Soccer Fields	\$21,234,400
Design & Construction - Unlit Tennis Courts	\$411,000
Design & Construction - Lit Senior Ball Diamonds	\$3,640,000



# Operating Budget Forecast

# Proposed Budget Summary

Description (\$ 000's)	2012	2013	2014
Prior Year Budget	45,636	48,513	51,127
<b>Increases/(Decreases) to Maintain Current Service Levels</b>			
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)
<b>Total Changes to Maintain Current Service Levels</b>	<b>2,877</b>	<b>2,614</b>	<b>2,639</b>
<b>Total Cost to Maintain Current Services Levels</b>	<b>48,513</b>	<b>51,127</b>	<b>53,766</b>
<b>Total Proposed New Initiatives</b>	<b>826</b>	<b>334</b>	<b>171</b>
<b>Total Recommended Tax Rate Reduction Options</b>	<b>(387)</b>	<b>(275)</b>	<b>(25)</b>
<b>Proposed Budget</b>	<b>48,952</b>	<b>51,186</b>	<b>53,912</b>





# Operational Challenges

- Demographic Changes;
- Program Pricing;
- Demand for Ice;
- Emerging Invasive Species i.e. Emerald Ash Borer, Asian Longhorn, Gypsy moth
- Cultivating Programming Partnerships
- Future Tree By-law amendment



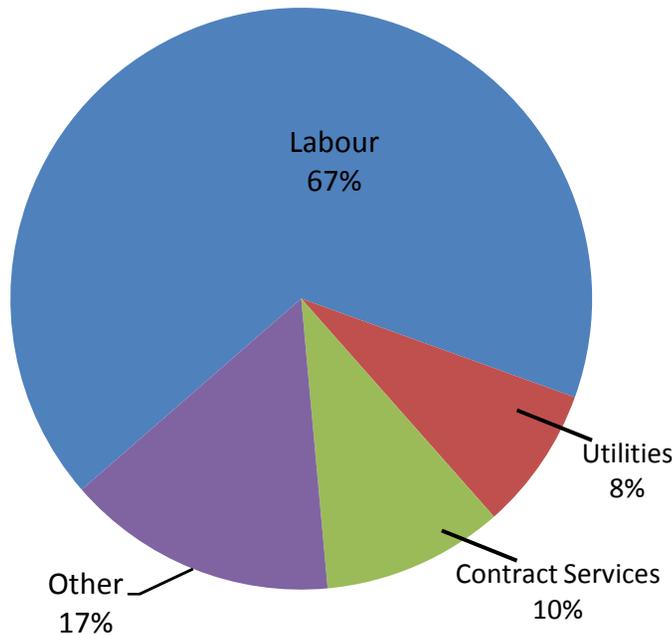
# 2012 Budget

## Maintain Current Service Levels

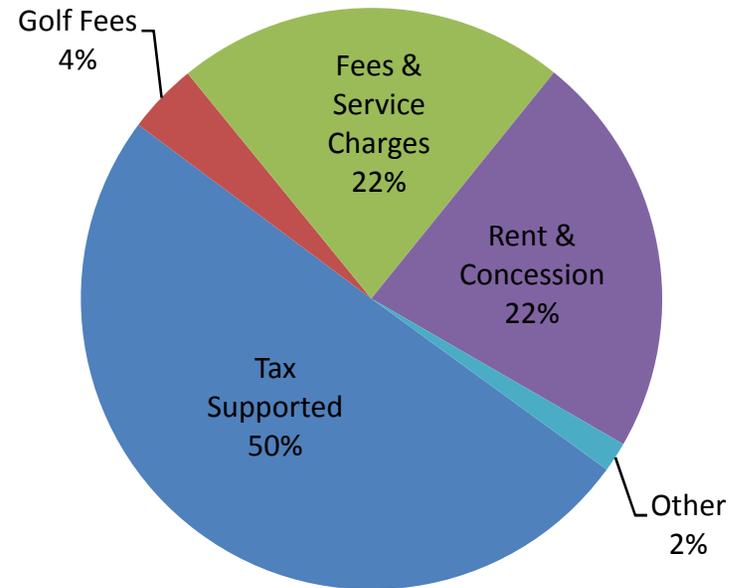
Expenditures = \$96.6 million

Funding = \$96.6 million

Expenditures



Funding



Budget Net of Allocations : \$48.5M



# Cost Increases to Maintain Current Service Levels

- Annualization

– Mississauga Celebration Square	\$400
– PSAB, Parks Operator & Cooksville Creek	\$61
– Dome Field at Hershey (Net)	(\$268)
– MCS – Gateway Sign	(\$74)
– MCS – Title Rights	(\$50)
– Clarkson Community Centre Pool (Net)	(\$29)
– Digital Advertising in CC & Libraries	(\$10)
– Malton Community Centre Pool (Net)	(\$14)



# Cost Increases to Maintain Current Service Levels

- Cost Increases

– Food Services Initiative	\$606
– Utility Increase	\$476
– Operating Expenses	\$91
– Conversion of Contract Staff to Full Time	\$74
– Fuel Increase	\$54

- Capital Impacts

– Park Land Growth (3.54 acres)	\$62
– Mississauga Valley Therapy Pool (Net)	(\$18)



# Revenue Adjustments

- Revenue Pressure of \$698K

## Line Of Business:

– Fitness	\$285
– Concessions, Net (\$250k - \$72k)	\$178
– Community Programs	\$190
– Arenas	\$115
– Part Time Reduction (1.5 FTE)	(\$70)



# Efficiencies, Cost Savings & Increased Revenues

- Efficiencies and Increased Revenues of \$1.2M
  - Community Groups On-Line Services (\$66)
  - Food Services Initiative (\$606)
  - Program & Rental Fee Increase (\$534)



# Proposed New Initiatives

(\$ 000's)	2012	2013	2014
<b>Total Proposed New Initiatives</b>	<b>826</b>	<b>334</b>	<b>171</b>



## BR# 703 – Mississauga Celebration Square – Fall, Spring and Winter Programming

\$118,000

- Below Zero Festival over 12 weekends attracting family and youth to skating events on Square;
- Spring Concert Event (April/ May);
- Spring Market (May);
- Additional Spring and Fall movie nights;
- Halloween theme events in October;
- Tree Lighting and New Year's Eve become signature City events



# BR# 697 – Dedicated Security in Civic Precinct

\$147,000

- Number and size of private and public amenities has increased;
- Additional population and crowds travel to downtown core;
- Downtown infrastructure area has increased SOR count;
- Additional Security coverage requested to cover larger geographic area with increased density



## BR# 225 – Plant a Million Trees

\$87,000 – Program Coordinator

- Manage, communicate and inspire the community;
- Contributes to "Living Green";
- 20 Year plan – planting 50,000 trees annually;
- Trees planted on public property through contracts and volunteers;
- Trees planted on privately owned lands through volunteers, businesses and community groups ;
- 10 year capital program funds cost of trees



## BR# 506 – Street Tree Block Pruning

\$464,000

- Enhances health and life-cycle of green canopy;
- Proactive approach allows greater number of trees to be pruned at a lower cost;
- Creates a standard pruning cycle for the city;
- Additional \$400,000 allows complete maintenance on 40,000 street trees annually. Additional funding is for contract management.



## BR# 779 – Cemeteries Management

- New system required to comply with legislative requirements for maintenance of adequate cemetery records.
- New system improves identification of available cemetery space and plots – future revenue generation

### 2012 Capital Budget Includes:

- IT contract staff
- System software



# Recommended Tax Rate Reduction Options

(\$ 000's)	2012	2013	2014
<b>Total Recommended Tax Rate Reduction Options</b>	<b>(387)</b>	<b>(275)</b>	<b>(25)</b>

## BR# 586 – Backlit Advertising in Community Centres and libraries

(\$27,000)

- 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.
- Locate two backlit advertisers per facility.
- Future net revenues realized 2012-2014





## BR# 665 – Impact of Pricing Study

(\$360,000)

- **Budget Committee approved the Pricing Study on November 23, 2011.**
- Simplified pricing structure
- Targets fee increases to maintain year over year cost recovery ratios.



# Other Tax Rate Reduction Options For Council Consideration

(\$ 000's)	2012	2013	2014
<b>Total Other Tax Rate Reduction Options</b>	<b>(1,382)</b>	<b>(521)</b>	<b>(15)</b>



# Other Tax Rate Reduction Options For Council Consideration

Priority	Initiative	Budget Impact (\$000)s	FTE Impact	Summary and Justification
1	BR 276 Cellular Towers on Parkland	(\$30.0)		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 Council approval to locate a cell tower at Iceland (agreement pending) with discussions in progress to locate an additional cell tower within another location which would be subject to Council approval.
2	BR 660 Paid Parking Destination Parks	(\$90.0)		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. Annualized total = \$157,000  <b><u>The Following Parks have been identified:</u></b> 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.
3	BR 738 Curtail 50% of the 2008 Funding increase for Floral Displays	(\$50.0)	(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.



# Other Tax Rate Reduction Options For Council Consideration – Cont.

Priority	Initiative	Budget Impact (\$000)s	FTE Impact	Summary and Justification
4	BR 739 Eliminate Remaining Balance of the 2008 Funding for Floral Displays	(\$50.0)	(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.
5	BR 662 Reduce Corporate Grant Funding	(\$305.0)		<p>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.</p> <p>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.</p> <p>If the Corporate Grant envelope is reduced by \$305,000, there will be \$23,000 remaining to fund the Square One Older Adult Centre.</p> <p>The following 2011 grant recipients would receive no funding in 2012 and beyond:</p> <ul style="list-style-type: none"> <li>- Riverwood Conservatory (\$131,859 in 2011 funding)</li> <li>- Mississauga Sport Council (\$74,600 in 2011 funding)</li> <li>- Volunteer MBC (\$35,000 in 2011)</li> <li>- Big Brothers and Big Sisters (\$13,561 in 2011)</li> <li>- Mississauga Friendship Association (\$12,000 in 2011)</li> <li>- Community Living Mississauga (\$10,500 in 2011)</li> <li>- St. John's Ambulance (\$7,500 in 2011)</li> </ul> <p>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.</p>



# Other Tax Rate Reduction Options For Council Consideration – Cont.

Priority	Initiative	Budget Impact (\$000)s	FTE Impact	Summary and Justification
6	BR 741 Eliminate the Goose Management Program	(\$187.0)	(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.
7	BR 740 Reduce Boulevard Maintenance Cycle	(\$100.0)		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.
8	BR 651 Close 1 Single Pad Arena	(\$174.0)	(2.0)	<b>Closure criteria (all must be met):</b> 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.  <b>Based on 2010 data at arena meeting all criteria:</b> 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.

# Other Tax Rate Reduction Options For Council Consideration – Cont.

Priority	Initiative	Budget Impact (\$000)s	FTE Impact	Summary and Justification
9	BR 658 Close 1 Major Community Centre	(\$396.0)	(18.5)	<p>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. <b>2012 savings based on July 1 closure.</b></p> <p>Service Impacts include:</p> <p>Reduced opportunity for residents to pursue healthy, active lifestyles. Increased travel time and distance for users to find alternative program locations.</p> <p>4,200 hours of registered program hours would be eliminated. 2,800 registered program participants would be displaced and requiring alternative program locations.</p> <p>Drop In Program Impact - 38,200 drop in participants would be impacted.</p> <p>2,700 annual room rental bookings with a value of \$200k would be impacted.</p> <p>1,600 arena ice/floor bookings with a value of \$300k would be impacted.</p> <p>Service level for community centres moves from 1:66,200 residents to 1:73,800.</p> <p>Service level for Gymnasia moves from 1:46,900 residents to 1:50,900.</p> <p>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).</p>



# Proposed Budget Summary

Description (\$ 000's)	2012	2013	2014
Prior Year Budget	45,636	48,513	51,127
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<b>Proposed Budget</b>	<b>48,952</b>	<b>51,186</b>	<b>53,912</b>



# Next Steps

- Budget Committee Direction Required:
  - Do you approve Maintaining Current Recreation and Parks Service Levels?
  - Do you approve New Initiatives?
  - Do you approve Recommended Tax Rate Reduction Options?
  - Do you approve Other Tax Rate Reduction Options?





# Budget Committee – January 16, 2012 2012-2014 Business Plan and 2012 Budget for Fire & Emergency Service



# Agenda

- Business Plan Goals
- Service Delivery Model
- Business Plan Update
- Service Levels
- Capital Budget Forecast
- Operating Budget Forecast
  - Maintain Current Service Levels
  - Proposed New Initiatives
  - Recommended Tax Rate Reduction Options
  - Other Tax Rate Reduction Options
- Next Steps





# Business Plan Goals

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



# Service Delivery Model

- All risk emergency response service
- 616 suppression staff operating on 4 shifts
- 30 front line suppression vehicles and 7 specialty vehicles
- Staff are divided up between 20 stations, communications dispatch centre, city hall and the fire training centre (Garry W. Morden Centre as of February 2012)
- Administration is located at Station 101 (headquarters)



# Business Plan Update

## Accomplishments

- 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.
- The creation of a database is underway that will ultimately **identify and classify all building stock in the City of Mississauga based on risk.**
- **Important life safety information** has been made available on the City's website in the top 10 most spoken languages
- **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.



# Business Plan Update

## Accomplishments

- **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 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.

# Service Levels

- Number of Structure Fires has increased

Year	# of Structure Fires
2008	324
2009	456
2010	609

- Traffic congestion is negatively impacting response times

Direction (All roads crossing the Credit River from Lakeshore to HWY 407)	Increase in Traffic between 2006-2021 (Peak 7:30 – 8:30 am)
Eastbound	10%
Westbound	34%



# Service Levels

- High volume of **medical calls** (46%)
- Light weight residential **building materials**
  - materials used in the construction of newer occupancies and contents include more highly combustible material and burn much faster than materials used in older buildings
  - The ability of MFES to respond faster will greatly improve the odds of saving the structure and/or reducing potential dollar loss.

# Service Levels

<b>Performance Indicator (90<sup>th</sup> Percentile)</b>	<b>Target (90<sup>th</sup> Percentile)</b>	<b>Actual Performance at Nov 2011 (90<sup>th</sup> Percentile)</b>
<b>Call Processing Time</b>	60 seconds	57 seconds
<b>Turnout Time</b>	80 seconds	76 seconds
<b>First Unit on Scene – Travel Time</b>	<b>4 minutes</b>	<b>5 minutes, 38 seconds</b>
<b>First Unit Total Response Time</b>	6 minutes, 20 seconds	7 minutes, 51 seconds
<b>Total Response Time to assemble 20 firefighters at a structure fire</b>	10 minutes, 20 seconds	13 minutes , 13 seconds

\* Targets based on NFPA 1710 Guidelines

# Service Level Benchmarks

City	Population/Station	Suppression Staff per capita (1:X)	Cost per Capita for Suppression
Edmonton	31,298	866	\$147.62
Calgary	31,298	862	\$132.51
Vancouver	28,900	782	\$126.50
Winnipeg	26,312	784	\$126.31
Toronto	33,607	991	\$105.51
Ottawa	35,926	1081	\$102.89
Hamilton	21,154	1188	\$102.36
Mississauga (Current)	<b>36,900</b>	<b>1198</b>	<b>\$93.37</b>
Mississauga (after 3 new stations)	<b>32,608</b>	<b>1109</b>	<b>\$97.88</b>



# Capital Budget Forecast

# 2012 to 2021 Capital Program

## 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
<b>Total Net Expenditures</b>	<b>4,756</b>	<b>7,905</b>	<b>9,212</b>	<b>38,982</b>	<b>60,855</b>



# 2012 Capital Budget Highlights

## **Design & Construction of Fire Stations:** **(\$000's)**

- Design of Station 101 Renovation \$250
- Design of Station 119 Relocation \$540
- Design of New Station 120 (Hurontario & Eglinton Area) \$540

## **Equipment Projects:**

- Upgrade to Voice Communication Radio System \$350
- Interface Fire/Medical Dispatch Computer Systems \$80
- Fire 911 Voice Logger Replacement \$34
- Replacement of respiratory protective equipment \$750
- Reachlift-Front end Loader for Garry W. Morden Centre \$100
- Life cycle replacement of semi-automatic defibrillators \$120
- Replace personal protective equipment \$50
- Fire Accessory Equipment \$155
- Installation of traffic signal pre-emption equipment \$20

## **Fire Vehicles:**

- Fire vehicle replacement (lifecycle) \$1,398
- New fire prevention vehicle \$50
- Refurbish fire vehicles (maintenance) \$209

# 2013 to 2021 Capital Budget Highlights

## Design & Construction of Fire Stations: (\$000's)

- Fire Station Renovations/Relocation \$12,470
- New stations 120, 123 & 124, & Relocation of 119 *(Including 3 New Fire Trucks)* \$13,820
- Fire Master Plan Study \$125

## Equipment Projects:

- Laptops in Fire Vehicles (Lifecycle Replacement) \$940
- Upgrade to Voice Communication Radio System \$3,067
- Replacement of respiratory protective equipment \$800
- Fire safety equipment \$2,517
- Fire accessory equipment \$1,617
- Installation of traffic signal pre-emption equipment \$190
- Life cycle replacement of semi-automatic defibrillator \$300
- Radio System component upgrade \$300

## Fire Vehicles:

- Fire vehicle replacement \$17,643
- Fire vehicle refurbishment \$2,172
- Fire vehicle for new Deputy Chief \$68

# 2013 to 2021 Capital Budget Highlights (Unfunded)

<u>Unfunded Items:</u>	<u>(\$000's)</u>
Fire Station 117 Renovation	\$367
Fire Station 118 Renovation	<u>\$367</u>
Total	\$734





# Operating Budget Forecast

# Proposed Budget Summary

Description (\$ 000's)	2012	2013	2014
Prior Year Budget	84,048	87,229	90,056
<b>Increases/(Decreases) to Maintain Current Service Levels</b>			
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	
Efficiencies and Cost Savings			
Current Revenue Changes	230		
<b>Total Changes to Maintain Current Service Levels</b>	<b>3,182</b>	<b>2,827</b>	<b>2,322</b>
<b>Total Cost to Maintain Current Services Levels</b>	<b>87,229</b>	<b>90,056</b>	<b>92,378</b>
<b>Total Proposed New Initiatives</b>	<b>256</b>	<b>2,072</b>	<b>161</b>
<b>Total Recommended Tax Rate Reduction Options</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Proposed Budget</b>	<b>87,485</b>	<b>92,128</b>	<b>92,539</b>





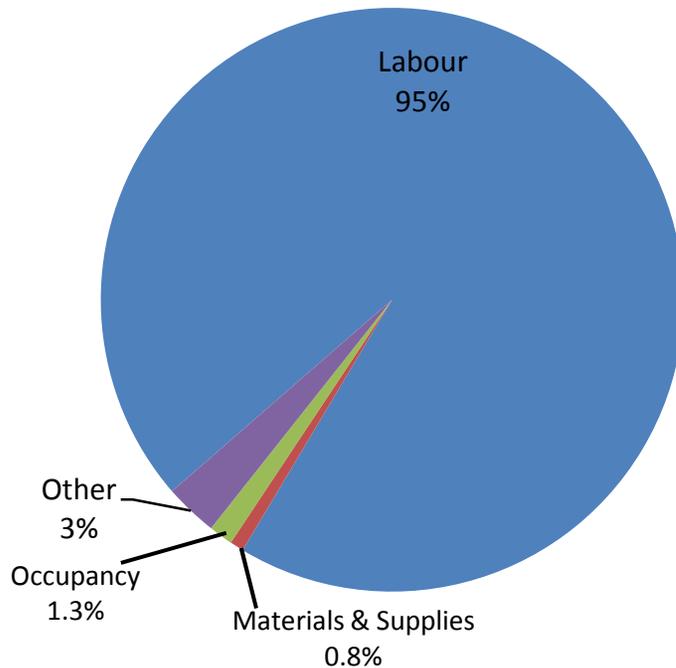
# 2012 Budget

Maintain Current Service Levels

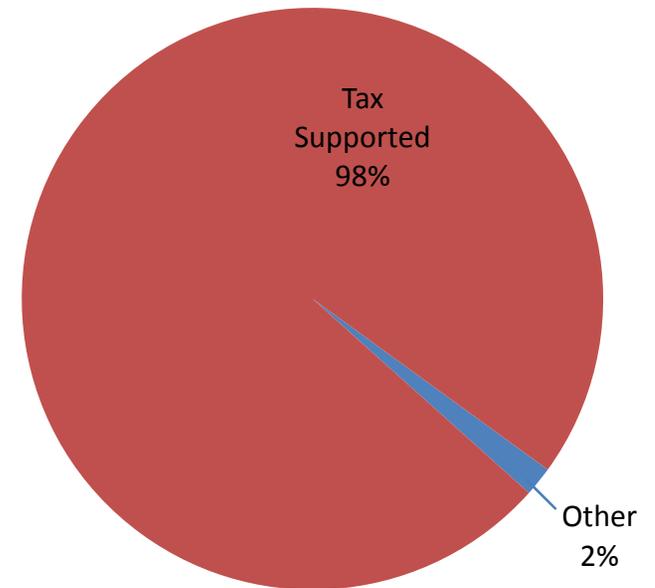
**Expenditures = \$88.7 million**

**Funding = \$88.7 million**

**Expenditures**



**Funding**



**Budget Net of Allocations : \$87.2M**



# Cost Increases to Maintain Current Service Levels

(\$000's)

## Cost Increases

- Align overtime costs with actuals \$350.0
- Emergency Response Vehicle Simulator  
and Fuel Increases, \$90.0
- Utility initiative from Corporate Services \$27.8

## Capital Impacts - *Garry W. Morden Centre*

- Labour \$156.8
- Utilities and Building Maintenance \$294.0
- Rental Revenues (\$100.0)

5

# Cost Increases- Overtime Comparison

<b>Fire Department</b>	<b>Total Labour Cost</b>	<b>Overtime Costs</b>	<b>% Overtime/ Total Labour Cost</b>
Central York	14,227.0	535.0	3.76%
Vaughan	29,766.4	1,036.7	3.48%
Markham	26,266.8	659.6	2.51%
Oakville	22,735.8	471.9	2.08%
Hamilton	65,300.0	1,300.0	1.99%
Burlington	22,723.8	289.8	1.28%
London	47,420.1	430.3	0.91%
<b>Mississauga</b>	<b>78,358.3</b>	<b>440.3</b>	<b>0.56%</b>
Toronto	342,929.8	1,735.6	0.51%



# Revenue Declines

(\$000's)

- Revenue Change of \$230
  - False Alarm Revenue Decline \$200
  - Communication centre revenue adjustment \$30

# Proposed New Initiatives

<b>(\$ 000's)</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>
<b>Total Proposed New Initiatives</b>	<b>256</b>	<b>2,072</b>	<b>161</b>





# BR 73- Fire Prevention Legislation Resourcing

- **\$108,000** (based on July 1, 2012 start date)
- O. Reg. 440/08 which is an amendment to O.Reg. 211/01 the Propane Storage and Handling Regulations require 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.**
- 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.**
- 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.



# BR 717 – Data Analyst

- \$55,000 (based on July 1 start date)
- 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 external requests for data and statistics and be required to assist with both qualitative and quantitative analyses of statistical data generated by 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**.



# BR 96 – Fire Training Officer

- **\$62,000** (based on a July 1 start date)
- 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 compliment 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 be to address the immediate requirements associated with technology, new media and communications including mobile data unit support and training.



# BR 164- Training Resources for Emergency Management Office

- \$31,000
- 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 dedicated resource for 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 be able to adequately meet the ongoing needs** of Emergency Management in the City of Mississauga.



# Other Tax Rate Reduction Options For Council Consideration (Not Included in Proposed Budget)

(\$ 000's)	2012	2013	2014
<b>Total Other Tax Rate Reduction Options</b>	<b>(2,069)</b>	<b>(694)</b>	



# Other Tax Rate Reduction Options For Council Consideration

Priority	Initiative	Budget Impact (\$000)s	FTE Impact	Summary and Justification
1	<b>BR 655 Charge Residents for Motor Vehicle Accidents</b>	(\$270.0)	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.
2	<b>BR 654 Eliminate Suppression Staff</b>	(\$1,799.0)	(31.0)	<p>Eliminate suppression positions with associated operating requirements resulting in the elimination of two front line vehicles from service.</p> <p>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.</p> <p>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:</p> <ul style="list-style-type: none"> <li>• MFES fire suppression cost per capita is already well below the all comparable municipalities and is \$26.00 per capita below the average.</li> <li>• The average number of suppression staff per capita for all departments surveyed is 1:873. MFES is 1:1198.</li> <li>• Of all departments surveyed, the average number of persons protected per station is 30,213. MFES is much higher at 36,900.</li> </ul>
<b>Total</b>		<b>(\$2,069.0)</b>	<b>(31.0)</b>	

# Proposed Budget Summary

Description (\$ 000's)	2012	2013	2014
Prior Year Budget	84,048	87,229	90,056
<b>Increases/(Decreases) to Maintain Current Service Levels</b>			
Labour and Benefits	1,944	2,688	2,283
Annualization of Previous Years Operating Cost Decisions			
Cost Increases	657	42	39
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<b>Proposed Budget</b>	<b>87,485</b>	<b>92,128</b>	<b>92,539</b>



# Next Steps

- Budget Committee Direction Required:
  - Do you approve Maintaining Current Fire Service Levels?
  - Do you approve New Initiatives?
  - Do you approve Recommended Tax Rate Reduction Options?
  - Do you approve Other Tax Rate Reduction Options?





# Budget Committee – January 16, 2012 2012-2014 Business Plan and 2012 Budget for Mississauga Library



# Agenda

- Vision, Mission and Business Plan Goals
- Service Delivery Model
- Business Plan Update
- Service Levels
- Capital Budget Forecast
- Operating Budget Forecast
  - Maintain Current Service Levels
  - Proposed New Initiatives
  - Recommended Tax Rate Reduction Options
  - Other Tax Rate Reduction Options
- Next Steps





# Vision, Mission and Business Plan Goals

## Vision

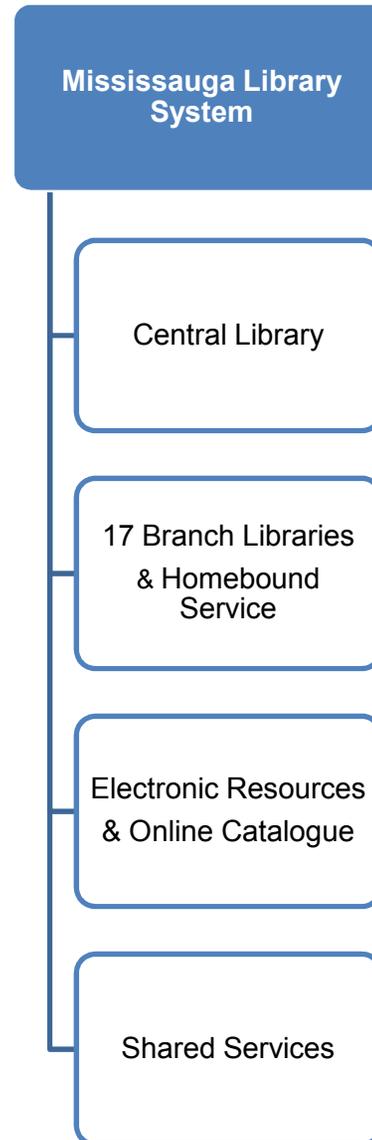
- Libraries Change Lives

## Mission

- The purpose of the Mississauga Library System is to provide library services to meet life long informational, educational, cultural and recreational needs of all Mississauga citizens.



# Service Delivery Model





# Business Plan Update

## Library Service Delivery

- Support the Youth and Older Adult Plans
- Implement the Sheridan Library service model
- New computer system implementation
- Begin implementation of Self Serve project

## Facilities

- Relocate Meadowvale Library at the Meadowvale Community Centre
- Relocate Woodlands Library
- Revitalize Central Library to reflect the changing community

## Collections

- Continue the expansion of databases and e-resources
- Ensure the collection size and composition meet changing demand

## Partnerships

- Expand partnerships with agencies/groups to better serve the needs of youth, newcomers, families & caregivers and business

## Awareness & Marketing

- Promote the library to non-users to expand the customer base
- Ensure active promotion of transit in support of the development of a transit-oriented

# Service Levels

## Key Benchmarks

Library	Expenditures Per Capita \$
Vancouver	68.12
Toronto	61.25
Edmonton	53.43
Ottawa	45.65
Winnipeg	38.50
Mississauga	38.15
Calgary	34.70
Hamilton	No data
<b>National Ave</b>	<b>49.79</b>

Library	Circulation Per Capita
Vancouver	16.00
Edmonton	15.36
Calgary	15.35
Ottawa	11.77
Hamilton	11.61
Toronto	11.35
Mississauga	11.28
Winnipeg	8.49
<b>National Ave</b>	<b>11.79</b>

Library	Visits Per Capita
Vancouver	10.46
Edmonton	7.19
Hamilton	6.72
Toronto	6.37
Mississauga	6.10
Ottawa	5.51
Calgary	5.33
Winnipeg	4.11
<b>National Ave</b>	<b>6.11</b>



# Service Levels

## Key Benchmarks

Library	Average Circulation Per Hour
Calgary	308
Vancouver	188
Mississauga	170
Hamilton	138
Edmonton	148
Ottawa	139
Winnipeg	130
Toronto	118
<b>National Ave</b>	<b>145</b>

Library	Annual Visits Per Hour
Vancouver	122
Edmonton	117
Calgary	107
Toronto	66
Mississauga	92
Hamilton	80
Ottawa	65
Winnipeg	63
<b>National Ave</b>	<b>74</b>

Library	Collection Turnover
Calgary	6.60
Mississauga	6.12
Edmonton	5.90
Hamilton	5.30
Ottawa	4.60
Vancouver	4.40
Winnipeg	3.60
Toronto	2.40
<b>National Ave</b>	<b>4.90</b>



# Service Levels

## Challenges Facing Library

- Continuous change in service delivery methods
- Libraries seen as gathering places
- Remote access to library services expanding
- Residential intensification
- Collection funding to keep pace with change
- Membership and awareness of service
- Provincial grant unchanged since 1993





# Capital Budget Forecast



# 2012 to 2021 Capital Program

## 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
<b>Total Net Expenditures</b>	<b>592</b>	<b>4,144</b>	<b>3,962</b>	<b>8,480</b>	<b>17,178</b>



# 2012 Capital Budget Highlights

(\$000's)

– Library minor repair and renovation to various locations	\$49
– Library programme equipment replacement	\$126
– Electronic strategy study	\$50
– Self-serve project – material tagging	\$155
– Central Library – entrance & circulation study; space utilization study and design	<u>\$212</u>
<b>2012 Funding Request</b>	<b>\$592</b>



# 2013 to 2021 Capital Forecast Highlights

	(\$000's)
– Meadowvale Library – construction 2013 – 2014	\$5,752
– Sheridan Library – design & construction 2016 - 2018	\$3,652
– Library Collection –	\$3,780
– Library programme equipment replacement	\$1,184
– Self-serve project – material tagging 2013 - 2015	\$1,206
– Central Library – circulation/self serve retrofit 2013	\$400
– Other repairs & renovations, master plan study, etc.	<u>\$612</u>
<b>2013 to 2021 Funding Request</b>	<b>\$16,586</b>



# 2013 to 2021 Capital Forecast Highlights (Non funded)

	(\$000's)
– Cooksville Library – DC/Tax funding	\$11,940
– Self-serve project – sortation	<u>\$3,110</u>
<b>2013 to 2021 Non Funded</b>	<b>\$15,050</b>



# Operating Budget Forecast

# Proposed Budget Summary

Description (\$ 000's)	2012	2013	2014
Prior Year Budget	24,604	24,893	25,696
<b>Increases/(Decreases) to Maintain Current Service Levels</b>			
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
<b>Total Changes to Maintain Current Service Levels</b>	<b>289</b>	<b>803</b>	<b>359</b>
<b>Total Cost to Maintain Current Services Levels</b>	<b>24,893</b>	<b>25,696</b>	<b>26,055</b>
<b>Total Proposed New Initiatives</b>	<b>0</b>	<b>232</b>	<b>(10)</b>
<b>Total Recommended Tax Rate Reduction Options</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Proposed Budget</b>	<b>24,893</b>	<b>25,928</b>	<b>26,045</b>





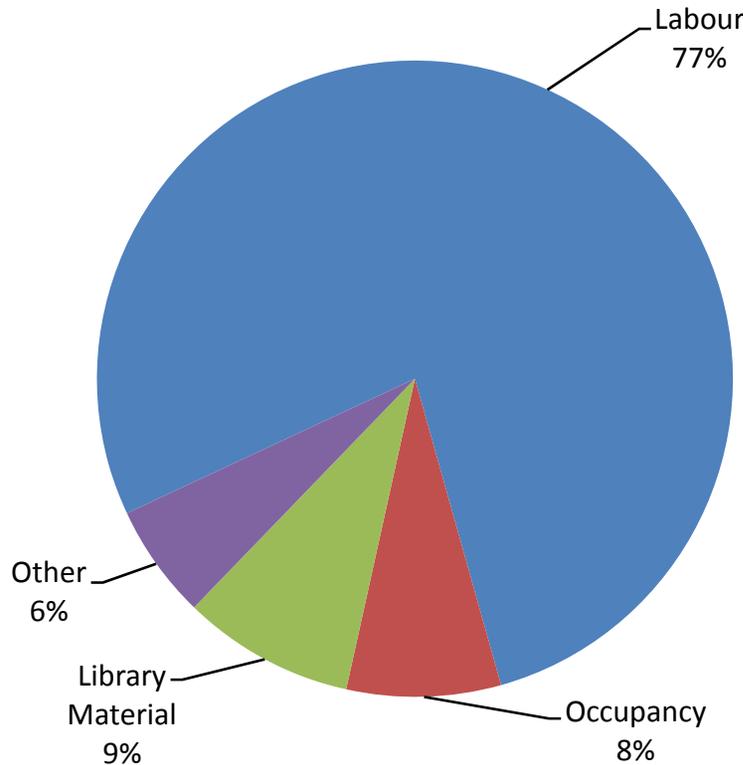
# 2012 Budget

## Maintain Current Service Levels

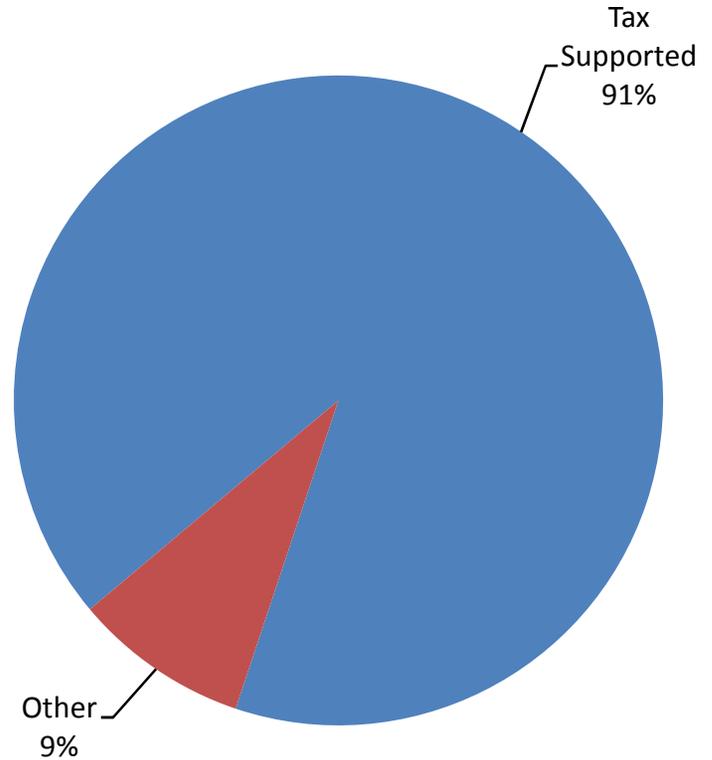
Expenditures = \$27.3 million

Funding = \$27.3 million

Expenditures



Funding





# Cost Increases to Maintain Current Service Levels

(\$000's)

## Annualization

– Consolidation of Service Delivery points	(\$45)
– Rationalization of Sunday Staffing levels	(\$10)
– Annualization of Sunday openings	<u>\$20</u>
Total Annualization	(\$35)

## Cost Increases

– Utility Increase	\$47
– Other	<u>(\$17)</u>
Total Cost Increases	\$30



# 2012 Revenue Decline

(\$000's)

Fines revenue decline	\$25
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# Library Fines & Fees

## Key Benchmarks

<b>PUBLIC LIBRARY</b>	<b>DAILY CHARGE</b>	<b>MAXIMUM</b>
Brampton	\$0.25	\$6.00
Burlington	\$0.25	\$5.00
Kitchener	\$0.30	\$9.00
London	\$0.30	\$9.00
Markham	\$0.30	\$6.00
Oakville	\$0.30	\$10.00
Richmond Hill	\$0.30	\$6.00
Mississauga	\$0.35	\$10.00



# Efficiencies, Cost Savings & Increased Revenues

(\$000's)

Reduction in Library Leases:

– Meadowvale & Cooksville Library (\$101)

Dixie Bloor Neighbourhood

Services Lease (\$103)



# Proposed New Initiatives

(\$ 000's)	2012	2013	2014
<b>Total Proposed New Initiatives</b>	<b>0</b>	<b>232</b>	<b>(10)</b>



# Recommended Tax Rate Reduction Options

(\$ 000's)	2012	2013	2014
<b>Total Recommended Tax Rate Reduction Options</b>	<b>0</b>	<b>0</b>	<b>0</b>



# Other Tax Rate Reduction Options For Council Consideration (Not Included in Proposed Budget)

(\$ 000's)	2012	2013	2014
<b>Total Other Tax Rate Reduction Options</b>	<b>(771)</b>	<b>(271)</b>	<b>0</b>



# Other Tax Rate Reduction Options For Council Consideration

Priority	Initiative	Budget Impact (\$000)s	FTE Impact	Summary and Justification
1a	BR 657 Curtail Sunday Service to the 2009 Level (6 locations open)	(\$241.0)		<p><b>Reduce current seasonal Sunday service (Oct-May) from 18 locations to 6 locations (2009 service level).</b></p> <ul style="list-style-type: none"> <li>- Customers will be inconvenienced needing to use a different location on Sundays if their local library is not open</li> <li>- Mississauga's Sunday service currently exceeds comparable large urban library systems.</li> </ul>
1b	BR 727 Curtail Sunday Service to the 2009 Level (6 locations open) & Extend to Cover School Year	(\$155.0)		<p><b>Reduce current seasonal Sunday service (Oct-May) from 18 locations to 6 locations (2009 service level) AND extend the Sunday season to correspond with the school year (pre-2005 service level)</b></p> <ul style="list-style-type: none"> <li>- Sunday customers in school will benefit from a return to 'school year' Sunday service</li> <li>- Mississauga's Sunday service currently exceeds comparable large urban library systems.</li> </ul>



# Other Tax Rate Reduction Options For Council Consideration

Priority	Initiative	Budget Impact (\$000)s	FTE Impact	Summary and Justification
2	BR 682 Hours Reduction - Early evening closure at all locations (8pm) - July and August	(\$59.0)	(1.0)	<p><b>Close all library locations that are open to 9pm, one hour earlier at 8pm during July and August.</b></p> <ul style="list-style-type: none"> <li>- Reduces annual operating hours by 557</li> <li>- 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</li> <li>- FTE reduction effective July 1, 2012</li> </ul>
3	BR 653 Hours Reduction - Friday Evening Closure at Additional 4 Branch Libraries	(\$22.0)	(0.5)	<p><b>Close 4 branches currently open on Friday evenings at 6pm instead of 9pm.</b></p> <ul style="list-style-type: none"> <li>- Central Library would remain open on Friday evenings</li> <li>- 13 libraries are currently closed Friday evenings</li> <li>- FTE reduction effective October 2012 and annualized in 2013</li> </ul>
4	BR 656 Hours Reduction - Friday Evening Closure at Central Library	(\$25.0)	(0.5)	<p><b>Close Central Library Friday evenings at 6pm instead of 9pm.</b></p> <ul style="list-style-type: none"> <li>- If combined with BR #653, no library service in city on Friday evenings</li> <li>- FTE reduction effective October 2012 and annualized in 2013</li> </ul>

# Other Tax Rate Reduction Options For Council Consideration

Priority	Initiative	Budget Impact (\$000)s	FTE Impact	Summary and Justification
5	BR 663 Hours Reduction - One Weekday at 6 Additional Branch Libraries	(\$269.0)	(8.5)	<p><b>Reduce weekday service at six locations, from 5 weekdays open to 4 weekdays open.</b></p> <ul style="list-style-type: none"> <li>- Currently 11 locations provide Monday to Friday weekday service; this would reduce to 5.</li> <li>- 7 branches are already closed 1 weekday (Monday)</li> <li>- Average of 850 customers visit each location per weekday; 1100 items circulated per weekday; 60% library computer usage</li> <li>- Outreach and programming activities would have to shift to another day</li> <li>- FTE reduction effective April 1, 2012 and annualized in 2013</li> </ul>





# Proposed Budget Summary

Description (\$ 000's)	2012	2013	2014
Prior Year Budget	24,604	24,893	25,696
<b>Increases/(Decreases) to Maintain Current Service Levels</b>			
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
<b>Total Changes to Maintain Current Service Levels</b>	<b>289</b>	<b>803</b>	<b>359</b>
<b>Total Cost to Maintain Current Services Levels</b>	<b>24,893</b>	<b>25,696</b>	<b>26,055</b>
<b>Total Proposed New Initiatives</b>	<b>0</b>	<b>232</b>	<b>(10)</b>
<b>Total Recommended Tax Rate Reduction Options</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Proposed Budget</b>	<b>24,893</b>	<b>25,928</b>	<b>26,045</b>

# Next Steps

- Budget Committee Direction Required:
  - Do you approve Maintaining Current Library Service Levels?
  - Do you approve New Initiatives?
  - Do you approve Other Tax Rate Reduction Options?





# Budget Committee – January 17, 2012 2012-2014 Business Plan and 2012 Budget for Arts and Culture Services



# Agenda

- Vision, Mission and Business Plan Goals
- Service Delivery Model
- Business Plan Update
- Service Levels
- Capital Budget Forecast
- Operating Budget Forecast
  - Maintain Current Service Levels
  - Proposed New Initiatives
  - Recommended Tax Rate Reduction Options
  - Other Tax Rate Reduction Options
- Next Steps



# Service Vision

**diverse and dynamic -  
a global cultural centre**



**celebrate our 10,000  
years of history**



**combines diversity and depth  
of local culture as powerful  
magnets for the workforce**



**internationally renowned  
for festivals and events**



**boasts of unique and  
creative cultural offerings  
that compete at global scale**



**recognizes and values  
public works as public art**





# Mission

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

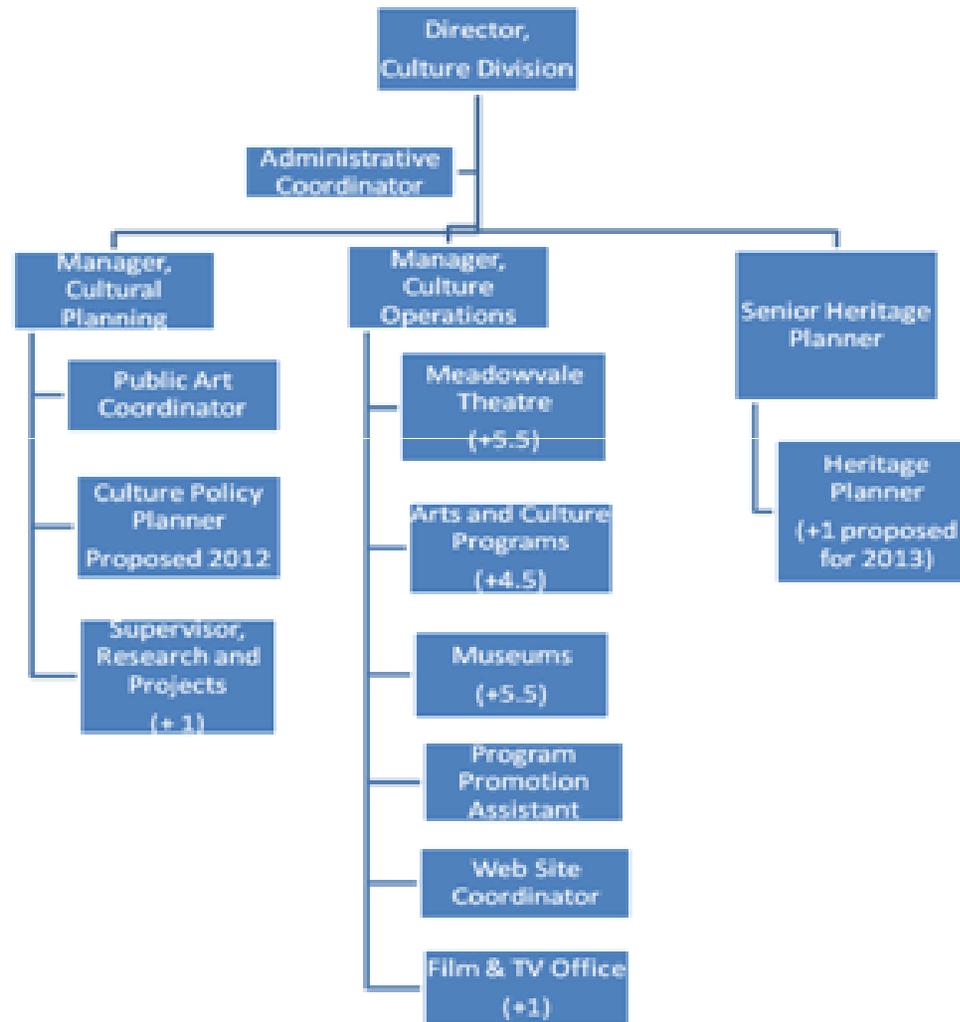


# Business Plan Goals

1. Strengthen Cultural organizations
2. Encourage Community Celebrations and Festivals
3. Strengthen Cultural Infrastructure
4. Foster partnerships and increase collaboration
5. Strengthen the flow of information
6. Identify cultural nodes and create an artful public realm
7. Attract and support creative individuals



# Service Delivery Model





# Business Plan Update

## 2011 Accomplishments

- Implemented public art program, including Familia at Harold Kennedy Park and the cross walk markings at the Duke of York and City Centre Drive.
- Continued to engage stakeholders through the creation of the Mississauga Cultural Resource Partnership.
- Over 100,000 people participated in more than 50 IIFA activities.
- Opened Leslie Log House, our third public museum in May 2011 in partnership with the Streetsville Historical Society.
- Completed the Living Arts Centre/ Meadowvale Theatre Study.



# Business Plan Update

## 2011 Accomplishments con't

- New lighting and sound infrastructure was installed at Meadowvale Theatre.
- A pilot project to create a culture node in the downtown area of Port Credit was implemented in partnership with the BIA.
- A number of events were organized in partnership with various community groups, including:
  - Salmon Run Art Exhibit
  - Dapper Don Exhibit of Don Cherry's sports jackets during the Memorial Cup
  - Culture Days Take 2 and Doors Open

# Service Levels

Service Indicator	2009	2010	2011	2012	2013	2014
Per capita funding to arts and culture organizations	1.50	1.75	2.25	2.67	3.00	3.00
Total public art installations	13	14	18	22	26	32
# city wide free culture division events	7	8	10	13	15	16





# Capital Budget Forecast

# 2012 to 2021 Capital Program

## 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
<b>Total Net Expenditures</b>	<b>311</b>	<b>691</b>	<b>3,951</b>	<b>15,172</b>	<b>20,125</b>



# 2013 to 2021 Capital Forecast Highlights

(\$000's)	2013	2014	2015	2016	2017	2018	2019	2020	2021	Total
Meadowvale Theatre	200	3,160	2,000							5,360
Artifact Storage		200	2,650	2,000	2,000					6,850
Art Gallery							500	1,755	1,000	3,255
Hyde Mill	100		500	400						1,000





# 2013 to 2021 Capital Forecast Highlights (Unfunded)

## 2012 - 2021 Total Net Capital Program - Non Funded

Program Expenditures (\$ 000's)	Year Required	Total (\$)
Clarke Memorial Hall Renovation	2013	500
Small Arms Building Renovaton	2014	1,500
<b>Total Net Expenditures</b>		<b>2,000</b>



# Operating Budget Forecast

# Proposed Budget Summary

Description (\$ 000's)	2012	2013	2014
Prior Year Budget	4,518	4,825	5,054
<b>Increases/(Decreases) to Maintain Current Service Levels</b>			
Labour and Benefits	99	133	113
Annualization of Previous Years Operating Cost Decisions	219	85	
Cost Increases	(139)	11	10
Operating Impact of New Capital Projects			
Efficiencies and Cost Savings			
Current Revenue Changes	128		
<b>Total Changes to Maintain Current Service Levels</b>	<b>307</b>	<b>229</b>	<b>124</b>
<b>Total Cost to Maintain Current Services Levels</b>	<b>4,825</b>	<b>5,054</b>	<b>5,178</b>
<b>Total Proposed New Initiatives</b>	<b>270</b>	<b>183</b>	<b>20</b>
<b>Total Recommended Tax Rate Reduction Options</b>	<b>(50)</b>	<b>0</b>	<b>0</b>
<b>Proposed Budget</b>	<b>5,045</b>	<b>5,237</b>	<b>5,198</b>





# Cost Increases to Maintain Current Service Levels (\$000's)

Details of Costs to Maintain Current Service Levels:

Labour and benefits	99
Annualization	219
Base change to reduce program costs offset by lower revenues	(128)
Base change to reflect lower program revenues	128
Minor changes	<u>11</u>
Total cost to maintain current service levels	307



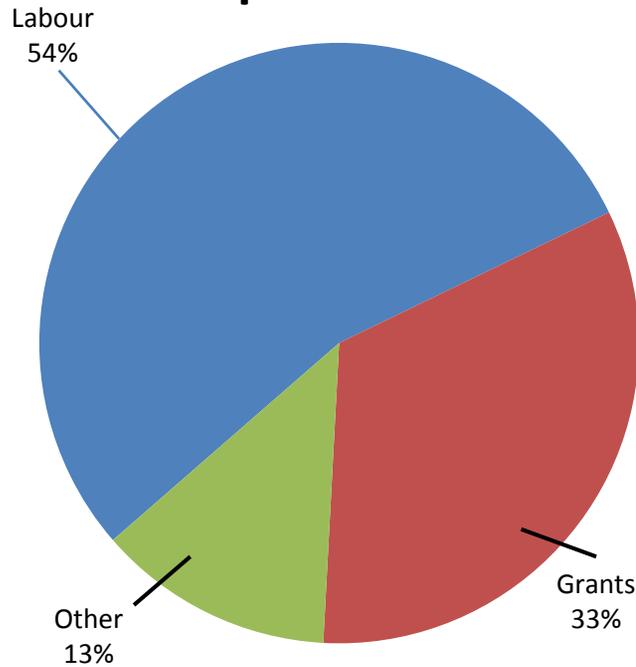
# 2012 Budget

## Maintain Current Service Levels

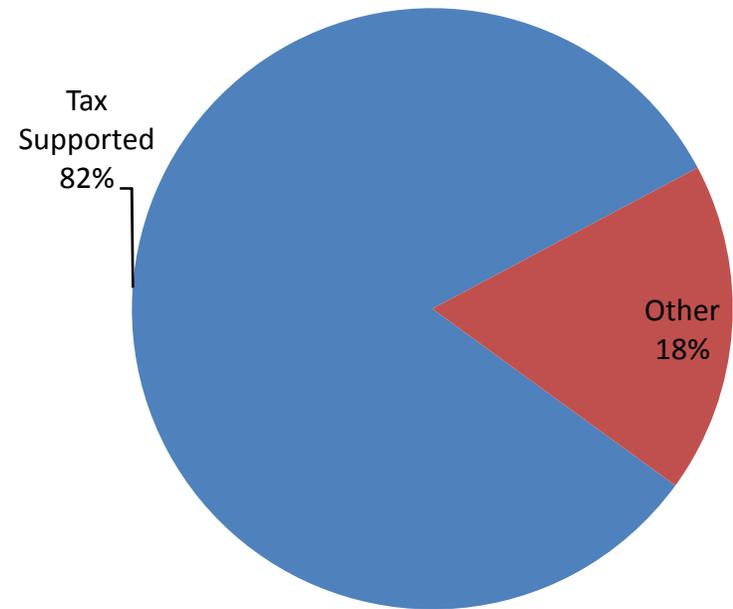
**Expenditures = \$5.9 million**

**Funding = \$5.9 million**

### Expenditures



### Funding



**Budget Net of Allocations : \$4.8M**



# Proposed New Initiatives

(\$ 000's)	2012	2013	2014
<b>Total Proposed New Initiatives</b>	<b>270</b>	<b>183</b>	<b>20</b>



# BR 106 – Implement Cultural Facilities and Spaces Plan

- Respond to and evaluate community demands for investment and creation of new cultural places and spaces including:
  - identify community needs;
  - potential partners;
  - funding models;
  - development opportunities; and
  - creation of cultural nodes.
- Addresses 7 recommendations in Culture Master Plan.
- \$ 72k investment



# BR 143 – Program Development at Meadowvale Theatre

- Develop new program partnerships to address underserved areas including theatre events for older adults and youth, summer and Christmas break performing arts activities.
- \$ 56k investment



# BR 685 – New Cultural Programs Through Partnerships

- To increase the number of fully accessible, event-based cultural activities throughout the city on year round basis.
- \$ 25k investment



# BR 243 – Increase Grants to Culture Groups

- To attain \$3.00 per capita funding to arts and culture, four year plan ( 2009 – 2012) 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.
- \$ 117k investment



# BR 130 – Heritage Plans for Mississauga’s Villages

- To update the Meadowvale Village Heritage Conservation District Plan, written in 1980, to bring it into conformity with current provincial legislation.
- Two contract staff with specialized knowledge for 2012/13
- No tax impact - Funded through Arts Reserve (\$162k).



# Recommended Tax Rate Reduction Options

(\$ 000's)	2012	2013	2014
<b>Total Recommended Tax Rate Reduction Options</b>	<b>(50)</b>	<b>0</b>	<b>0</b>



## BR 680 – Reduction to Technical Assistance Grants

- Reduce budget for technical assistant grants from \$80K to \$30k
- 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.
- (\$50k) reduction



# Other Tax Rate Reduction Options For Council Consideration (Not Included in Proposed Budget)

(\$ 000's)	2012	2013	2014
<b>Total Other Tax Rate Reduction Options</b>	<b>(88)</b>	<b>0</b>	<b>0</b>



## Other Tax Rate Reduction Options For Council Consideration

- Eliminate interactive culture website
- 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.
- Recommendation 35 of Culture Master Plan will not be achieved

# Proposed Budget Summary

Description (\$ 000's)	2012	2013	2014
Prior Year Budget	4,518	4,825	5,054
<b>Increases/(Decreases) to Maintain Current Service Levels</b>			
Labour and Benefits	99	133	113
Annualization of Previous Years Operating Cost Decisions	219	85	
Cost Increases	(139)	11	10
Operating Impact of New Capital Projects			
Efficiencies and Cost Savings			
Current Revenue Changes	128		
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<b>Total Proposed New Initiatives</b>	<b>270</b>	<b>183</b>	<b>20</b>
<b>Total Recommended Tax Rate Reduction Options</b>	<b>(50)</b>	<b>0</b>	<b>0</b>
<b>Proposed Budget</b>	<b>5,045</b>	<b>5,237</b>	<b>5,198</b>



# Next Steps

- Budget Committee Direction Required:
  - Do you approve Maintaining Current Arts and Culture Service Levels?
  - Do you approve New Initiatives?
  - Do you approve any Recommended Tax Rate Reduction Option to Technical Grants?
  - Do you approve Other Tax Rate Reduction Option of eliminating interactive website?



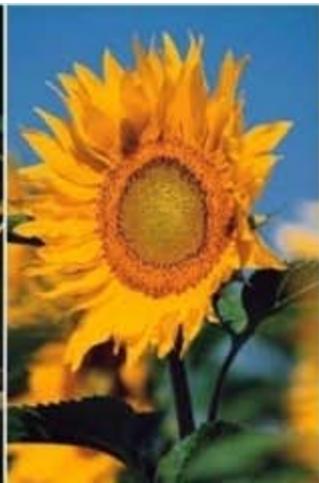


# Budget Committee – January 17, 2012

## 2012-2014 Business Plan and 2012

### Budget for Land Development

### Services



# Agenda

- Vision, Mission and Business Plan Goals
- Service Delivery Model
- Business Plan Update
- Service Levels
- Capital Budget Forecast
- Operating Budget Forecast
  - Maintain Current Service Levels
  - 2012 Initiatives
- Next Steps



# Vision, Mission and Business Plan Goals

## 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.



# Vision, Mission and Business Plan Goals

## 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 inspection to ensure the health, safety and well-being of our citizens.



27.09.2011



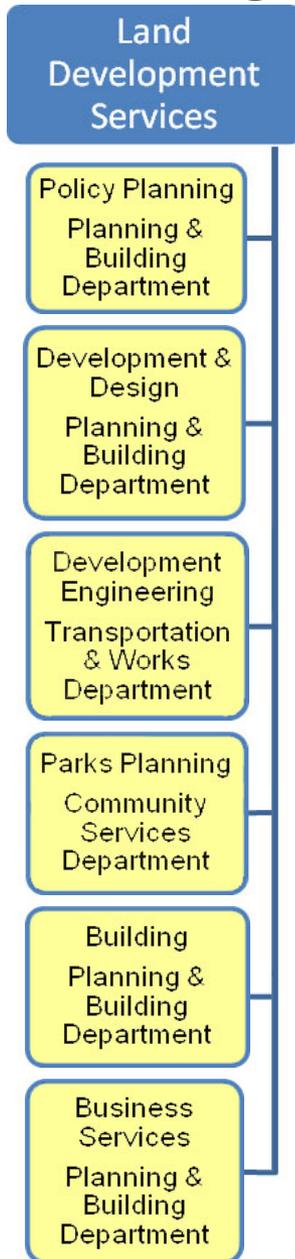
# Vision, Mission and Business Plan Goals

Goals to ensure the City's vision is achieved by:

- Providing a collaborative and integrated land development service;
- Working with development proponents to achieve a better built and natural environment;
- Ensuring decisions are made in the Public Interest;
- Ensuring the health, safety and well-being of our citizens;
- Delivering on Strategic Plan initiatives;
- Implementing the new Official Plan and maintaining Zoning By-law conformity with the Official Plan;
- Keeping pace with current communication and technology trends; and
- Transitioning to a new normal in revenue levels.



# Service Delivery Model

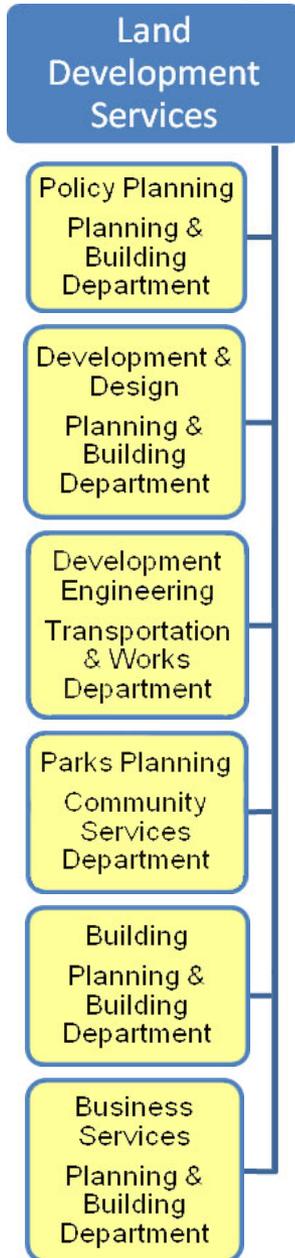


## Policy Planning

- 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.



# Service Delivery Model

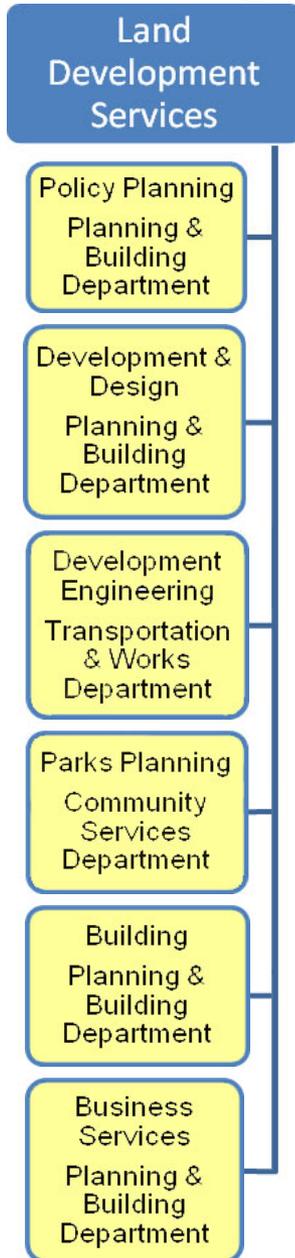


## Development Approvals

- 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.



# Service Delivery Model

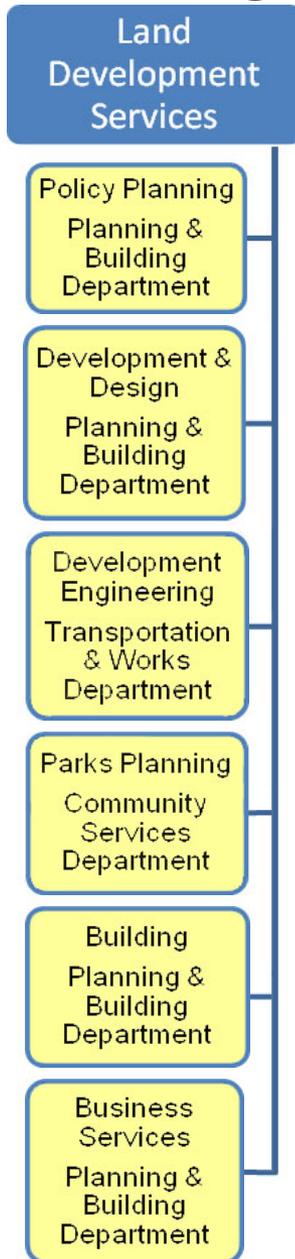


## Design Framework

- 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.



# Service Delivery Model

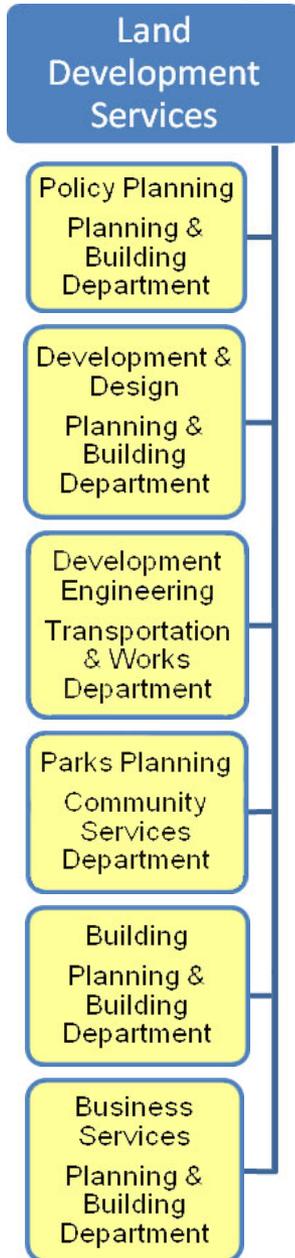


## Building Approvals

- 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.



# Service Delivery Model



## 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.

# Business Plan Update

- **Accomplishments**

- Mississauga Official Plan - partial approval granted by Region.
- Canadian Institute of Planners Award.
- eSign – Launch of online self service channel for all portable sign permits.



# Business Plan Update

- **Updates**

- Downtown21 – Regulatory Implementation.
- Ninth Line Corridor Review.
- Affordable Housing Strategy/Second Units.
- Online submission and review of building permit and development applications.



# Service Levels - Building Division

Complete Applications Processed Within Legislated Time Frames



**2010**  
1,610 applications processed



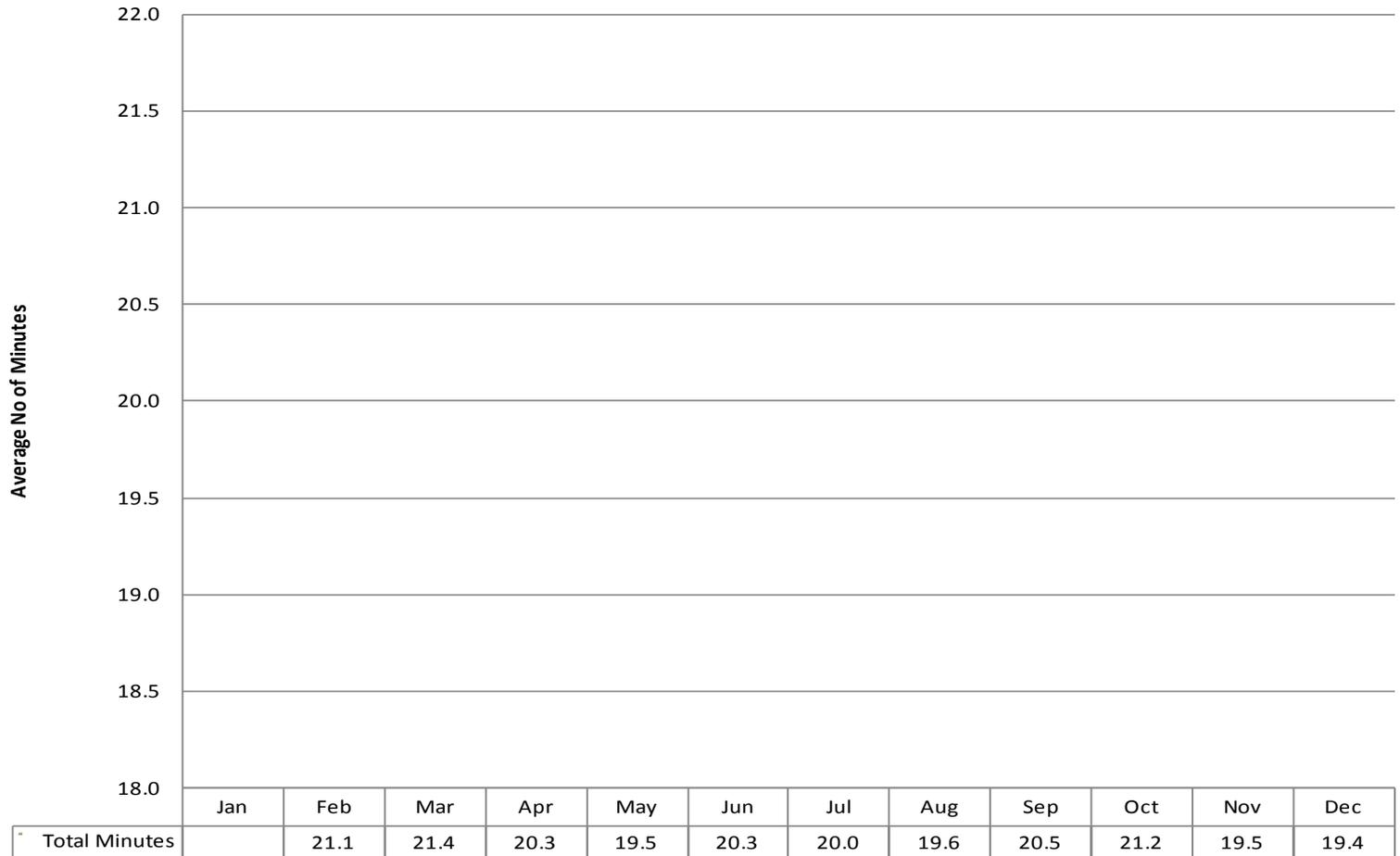
**2011**  
1,639 applications processed



# Service Levels – Business Services Division

Average Total Time at the Planning and Building Customer Services  
 Centre

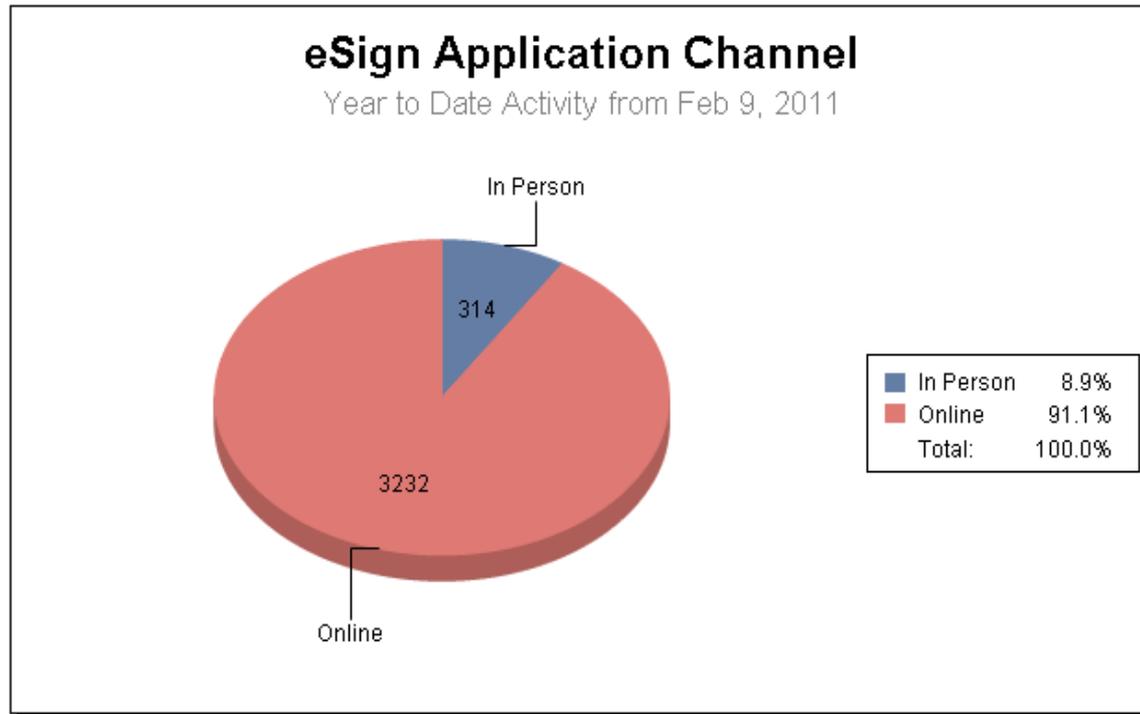
Wait Times (in minutes) - 2010





# Service Levels – Business Services Division

## Online Service Delivery - eSigns



**Total Number of Applications Received :** **3546**

**Total Revenue of Applications Received :** **\$322,280**

# Capital Budget LDS Impact on Capital Program(s)



# LDS Impact on Capital Program(s)

Budget Area	Sub Program	BR #	Item	2011	2012	2013	2014	2015 - 2020	Total 10 Years
Information Technology Budget	Land Development	189	Modernization of Planning databases & Information Management software	259	85	157	47		548
Information Technology Budget	Land Development	194	Quantitative Measure of the Strategic Plan Successes	75					75
Information Technology Budget	Land Development	342	Field Computing & Enhanced Automation, Building Inspection Services		453	82			535
LDS Capital Budget	Land Development	715	Ninth Line Corridor Review	100					100



# 2012 Capital Budget Highlights

## 2012 New Initiative for Capital Budget

Initiative	Budget Impact (\$000)s	FTE Impact	Summary and Justification
Field Computing & Enhanced Automation - Building Inspection Services	\$453	3.0	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. Staff costs are incorporated in the project budget from capital for 2012 allowing business units to backfill existing staff seconded to this project.
<b>Total</b>	<b>453</b>	<b>3.0</b>	



# Operating Budget Forecast



# 2012 Operating Budget Highlights

## ➤ Labour Savings

- 4 FTE \$369k

## ➤ Revenue Increases

- Planning Applications \$175k
- Portable Signs \$ 25k
- Other Fees & Charges \$ 10k

## ➤ Tax Support Phase-In \$1.1M



# Proposed Budget Summary

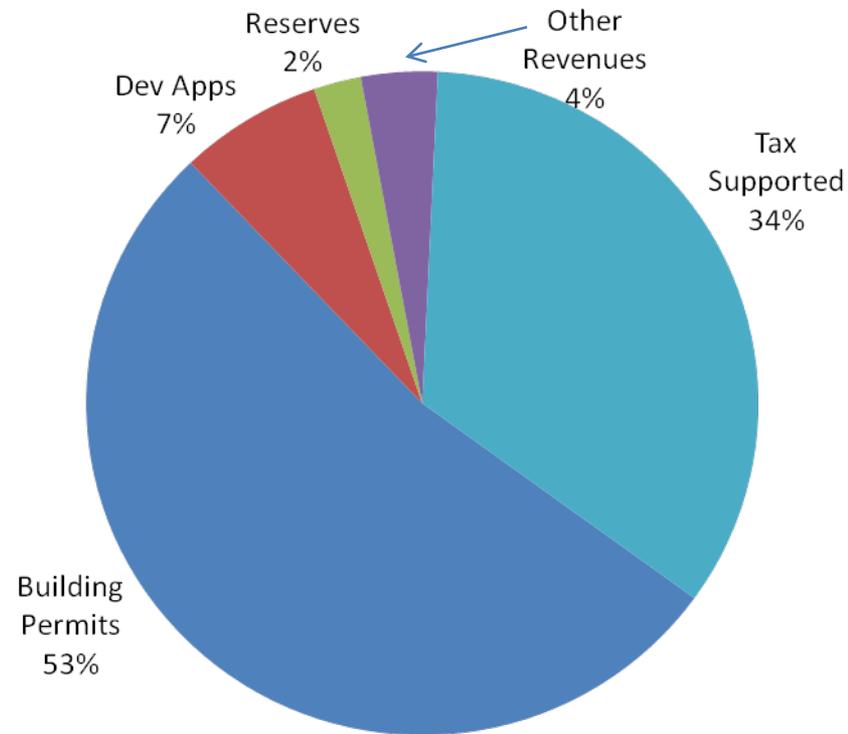
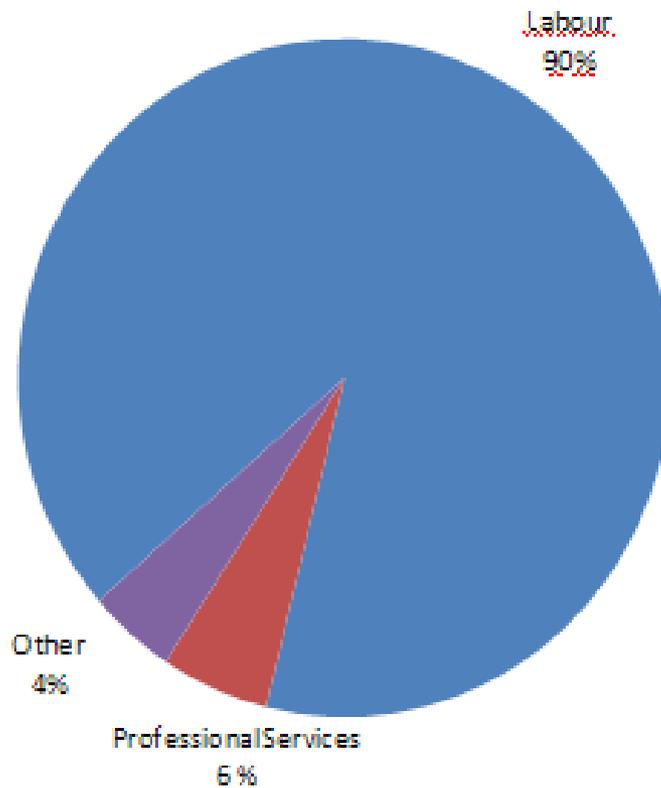
Description (\$ 000's)	2012	2013	2014
Prior Year Budget	5,079	6,687	7,188
<b>Increases ( Decreases ) to Maintain Current Service Levels</b>			
Labour and Benefits	883	814	692
Annualization of Previous Years Operating Cost Decisions	(369)	(197)	
Cost Increases	64	(116)	
Operating Impact of New Capital Projects			
Efficiencies and Cost Savings	(20)		
Current Revenue Changes	1,050		
<b>Total Changes to Maintain Current Service Levels</b>	<b>1,608</b>	<b>501</b>	<b>692</b>
<b>Total Cost to Maintain Current Services</b>	<b>6,687</b>	<b>7,188</b>	<b>7,880</b>
<b>Total Proposed New Initiatives</b>	<b>0</b>	<b>24</b>	<b>0</b>
<b>Total Recommended Tax Rate Reduction Options</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Proposed Budget</b>	<b>6,687</b>	<b>7,212</b>	<b>7,880</b>

Note: Numbers may not balance due to rounding

# 2012 Budget

Expenditures = \$19.5 million

Funding = \$19.5 million



# 2012 Cost Increases to Maintain Current Service Levels

- New Building Code Training & Reference Materials
  - Increase in training for Building Officials as a result of the new 2012 Ontario Building Code, \$66k.

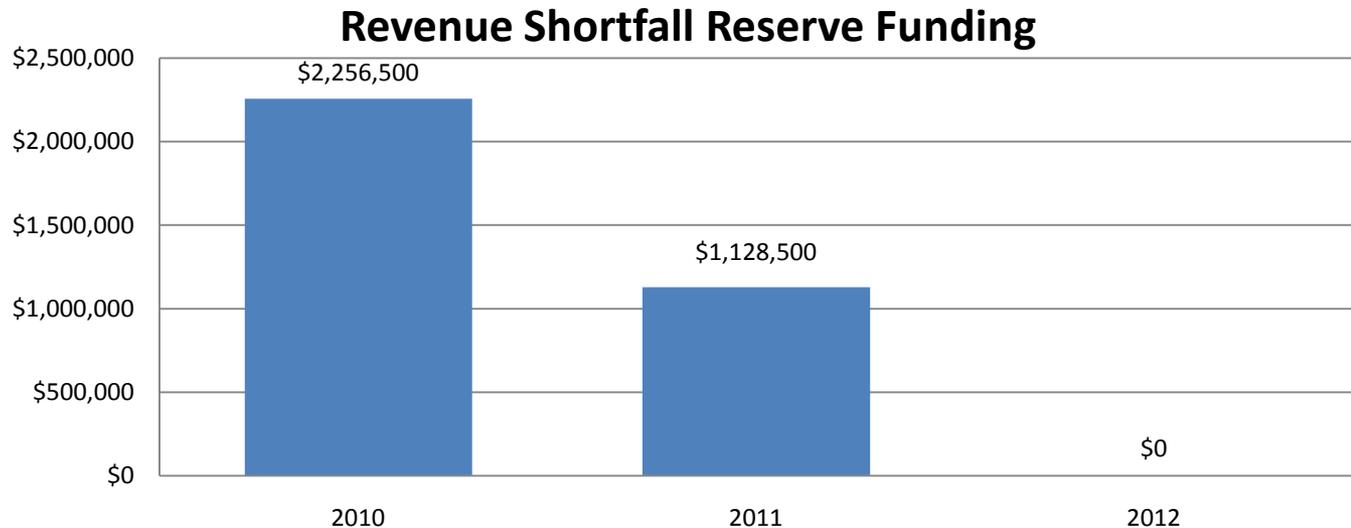




# 2012 Reserve Revenue Change

## ➤ Revenue Shortfall and Recovery From Reserves

- The reserve fund transfer ends in 2011 resulting in a \$1.13 million pressure on 2012 tax funding.



# 2012 Efficiencies, Cost Savings & Increased Revenues

## ➤ Efficiencies and Cost Savings

- Labour Reductions Three Year Plan, \$369k
- Internal Printing Reduction, \$20k

## ➤ Increased Budget Revenues

- Increase in Rezoning/Subdivision and Site Plan revenue, \$175k
- Increase in Portable Sign revenue, \$25k
- Increase in General Fees & Charges, \$10k



# Initiatives – Summary

Description (\$ 000's)	If Reserve Funded, No Tax Impact	2012 Tax Impact	2013 Tax Impact	2014 Tax Impact
Building Division - Field Computing & Enhanced Automation - Building Inspection Services	Operating Budget Funding		24	
Policy Division - Ninth Line Corridor Review, \$200K	Reserve Funded	0		
Policy Division - Growth Forecast, \$150K	Reserve Funded	0		
Policy Division - Municipal Comprehensive Review of Employment Lands, \$100K	Reserve Funded	0		
Policy Division - Affordable Housing Strategy and Action Plan Implementation, \$80K	Reserve Funded	0		
Policy Division - Community Improvement Plans, \$100K each year ending 2014	Reserve Funded	0	0	0
Policy Division - Malton Area Plan Review, \$200K	Reserve Funded	0		
Policy Division - Parking Strategy Review Study to Implement the City Structure, \$125K	Reserve Funded		0	
Policy Division - Implementation of Community Impact Assessment Database/ System, \$75K	Reserve Funded		0	
<b>Total New Initiatives</b>		<b>0</b>	<b>24</b>	<b>0</b>



# 2012 Initiatives

## 2012 Business Requests ( 1 of 2 )

Priority	Initiative	Budget Impact (\$000)s	FTE Impact	Summary and Justification
1	<b>BR 715 Policy Division - Ninth Line Corridor Review</b> ( \$200K Reserve Funded - No Tax Impact )	30.0	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.
2	<b>BR 192 Policy Division - Growth Forecast</b> ( \$150K Reserve Funded - No Tax Impact )	30.0	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.
3	<b>BR 364 Policy Division - Municipal Comprehensive Review of Employment Lands</b> ( \$100K Reserve Funded - No Tax Impact )	30.0	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)



# 2012 Initiatives

## 2012 Business Requests (2 of 2)

Priority	Initiative	Budget Impact (\$000)s	FTE Impact	Summary and Justification
4	<b>BR 347 Policy Division - Affordable Housing Strategy and Action Plan Implementation</b> ( \$80K Reserve Funded - No Tax Impact )	\$0.0	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.
b	<b>BR 365 Policy Division - Community Improvement Plans</b> ( \$100K Reserve Funded - No Tax Impact )	\$0.0	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.
6	<b>BR 214 Policy Division - Malton Area Plan Review</b> ( \$200K Reserve Funded - No Tax Impact )	\$0.0	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.



# Proposed Budget Summary

## Changes to Maintain Current Service Level

Description (\$ 000's)	2012	2013	2014
Prior Year Budget	5,079	6,687	7,188
<b>Increases ( Decreases ) to Maintain Current Service Levels</b>			
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
<b>Total Changes to Maintain Current Service Levels</b>	<b>1,608</b>	<b>501</b>	<b>692</b>
<b>Total Cost to Maintain Current Services</b>	<b>6,687</b>	<b>7,188</b>	<b>7,880</b>
<b>Total Proposed New Initiatives</b>	<b>0</b>	<b>24</b>	<b>0</b>
<b>Total Recommended Tax Rate Reduction Options</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Proposed Budget</b>	<b>6,687</b>	<b>7,212</b>	<b>7,880</b>

Note: Numbers may not balance due to rounding

# Next Steps

- Report back the results of the Planning and Building Application Fees Study.
  
- Budget Committee Direction Required:
  - Do you approve Maintaining Current Service Levels funding?
  
  - Do you approve the 2012 Initiatives funding?





# Budget Committee – January 17, 2012 2012-2014 Business Plan and 2012 Budget for Facilities and Property Management



# Agenda

- Vision, Mission and Business Plan Goals
- Service Delivery Model
- Business Plan Update
- Service Levels
- Capital Budget Forecast
- Operating Budget Forecast
  - Maintain Current Service Levels
  - Proposed New Initiatives
  - Recommended Tax Rate Reduction Options
  - Other Tax Rate Reduction Options
- Questions





# Vision, Mission and Business Plan Goals

**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 enable the delivery of excellent public service to the community by providing our partners and customers with quality advice and support.

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



# Vision, Mission and Business Plan Goals

## Goals

- Continue to meet the challenges of maintaining an aging portfolio while meeting the expectations of internal clients and residents
- Ensure a sustainable state of good repair of building assets by implementing a proactive asset management program based on objective condition indices
- Enhance our ability to contribute to the Living Green pillar of the Strategic Plan by expanding our programs in the Energy Management area



# Service Delivery Model





# Service Delivery Model

## Service Level Trends and Challenges

- Volatile energy markets
- Growing expectations for a “greener” operation
- Maintaining a state of good repair –priorities not visible to the public versus appearance/ aesthetics
- Growth in inventory and aging portfolio
- Growing complexity of facilities
- Increasing requests for security patrols/responses



# Business Plan Update

- **Accomplishments**

- Completed ISF/RinC program within approved budgets and in accordance with tight timelines
- Assembled land required to support the BRT project
- Implemented upgrades at City facilities to improve the accessibility of City owned facilities
  - Eliminated approximately 620 tons of greenhouse gas emissions which equates to the elimination of approximately 188 cars
- Developed new energy conservation strategy based on benchmarking, awareness and re-commissioning

- **Issues**

Maintaining building inventory that supports City service delivery.



# Service Levels

- Approximately 290 City owned buildings
- Approximately 5 million square feet of space
- Site services and lights in 327 parks and building sites
- Facility asset replacement value \$1.3 billion



# Service Levels

## *Annual Service Levels:*

- Complete on average 116 capital projects of varying size and complexity
- Manage approximately \$15 Million in capital maintenance projects along with major capital building projects to support City wide service delivery
- Carry out 9,000 facility inspections in accordance with legislated requirements (ESA, TSSA, NFPA, etc.), best practices and manufacturer warranty recommendations
- Respond to 5,000 demand response calls in various facilities
- Respond to over 500 service calls on park pathway and sport field lighting

# Service Levels

## *Annual Service Levels cont'd:*

- Close an average of 110 realty files (purchase, sale, lease, etc.)
- Respond to over 9,200 security incidents
- Secure grants for energy conservation projects (\$194,000 in 2011)
- In 2011, relocated over 360 staff in offices and respond to approximately 200 furniture/equipment service requests





# Capital Budget Forecast

# 2012 to 2021 Capital Program

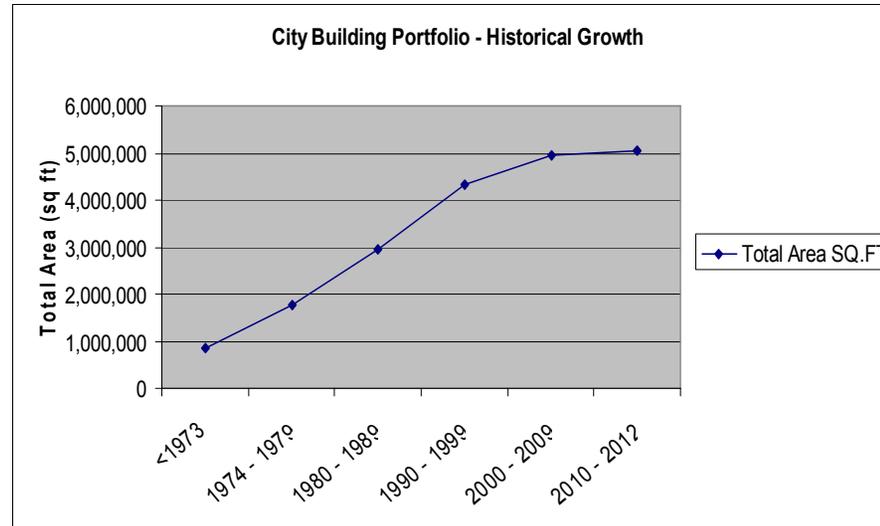
## 2012 - 2021 Total Net Capital Program

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
<b>Total Net Expenditures</b>	<b>15,198</b>	<b>14,045</b>	<b>23,633</b>	<b>291,276</b>	<b>344,152</b>





# 2012 to 2021 Capital Budget Request BR#669 Overview

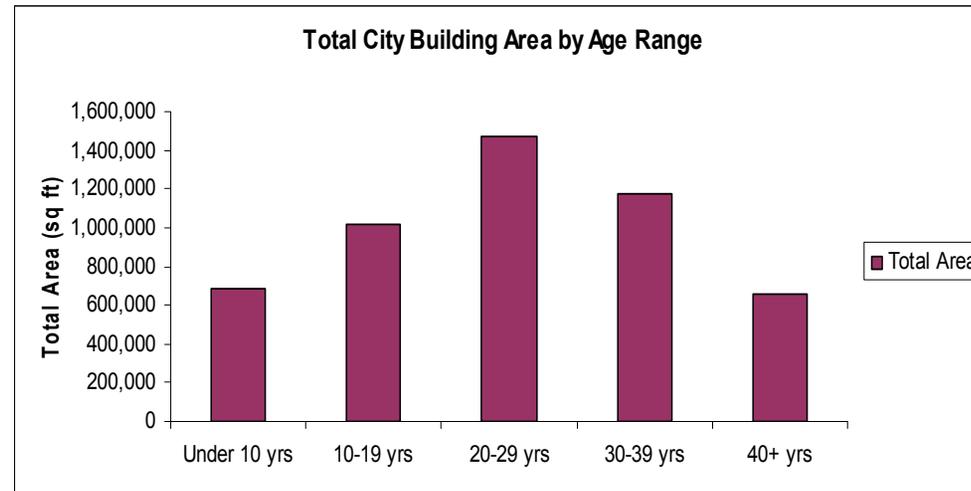


## *High Growth in Facility Portfolio*

- Facility Portfolio has increased over 500% since 1973
- Growth from under 1 Million sq ft to over 5 Million sq ft in approx 40 yrs



# 2012 to 2021 Capital Budget Request BR#669 Overview



## *Aging Facility Portfolio*

- Approximately 2/3 of Facility Portfolio square footage is over 20 yrs old



# 2012 to 2021 Capital Budget Request BR#669 Overview

## Facility Condition Index (FCI)

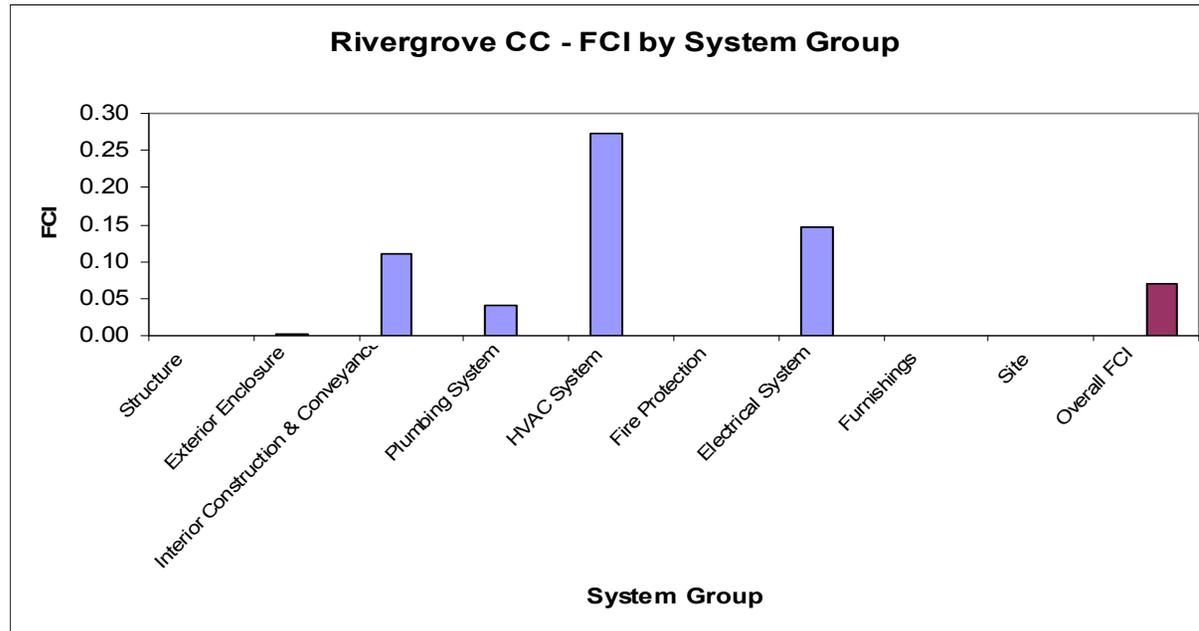
- Currently in Fair Condition – Overall FCI of .13
- Due to Portfolio Age, FCI will increase to .35 in 10 yrs with existing funding levels

## Increasing FCI Results in:

- Higher Demand Maintenance (DM)
- Increased likelihood of system failure
- Increased likelihood of building shutdown
- More User complaints



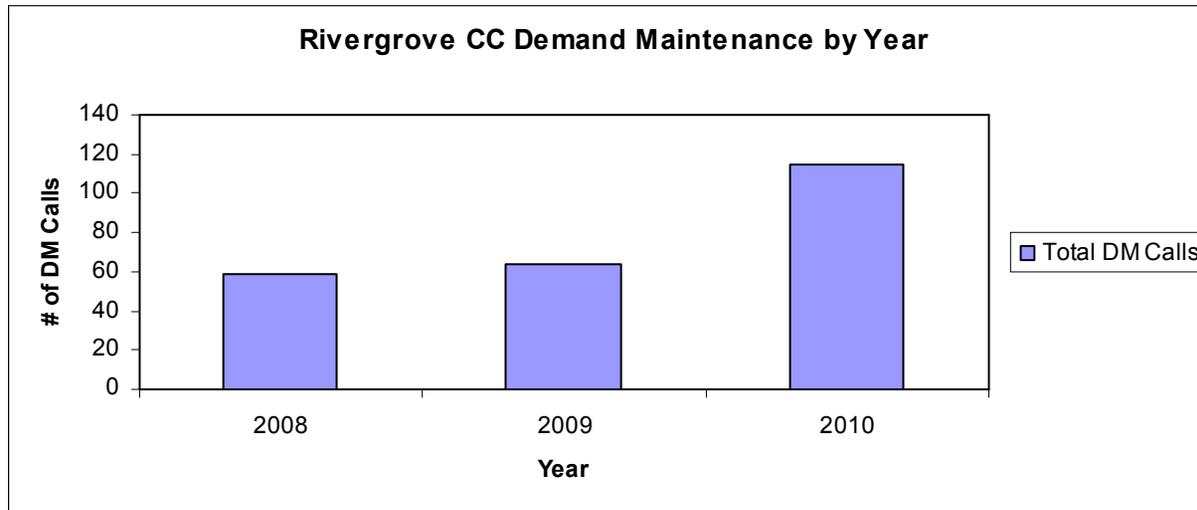
# 2012 to 2021 Capital Budget Request BR#669 Overview – Rivergrove CC Case Study



- Currently in Good Condition (15 years old) – FCI of .07
- More complex systems due for renewal:
  - HVAC Systems FCI – .27
  - Electrical Systems FCI - .15
  - Interior Construction & Elevators - .11
- In 5 yrs FCI will increase to .21 (300% increase) if no additional work completed



## 2012 to 2021 Capital Budget Request BR#669 Overview – Rivergrove CC Case Study



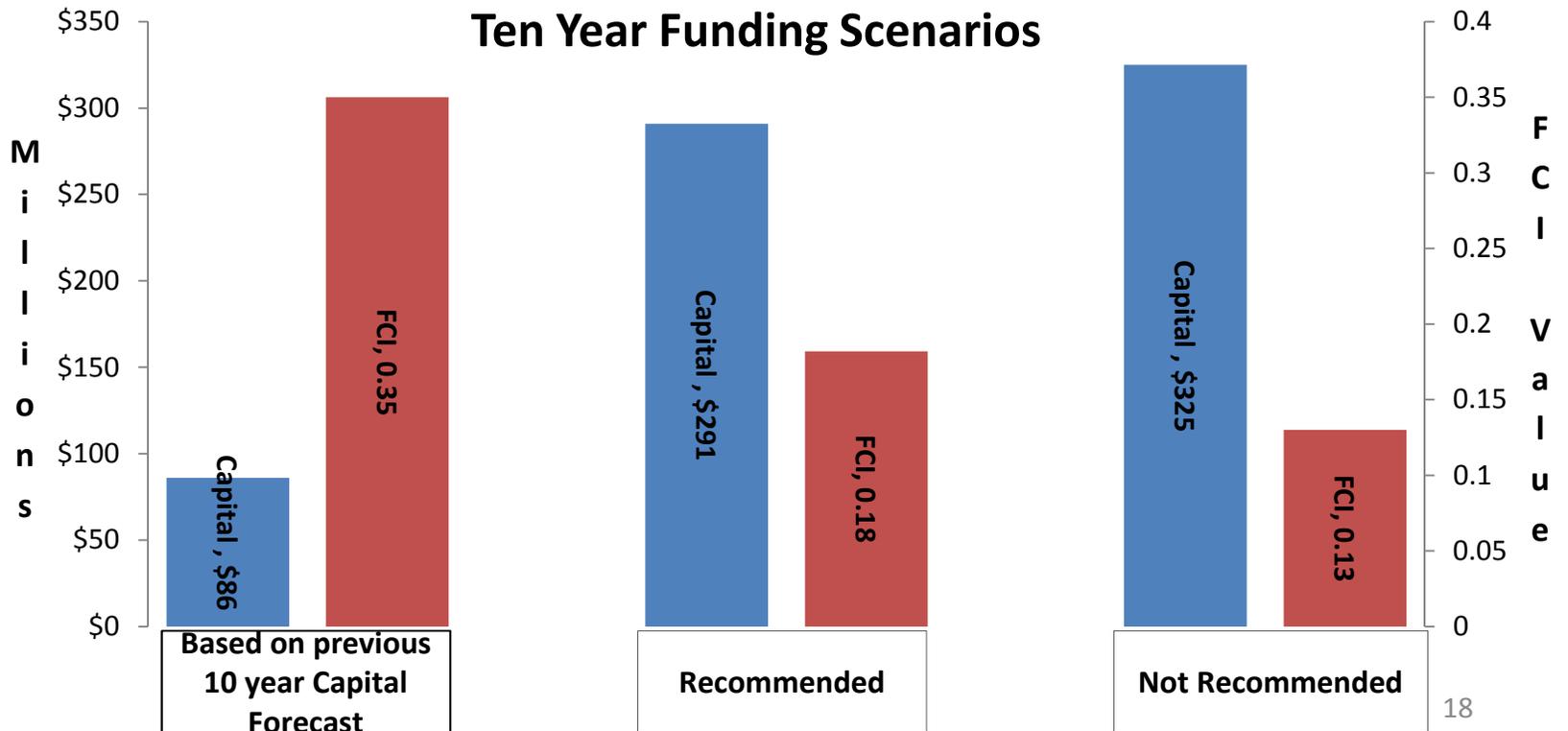
- Demand Maintenance Increased almost 100% from 2008 to 2010



# 2012 to 2021 Capital Budget Request

## BR#669 Overview

Funding Scenario	10 Yr Total Funding	FCI After 10 Yrs
FCI with previous 10 year budget forecast	\$86Million	.35
FCI with recommended 10 year budget	\$291Million	.18
10 year budget to maintain 2012 FCI	\$325Million	.13





# 2012 to 2021 Capital Budget Request BR#669 Overview

## Summary of BR # 669

- Address a variety of life cycle maintenance requirements as identified through the Facility Asset Management Program.
- Funding requested is calculated based on funding required to meet specific condition targets (FCI)
- Overall slight decline in the 10 years, more consistency amongst building classes
- Additional capital funding for life cycle capital maintenance, as follows:
  - 2012 - \$2.6 Million
  - 2013 - \$5 Million
  - 2014 - \$14 Million
  - Post-2014 - \$182 Million

Previous 10 year funding level - \$87.6 Million  
Additional funding for next 10 years - \$203.6 Million  
Total 10 year budget with BR# 669 = \$291.2 Million



# 2012 Capital Budget Highlights

- Address Building Categories with current FCI levels higher than their targeted FCI (i.e., Corporate, Culture, Parks and Works Facilities)
- Address facilities with critical FCI levels that are not currently planned for redevelopment (i.e., Clarkson Depot, Cawthra Pool, etc.)
- Invest in building system types which have a high backlog rate relative to other systems (i.e., electrical and mechanical systems)
- Interior Finishes (i.e., carpet/floor tiles, wall/ceiling finishes, etc.) typically rank lower in priority to systems which are necessary for basic building functioning (i.e., structural, HVAC, etc.) To ensure some interior finishes requirements are being addressed, 10% of annual capital funding will be assigned to interior finish requirements.



# 2012 Capital Budget Highlights

Capital Program includes:

- Accessibility Program \$390,000
- Energy Management Program \$530,000
- Civic Centre 12<sup>th</sup> Floor Renovation \$530,000
- Office Accommodation Based On Service Area Business Plans Across Departments \$2.12 Million

Major Capital Maintenance Projects includes:

- Sportfield & Pathway Lighting Renewal \$2.37 Million
- Frank McKechnie CC Various Retrofitting and Renovation to address building envelope, mechanical and pool issues \$2.36 Million
- Roofing Program \$1.23 Million
- Various Interior Finish Replacements/Renewals \$652,000
- Various Parking Lot Repairs \$526,000



# Operating Budget Forecast

# Proposed Budget Summary

Description (\$ 000's)	2012	2013	2014
Prior Year Budget	18,557	19,306	20,120
<b>Increases/(Decreases) to Maintain Current Service Levels</b>			
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
<b>Total Changes to Maintain Current Service Levels</b>	<b>749</b>	<b>814</b>	<b>687</b>
<b>Total Cost to Maintain Current Services Levels</b>	<b>19,306</b>	<b>20,120</b>	<b>20,807</b>
<b>Total Proposed New Initiatives</b>	<b>43</b>	<b>41</b>	<b>0</b>
<b>Total Recommended Tax Rate Reduction Options</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Proposed Budget</b>	<b>19,349</b>	<b>20,161</b>	<b>20,807</b>

Note: Numbers may not balance due to rounding

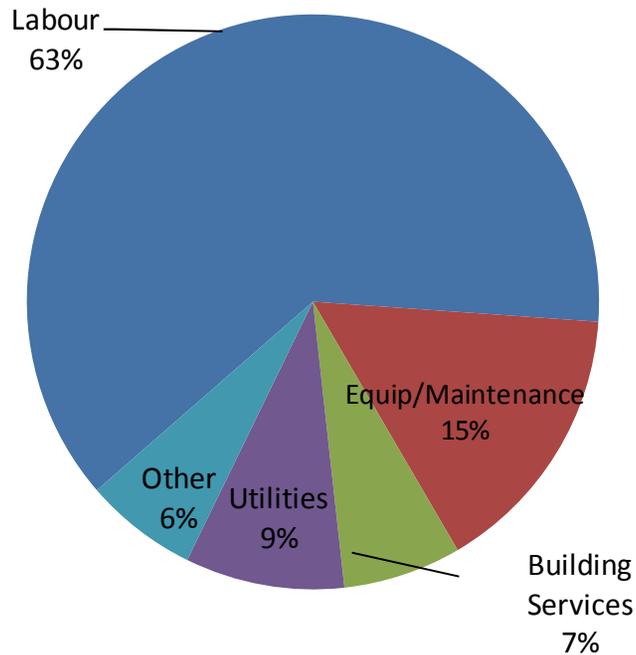


# 2012 Budget

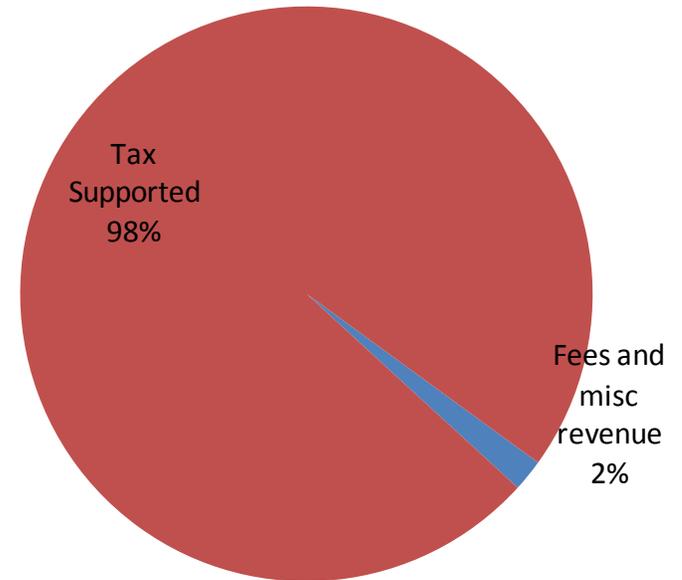
Expenditures = \$19.3 million

Funding = \$19.3 million

### Expenditures



### Funding





# Maintain Current Service Levels

- \$749,000 or 4% increase required to maintain existing service level
- Highlights:
  - Annualization of energy management and capital asset replacement programs support



# Maintain Current Service Levels

- Highlights continued
  - Cost increases
    - Uncontrollable cost of \$227,000 mainly for:
      - a) Utilities \$117,000 (about 6% increase) due to rate increases for electricity and gas
      - b) Building maintenance \$115,000 (about 3.8% increase) due to increased inventories and aging equipment
    - \$82,000 for lease pressure for accommodation of City staff.



# Maintain Current Service Levels

- Efficiencies and Cost Savings (\$277,000)
  - Utilities savings from various initiatives including improved Utility Procurement Strategy and energy conservation (\$121,000)
  - Operational efficiencies at Civic Precinct (\$156,000)



# Proposed New Initiatives

Description (\$ 000's)	2012	2013	2014
HVAC Inventory Maintenance	43	41	0



# New Initiative

## HVAC Inventory Maintenance

- Requesting one additional HVAC Technician starting July 1 2012
- In-house HVAC technicians are scheduled to perform preventive maintenance (PM) inspections for all City facilities
- When a demand response (DR) call is received one is dispatched to triage the problem as they are quicker to respond and more familiar with the facility, equipment, staff and program requirements



# New Initiative

## HVAC Inventory Maintenance

- Based on nature of call, time constraints and cost pressures decision is made to proceed with repairs in-house or reallocate work to a contracted vendor
- DR takes precedence over PM – lack of PM increases incidence of DR and increases risk of invalidating warranty – downward spiral

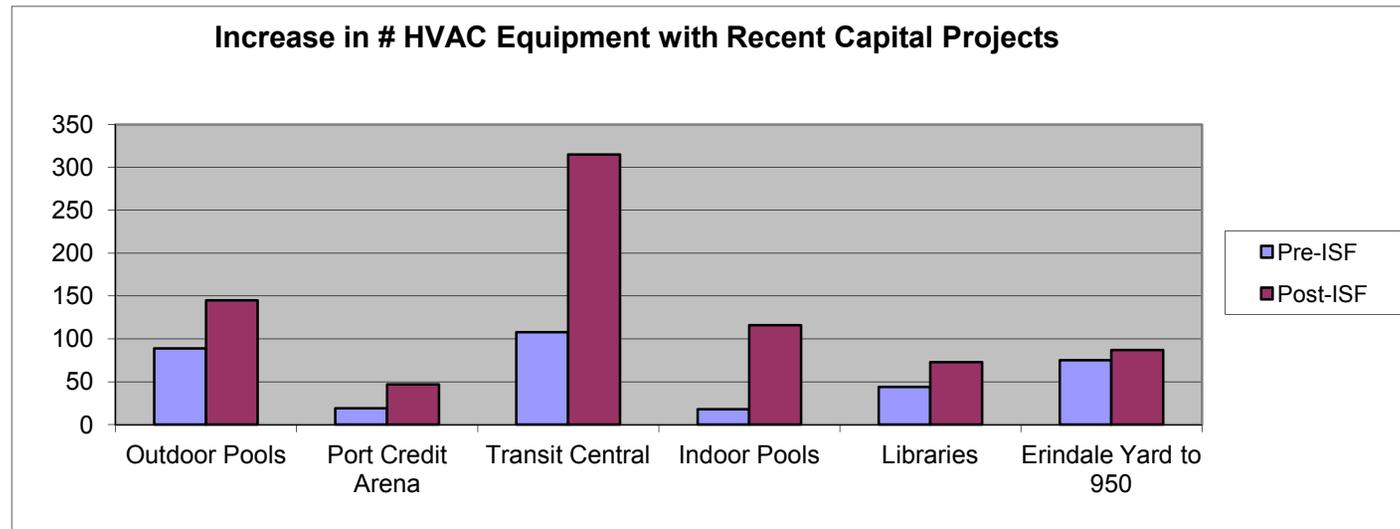


# New Initiative

## HVAC Inventory Maintenance

Changing Facility Portfolio - Impact on HVAC Service Needs:

- Increase in number and complexity of HVAC Systems for new construction/redevelopment
- Increased demand for interior environmental controls for occupant comfort and energy conservation

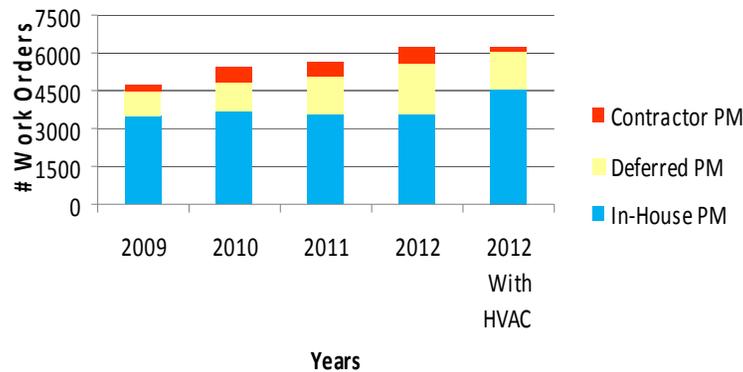




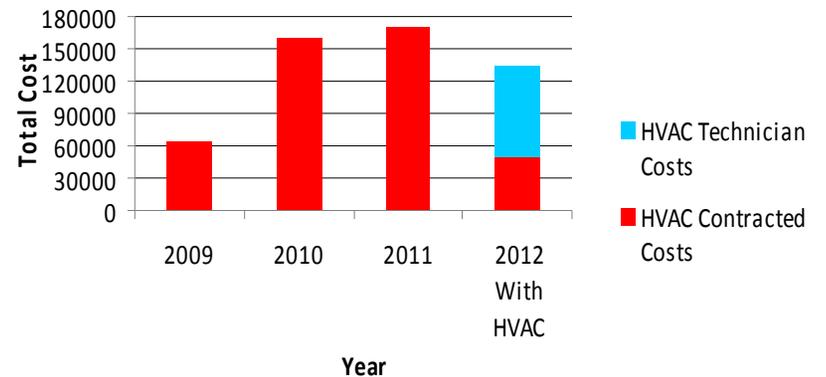
# New Initiative HVAC Inventory Maintenance

- No increase to current HVAC staff since 2002
- Facility portfolio increased by 1.3 million sq/ft
- Expansion of facilities and amount and complexity of equipment through the ISF/RinC program, Port Credit Arena and the Transit campus addition as well as the upcoming addition of the Garry Morden Fire Training Centre in 2012

PM Work Orders



HVAC Contracted Costs





# New Initiative

## HVAC Inventory Maintenance

Impact of no additional HVAC Technician:

- Extended periods between planned PM inspections resulting in higher demand maintenance costs and shortened life cycle
- Erosion of Service Levels; longer response times for Demand service calls - currently the service level for partial loss of A/C and heating is “within 24hrs” for response. This will be increase to “within 36hrs” in 2012
- To maintain service levels with additional HVAC person is \$80,000 annually. Without additional HVAC person, additional cost will be \$120,000



# Other Tax Rate Reduction Options For Council Consideration (Not Recommended)

- Reduction in 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.
- Estimated savings (\$95,000)

# Proposed Budget Summary

Description (\$ 000's)	2012	2013	2014
Prior Year Budget	18,557	19,306	20,120
<b>Increases/(Decreases) to Maintain Current Service Levels</b>			
Labour and Benefits	585	652	554
Annualization of Previous Years Operating Cost Decisions	98	0	0
Cost Increases	227	130	133
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<b>Total Cost to Maintain Current Services Levels</b>	<b>19,306</b>	<b>20,120</b>	<b>20,807</b>
<b>Total Proposed New Initiatives</b>	<b>43</b>	<b>41</b>	<b>0</b>
<b>Total Recommended Tax Rate Reduction Options</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Proposed Budget</b>	<b>19,349</b>	<b>20,161</b>	<b>20,807</b>

Note: Numbers may not balance due to rounding

Overall budget up by \$792,000 or 4.3% for 2012





# 2012 - 2014 Business Plan Update & 2012 Budget

City of Mississauga, Ontario, Canada

Questions



**Budget Committee – January 17, 2012  
2012-2014 Business Plan and 2012  
Budget for Strategic Policy**



**MISSISSAUGA**  
Leading today for tomorrow

# Agenda

- Vision, Mission and Business Plan Goals
- Service Delivery Model
- Business Plan Update
- Service Levels
- Capital Budget Forecast
- Operating Budget Forecast
  - Maintain Current Service Levels
  - Proposed New Initiatives
  - Other Tax Rate Reduction Options
- Next Steps





# Vision, Mission & Business Plan Goals

## 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.



# Vision, Mission & Business Plan Goals

## Business Plan Goals:

To ensure the City's vision is achieved by:

- Ensuring alignment of the corporation with our Strategic Plan and values;
- Integrating environmental performance into decision making across the Corporation;
- Nurturing and promoting government relations;
- Developing and implementing strategic priorities and policies;



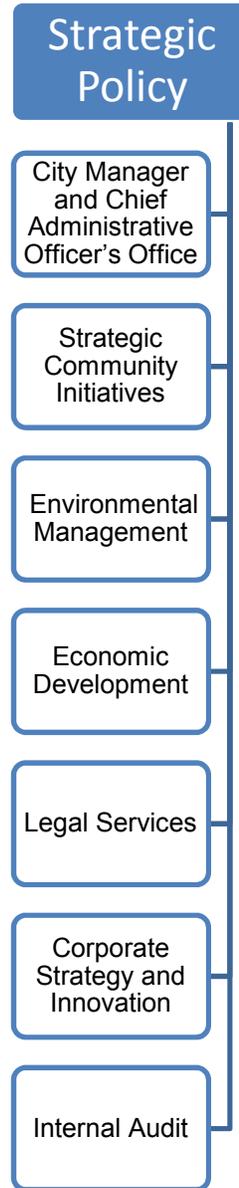
# Vision, Mission & Business Plan Goals

## Business Plan Goals *cont'd*:

- Promoting the economic development of our City;
- Providing sound legal advice and representing the Corporation in courts and tribunals;
- Completing internal audits with a focus on risk management, control and governance;
- Promoting risk awareness and risk assessment; and
- Conducting efficiency reviews and promoting consistent and best practice.



# Service Delivery Model





# Business Plan Update

- Inspiration Lakeview developed
- Downtown Main Street District advanced
- ISF and RINC successfully coordinated
- Sheridan College opened
- Living Green Master Plan developed
- International Marketing Strategy approved
- Innovation Centre advanced
- Multiple Legal issues managed successfully
- Corporate four-year Business Plan developed
- 53 policies reviewed
- Provincial and Federal elections
- Project Management training plan developed
- Internal Audit work plan updated



# Business Plan Update

Issues, Concerns:

- Need to keep a careful eye on resourcing Internal Audit and Legal Services sufficiently to meet workload demands



## Service Levels: Environment

- Mississauga lags behind other major Canadian cities in its efforts to achieve environmental sustainability and respond to Climate Change.
- Completion of the Living Green Master Plan positions the City to better implement the environmental vision and objectives of the Strategic Plan.
- The City cannot address Mississauga's environmental challenges alone. It requires the effort, experience and commitment of everyone across the corporation as well as every resident, business and institution in the city.
- The City's current Environmental Management Section does not have necessary resources to fully implement, report on and measure progress of actions in the Living Green Master Plan.



## Service Levels: Economic Development Office

- The Economic Development Office has received Council approval of their Economic Development Strategy – Building on our Success 10 year plan.
- International Marketing Plan Implementation.
- Economic Development participates in media circulation, presentations to delegations, trade events and business conferences.
- MBEC consults with clients, delivers SME training and seminar programs.



## Service Levels: Legal Services

- Legal Services provides timely, accurate and useful legal and strategic advice to all levels of the Corporation, develops templates and draft agreements, and represents the Corporation in the courts and before many tribunals using a combination of in-house and external resources. This is consistent with best practices for large urban centres.
- Legal Services responds to several complex issues at any given time. According to the Toronto KPMG report in-house legal services are more timely, more cost-effective and more efficient.
- The Honourable J. Douglas Cunningham in his report recommended that the City Solicitor should be involved in negotiations between the City and third parties from the outset and should be kept informed.
- The need for legal services will always be difficult to predict in any given year.



## Service Levels: City Strategy & Innovations

- Manage the annual business planning process that is facilitated, developed and written locally;
- Review 4 to 6 city services annually through the e3 program depending on the size and complexity of the services being reviewed;
- On-going management and control of the Corporate Policy Program to ensure consistency, stakeholder involvement and risk mitigation, completing six new policies and 12 major policy revisions on an annual basis;
- Support and advance the quality of project identification and implementation; and
- Manage and advise on government relations, corporate alignment tactics, general research and advice, special projects, coordination and management of CAO communications, networking and learning events.
- Strategic Community Initiatives' work is project based with staff engaged to deliver strategic projects planned and approved by Council.



## Service Levels: Internal Audit

- Audit is an essential service to support the City in achieving excellence in public administration
- Internal Audit provides intrinsic value to the residents of Mississauga by evaluating and making recommendations to improve the effectiveness of the City's risk management, control and governance processes
- As a general guide, each audit takes 3 to 4 months to complete depending on the scope and complexity of the audit
- Typically, 15% of audit staff time is devoted to consulting services
- Service level is not expected to change given the current resources in the Audit Division
- Emphasis will continue to be placed on information technology audits due to increasing business/technology integration



# Capital Budget Forecast



# 2012 to 2021 Capital Program

Program Expenditures (\$ 000's)	BR #	2012 Budget	2013 Forecast	2014 Forecast	Post 2014 Forecast	Total (\$)
Waterfront Mississauga Revitalization	154	650	650	600		1,900
Downtown 21: Main Street District Implementation	692	886	739			1,625
Lakeview/OPG Pier Trail	674	60	5,770			5,830
<b>Total Net Expenditures</b>		<b>1,596</b>	<b>7,159</b>	<b>600</b>	<b>0</b>	<b>9,355</b>

Note: Numbers may not balance due to rounding.





# Operating Budget Forecast

# Proposed Budget Summary

Description (\$ 000's)	2012	2013	2014
Prior Year Budget	9,876	10,462	10,877
<b>Increases/(Decreases) to Maintain Current Service Levels</b>			
Labour and Benefits	478	415	352
Annualization of Previous Years Operating Cost Decisions	38		
Cost Increases	145		
Operating Impact of New Capital Projects			
Efficiencies and Cost Savings	(75)		
Current Revenue Changes			
<b>Total Changes to Maintain Current Service Levels</b>	<b>586</b>	<b>415</b>	<b>352</b>
<b>Total Cost to Maintain Current Services</b>	<b>10,462</b>	<b>10,877</b>	<b>11,229</b>
<b>Total Proposed New Initiatives</b>	<b>381</b>	<b>445</b>	<b>64</b>
<b>Total Recommended Tax Rate Reduction Options</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Proposed Budget</b>	<b>10,843</b>	<b>11,322</b>	<b>11,293</b>





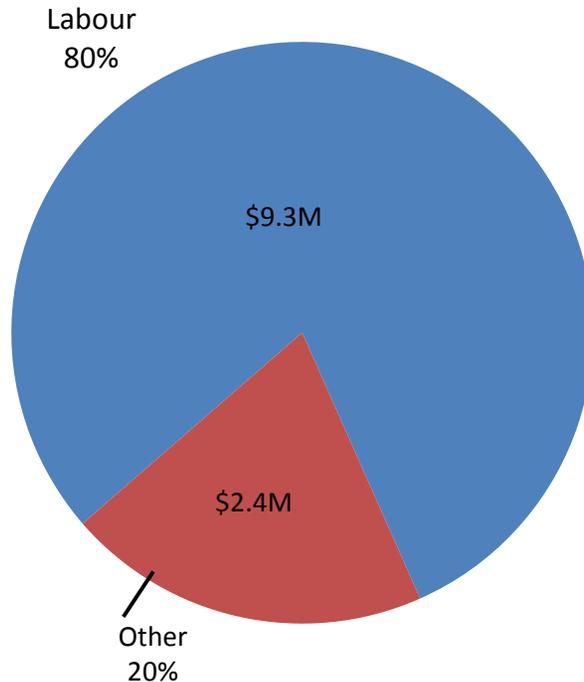
# 2012 Budget

## Maintain Current Service Levels

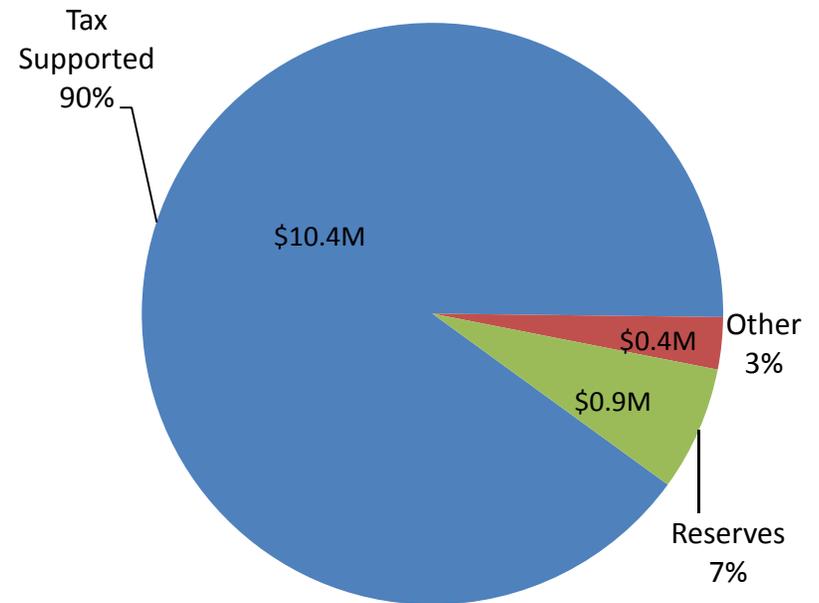
Expenditures = \$11.7 million

Funding = \$11.7 million

### Expenditures



### Funding





# Cost Increases to Maintain Current Service Levels

- Highlight major cost pressures
  - \$478K for Labour and Benefits
  - \$38K for Annualization
  - \$145K cost increases
    - Transfer of Strategic Leader from Land Development Services, \$122K with no City impact
    - Conversion and other minor changes \$23K

## Efficiencies & Cost Savings

- Efficiencies and Cost Savings of (\$75K)
  - \$60K for staff restructuring
  - \$15K for minor target reductions



# Proposed New Initiatives

(\$ 000's)	2012	2013	2014
<b>Total Proposed New Initiatives</b>	<b>381</b>	<b>445</b>	<b>64</b>



# BR 377 – Economic Development Strategy Recommendations

- \$ 96,000
- International Business Development Manager
- 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.



# BR 373 – Living Green Master Plan Implementation

- \$ 285,000
- Establishing a Environment Division is a top LGMP priority.
- Funding repositions Environmental Management Section as a Division resourced to: be spokesperson and information clearing house on environmental issues; Environmental Advisory Committee Liaison, provide internal leadership for LGMP implementation and environmental action plans; integrate environmental performance into decision making; raise City’s environmental profile; build strategic community partnerships and capacity for change.
- 49 Actions over 10 years
  - Lead 18, participate in 4, monitor 27
- 3 FTEs (Includes conversion of secondment position)



# BR - 373 Living Green Master Plan Implementation

Current Staffing for 2012			
Position	Key Deliverables	Property Tax	Reserve
<b>Manager</b>	<ul style="list-style-type: none"> <li>•Municipal action to improve air quality (34)</li> <li>•Regional Climate Change Strategy</li> <li>•Community Energy Plan (38)</li> <li>•Environmental impact added to corporate reports (22)</li> </ul>	\$132,200	
<b>Env. Coordinator</b>	<ul style="list-style-type: none"> <li>•Greenhouse Gas and Criteria Air Contaminant inventories (17)</li> <li>•Corporate procurement (19, 20)</li> <li>•Public awareness and education (42)</li> <li>•Community Grant Program (28)</li> <li>•Idling (36)</li> </ul>	\$91,800	
<b>Research Assistant</b>	<ul style="list-style-type: none"> <li>•Administrative support</li> <li>•Environmental Research</li> <li>•Initiatives data base and inquiries</li> <li>•Research partnership opportunities (43)</li> <li>•Environmental regulation</li> </ul>	\$64,400	
<b>LGMP Lead Secondment</b>	<ul style="list-style-type: none"> <li>•Corporate LGMP implementation</li> <li>•Detailed implementation action plans</li> <li>•Environmental performance and LGMP implementation reporting</li> <li>•Employee awareness and education</li> </ul>		\$111,200
	<b>Subtotal</b>	\$288,400	\$111,200
	<b>Total</b>	\$399,600	

(#) LGMP Action Number

# BR - 373 Living Green Master Plan Implementation

Proposed Staffing for 2012			
Position	Key Deliverables	Property Tax	Reserve
<b>Env. Coordinator</b> Convert Secondment Jan 1 Start	<ul style="list-style-type: none"> <li>•Corporate LGMP implementation</li> <li>•Detailed implementation plans</li> <li>•Environmental performance and LGMP implementation reporting</li> <li>•Employee awareness and education</li> </ul>	\$98,000	
<b>Director</b> July 1 Start	<ul style="list-style-type: none"> <li>•Spokesperson on environmental issues and inquiries</li> <li>•Environmental Advisory Committee Liaison</li> <li>•Increased corporate environmental profile</li> <li>•Internal leadership for LMGP implementation (26)</li> <li>•Environmental performance based decision making</li> </ul>	\$82,000	
<b>Community Energy Coordinator</b> July 1 Start	<ul style="list-style-type: none"> <li>•Technical support for Community Energy Plan (38)</li> <li>•Better understanding of future energy needs</li> <li>•Feasibility of energy efficiency and renewable fuel strategies (39)</li> <li>•Alternative energy sources optimization (40)</li> <li>•Greenhouse Gas reduction strategies</li> <li>•Energy focused outreach and education</li> </ul>	\$49,000	
	<b>Proposed FTEs</b>	\$229,000	\$0
	<b>Current FTEs</b>	\$288,400	\$0
	<b>Total</b>	\$517,400	





# BR 253 – Mississauga Community Greenhouse Gas (GHG) Inventory Update

- \$ 50,000 — Funded from Reserves no Tax Rate Impact
- Update GHG Inventory
- 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.



# BR 154 – Waterfront Mississauga Revitalization

- Funded from Capital Reserve Fund with no Tax Rate Impact
- 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 - \$72,000.



# BR 766 – Project Management Training Plan

- Funded from the Capital Reserve Fund with no Tax Rate Impact
- 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.
- To deliver the plan, one time costs are required:
  - \$111,000 - 36 days of training in 2012

# Other Tax Rate Reduction Options For Council Consideration (Not Included in Proposed Budget)

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)	0.0	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	(\$122.0)	(1.0)	The day to day support for the Community and Corporate Services Departments will be significantly reduced. Legal reviews and drafting will no longer automatically be provided. Requests need to be vetted based on risk and prioritized accordingly.
<b>Total</b>		<b>(\$142.0)</b>	<b>(1.0)</b>	



# Proposed Budget Summary

Description (\$ 000's)	2012	2013	2014
Prior Year Budget	9,876	10,462	10,877
<b>Increases/(Decreases) to Maintain Current Service Levels</b>			
Labour and Benefits	478	415	352
Annualization of Previous Years Operating Cost Decisions	38		
Cost Increases	145		
Operating Impact of New Capital Projects			
Efficiencies and Cost Savings	(75)		
Current Revenue Changes			
<b>Total Changes to Maintain Current Service Levels</b>	<b>586</b>	<b>415</b>	<b>352</b>
<b>Total Cost to Maintain Current Services</b>	<b>10,462</b>	<b>10,877</b>	<b>11,229</b>
<b>Total Proposed New Initiatives</b>	<b>381</b>	<b>445</b>	<b>64</b>
<b>Total Recommended Tax Rate Reduction Options</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Proposed Budget</b>	<b>10,843</b>	<b>11,322</b>	<b>11,293</b>



# Next Steps

- Budget Committee Direction Required:
  - Do you approve Maintaining Current Service Levels?
  - Do you approve any Operating / Capital New Initiatives?
  - Do you approve any Other Tax Rate Reduction Options?





**Budget Committee – January 17, 2012**  
**2012-2014 Business Plan and 2012**  
**Budget for Regulatory Services**



# Agenda

- Vision, Mission and Business Plan Goals
- Service Delivery Model
- Business Plan Update
- Service Levels
- Proposed Capital Budget and Forecast
- Proposed Operating Budget and Forecast





# Vision, Mission and Business Plan Goals

## Vision Statement

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

## Mission Statement

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





# Vision, Mission and Business Plan Goals

## Business Plan Goals

- The goals and operational objectives of Regulatory Services are as follows:
  - To continue to strive to provide awareness, education and enforcement of municipal by-laws to achieve compliance and to raise the profile of Regulatory Services within the community.
  - To continue to identify new revenue opportunities to make Regulatory Services cost neutral to the municipality.



# 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.



# Service Delivery Model

## Other Services

### Animal Services

- Operate animal shelter and deliver various animal related services
- Educate on urban wildlife issues and pet adoption

### Parking Enforcement

- Provide parking enforcement training/certification for private security officers
- Operate first attendance facility for early parking ticket dispute resolution
- Approve parking considerations
- Perform fire route and site inspections for private property
- Conduct dedicated parking enforcement in school zones

### Compliance and Licensing Enforcement

- Agent for CMHC Residential Rehabilitation Assistance Program
- Co-ordinate liquor license approvals
- Participate on the Integrated Municipal Enforcement Team
- Issue charity and gaming licenses

### Mobile Licensing Enforcement

- Enforce regulations for various public vehicle licenses



# Business Plan Update

## Accomplishments

- Field Automation
- In-car Radios
- By-law amendments
- Career Development
- 3-1-1 Call Centre
- Joint Enforcement Agency Project
- Trial Reduction
- Improved Internal Communication
- Sheridan College Enforcement Field Placement



# Business Plan Update

## Accomplishments

- Mediation Service
- Safety Initiative
- AMANDA Licensing System Upgrade
- Chameleon Software Upgrade



# Business Plan Update

## Accomplishments

**Dog and Cat Licensing Initiative** – The new pet licensing initiative included public outreach, community education and a license drive.

- During a 7 week period, 14 convenient locations were established across Mississauga to allow residents to purchase pet licenses as a part of the Neighbourhood Outreach Campaign
- Promoted public convenience
  - 14 Community Centre/Arena/Library
  - New Telephone Channel
- Established partnerships to build awareness and promote campaign through:
  - Pet Stores
  - Veterinarian Clinics
  - GO Transit Stations
  - Elementary schools
- Campaign resulted in over \$54,000 in revenue to date

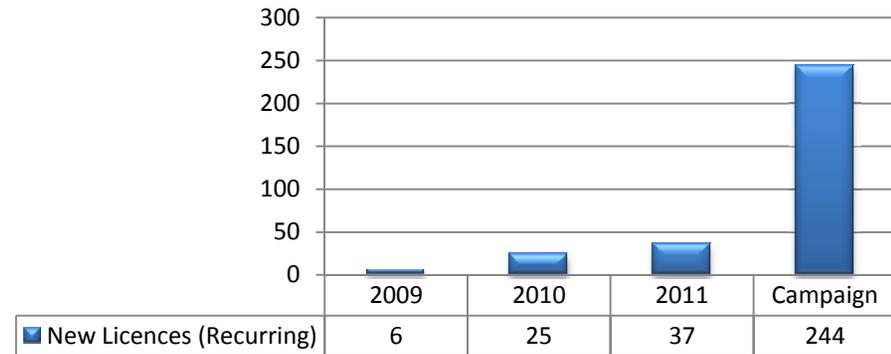


# Business Plan Update

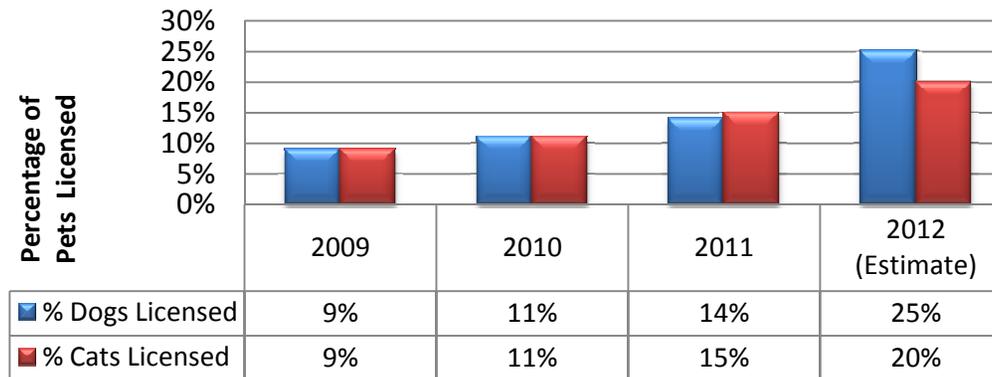
## Accomplishments

### Dog and Cat Licensing Initiative – New Pet License Growth

Average Weekly New Licences



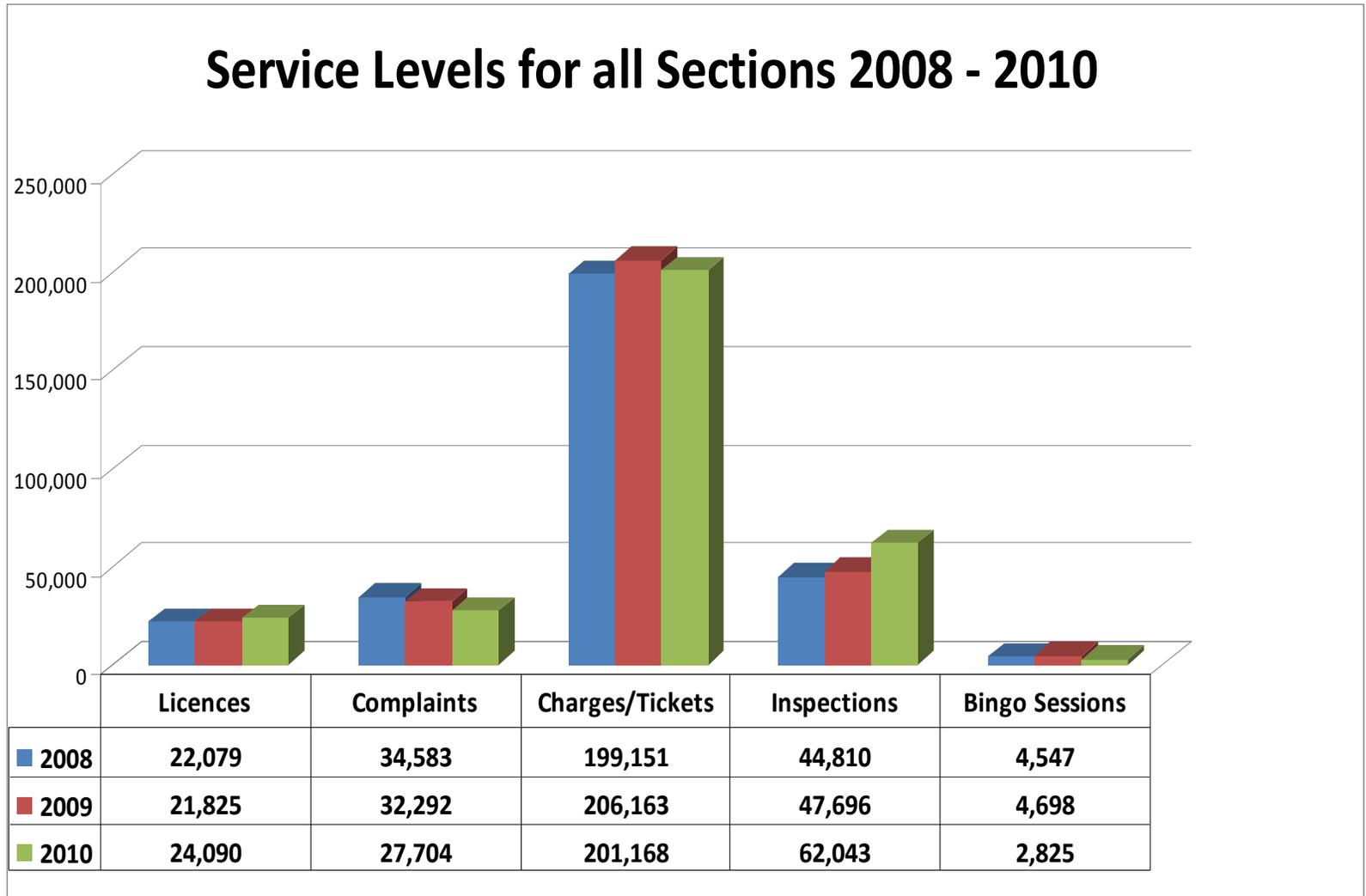
Percentage of Dogs & Cats Licensed





# Service Levels

## Service Levels for all Sections 2008 - 2010



*Across the Division, 27,704 complaints were received and 98 percent of those complaints received were addressed. The remaining percentage of complaints are carried over to the next year.*



# Capital Budget Forecast



# 2012 to 2021 Capital Program

## 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
<b>Total Net Expenditures</b>	<b>100</b>	<b>270</b>	<b>33</b>	<b>66</b>	<b>469</b>

Note: Numbers may not balance due to rounding.

### Portal Enhancements/Online Services, Animal Services

\$100,000 has been included in 2012 Budget to support the expansion of online animal licensing services as identified in the Animal Services e3 initiative. This will improve customer service, compliance and staff efficiency.



# 2013 to 2021 Capital Budget

## **Portal Enhancements for Online licence renewal for Mobile Licensing and Compliance and Licensing**

\$240,000 has been included in the 2013 Budget to develop and implement online business and mobile licence renewals, to improve customer service, compliance, and staff efficiency.

## **Animal Services Van**

\$30,000 has been included in the 2013 Budget to support the additional FTE Animal Services Officer as identified in the Animal Services e3 initiative.

## **Parking Enforcement – Radio Replacement**

\$33,000 has been included in each of the Budget years 2014, 2017 and 2020 for two-way radio replacement for Parking Enforcement Officers.

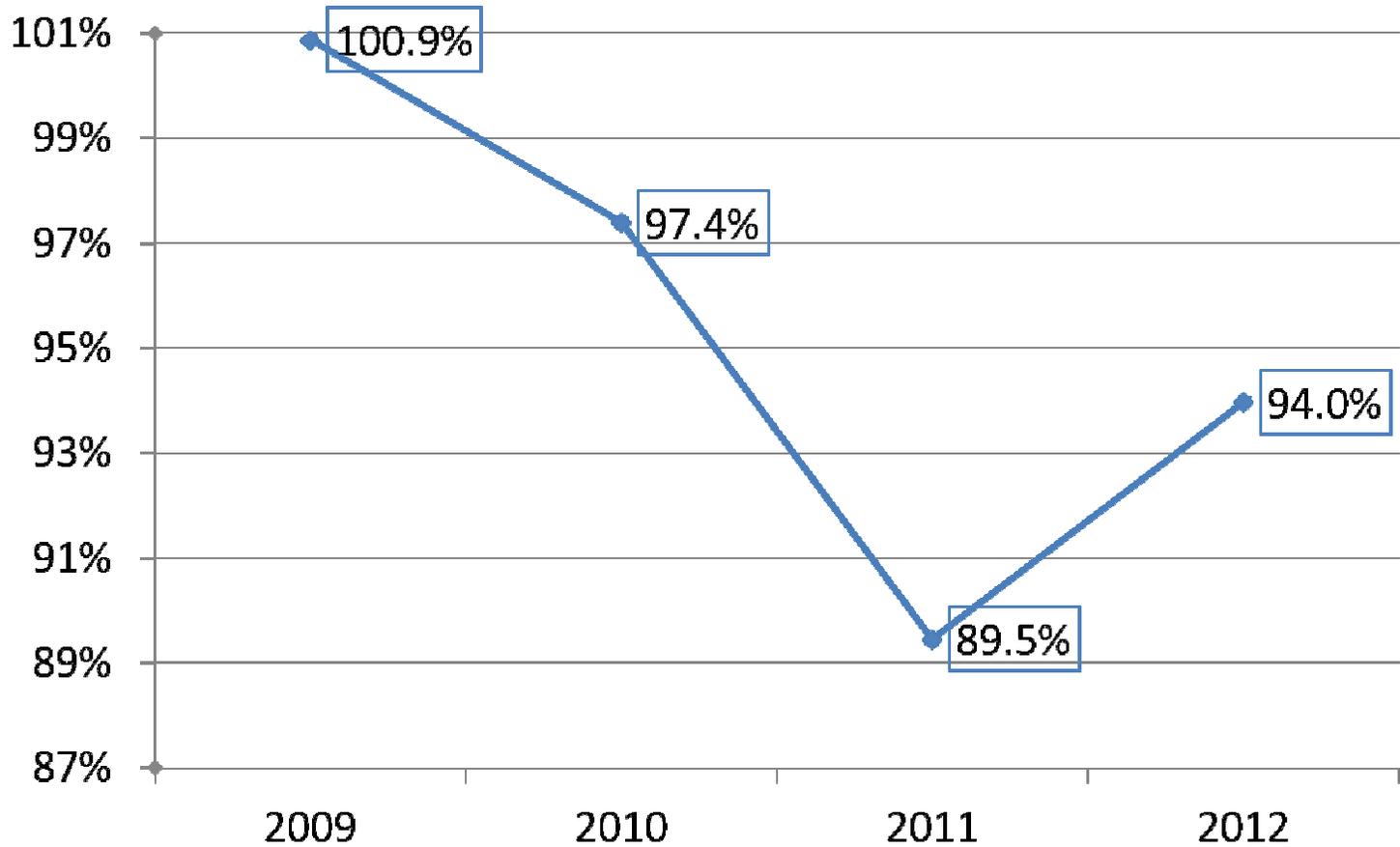


# Operating Budget Forecast



# Cost Recovery Ratios

(User Fee and Other Revenue / Gross Operating)



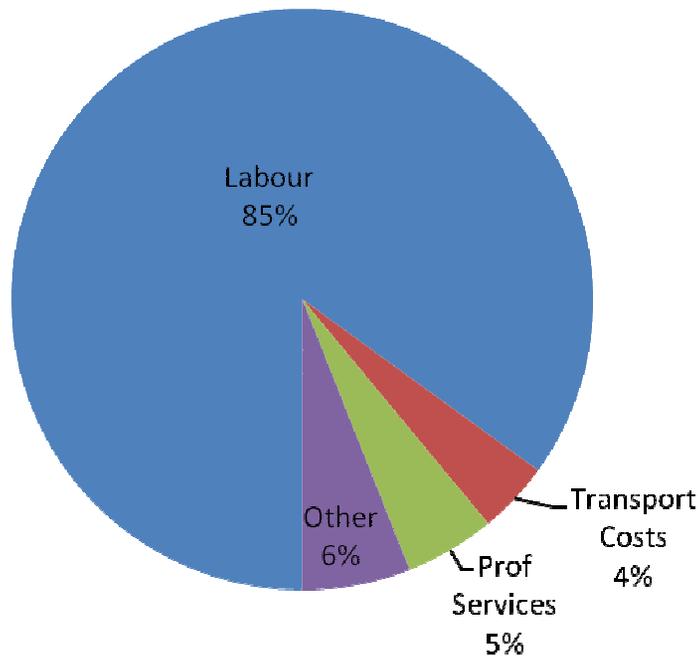
# 2012 Budget

## Maintain Current Service Levels

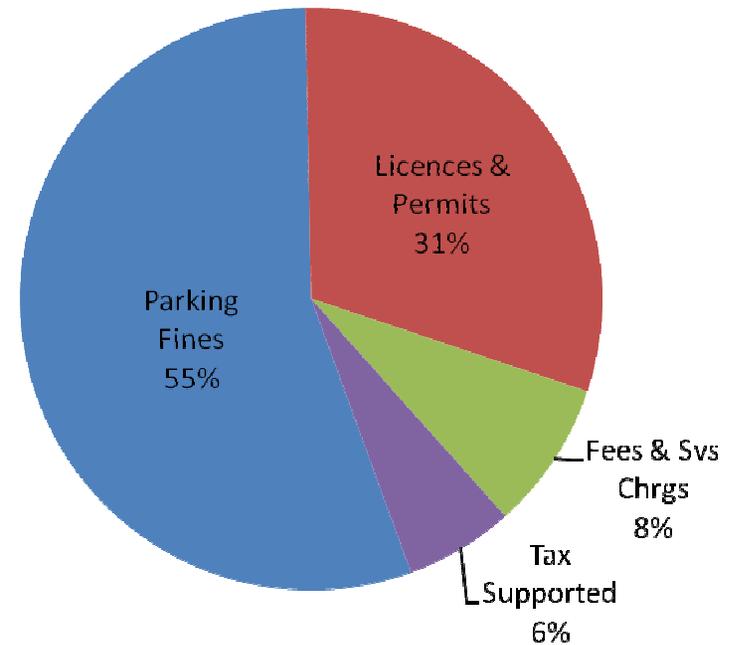
Expenditures = \$12.6 million

Funding = \$12.6 million

Expenditures



Funding



**Budget Net of Allocations : \$1.3M**



# Proposed Budget Summary

Description (\$ 000's)	2012	2013	2014
Prior Year Budget	1,520	1,306	1,778
<b>Increases/(Decreases) to Maintain Current Service Levels</b>			
Labour and Benefits	334	462	393
Annualization of Previous Years Operating Cost Decisions	65	0	0
Annualization of Previous Years Revenue Decisions	(302)	0	0
Reserve Fund Transfers	325	0	0
Cost Increases	43	10	9
Current Revenue Changes	(679)	0	0
<b>Total Changes to Maintain Current Service Levels</b>	<b>(214)</b>	<b>472</b>	<b>401</b>
<b>Total Cost to Maintain Current Services Levels</b>	<b>1,306</b>	<b>1,778</b>	<b>2,179</b>
<b>Total Proposed New Initiatives</b>	<b>56</b>	<b>(51)</b>	<b>(569)</b>
<b>Proposed Budget</b>	<b>1,362</b>	<b>1,727</b>	<b>1,610</b>





# Cost Increases to Maintain Current Service Levels

## Annualization of previous years' operating decisions

- One contract project leader to implement Animal Services e3 initiative
- One full-time Animal Services community awareness officer as per Animal Services e3 initiative

## Annualization of previous years' revenue decisions

- Increase in Dog and Cat License Fees from Animal Services e3 initiative

## Cost Increases

- Various increases in the costs of services provided by other Divisions and in MTO user fees



# Current Revenue Changes

- Increases in select fines and licensing fees for Parking Enforcement, Compliance and Licensing Enforcement and Mobile Licensing Enforcement (*Council Approved*)
- Increased animal licensing revenues from Animal Services e3 initiative
- Increases from select Enforcement Division fees and charges (*Council Approved*)

# Proposed New Initiatives

(\$ 000's)	2012	2013	2014
<b>Total Proposed New Initiatives</b>	<b>56</b>	<b>(51)</b>	<b>(569)</b>





# Proposed New Initiatives

- Animal Services e3 initiative – 311 Call Centre Agent - Grade C - July 1<sup>st</sup>, 2012 start date (\$26,000 salary + \$5,000 fringes = \$31,000)
- \$25,000 reduction in Charity Gaming revenues from the Ontario Lottery and Gaming Corporation – Charity Bingo and Gaming revitalization initiative



# Budget Committee – January 17, 2012 2012-2014 Business Plan and 2012 Budget for Legislative Services Division



# Agenda

- Vision, Mission and Business Plan Goals
- Service Delivery Model
- Business Plan Update
- Service Levels
- Capital Budget Forecast
- Operating Budget Forecast
  - Maintain Current Service Levels
  - Proposed New Initiatives
  - Recommended Tax Rate Reduction Options
  - Other Tax Rate Reduction Options
- Questions





# Vision, Mission and Business Plan Goals

**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.



# Business Plan Goals

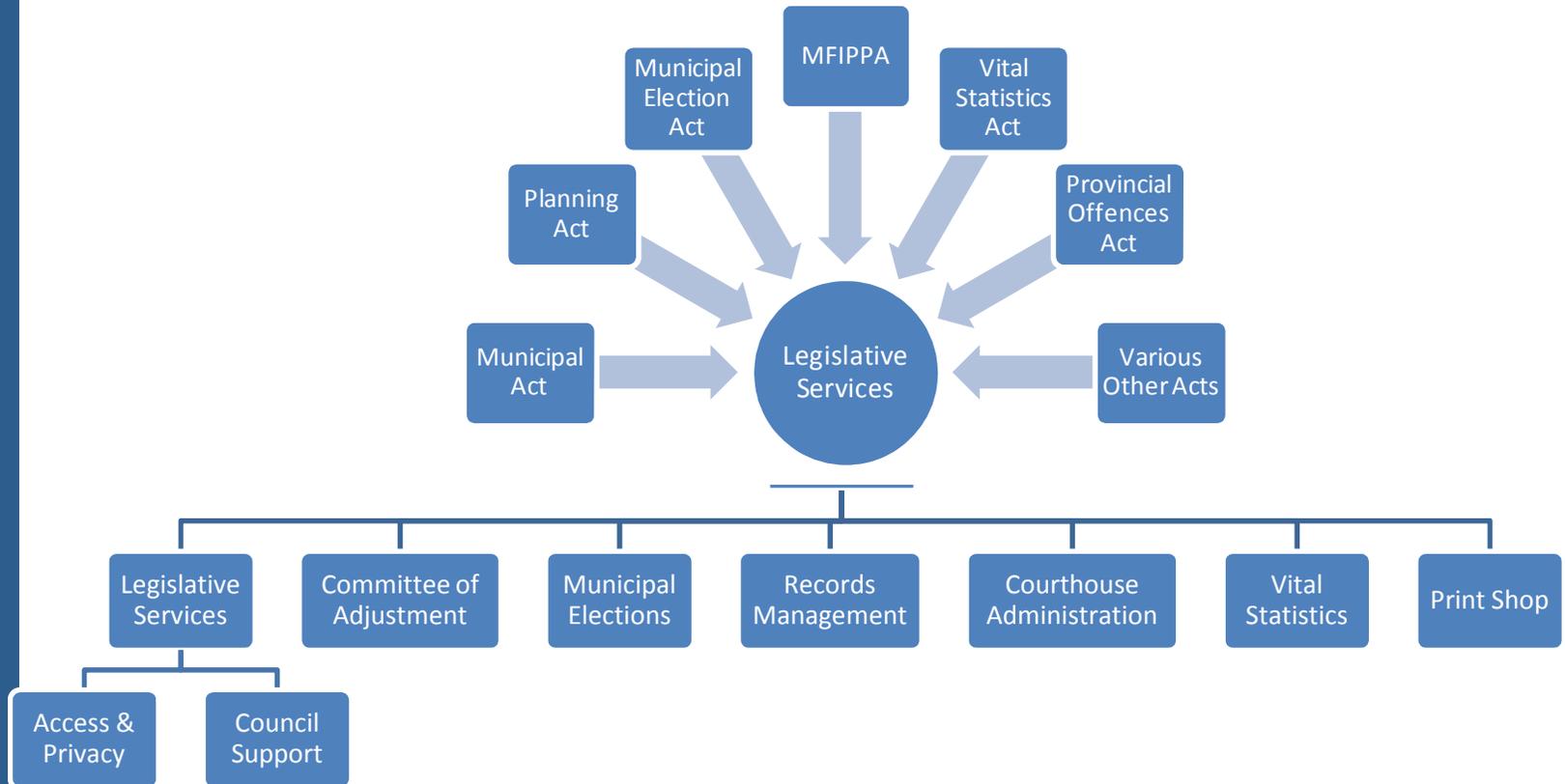
- To ensure legislative compliance requirements continue to be met.
- To adequately support the Freedom of Information and Privacy Area to meet legislative requirements.
- To launch Citywide electronic records management and email management system.
- To prepare for the 2014 election, ensuring and promoting higher voter participation.



# Business Plan Goals

- To successfully operate the POA Courts Administration and support function in accordance with the Provincial agreement.
- To support Council and Committees and enhance accessibility and transparency of information to the public in variety of formats (electronic, audio and video).
- To operate cost effective print and mail services for the City.

# Service Delivery Model





# Business Plan Update

## Accomplishments

- Approximately 675 Freedom of Information requests will be received with a compliance rate above 99%, one of the highest rates in the Province.
- Committee of Adjustment processed 483 applications in 2011.
- Coordinated and supported 25 Council/Committees with over 400 meeting hours in 2011.
- Starting in 2011, complete Council and Committee agendas are provided online on the City's Website.



# Business Plan Update

## Accomplishments

- Office of the City Clerk issued 2,700 marriage licences, performed 285 civil wedding ceremonies and issued 4000 burial permits.
- Successfully wrapped-up 2010 Municipal Elections and Ward 1 Recount and conducted the Ward 5 By-election in 2011.
- Maintained Courts Administration time to trial at 8 months against the judiciary guideline of 9 months.
- Print Shop delivered 97% of its jobs on time while operating cost effectively.



# Business Plan Update

- Issues, uncertainties and concerns;
  - Bill 212 which introduced changes to Provincial Offence Act may place additional pressure on staff resources.
  - Municipal Elections – increased election activity has created pressure on staffing resources.
  - Council and Committee Support are operating at capacity with very limited ability to support additional Committees.



# Current Service Levels

- **Access and Privacy**  
Provide decisions on Freedom of Information requests within 30 days.
- **Committee of Adjustment**  
Minor Variance hearings are dealt with within 30 days and Consent application decisions within 90 days .
- **Council and Committee Support**  
Agendas are prepared for Council, committees and subcommittees in accordance with legislation and corporate standards to provide consistency, fairness, openness and transparency.
- **Municipal Elections**  
Municipal Elections are planned and conducted in accordance with the Municipal Elections Act.
- **POA – Court Administration**  
The Judiciary has established time to trial guidelines for minor traffic and by-law offences of nine months.



# Current Service Levels

## Records Management

- All Corporate records are managed ensuring integrity and privacy of information through a lifecycle.

## Legislative Compliance

- The City Clerk is a corporate signatory and undertakes responsibilities outlined in the Planning Act, Expropriation Act, Liquor License Act, Marriage Act, Livestock, Poultry and Honey Bee Protection Act, Drainage Act, Ontario Heritage Act and Municipal Act. Public commissioning of documents is offered daily.

## Vital Statistics

- Burial permits are issued and reported weekly to the Ontario Registrar General for registration.
- Marriage Licences are issued over the counter daily.

## Print Shop

- Provide print and mail services cost effectively and within established timelines.



# Capital Budget Forecast

# 2012 to 2021 Capital Program

## 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
<b>Total Net Expenditures</b>	<b>50</b>	<b>64</b>	<b>155</b>	<b>344</b>	<b>613</b>

Note: Numbers may not balance due to rounding.





# 2012 Capital Budget Highlights

- **Office of the City Clerk \$14,000**  
Data storage for Electronic Records Management identified through BR #320.
- **Print Shop \$36,000**  
Replacement of the Postage Meter which is approaching the end of its life cycle to ensure that critical mailing functions will not be impacted.



# 2013 to 2021 Capital Forecast Highlights

- **Office of the City Clerk \$39,000**
  - 2013 - Data storage for Electronic Records Management identified through BR #320.
  - 2013 – Meeting Management Software for Council and Committee meetings.
- **Print Shop \$524,000**
  - Life cycle replacement requirement of various Print Shop equipment.



# Operating Budget Forecast



# Proposed Budget Summary

## Legislative Services Division Excluding Elections Program

Description (\$ 000's)	2012	2013	2014
Prior Year Budget	(2,634)	(2,733)	(2,470)
<b>Increases/(Decreases) to Maintain Current Service Levels</b>			
Labour and Benefits	256	241	206
Annualization of Previous Years Operating Cost Decisions	(12)	42	40
Cost Increases	85	6	40
Operating Impact of New Capital Projects			
Efficiencies and Cost Savings	(20)	0	
Current Revenue Changes	(408)	(26)	0
<b>Total Changes to Maintain Current Service Levels</b>	<b>(99)</b>	<b>263</b>	<b>286</b>
<b>Total Cost to Maintain Current Services Levels</b>	<b>(2,733)</b>	<b>(2,470)</b>	<b>(2,184)</b>
<b>Total Proposed New Initiatives</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Recommended Tax Rate Reduction Options</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Proposed Budget</b>	<b>(2,733)</b>	<b>(2,470)</b>	<b>(2,184)</b>

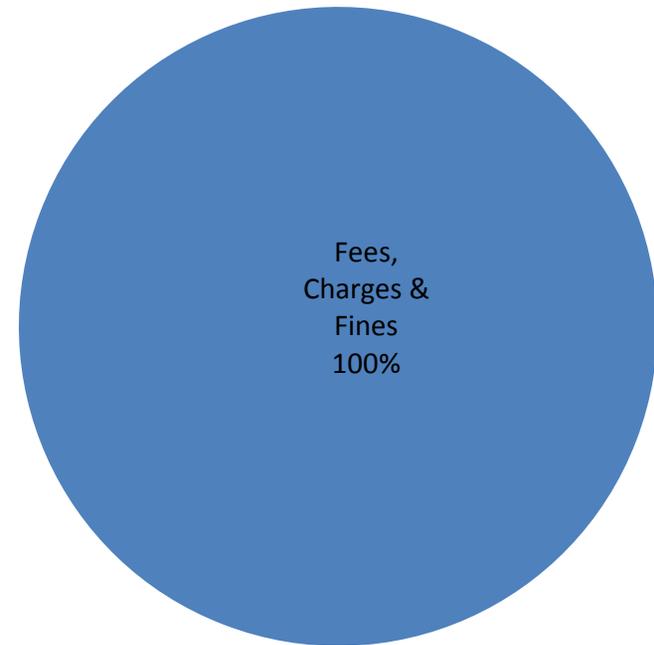
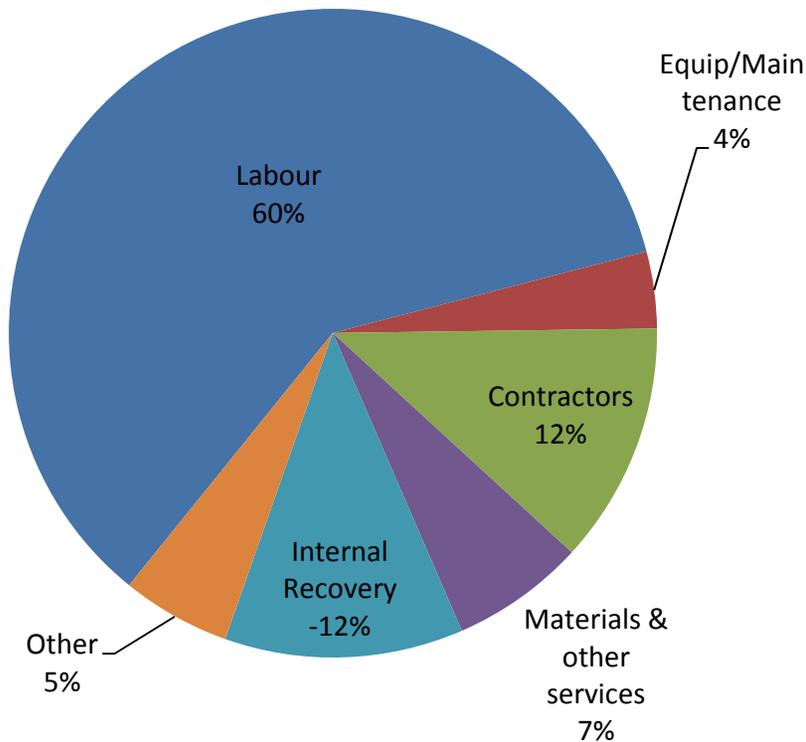


# 2012 Budget

Maintain Current Service Levels  
Legislative Services- Excl. Elections Program

**Expenditures = \$6.9 million**

**Revenues = \$9.6 million**



**Generates Net Revenue of \$2.7 Million**



# Maintain Current Service Levels

## Legislative Services Excl. Elections Program

- Overall cost to maintain current service level reduced by \$99,000 from 2011.
  - Efficiencies and Cost Savings of (\$20,000) from Print shop operations.
  - Revenue increase (\$408,000) from POA and Committee of Adjustment applications.
  - Offsets by uncontrollable cost increases;
    - \$244,000 due to labour and benefits
    - \$84,000 mostly due to added pressure from courthouse operations.

# Proposed Budget Summary

## Elections Program

Description (\$ 000's)	2012	2013	2014
Prior Year Budget	116	120	126
<b>Increases/(Decreases) to Maintain Current Service Levels</b>			
Labour and Benefits	5	6	5
Annualization of Previous Years Operating Cost Decisions	(19)	(32)	0
Cost Decreases	(416)	0	0
Operating Impact of New Capital Projects			
Efficiencies and Cost Savings	0	0	
Current Revenue Changes	435	32	0
<b>Total Changes to Maintain Current Service Levels</b>	<b>5</b>	<b>6</b>	<b>5</b>
<b>Total Cost to Maintain Current Services Levels</b>	<b>120</b>	<b>126</b>	<b>131</b>
<b>Total Proposed New Initiatives</b>	<b>77</b>	<b>34</b>	<b>2,400</b>
<b>Total Recommended Tax Rate Reduction Options</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Proposed Budget</b>	<b>197</b>	<b>160</b>	<b>2,531</b>





# Maintain Current Service Levels Elections Program

- Overall cost increases by \$5,000 due to labour and benefits.



# Proposed New Initiatives

(\$000's)	2012	2013	2014
Total Proposed New Initiatives	77	34	2400



# New Initiatives

## BR 247 – Municipal Elections

- 2012 Budget impact is \$77,000 for two additional staff funded by election reserve: one permanent and one temporary.
- Estimated total cost for the 2014 election is \$2.5 million.

# Proposed Budget Summary

## Legislative Services all programs

Description (\$ 000's)	2012	2013	2014
Prior Year Budget	(2,518)	(2,612)	(2,343)
<b>Increases/(Decreases) to Maintain Current Service Levels</b>			
Labour and Benefits	261	247	211
Annualization of Previous Years Operating Cost Decisions	(31)	10	40
Cost Increases	(331)	6	40
Operating Impact of New Capital Projects			
Efficiencies and Cost Savings	(20)	0	0
Current Revenue Changes	27	6	0
<b>Total Changes to Maintain Current Service Levels</b>	<b>(94)</b>	<b>269</b>	<b>291</b>
<b>Total Cost to Maintain Current Services Levels</b>	<b>(2,611)</b>	<b>(2,343)</b>	<b>(2,051)</b>
<b>Total Proposed New Initiatives</b>	<b>77</b>	<b>34</b>	<b>2,400</b>
<b>Total Recommended Tax Rate Reduction Options</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Proposed Budget</b>	<b>(2,534)</b>	<b>(2,309)</b>	<b>349</b>





# 2012 - 2014 Business Plan Update & 2012 Budget City of Mississauga, Ontario, Canada

## Questions



# Budget Committee – January 17, 2012 2012-2014 Business Plan and 2012 Budget for Information Technology



# Agenda

- Vision, Mission and Business Plan Goals
- Service Delivery Model
- Business Plan Update
- Service Levels
- Capital Budget Forecast
- Operating Budget Forecast
  - Maintain Current Service Levels
  - Recommended Tax Rate Reduction Options
  - Other Tax Rate Reduction Options
- Questions





# Vision and Mission

Corporate Services Shared Vision  
*Partnering for Success*

Information Technology Mission  
Statement

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

# Business Plan Goals

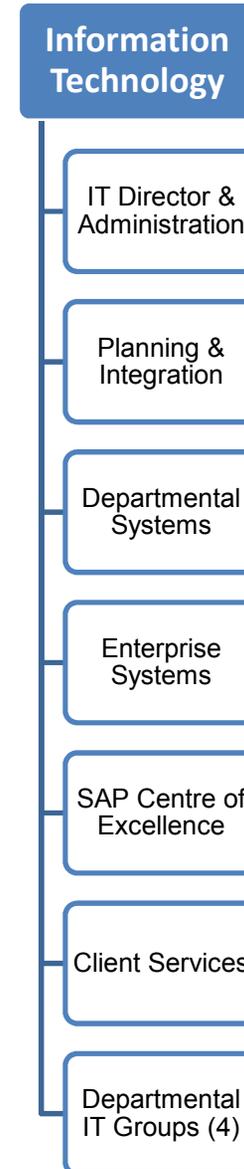
- To provide a stable and secure technology environment
- To deliver and support high quality, effective business solutions and tools that meet the needs of our clients
- To guarantee service excellence within clearly defined service levels





# Service Delivery Model

- The Information Technology Division is comprised of six service areas. There are four departmental IT groups providing departments with desktop and business specific application support & service.





# Business Plan Update

- Implemented the SAP Centre of Excellence (COE) with subject matter experts from IT, HR, Payroll, and Finance.
- The City partnered with Sheridan College 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.



# Business Plan Update

- SAP Employee Self Service was implemented across the corporation to over 2,400 users through the employee web portal.
- The Enterprise Hansen system was deployed to Parks Operations staff in the field to improve data collection and accuracy. The application has been able to reduce data input times, by more than 50%.

# Service Levels

- City websites had 7.6 million visits in 2010, an increase of 12% over 2009. Forecasted to grow by 11% in 2011.
- IT Help Desk handled 27,138 help desk calls in 2010. The close on first call / contact rate for 2010 was 32.5% and to date in 2011 it is 38.7%.
- 80% of IT resources are allocated to provide day-to-day support (operations, support, administration, upgrades, and maintenance), 20% allocated to new development projects.





# Capital Budget Forecast



# 2012 to 2021 Capital Program

## 2012 - 2021 Total Net Capital Program

Program Expenditures (\$ 000's)	2012 Budget	2013 Forecast	2014 Forecast	Post 2014 Forecast	Total
Applications-New	431	275	200	21,187	22,093
Applications- Replacement/Enhancements	614	1,711	1,775	15,531	19,631
Network Infrastructure	4,900	4,025	2,385	9,290	20,600
PC/Notebook- Replacement/Maintenance	624	841	632	5,459	7,556
Peripherals	175	175	100	850	1,300
Portal	1,100	800	150	900	2,950
Server and Storage Expansion and Replacement	450	500	475	3,825	5,250
Service Management	0	50	250	800	1,100
Specialized IT Equipment	87	137	87	887	1,199
<b>Total Net Expenditures</b>	<b>8,381</b>	<b>8,514</b>	<b>6,054</b>	<b>58,729</b>	<b>81,679</b>

Note: Numbers may not balance due to rounding.



# 2012 Capital Budget Highlights

IT Related Capital Budget in other Business Service Areas -  
\$2.3Million for New Applications

## **Applications New (IT) - \$431,000**

- Implementation of Field Automation and Mobile applications
- SAP – Enterprise Reporting (Decision Support System)

## **Applications – Replacement/Enhancements - \$614,000**

- Upgrades to Amanda, Cashiers, MAX System
- SharePoint deployment and SAP Enterprise Enhancements
- Upgrade Microsoft Windows Desktop Operating System and Office Products



# 2012 Capital Budget Highlights

## Portal - \$1.1 Million

- Enhance portal applications-external and internal
- Upgrade of the eCity Portal

## Network Infrastructure - \$4.9 Million

- VCOM Mobile Radio Replacement (\$3.6 Million)
- Wireless Internet Access within City facilities and City Outdoor Wi-Fi Mesh (Traffic, Field Automation, Security)
- Replace network switches and phones
- Upgrade IT Security Infrastructure and Voice System



# 2012 Capital Budget Highlights

## **Server and Storage Expansion and Replacement - \$450,000**

- Server expansion and replacement based on a five year cycle

## **Personal Computers and Notebook Replacement and Peripherals - \$799,000**

- Annual replacement of personal computers and notebooks

## **Specialized IT Equipment - \$87,000**

- Annual replacement and addition of Audio Visual Equipment



# 2013 to 2021 Capital Forecast Highlights

## **Applications – New \$21.7 Million**

- Implementation of Field Automation and Mobile applications
- SAP – Enterprise Reporting (Decision Support System)
- New Business Planning Requests

## **Applications – Replacement/Enhancements - \$19 Million**

- Upgrade and Enhance business systems

## **Portal Applications – External and Internal - \$1.8 Million**

- Maintain and enhance portal applications-external and internal



# 2013 to 2021 Capital Forecast Highlights

## **Network Infrastructure - \$15.7 Million**

- Replace VCOM Mobile Radio system
- Upgrade and maintain network infrastructure

## **Server and Storage Expansion and Replacement - \$4.8 Million**

Expansion and replacement of Servers and Storage

## **Service Management - \$1.1 Million**

Expansion and replacement of Disaster Readiness Site equipment and tools to manage IT infrastructure and services



# 2013 to 2021 Capital Forecast Highlights

## **Personal Computers and Notebook Replacement and Peripherals - \$8 Million**

Replacement of personal computers, notebooks and field devices

## **Specialized IT Equipment - \$1.1 Million**

Replacement and addition of Audio Visual Equipment and GIS Equipment



# Operating Budget Forecast

# Proposed Budget Summary

Description (\$ 000's)	2012	2013	2014
Prior Year Budget	16,760	17,290	17,890
<b>Increases/(Decreases) to Maintain Current Service Levels</b>			
Labour and Benefits	588	584	496
Annualization of Previous Years Operating Cost Decisions	131		
Cost Increases	46		
Operating Impact of New Capital Projects	38		
Efficiencies and Cost Savings	(241)		
Current Revenue Changes	(32)	16	14
<b>Total Changes to Maintain Current Service Levels</b>	<b>530</b>	<b>600</b>	<b>510</b>
<b>Total Cost to Maintain Current Services Levels</b>	<b>17,290</b>	<b>17,890</b>	<b>18,400</b>
<b>Total Proposed New Initiatives</b>			
<b>Total Recommended Tax Rate Reduction Options</b>	<b>(18)</b>		
<b>Proposed Budget</b>	<b>17,272</b>	<b>17,890</b>	<b>18,400</b>





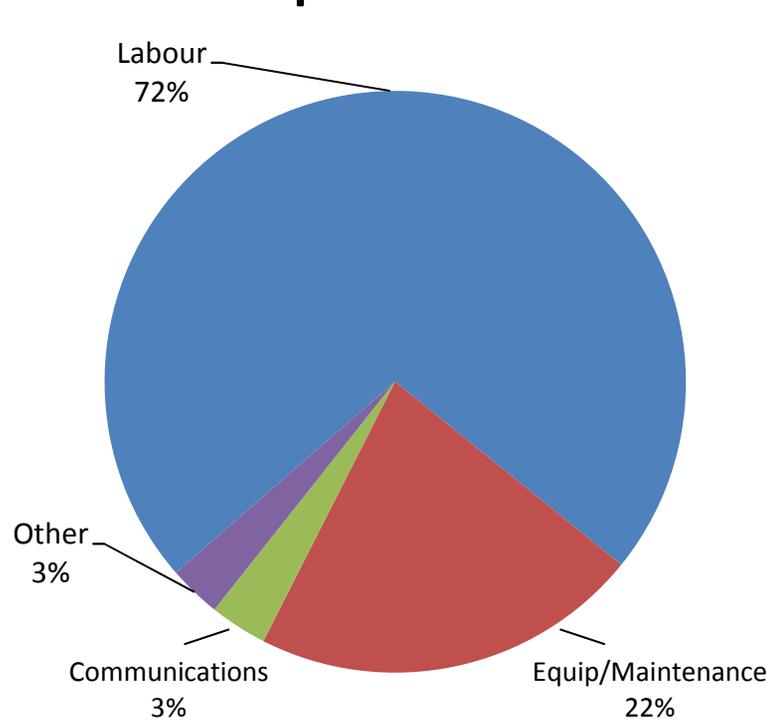
# 2012 Budget

## Maintain Current Service Levels

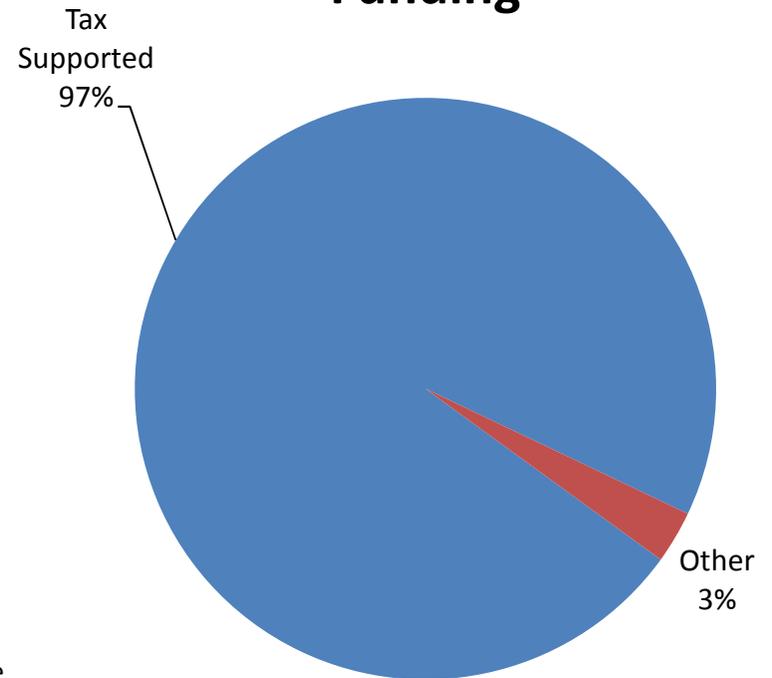
**Expenditures = \$18.4 Million**

**Funding = \$18.4 Million**

**Expenditures**



**Funding**



**Budget Net of Allocations : \$17.3 Million**



# Maintain Current Service Levels Highlights

- Net cost increase of \$530,000 or 3.2% from 2011
- Cost pressures
  - Annualization of SAP systems support \$131,000
  - Maintenance and support of wireless communication for field automation \$38,000
  - Increase primarily due to IT maintenance \$46,000



# Maintain Current Service Levels Highlights

- Cost Savings of (\$241,000)
  - Efficiencies achieved by reviewing all IT Maintenance agreements (\$166,000)
  - Bell contract savings achieved through price negotiation (\$75,000)



# Maintain Current Service Levels Highlights

- Revenue Change of (\$32,000)
  - Increased Tax system support fees (\$28,000)
  - Fire Dispatch Recovery (\$4,000)



# Recommended Tax Rate Reduction Options

(\$ 000's)	2012	2013	2014
<b>Total Recommended Tax Rate Reduction Options</b>	(18)		



# BR 716 – IT Maintenance and Support Reductions

- Savings (\$18,000)

Elimination of maintenance on some applications which are used infrequently and where other applications can provide similar functionality. Includes reduction in some server maintenance contract service standards from 24 X 7 to 9 to 5 next business day.



# Other Tax Rate Reduction Options For Council Consideration

- Reduce IT Communications Support (\$75,000)



# Proposed Budget Summary

Description (\$ 000's)	2012	2013	2014
Prior Year Budget	16,760	17,290	17,890
<b>Increases/(Decreases) to Maintain Current Service Levels</b>			
Labour and Benefits	588	584	496
Annualization of Previous Years Operating Cost Decisions	131		
Cost Increases	46		
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<b>Total Proposed New Initiatives</b>			
<b>Total Recommended Tax Rate Reduction Options</b>	<b>(18)</b>		
<b>Proposed Budget</b>	<b>17,272</b>	<b>17,890</b>	<b>18,400</b>



2012 - 2014 Business Plan Update  
& 2012 Budget  
City of Mississauga, Ontario, Canada

# QUESTIONS



# Budget Committee – January 17, 2012 2012-2014 Business Plan and 2012 Budget for Business Services



# Agenda

- Vision, Mission and Business Plan Goals
- Service Delivery Model
- Business Plan Update
- Service Levels
- Capital Budget Forecast
- Operating Budget Forecast
  - Maintain Current Service Levels
  - Proposed New Initiatives
  - Recommended Tax Rate Reduction Options
  - Other Tax Rate Reduction Options
- Questions





# Vision, Mission and Business Plan Goals

## 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.



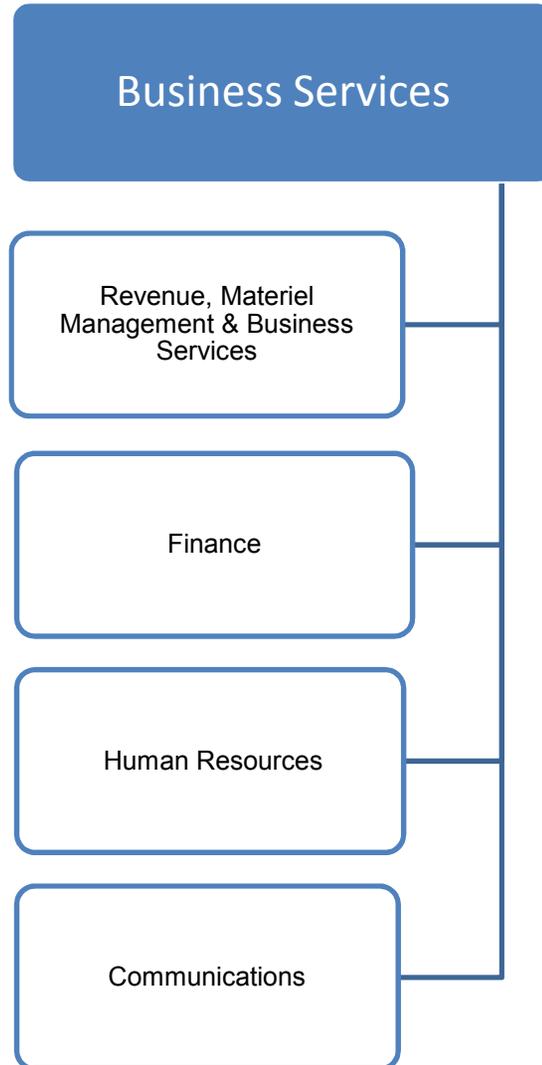
# Vision, Mission and Business Plan Goals (cont'd)

## Business Plan Goals

- Preserve and Sustain Current Levels of Service
- Drive continuous improvement
- Improve access to City information and services
- Continue to be an employer of choice
- Deliver communication solutions in a consistent and low-cost manner
- Procure goods and services to enable service delivery and obtain best value for money



# Service Delivery Model



- Purchasing goods and services, collecting taxes, departmental IT and Financial Services
- Accounting, payroll, accounts payable, financial planning and risk management
- Recruitment, compensation and benefits, health & safety, employee relations and talent management
- Public affairs, corporate marketing and promotions
- 311 call centre, info desk, customer service planning and policy.



# Business Plan Update

## Accomplishments

- ISF/ RInC projects – Financial reporting and claims submission for 138 projects, securing \$104 million in senior government funding
  - Successful execution of 56 corporate and community events, including 13 official openings of libraries, pools and Mississauga Celebration Square
- Outsourced Payment Processing – March 2011, eliminating processing delays during peak dates



# Business Plan Update (cont'd)

## Accomplishments

- Mississauga 311 Consolidation – completed in 2011, consolidating information and processes of 25 City business units into call centre operations
- Media partnership with Toronto Star and Mississauga News, resulted in free advertising and drop & distribution services worth close to \$300,000
- Top Employer Awards
  - Top Employer of New Canadians
  - Top Employer of Young People



# Business Plan Update (cont'd)

## Updates

- Integrated Budgeting System – project is underway, with Vendor chosen in 2011
- Tax System (TXM) – major updating and upgrading for continued production of timely and accurate property tax billings, adjustments and up-to-date client account information
- Expansion of PCard Program



# Service Levels

- Interim municipal tax billing in December/ January with final billing in May/ June
- Ensuring that the City's business plans and annual budget are approved by February of each calendar year
- Annual financial statements and report are prepared in accordance with Public Sector Accounting Board reporting standards and Minister of Municipal Affairs timelines



## Service Levels (cont'd)

- Leadership Succession Planning and Development targeting EXLT, manager levels and emerging leaders
- Administers Employee Engagement Survey every two years
- Distributes 150 news releases per year and daily media monitoring
- Mississauga 311 operates 7:00 a.m. to 7:00 p.m. Monday to Friday
- A first call resolution objective of 75 percent of calls resolved within the first 311 call



# Capital Budget Forecast



# 2012 to 2021 Capital Program

## 2012 - 2021 Total Net Capital Program

Program Expenditures (\$ 000's)	2012 Budget	2013 Forecast	2014 Forecast	Post 2014 Forecast	Total
Finance Application & Infrastructure	600	700	300	1,700	3,300
Finance Studies	0	400	0	400	800
Communications Applications & Infrastructure	0	440	420	0	860
Revenue Equipment & Other	138	138	14	95	383
Revenue Applications & Infrastructure	425	557	376	0	1,358
<b>Total Net Expenditures</b>	<b>1,163</b>	<b>2,235</b>	<b>1,110</b>	<b>2,195</b>	<b>6,701</b>

# 2012 Capital Budget Highlights

## Financial Applications & Infrastructure

- SAP Financial Models - \$300,000
- RiskMaster System - \$300,000

## Revenue Applications & Infrastructure

- TXM Collections Module - \$250,000
- SAP Conversion of Collection Database - \$100,000





# 2013 to 2021 Capital Forecast Highlights

## Financial Applications & Infrastructure

- SAP Financial Models - \$2.7 million

## Finance Studies

- DC Background Study 2013 & 2018 - \$800,000

## Communications Applications & Infrastructure

- Workforce Management Software - \$250,000
- Cisco Call Centre Reporting - \$250,000
- 311 Self Serve on E-City - \$220,000

## Revenue Applications & Infrastructure

- Front End Procurement Software - \$507,000
- Central Cashiers System - \$326,000



# Operating Budget Forecast

# Proposed Budget Summary

Description (\$ 000's)	2012	2013	2014
Prior Year Budget	21,285	22,311	23,306
<b>Increases/(Decreases) to Maintain Current Service Levels</b>			
Labour and Benefits	1,043	982	834
Annualization of Previous Years Operating Cost Decisions	184	22	
Cost Increases	133	21	18
Efficiencies and Cost Savings	(54)	(30)	
Current Revenue Changes	(280)		
<b>Total Changes to Maintain Current Service Levels</b>	<b>1,026</b>	<b>995</b>	<b>852</b>
<b>Total Cost to Maintain Current Services Levels</b>	<b>22,311</b>	<b>23,306</b>	<b>24,158</b>
<b>Total Proposed New Initiatives</b>	<b>110</b>	<b>25</b>	<b>0</b>
<b>Total Recommended Tax Rate Reduction Options</b>	<b>(45)</b>	<b>0</b>	<b>0</b>
<b>Proposed Budget</b>	<b>22,376</b>	<b>23,331</b>	<b>24,158</b>





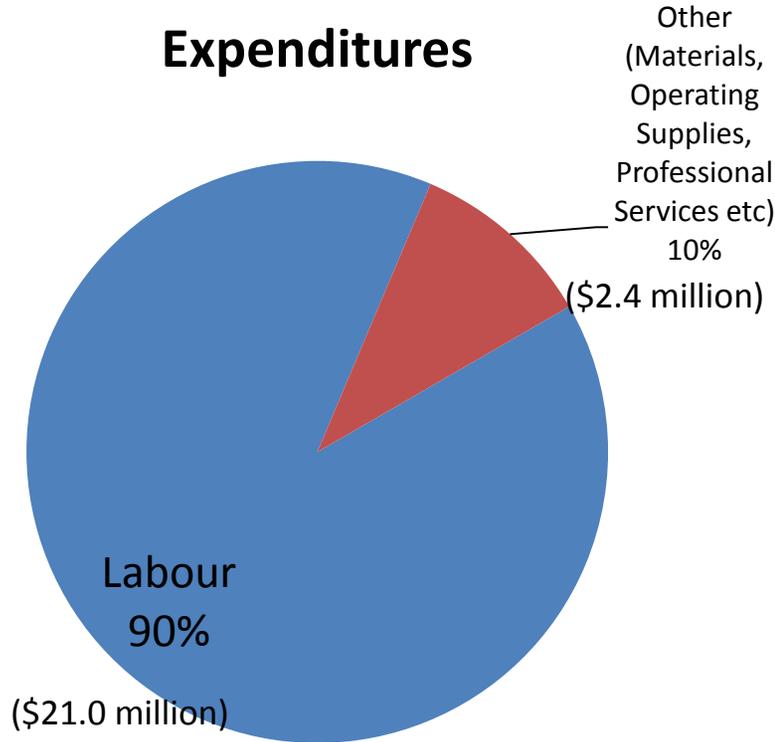
# 2012 Budget

## Maintain Current Service Levels

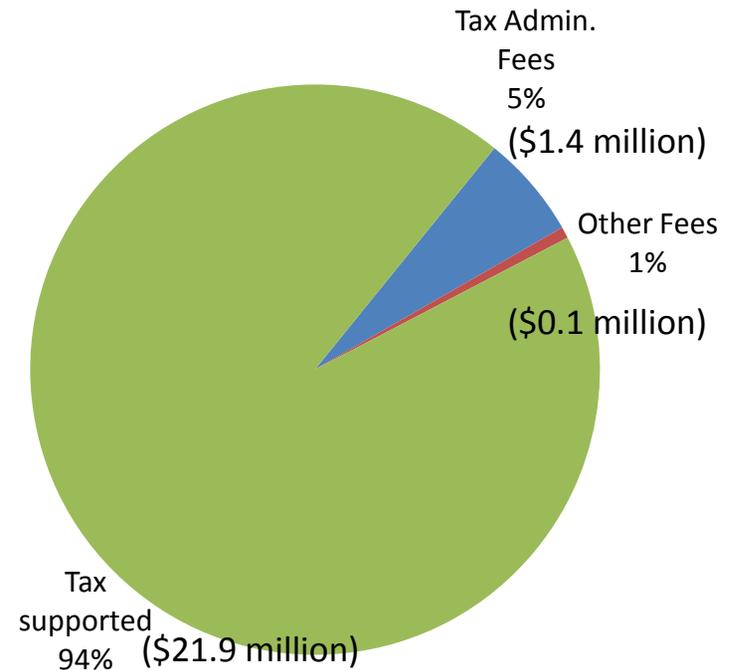
**Expenditures = \$23.4 million**

**Funding = \$23.4 million**

**Expenditures**



**Funding**



**Budget Net of Allocations: \$22.3 million**



# Maintain Current Service Levels

- Highlights of major cost pressures:
  - Annualization of positions approved in 2011 - \$184,000
  - Cost increases - \$133,000 -
    - Benefits Advisory Services \$35,000
    - Long Service Program \$33,000
    - Utilities & Postage \$29,000



# Maintain Current Service Levels

- Efficiencies and Cost Savings of (\$54,000)
  - Insurance Adjuster Costs Net Savings (\$22,000)
  - Reduced Communications' program costs (Public Issues, Civic Events & New Media Marketing) (\$22,000)
  - Reduced Recruitment Advertising Expenditures, (\$10,000)



# Maintain Current Service Levels

- Impact of New and Increased Revenues (\$280,000)
  - Tax Account Administration Fee
  - Overdue Notice Fee
  - Addition to the Tax Roll Fee
  - Ownership Change Fee



# Proposed New Initiatives

(\$ 000's)	2012	2013	2014
<b>Total Proposed Net Initiatives</b>	<b>110</b>	<b>25</b>	<b>0</b>



## New Initiatives

- **BR #23 – Corporate Financial Policy Development and Monitoring , \$75,000**
  - Greater emphasis on long term planning
  - More focus on policy work is critical for the success of the Long Term Financial Plan
  - A Financial Policy Analyst position requested (only 1 at present)



## New Initiatives

- **BR #771 – Citizen Satisfaction Survey**  
**\$35,000**
  - Currently no city-wide Market Research Program to engage with citizens
  - Most large urban centres such as Toronto, Calgary, Vaughan and the Region of Peel have such programs
  - The City is investing in a measured and evidence-based method of gauging citizen satisfaction and feedback



## New Initiatives

- **BR #18 – Long Term Financial Plan/ System**
  - Long term financial planning tool is required to integrate into the business planning and budgeting process, and to build a forecasting model
  - 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
  - \$50,000 in 2012; \$100,000 in 2013, one-time cost funded from reserves



## New Initiatives

- **BR # 733 AODA Employment Standard Compliance**
  - City is required to comply with the requirements of the Integrated Accessibility Standard by 2014
  - Requesting 1 ergonomist and 1 HR Consultant (contract staff) for employment policy and procedures development, staff training and job analysis
  - Non-compliance with the AODA standard will carry penalties of up to \$100,000.
  - \$ 175,000 in 2012; \$88,000 in 2013 (One-time cost funded from reserve)



# Recommended Tax Rate Reduction Options

(\$ 000's)	2012	2013	2014
<b>Total Recommended Tax Rate Reduction Options</b>	<b>(45)</b>		



## Recommended Reduction

- **BR # 747 Eliminate Civic Centre Info Desk on Ground Floor of Civic Centre (\$25,000)**



## Recommended Reduction

- **BR # 731 - Long Service Award Program Revision (\$20,000)**
  - Reflects program revisions approved by Council
  - Corporate lunch beginning at 25 years of service
  - Gift selection program



# Other Tax Rate Reduction Options For Council Consideration (Not Recommended)

- BR #701 - Discontinue Affiliated Group Insurance Program (\$80,000)

# Proposed Budget Summary

Description (\$ 000's)	2012	2013	2014
Prior Year Budget	21,285	22,311	23,306
<b>Increases/(Decreases) to Maintain Current Service Levels</b>			
Labour and Benefits	1,043	982	834
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<b>Total Proposed New Initiatives</b>	<b>110</b>	<b>25</b>	<b>0</b>
<b>Total Recommended Tax Rate Reduction Options</b>	<b>(45)</b>	<b>0</b>	<b>0</b>
<b>Proposed Budget</b>	<b>22,376</b>	<b>23,331</b>	<b>24,158</b>





# 2012 - 2014 Business Plan Update & 2012 Budget City of Mississauga, Ontario, Canada

## Questions



# Budget Committee – January 17, 2012 2012-2014 Business Plan and 2012 Budget for Financial Transactions



# Agenda

- Vision, Mission and Business Plan Goals
- Service Delivery Model
- Operating Budget Forecast
  - Maintain Current Service Levels





# Mission and Service Delivery Model

- Financial Transactions provides for items of a corporate nature and supports all service areas. Programs are shown on the right.

## Financial Transactions

### Ongoing Operations Support:

- Bank and External Audit Charges
- Benefits and Labour Package
- Miscellaneous Revenues and Expenses
- Tourism

### Reserve and Reserve Funds:

- Insurance
- Transfers To and From Reserves
- Transfers to Capital
- Workers' Compensation and Rehabilitation

### Payment-in-Lieu and Taxation:

- Payments-In-Lieu of Taxes
- Taxation

### City-Wide Income Sources:

- Enersource Dividend
- Investment Income



# Operating Budget Forecast

# Proposed Budget Summary

Description (\$ 000's)	2012	2013	2014
Prior Year Budget	(24,893)	(25,964)	(25,988)
<b>Changes to Maintain Current Service Levels</b>			
Labour and Benefits	(358)	0	0
Annualization of Previous Year's Operating Cost Decisions	0	0	0
Cost Increase/(Decrease)	(1,101)	0	0
Operating Impact of New Capital Projects	0	0	0
Efficiencies and Cost Savings	(100)	0	0
Current Revenue (Increase)/Decrease	488	(24)	(1,015)
<b>Total Changes to Maintain Current Service Levels</b>	<b>(1,072)</b>	<b>(24)</b>	<b>(1,015)</b>
<b>Total Cost to Deliver Our Current Services</b>	<b>(25,964)</b>	<b>(25,988)</b>	<b>(27,003)</b>
Total Proposed New Initiatives	0	0	0
Total Recommended Tax Rate Reduction Options	0	0	0
<b>Proposed Budget</b>	<b>(25,964)</b>	<b>(25,988)</b>	<b>(27,003)</b>



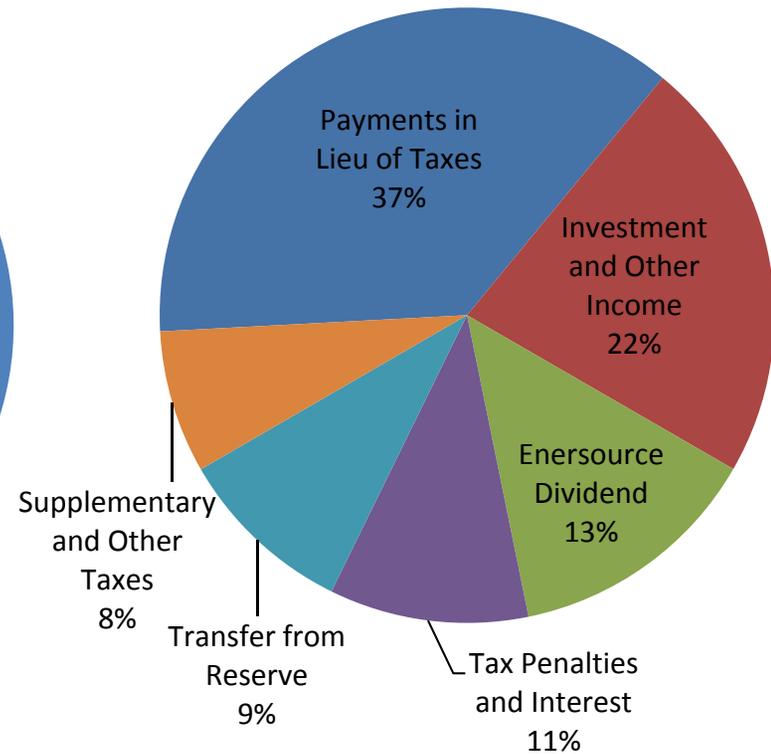
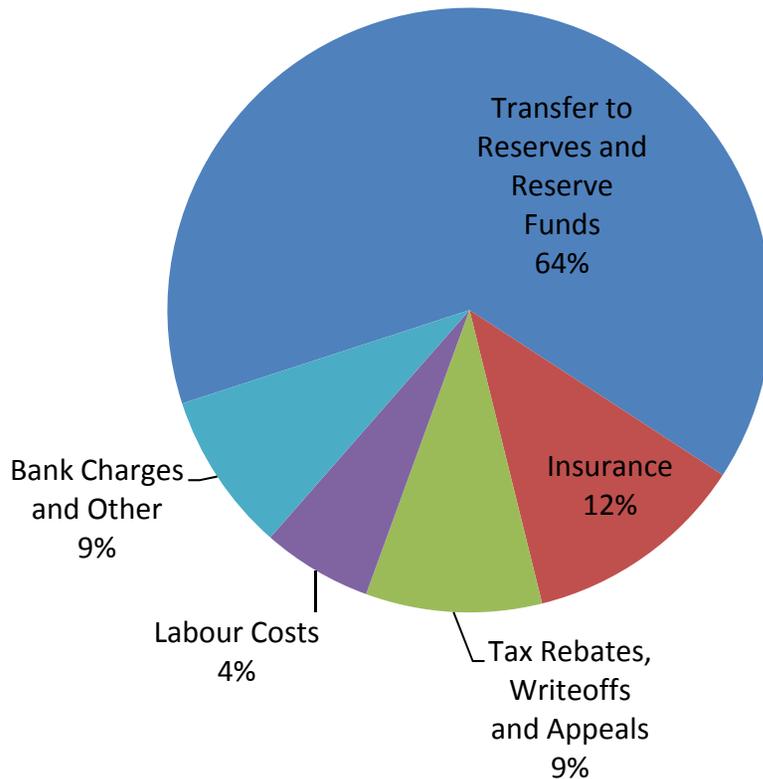


# 2012 Budget

## Maintain Current Service Levels

Expenditures = \$40.8 million

Funding = \$66.8 million



**Net Contribution to General Revenue: \$26.0 million**



# Cost Increases to Maintain Current Service Levels

- Labour and Benefits
  - Reduction allocated to Service Areas (\$351,000)
- Cost Increases / Decreases
  - Payroll allocation to Service Areas (\$1,476,000) (net \$0 impact)
  - Senior's Rebate decrease (\$250,000) (\$308,000 budget)
  - Banking Related Services Increase \$200,000 (\$1,050,000 budget)
  - Vacancy Rebate, Liability Insurance Premium and other changes \$425,000



# Revenue Declines and Cost Savings

- Revenue decline of \$500,000
  - Payments in Lieu of Taxes \$400,000  
(\$25,000,500 budget)
- Costs savings of \$100,000 Course & Conference Budget Reduction

2012 - 2014 Business Plan Update  
& 2012 Budget

City of Mississauga, Ontario, Canada

**Questions?**

