

Issued on March 26, 2012



MINUTES

BUDGET COMMITTEE

THE CORPORATION OF THE CITY OF MISSISSAUGA

MONDAY, JANUARY 16, 2012 – 9 A.M.

continuing

TUESDAY, JANUARY 17, 2012 – 9 A.M.

continuing

WEDNESDAY, JANUARY 25, 2012 –

IMMEDIATELY FOLLOWING GENERAL COMMITTEE

COUNCIL CHAMBER

SECOND FLOOR, CIVIC CENTRE

300 CITY CENTRE DRIVE, MISSISSAUGA, ONTARIO, L5B 3C1

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**NOTE: The Committee changed the order of the Agendas during the meetings.
The Minutes reflect the order of the meetings.**

CONTACT PERSON: Julie Lavertu, Legislative Coordinator
Office of the City Clerk, Telephone: 905-615-3200, ext. 5471; Fax: 905-615-4181
Julie.Lavertu@mississauga.ca

MONDAY, JANUARY 16, 2012 MEETING

MEMBERS PRESENT: Mayor Hazel McCallion (CHAIR)
Councillor Jim Tovey Ward 1
Councillor Pat Mullin Ward 2
Councillor Chris Fonseca Ward 3
Councillor Frank Dale Ward 4
Councillor Bonnie Crombie Ward 5
Councillor Katie Mahoney Ward 8
Councillor Sue McFadden Ward 10 (departure at 12:55 p.m.)
Councillor George Carlson Ward 11

MEMBERS ABSENT: Councillor Ron Starr Ward 6
Councillor Nando Iannicca Ward 7
Councillor Pat Saito Ward 9

STAFF PRESENT: Wendy Alexander, Director, Transportation and Infrastructure Planning
Janice Baker, City Manager and Chief Administrative Officer
Jeremy Blair, Storm Drainage Programming Engineer
Rob Bowslaugh, Manager, Facilities Maintenance
Brenda Breault, Commissioner, Corporate Services and Treasurer
Patti Elliott-Spencer, Director, Finance
Crystal Greer, Director of Legislative Services and City Clerk
Betty Mansfield, Area Manager, Library Services
David Marcucci, Manager, Park Planning
Geoff Marinoff, Director, Transit
John McDougall, Fire Chief
Paul Mitcham, Commissioner, Community Services
Ken Owen, Director, Facilities and Property Management
Laura Piette, Director, Director, Planning, Development, and Business Services
Joe Pitushka, Director, Engineering and Works
Martin Powell, Commissioner, Transportation and Works
Ed Sajecki, Commissioner, Planning and Building
Stu Taylor, Acting Director, Recreation and Parks
Andy Wickens, Manager, Parks
Geoff Wright, Director, Transportation Project Office

TUESDAY, JANUARY 17, 2012 MEETING

MEMBERS PRESENT: Mayor Hazel McCallion (CHAIR)
Councillor Jim Tovey Ward 1
Councillor Pat Mullin Ward 2 (arrival at 10:21 a.m.)
Councillor Chris Fonseca Ward 3
Councillor Frank Dale Ward 4 (departure at 1:48 p.m. due
to Other Municipal Business)
Councillor Bonnie Crombie Ward 5 (arrival at 9:30 a.m.)
Councillor Nando Iannicca Ward 7
Councillor Katie Mahoney Ward 8
Councillor Pat Saito Ward 9
Councillor Sue McFadden Ward 10
Councillor George Carlson Ward 11

MEMBERS ABSENT: Councillor Ron Starr Ward 6

STAFF PRESENT: Janice Baker, City Manager and Chief Administrative Officer
Brenda Breault, Commissioner, Corporate Services and Treasurer
Susan Burt, Director, Culture Division
Patti Elliott-Spencer, Director, Finance
Crystal Greer, Director of Legislative Services and City Clerk
Jamie Hillis, Manager, Security and Operations
Jeff Jackson, Director, Revenue and Materiel Management
Gary Kent, Director, City Strategy and Innovation
Heather A. MacDonald, Director, Strategic Housing Initiatives and
Business Services
Ken Owen, Director, Facilities and Property Management
Paul Mitcham, Commissioner, Community Services
Martin Powell, Commissioner, Transportation and Works
Ed Sajecki, Commissioner, Planning and Building
Raj Sheth, Manager, Facilities Planning and Development
Sharon Willock, Director, Human Resources

WEDNESDAY, JANUARY 25, 2012 MEETING

MEMBERS PRESENT: Mayor Hazel McCallion (CHAIR)
Councillor Jim Tovey Ward 1 (arrival at 12 p.m.)
Councillor Pat Mullin Ward 2
Councillor Chris Fonseca Ward 3
Councillor Frank Dale Ward 4 (departure at 1:30 p.m.)
Councillor Bonnie Crombie Ward 5
Councillor Ron Starr Ward 6
Councillor Nando Iannicca Ward 7 (departure at 12:21 p.m.)
Councillor Katie Mahoney Ward 8 (departure at 3:47 p.m.)
Councillor Pat Saito Ward 9
Councillor George Carlson Ward 11

MEMBERS ABSENT: Councillor Sue McFadden Ward 10

STAFF PRESENT: Janice Baker, City Manager and Chief Administrative Officer
Brenda Breault, Commissioner, Corporate Services and Treasurer
Stephen Chan, Manager, Staffing and Development
Patti Elliott-Spencer, Director, Finance
Crystal Greer, Director of Legislative Services and City Clerk
John McDougall, Fire Chief
Paul Mitcham, Commissioner, Community Services
Martin Powell, Commissioner, Transportation and Works
Mavis Reid, Manager, Compensation and Benefits
Ed Sajecki, Commissioner, Planning and Building
Sharon Willock, Director, Human Resources

MONDAY, JANUARY 16, 2012 BUDGET COMMITTEE MINUTES

CALL TO ORDER – 9:06 a.m.

DECLARATIONS OF (DIRECT OR INDIRECT) PECUNIARY INTEREST

Councillor Dale declared an interest with respect to salaries and benefits, advising that his wife and son are part-time City of Mississauga employees.

APPROVAL OF AGENDA

Approved (S. McFadden)

The Chair noted that Ms. Elliott-Spencer would not be providing an updated overview of the 2012 budget (Deputation A). Ms. Baker clarified that Deputation A was not required, as little had changed since December 2011 when Ms. Elliott-Spencer had last updated the Committee. The Chair added that the in camera item would be dealt with during lunch.

DEPUTATIONS

B. Service Area Presentations (January 16, 2012 Budget Committee meeting)

- Transit (Geoff Marinoff and Geoff Wright)

Committee members discussed the deputation and raised various issues including:

- Payments to the Toronto Transit Commission (TTC) for services;
- Integrated transit with surrounding municipalities and the financial arrangements;
- The PRESTO fare card system's implementation, monitoring, and various costs;
- MiWay's various community outreach initiatives to youth;
- The possibility of MiWay partnering with the Region of Peel's TransHelp program to increase ridership from seniors and to obtain various efficiencies;
- Congestion and construction delays on slides 10 and 11;
- The accessibility of Brampton Transit;
- Labour costs in 2012-13 and the status of the negotiations with the transit union;
- Other opportunities for revenues, especially with advertising;
- The next steps for the Hurontario LRT project; and
- The status of the schedule and budget for the Mississauga BRT project.

Mr. Marinoff, Mr. Powell, and Mr. Wright replied to the Committee's questions and provided the information below:

- The City pays the TTC for various services and these contracts are current and negotiated by the Legal department and the payments are monitored regularly;
- Surrounding municipalities run their own transit services and customers can ride different systems, as per their needs, and use the PRESTO fare card system;
- The implementation, reliability, costs (including free rides due to malfunctions), monitoring, advantages, and disadvantages of the PRESTO fare card system;
- MiWay's work with TransHelp staff to encourage existing and future TransHelp riders to use conventional transit and to integrate transit services;
- Congestion and construction delays are predictions and Region and City staff work together to minimize these impacts on transit users as much as possible;
- Brampton Transit is not yet fully accessible, but they are working on this matter;
- Labour costs in 2013 will increase due to the Mississauga BRT project;
- The payment of advertising revenues to MiWay; and
- Next steps for the Hurontario LRT project will be provided to Members of Council at a future General Committee meeting; and
- An overview about the Mississauga BRT project will be provided to Members of Council at a General Committee meeting in April 2012.

During discussion of this deputation, the Committee directed staff to provide them with the following information:

- Opportunities for MiWay to partner with the Region of Peel's TransHelp program to increase ridership from seniors and to gain efficiencies for the City and Region.

The Committee moved to approve the Transit budget in principle.

Councillor Mahoney requested clarification about the budget process and allocations. Mr. Powell stated that the service level reduction options were not incorporated into the budget, but could be added at the Committee's direction. Ms. Baker discussed the latter and said that the options included in the overall budget were recommended by staff.

- Roads, Storm Drainage, and Watercourses (Geoff Wright)

Committee members discussed the deputation and raised various issues including:

- The funding and timing for the bridge rehabilitation on Meadow Wood Road over the Sheridan Creek tributary and whether an environmental assessment is needed;
- The possibility of using new materials for road rehabilitation projects and the timing and importance of road rehabilitation and maintenance projects;
- The townhouses at 3400 Rhonda Valley that were affected by Cooksville Creek;
- The 2012 noise barrier program on slide 21;
- Four pages of materials distributed to the Committee regarding residential road resurfacing and major, collector, and industrial road rehabilitation;
- The John Street extension project;
- Completing an environmental assessment on Ninth Line in late 2012/early 2013;

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- Plans to address the flooding situation in the Lisgar area;
 - The status of the stormwater management charges study;
 - 2012 noise attenuation barriers in Ward 3;
 - Efficiencies with the Region of Peel for snow removal on regional roads;
 - Regional and City roads and the overall coordination of services;
 - The collaboration of City staff with Credit Valley Conservation on various issues;
 - Financial planning for the implementation of the Downtown 21 Plan;
 - Parking metres and their operations, revenues, and possible alternatives;
 - Upcoming work on McLaughlin and Creditview Roads and the Goreway Bridge;
 - Budget Request #735 (Summer Maintenance and Clean Up Reduction);
 - Budget Request #719 (Leaf Pickup Program, Modification of Collection Criteria);
 - The possibility of planting more evergreen trees to reduce leaf pickup rates;
 - The need for the Committee to prioritize and budget funds for future projects; and
 - The advantages and disadvantages of the unfunded projects on slide 24.

Mr. Pitushka, Ms. Alexander, Mr. Blair, Mr. Powell, Ms. Baker, Mr. Wright, and Mr. Mitcham replied to the Committee's questions and provided the information below:

- The timing and type of environment assessment required for the bridge rehabilitation on Meadow Wood Road over the Sheridan Creek tributary;
- The advantages of using older, reliable products for road rehabilitation projects and long-term plans and strategies for the overall road rehabilitation program;
- A flood control berm, which would address the issues facing homeowners at 3400 Rhonda Valley, was in the 2011 budget and is on hold, pending the completion of the Cooksville Creek Flood Evaluation Study;
- The specific roads that would be affected by the 2012 noise barrier program;
- Some residential road resurfacing projects are being deferred by one year due to delays with the Region of Peel's watermain works program. These projects have been replaced with industrial road rehabilitation projects;
- The John Street extension is linked to the extension of the Cooksville GO Station;
- Cooksville Creek is currently the highest priority flooding mitigation project;
- Staff is evaluating consultant proposals for the stormwater management charges study and will be awarding it soon. Council will likely get an update in late 2012;
- Snow removal on regional roads is currently being discussed by a Subcommittee at the Region of Peel as part of the Regional Arterial Road Rationalization Study;
- Upcoming studies by the City associated with the Downtown 21 Plan and various tax tools and revenues that could fund the Plan;
- Overall, the parking metres are working satisfactorily, revenues are on target, and performance benchmarking continues to be done with other municipalities;
- Upcoming work on McLaughlin Road will be determined by the environmental assessments and include enhanced public consultations;
- Budget Requests #735 and #719 are not included in the budget;
- The uses and limitations of evergreen trees which often impair sight lines;
- The three unfunded projects on slide 24;
- The need for Council to determine its priorities due to declining development

- charges revenues and capital budget pressures; and
- Staff concerns regarding undertaking an environmental assessment for Ninth Line in 2012 and the possibility of delaying this work until 2013 and beyond.

During discussion of this deputation, the Committee directed staff to provide them with the following information:

- A session with Council regarding financial planning for the implementation of the Downtown 21 Plan, once more information is available.

The Committee moved to approve the Roads, Storm Drainage, and Watercourses budget in principle.

MATTERS TO BE CONSIDERED

3. Traffic Calming Pilot Project

Corporate Report dated January 3, 2012 from the Commissioner of Transportation and Works with respect to the traffic calming pilot project.

Mr. Powell provided a brief overview of the Corporate Report and explained that traffic calming involves different materials and urban design features depending on the area.

Committee members discussed the Corporate Report and raised various issues including:

- The cost of expanding traffic calming if the pilot projects were successful;
- The selection of suitable traffic calming sites;
- The advantages and limitations of traffic calming, especially in residential areas;
- The experiences of surrounding municipalities with traffic calming;
- Traffic calming mechanisms in the Churchill Meadows area;
- The community's reaction to the implementation of traffic calming;
- The complexity of addressing dangerous driving behaviours;
- The need to obtain more information from staff and input from residents; and
- The possibility of paid or unpaid students working on this matter with staff.

Mr. Powell replied to the Committee's questions and provided the information below:

- Implementing urban design features with traffic calming will be expensive;
- The importance of working with the community to identify their traffic calming needs and to obtain buy-in for this initiative;
- The factors involved in the selection of suitable sites for traffic calming projects;
- The City's experiences with a previous traffic calming pilot project; and
- The staff required for traffic calming projects and the possibility of staff working with students and the Road Safety Mississauga Advisory Committee.

During discussion of this Corporate Report, the Committee directed staff to provide them with the following information:

- An assessment of traffic calming projects in surrounding municipalities, including staffing and other associated costs, input from residents, and successful and unsuccessful urban design features for discussion during the 2013 budget; and
- The costs of implementing traffic calming throughout the City.

Received

Recommendation BC-0002-2012

4. Industrial On-Street Permit Parking Program

Corporate Report dated January 4, 2012 from the Commissioner of Transportation and Works with respect to the industrial on-street permit parking program.

Mr. Powell provided a brief overview of the Corporate Report and said that the findings of the pilot project, if implemented, would be reported at a General Committee meeting.

Councillor Tovey asked about overnight on-street parking in Port Credit. Councillor Crombie expressed concern about locating the pilot project in Ward 5, discussed the negative impact on area businesses, and asked for clarification about the program.

Mr. Powell and Mr. Wright noted that some locations would work better than others for the pilot project. Mr. Wright said that a parking strategy for the Lakeshore Corridor was now underway, that he would review Councillor Tovey's suggestion about overnight on-street parking in Port Credit, and that these findings would be reported to General Committee in the near future. Mr. Wright discussed the rationale for the overall program.

Received/Direction

Recommendation BC-0003-2012/Resolution 0051-2012

UNFINISHED BUSINESS

2. Don McLean Westacres Outdoor Pool, 2166 Westfield Drive, Ward 1

Corporate Report dated January 5, 2012 from the Commissioner of Community Services with respect to the Don McLean Westacres Outdoor Pool located at 2166 Westfield Drive.

This Corporate Report was deferred by Budget Committee at its December 12, 2011 meeting, as staff was obtaining additional information and required more time to do so.

Councillor Tovey discussed the Corporate Report and noted that the Don McLean Westacres Outdoor Pool had not received Infrastructure Stimulus Fund (ISF) program

funding and asked that this matter be considered in next year's budget so that the City's seven outdoor pools are renovated to the same standard.

Direction

Recommendation BC-0004-2012

DEPUTATIONS

B. Service Area Presentations (January 16, 2012 Budget Committee meeting)

- Recreation and Parks (Stu Taylor and Laura Piette)

Committee members discussed the deputation and raised various issues including:

- The possibility of increasing the infrastructure levy rate and the total tax impact;
- The City's ISF program projects and their impact on the capital budget and the operating costs and pressures of new facilities;
- Cost recovery for user fees;
- The importance of tree pruning for the maintenance of the tree canopy;
- Budget Request #779 (Cemeteries Management) and the hiring of additional staff;
- Parkland acquisition and the City's parkland areas versus other municipalities;
- The possibility of replacing or modifying soccer fields with cricket pitches; and
- The advantages and limitations of the tax rate reduction options on slides 40-43.

Ms. Baker, Mr. Mitcham, Mr. Taylor, Ms. Piette, Mr. Wickens, and Mr. Marcucci replied to the Committee's questions and provided the information below:

- The ISF program and its benefits for the City's infrastructure, eligibility criteria, and the work of staff on ISF program projects;
- Budget Request #779 entails hiring two contract IT staff who will develop a new system to maintain cemetery records as per legislative requirements;
- The City's parkland acquisition strategy is based on the Future Directions Master Plan and the Credit Valley Parks Strategy and could include parklands from old schools adjacent to existing parklands in the future; and
- The capital budget includes some funds for the development of cricket pitches and staff will monitor opportunities for multi-, versus single-use, fields in the future.

During discussion of this deputation, the Committee directed staff to provide them with the following information:

- The impact of increasing the total tax impact from 2.8 percent to 2.9 percent and the associated revenues.

The Chair asked Chris Mackie, MIRANET Municipal Finance Committee, if he wanted to address the Committee prior to the lunch break and Closed Session. Mr. Mackie briefly

discussed how increasing the infrastructure levy would affect the total tax impact.

CLOSED SESSION

Pursuant to Subsection 239 (2) of the *Municipal Act, 2001*, the Chair moved the following motion:

Whereas the *Municipal Act, 2001*, as amended, requires Council to pass a resolution prior to closing part of a meeting to the public;

And whereas the *Act* requires that the resolution state the act of the holding of the closed meeting and the general nature of the matter to be considered at the closed meeting;

And whereas Subsection 73(2) of the Council Procedure By-law 0421-2003, as amended, authorizes a Standing Committee of Council to close a portion of its meeting;

Now therefore be it resolved that a portion of the Budget Committee meeting held on January 16, 2012, shall be closed to the public to deal with the following matters:

A. Labour relations or employee negotiations – Facility Cleaning Efficiencies.

The motion was voted on and carried at 12:32 p.m. and the Committee moved into Closed Session at 12:50 p.m.

In Camera Item #3 – Facility Cleaning Efficiencies

Mr. Owen provided an overview of the Corporate Report. Committee members asked questions and Mr. Owen responded accordingly.

Councillor McFadden departed at 12:55 p.m.

The Committee moved out of Closed Session at 1:15 p.m.

DEPUTATIONS

B. Service Area Presentations (January 16, 2012 Budget Committee meeting)

- Recreation and Parks (Stu Taylor and Laura Piette) – Continued Consideration

Committee members discussed the deputation and raised various issues including:

- Budget Request #276 (Cellular Towers on Parkland);
- The capital budget for Recreation and Parks and the use of parks;
- The funding for pools in the 2012 budget;

-
- The cost and purpose of the Youth Plan;
 - Budget Request #476 (Asset Management) and the associated contract position;
 - The City's ice capacity and rental rates versus the private sector;
 - Budget Request #660 (Paid Parking Destination Parks), destination park use by non-residents, and Toronto's paid parking in parks policy;
 - Budget Request #703 (Mississauga Celebration Square – Fall and Winter Programming), Halloween events in October, the fireworks on New Year's Eve, and the possibility of replacing the Halloween events with a fall festival;
 - Budget Requests #651 and #658 and whether a specific single pad area and major community centre, respectively, was being recommended for closure; and
 - The grass and artificial turf replacement in Mississauga Celebration Square.

Mr. Taylor, Ms. Piette, Mr. Mitcham, Ms. Baker, and Mr. Wickens replied to the Committee's questions and provided the information below:

- The potential revenues from installing cellular towers on parkland and other locations in the City which staff will bring to Council on a case-by-case basis;
- Parklands are removed on surplus land depending on usage and other factors;
- Pools will receive operating funding in the 2012 budget;
- The status of the Youth Plan and proposed events for youth in 2012;
- Budget Request #476 is not requested in 2012, but staff are trying to assess what is required for capital planning and will return this issue to Council in the future;
- Staff is reviewing ice capacity and rental patterns and projections. Demand from adults who wish to play during primetime hours has increased. Staff will be presenting further information on this matter to Council in the near future;
- Staff does not have data about park use by non-residents. Toronto's experience with paid parking in parks was controversial and eventually reversed. The City considered paid parking in parks in the past and did not move forward;
- The Halloween events in Mississauga Celebration Square would cost \$10,000. Staff are seeking more sponsors for the fireworks on New Year's Eve;
- Staff is not suggesting closing a specific single pad arena or major community centre, but will continue to review this and return it to Council in the future; and
- The timelines for the artificial turf replacement in Mississauga Celebration Square, the cost recovery from the contractor for drainage errors which will be reviewed by a panel of Councillors and staff involved with this matter, and the reasons why the grass failed in Mississauga Celebration Square.

The matter of paid parking in destination parks was referred to a future Committee meeting for discussion. Direction was given to redirect funding to provide additional fireworks in Mississauga Celebration Square on New Year's Eve.

Referred

Recommendation BC-0005-2012

Direction

Recommendation BC-0006-2012

The Committee moved to approve the Recreation and Parks budget in principle.

B. Service Area Presentations (January 16, 2012 Budget Committee meeting)

- Fire and Emergency Services (John McDougall)

Committee members discussed the deputation and raised various issues including:

- Lobbying the province on the use of lightweight residential building materials;
- Toronto's service levels, in the context of the population growth in the downtown, and a recent Corporate Report on this matter that was provided to the Mayor;
- Budget Request #655 (Charge Residents for Motor Vehicle Accidents);
- The possibility of hiring non-firefighters for fire prevention and education work;
- Fire Station 120 and the possibility of building a fire station as part of the Sheridan College Hazel McCallion Campus expansion;
- Auxiliary firefighters and collective agreements in Fire and Emergency Services;
- Overtime costs for Fire and Emergency Services during the last number of years, the causes for the overtime, and the breakdown of overtime costs;
- Additional staff requested and Budget Request #96 (Fire Training Officers);
- Budget Request #717 (Data Analyst);
- Limiting the use of lightweight residential building materials through the Planning and Building department's processes;
- The impact of intensification on fire inspections and other fire-related services;
- Shift work and attendance policies;
- Fire Station 106 and the extensive community involvement regarding the process;
- Slide 7 and, specifically, whether there is a breakdown of structure fires for residential, industrial, and other types of dwellings for prevention purposes;
- 911 pocket dial telephone calls and 911 revenues from cellular phone bills;
- The incidence of sick leave absenteeism;
- The impact of recruits attending college for fire training on training costs;
- Utility costs in the budget;
- Traffic signal control expenditures in 2012 and 2013;
- The 24-hour shift trial for firefighters; and
- Budget Request #164 (Training Resources for Emergency Management Office).

Mr. McDougall, Mr. Sajecki, and Ms. Baker replied to the Committee's questions and provided the information below:

- The difficulties arising from the use of lightweight residential building materials;
- Few municipalities charge residents for motor vehicle accidents and there are challenges with this initiative due to freedom of information legislation;
- The challenges of hiring non-firefighters for fire prevention and public education

- work, including the collective agreement;
- The need for a fire station in the downtown core and the challenges for land;
 - Information about the overtime costs and, specifically, the projected and actual amounts for overtime in recent budgets, the main causes of overtime (the communications centre and training programs), and ways to deal with this issue;
 - Legislative requirements (e.g., propane facilities) are now in place, there are issues with hoarding, and the Master Plan for Fire and Emergency Services;
 - Budget Request #717 was also requested last year;
 - Twenty additional staff are being sought for Fire Station 120;
 - Planning and Building staff will meet with Mr. McDougall to discuss the challenges of lightweight residential building materials;
 - Shifts are staffed in the morning and overtime is not used to staff sick time. Staff will review the City's shift work/attendance policies in comparison to Toronto's;
 - Slide 7 and the sharp increase in arson, commercial, and industrial fires and a direct link of these kinds of fires to the recessionary economy;
 - The study with the Region of Peel deals with pre-hospital care and better utilizing resources. The 911 pocket dial telephone call issue is a regional matter;
 - The 911 access fee on cellular and residential phones does not go to the City;
 - The impact of mandatory firefighter certification on training costs;
 - Utility costs in the budget concern the allocation of increased utility costs;
 - The traffic signal control project to signalize more intersections is ongoing;
 - Information about the staffing model and absenteeism;
 - The current status of the 24-hour shift trial for firefighters which was strongly supported by the firefighters' associations; and
 - The purpose of Budget Request #164 which includes various resources.

During discussion of this deputation, the Committee directed staff to provide them with the following information:

- A Corporate Report on the use of lightweight building materials for residential construction for lobbying purposes to the provincial government; and
- The possibility of hiring non-firefighters for fire prevention and education in 2013 and the practices of other municipalities with respect to auxiliary firefighters.

The Committee moved to approve the Fire and Emergency Services budget in principle, with the exception of overtime costs until further information is received.

- Mississauga Library (Betty Mansfield)

Committee members discussed the deputation and raised various issues including:

- The City's expenditures per capita versus the national average on slide 6;
- Higher labour costs in 2013;
- The current demand for library services;
- The usefulness of locating libraries in community centres, schools, etc.;

- Increasing library revenues by selling refreshments, among other options;
- The tax rate reduction options on slides 24-26;
- The quality of the recent renovations at the Lorne Park Branch Library;
- Whether the library's user fees were incorporated in the Pricing Study;
- Different options for library hours to obtain efficiencies;
- The library's Sunday services;
- The importance of libraries to local residents;
- The impact of Sheridan College Hazel McCallion Campus students on the Central Branch Library; and
- The library's operating agreements with the Dufferin-Peel Catholic School Board.

Ms. Mansfield and Mr. Mitcham replied to the Committee's questions and provided the information below:

- More investment in the library collection is required going forward;
- Higher labour costs in 2013 are due to two positions for newcomers/older adults;
- In 2011, four libraries were closed for ISF program improvements which impacted circulation. Some library resources are more in demand than others;
- The benefits of locating libraries in joint facilities like community centres;
- The sale of refreshments in libraries and associated revenues;
- Library user fees were not addressed in the Pricing Study. However, the library's leadership staff reviews its user fees every year to ensure that they are adequate;
- Most libraries close at 9 p.m. during weekdays as their joint use partners (e.g., community centres, schools, malls, etc) usually close at that time. As well, there is demand for the current library hours to accommodate residents' needs;
- The library's Sunday services vis-à-vis libraries in surrounding municipalities. A Corporate Report will be presented to Council in the near future regarding Sunday services which will contain a range of usage statistics;
- The possibility of matching the library's Sunday services to the school year;
- Many Sheridan College Hazel McCallion Campus students use the Central Branch Library, particularly for study purposes; and
- The library has operating agreements with the Dufferin-Peel Catholic School Board and there are possibilities with the Peel District School Board.

During discussion of this deputation, the Committee directed staff to provide them with the following information:

- A list of existing library user and incidental fees and information about when the library can impose fees.

The Committee moved to approve the Mississauga Library budget in principle.

In response to comments from the Chair, Ms. Baker noted that Items 1, 5, 6, and 7 would be addressed on the following day, after the Service Area Presentations, as relevant staff was not present at this time. She noted that the Committee had adopted over 80 percent of

the budget and that Item 8 would be deferred and returned to the Committee next week.

Councillor Mullin said that she would be late for tomorrow's meeting and asked that Item 1 be deferred until her arrival. Councillor Crombie discussed Deputations D. Ms. Baker clarified that Deputations D were by request only. The Chair spoke about the impact of Bill 140 and intensification on the budget. She noted that she wanted more information from staff about this matter and that property taxes should not pay for such costs.

RECESSED – 3:41 p.m.

TUESDAY, JANUARY 17, 2012 BUDGET COMMITTEE MINUTES

The Committee resumed its meeting at 9:10 a.m.

DECLARATIONS OF (DIRECT OR INDIRECT) PECUNIARY INTEREST (for Committee members who were absent from the meeting on Monday, January 16, 2012) – Nil

The Chair requested an update from Ms. Baker regarding the 2012 Budget Open House meeting, jointly held by the City and the Region of Peel, on January 11, 2012. Ms. Baker discussed the meeting, shared feedback from attendees, including inquiries regarding the City's budget and its two-tier structure, the advantages and disadvantages of instituting an infrastructure levy versus acquiring debt, and processes to identify efficiencies in operations, and said that the meeting was positive and productive. Councillor Mahoney asked if the media had attended the meeting. Ms. Baker said that she did not believe that the media had attended, but that she would double-check on this matter.

Committee members discussed recent media reports about the City's proposed tax rate, the challenges of having a blended tax rate with the Region of Peel and the challenges of communicating this information to the media and residents, and the overall tax impact.

DEPUTATIONS

C. Service Area Presentations (January 17, 2012 Budget Committee meeting)

- Arts and Culture Services (Susan Burt)

Councillor Crombie arrived at 9:30 a.m.

Committee members discussed the deputation and raised various issues including:

- The Living Arts Centre/Meadowvale Theatre Study, the Meadowvale Theatre

Advisory Board's work and mandate, and various Meadowvale Theatre issues, including lighting and sound infrastructure improvements, future sound upgrades and renovations, program development, and expanding the Theatre's uses for the community, including filming and activities for youth and seniors;

- The tax rate reduction options on slide 27 and the value of culture for tourism;
- The development and overall status of arts and culture in the City by staff;
- Updating the Meadowvale Village Heritage Conservation District Plan;
- The Mayor's Task Force on the Arts;
- Per capita spending on arts and culture in the City;
- The cataloguing of arts assets and properties via the culture map;
- Partnership and hosting opportunities with L'Oréal Fashion Week in Toronto;
- Opportunities for private investments and corporate sponsorships such as naming rights for various initiatives (e.g., a free-standing arts and sculpture gallery);
- The Leslie Log House and the associated challenges and partnerships;
- Tracking the financial impact of arts and culture initiatives on the local economy;
- The unfunded Small Arms building renovation on slide 13;
- The work of arts and culture staff with grant applicants;
- The Pan Am Games and opportunities to showcase the City's arts and culture and partnership opportunities on this matter with the GTAA Consultative Committee;
- The artifact storage facility, possible locations, and the possibility of developing partnerships with the City's school boards; and
- The University of Toronto at Mississauga (UTM)'s work on the culture map.

Councillor Mullin arrived at 10:21 a.m.

Ms. Burt and Mr. Mitcham replied to the Committee's questions and provided the information below:

- The status of the culture map which is slated to be presented to Council in March 2012 and officially launched during the next few months;
- Staff will speak to Councillor Crombie about partnership opportunities with L'Oréal Fashion Week and the City's fashion design programs and instructors;
- Partnership opportunities were noted in the Culture Master Plan. Staff will move forward on this long-term goal in 2012, as this matter is on the 2012 Work Plan;
- Staff have done some research on the overall financial impact of arts and culture initiatives on the economy, but plan to do more work on this matter in the future;
- Various groups are interested in contributing to the renovation of the Small Arms building and any possible funds for this project will be reviewed by Council;
- Staff has met with the Pan Am Games Centralized Committee to showcase the City's arts and culture in various ways; and
- Staff has worked with UTM staff and students on the culture map's icons.

The Committee moved to approve maintaining current arts and culture service levels, to approve the new initiatives, to approve any recommended tax rate reduction option to technical grants, and to not approve the other tax rate reduction option of eliminating the

interactive website.

- Land Development Services (Heather A. MacDonald)

Committee members discussed the deputation and raised various issues including:

- The high quality of Planning and Building Customer Services Centre services;
- 2012 initiatives, the impact of these initiatives on reserve funds, and the possibility of using existing staff, versus consultants, to work on this initiatives;
- The status of the second unit issue, upcoming public consultations, and the request for seven additional staff to work on this matter;
- The Malton Area Plan Review and other strategic and action plans;
- Portable signs, the possibility of renting such signs from the Region of Peel, and the possibility of purchasing signs for the City; and
- Recent changes to the *Ontario Building Code* and the high flammability of lightweight building materials for residential construction.

Ms. MacDonald, Mr. Powell, Ms. Baker, and Mr. Sajecki replied to the Committee's questions and provided the information below:

- Existing staff are used as fully as possible. However, some projects require expertise for a limited time and this is best served by retaining consultants. There is a need to balance staff reductions against short-term requirements and projects;
- The Mayor has asked the provincial government to do consultations on second units, but provincial staff responded that they do not plan to do so. The City will do public consultations in the near future and provincial staff will be invited;
- Seven enforcement staff may be requested in 2013 for licensing second units and it is expected that licensing fees would offset the hiring of staff. These staff are forecasted at this time and depend on Council's approach to second units;
- The 2011 budget set aside monies for public consultations on second units;
- The various reserve funds, including those for Area Plan Reviews;
- The City earns revenues from the portable sign permit process and revenues have increased. The City rents portable signs whereas the Region owns them. The City had considered purchasing signs, but it was more cost-effective to rent them; and
- Staff will prepare a Memorandum for Members of Council regarding the recent changes to the *Ontario Building Code* and review the issue of the high flammability of lightweight building materials for residential construction.

During discussion of this deputation, the Committee directed staff to provide them with the following information:

- The economics of purchasing, rather than renting, portable signs (which was previously considered by Council) and the possibility of renting portable signs from the Region of Peel.

The Committee moved to approve maintaining current service levels funding and to

approve the 2012 initiatives funding.

- Facilities and Property Management (Ken Owen)

Committee members discussed the deputation and raised various issues including:

- The current cleaning standard in facilities and the monitoring of contractors;
- The HVAC inventory maintenance new initiative on slides 28-33;
- The link between capital funds, reserves, and risk management;
- The City's current and future energy conservation initiatives;
- The City of Halifax's innovative energy savings programs and heat recovery possibilities throughout the City;
- The tracking of staff time via timesheets and other means;
- The City's uncontrollable and unforeseen costs;
- The retrofitting and renovations at Frank McKechnie Community Centre;
- The overall condition and long-term forecasts for the City's infrastructure compared with other municipalities;
- The Facility Condition Index (FCI), whether FCI is used by other municipalities, and how the City compares to other municipalities vis-à-vis FCI; and
- The amount of maintenance required on recent versus older facilities.

Mr. Owen and Ms. Baker replied to the Committee's questions and provided the information below:

- The HVAC inventory maintenance new initiative, the status and salary of this position, and the savings associated with this initiative;
- Risk management is one of criteria used to assess the importance of projects;
- Staff will be coming forward later this spring with aggressive energy conservation plans. As well, discussion ensued about the capital investments and savings from energy conservation initiatives, the importance of modifying behaviours to achieve energy conservation targets in the Living Green Master Plan, and upcoming solar panel and LED light initiatives;
- The solar heating project at Huron Park Community Centre, heat recovery projects in various locations, and opportunities for cogeneration;
- Hansen is used as a maintenance management system to track work orders and staff will be pursuing field-based computing in the future;
- The causes of the retrofitting and renovations at Frank McKechnie Community Centre, the limits of warranties, and the pool's temporary closure;
- The financial challenges facing the City vis-à-vis its infrastructure in the future, FCI levels, and the importance of maintaining infrastructure to residents;
- FCI is used by Burlington, the federal government, the education system, and across Canada and the United States. It is a robust system that is hard to compare, but the City is usually at or better FCI levels of other organizations; and
- People expect more from newer facilities than they did in the past. Because newer facilities have more controls, systems, demands and sophisticated equipment,

there is a higher potential for things to go wrong and become expensive.

During discussion of this deputation, the Committee directed staff to provide them with the following information:

- The amount of monies in the reserves for risk management.

Received

Recommendation BC-0001-2012

MATTERS TO BE CONSIDERED

6. Security Cameras in Parks

Corporate Report dated January 5, 2012 from the Commissioner of Corporate Services and Treasurer with respect to security cameras in parks.

Committee members discussed the Corporate Report and raised various issues including:

- The various costs associated with implementing security cameras in parks;
- The quality of security cameras and whether they could identify individuals;
- The possibility of using security cameras in busy areas (e.g., Highways 5 and 10);
- Alternatives to mounting security cameras on poles, the best locations for using security cameras, the advantages and disadvantages of implementing security cameras, and the possibility of consulting with various experts on this matter;
- The graffiti clean-up budget and the possibility of allocating \$25,000 of these funds to provide affected business owners with clearcole; and
- The recent vandalism in O'Connor Park and the need for residents to adopt a proactive, educational approach to preventing vandalism in their community.

Mr. Owen, Mr. Sheth, and Ms. Breault replied to the Committee's questions and provided the information below:

- The maintenance costs would be fairly low (e.g., cleaning the cameras), as the cameras are self-sufficient and would not be monitored. The cameras would collect data that would be reviewed after incident reports were received;
- The cameras would be located high up in vast, low light areas with obstructions and would not be effective for identifying specific individuals;
- Security cameras would be located on poles to reduce vandalism and used judiciously as deterrents in identified areas. Staff relies heavily on information from residents, staff, and the Peel Regional Police to identify and deal with problem areas. Staff have worked with the police on this matter; and
- Funds for graffiti clean-up will be reviewed in light of the suggestion to provide affected business owners with clearcole.

During discussion of this Corporate Report, the Committee directed staff to provide them with the following information:

- The possibility of allocating \$25,000 of the graffiti clean-up budget to provide affected business owners with clearcole.

Received

Recommendation BC-0008-2012

CLOSED SESSION (January 16, 2012 Budget Committee meeting)

A. Labour relations or employee negotiations – Facility Cleaning Efficiencies.

In Camera Item #3 – Facility Cleaning Efficiencies

The following recommendation resulted from the In Camera Session:

Received

Recommendation BC-0007-2012

The Committee moved to approve the Facilities and Property Management budget in principle.

The Chair asked Ms. Greer for clarification about whether contract positions and conditions should be discussed in camera or publicly. Ms. Greer noted that this topic could be discussed publicly if specific individuals were not mentioned, but suggested that the Committee go in camera because she did not know the information being sought.

Ms. Baker discussed Deputations D and asked the Committee to identify which presentations they wanted to hear. Committee members advised Ms. Baker that these presentations were not required, but that the Committee would ask questions.

CLOSED SESSION (January 17, 2012 Budget Committee meeting)

Pursuant to Subsection 239 (2) of the *Municipal Act, 2001*, the Chair moved the following motion:

Whereas the *Municipal Act, 2001*, as amended, requires Council to pass a resolution prior to closing part of a meeting to the public;

And whereas the *Act* requires that the resolution state the act of the holding of the closed meeting and the general nature of the matter to be considered at the closed meeting;

And whereas Subsection 73(2) of the Council Procedure By-law 0421-2003, as amended,

authorizes a Standing Committee of Council to close a portion of its meeting;

Now therefore be it resolved that a portion of the Budget Committee meeting held on January 17, 2012, shall be closed to the public to deal with the following matters:

A. Labour relations or employee negotiations.

The motion was voted on and carried at 12:04 p.m. and the Committee moved into Closed Session at 12:40 p.m.

In Camera Item #6a – Consultants Hired in 2010 and 2011 (Verbal Update)

Committee members asked questions regarding the differences in employment contracts currently in place and Ms. Baker, Ms. Willock, and Ms. Greer responded accordingly.

The Committee moved out of Closed Session at 1:11 p.m.

UNFINISHED BUSINESS

1. Market Research Program

Corporate Report dated November 24, 2011 from the Commissioner of Corporate Services and Treasurer with respect to the market research program.

This Corporate Report was deferred by Budget Committee at its December 12, 2011 meeting via BC-0045-2011 (attached at the end of the Corporate Report for reference).

Committee members discussed the Corporate Report and raised various issues including:

- The advantages and disadvantages of reinstating a market research program;
- The City's previous market research program;
- The City's recent public consultations for various plans and studies;
- The possibility of consulting with businesses about their experiences with the City's services, programs, etc.; and
- The challenges of consulting with residents.

Ms. Baker replied to the Committee's questions and provided the information below:

- The importance of reinstating a market research program to obtain citizen satisfaction rates, analytics, value measurement, and trending data;
- Background information about the previous market research program; and
- The \$35,000 for the market research program is included in the 2012 budget.

During discussion of this Corporate Report, the Committee directed staff to provide them with the following information:

- A Corporate Report by Ivana Di Millo, Director, Communications, and Larry Petovello, Director, Economic Development, about the possibility of the City consulting with businesses in the future and the associated costs and implications.

Approved

Recommendation BC-0009-2012

DEPUTATIONS

D. Other Service Area Presentations (if requested by Budget Committee)

- Strategic Policy
- Regulatory Services
- Legislative Services
- Information Technology
- Business Services
- Financial Transactions

Staff did not make PowerPoint presentations on the above service areas. However, Committee members discussed the presentations and raised various issues including:

- Reserves for assessment appeals;
- The importance of being a sustainable city that sets clear goals and sells its various successes and accomplishments to residents;
- Overtime costs in Fire and Emergency Services and the need for more context;
- Budget Request #373 (Living Green Master Plan Implementation), the request to hire a director, and the possibility of phasing in this request over a period of time;
- Payments in lieu of taxes for the Toronto Pearson International Airport;
- Freedom of information (FOI) fees, the setting of these fees, and whether the City obtains full cost recovery for these fees;
- Collecting *Provincial Offences Act* (POA) revenue, unpaid POA fines, and the Region of Peel's collection practices for court charges;
- The impact of Bill 214;
- The cost of consultants in 2010, 2011, and 2012;
- Ontario Municipal Board (OMB) and the Committee of Adjustment (COA) appeal fees; and
- The number of positions requested in the other service areas (Deputations D).

Ms. Elliott-Spencer, Mr. Jackson, Ms. Breault, Ms. Baker, Mr. Mitcham, Ms. Greer, Mr. Jackson, and Mr. Kent replied to the Committee's questions and provided the information below:

- The amounts contributed to reserves in 2011 and 2012 for assessment appeals and the approximate budget and number of assessment appeals;

- The current and previous materials highlighting the City's accomplishments and successes (e.g., Strategic Plan brochures), most of which are available online;
- Budget Request #373 would result in two new staff, as the Environmental Coordinator position has resided in the Planning and Building department during the last two and a half years and been funded from reserves;
- The downsizing of two director positions due to restructuring in recent years;
- The payments in lieu of taxes for the airport will decrease this year, the reasons for this decrease, and the history of these payments;
- FOI fees are set by the province and do not cover all of the City's costs for various reasons. However, the City recovers its costs on many FOI requests;
- The Legislative Services division works with the Revenue division to collect outstanding POA fines. POA revenues and matters in the courts are increasing. Despite repeated collection efforts by staff, some POA fines are uncollectable;
- Bill 214 will provide more access to individuals requesting trials. Staff will revise their procedures accordingly and do not yet know the impact of this legislation;
- The links between consultant and capital costs and the overall use of consultants;
- Details about OMB and COA appeal fees; and
- Details about the positions requested in the other service areas (Deputations D).

Councillor Dale departed at 1:48 p.m. due to Other Municipal Business.

During discussion of these service area presentations (Deputations D), the Committee directed staff to provide them with the following information:

- A Memorandum on assessment appeals and reserves; and
- Additional information, including the possibility of phasing in the staffing request, for Budget Request #373.

MATTERS TO BE CONSIDERED

7. Consultants Hired in 2010 and 2011

Corporate Report dated January 9, 2012 from the Commissioner of Corporate Services and Treasurer with respect to the consultants hired in 2010 and 2011.

Received

Recommendation BC-0011-2012

8. Uniform Approach to Compensation of Non-Union Staff

Correspondence dated January 5, 2012 from Carol Reid, Regional Clerk and Director of Clerk's, with respect to the uniform approach to compensation of non-union staff.

Ms. Baker stated that this matter would be considered at the next Committee meeting, as she would have more information prior to a labour presentation to the Committee.

The Chair and Ms. Greer discussed outstanding Committee matters, including requests for additional information from the Committee regarding Fire and Emergency Services overtime, Item 8, and Budget Request #373 (Living Green Master Plan Implementation).

The Committee moved to approve the Strategic Policy, Regulatory Services, Legislative Services, Information Technology, Business Services, and Financial Transactions budgets in principle.

5. Conversion of Full-Time Contract Staff to Permanent Status

Corporate Report dated January 5, 2012 from the Commissioner of Corporate Services and Treasurer with respect to the conversion of full-time contract staff to permanent status.

Approved

Recommendation BC-0010-2012

Ms. Baker discussed upcoming Committee meetings and outstanding budget matters.

Councillor Iannicca and the Chair discussed the difficulties of collecting outstanding monies and options for dealing with this matter, including cross-compiling information and cooperating with the federal and provincial governments.

Ms. Baker and Ms. Breault noted that the City uses the vehicle registration system to collect fines related to vehicle offences. Ms. Greer elaborated on *Highway Traffic Act* offences, license suspensions, and fine collection processes.

DEPUTATIONS

- E. Chris Mackie, MIRANET Municipal Finance Committee, with respect to the Budget Committee Agenda Items for January 16-17, 2012.

Mr. Mackie discussed the following issues:

- Scheduling deputations from the public;
- The possibility of MIRANET making a deputation to the Committee;
- The cost and use of consultants, especially for the LRT and BRT projects; and
- Slide 41 of the Transit PowerPoint presentation and whether these expenditures would be approved by Council prior to the provincial government's approval.

Ms. Baker, the Chair, Ms. Breault, and Mr. Powell responded to Mr. Mackie's comments and questions and this information is listed below:

- The process for booking deputations;
- Public consultations during the 2012 Budget Open House;

- Upcoming Committee meetings and scheduling;
- Information regarding consultant-related costs for the LRT and BRT projects; and
- The importance of being ready for transit projects to secure funding.

During discussion of this deputation, the Committee directed staff to do the following:

- Issue a media release with the anticipated budget adoption date so that residents are apprised of the status of the 2012 budget.

The Chair thanked Mr. Mackie for his time and asked him to contact staff if he needed more information and/or had additional questions.

Councillor Mullin requested that the January 25, 2012 Committee meeting occur to deal with the additional information that was sought by the Committee and reminded the Committee that she could not attend the meeting on January 30, 2012.

The Chair thanked staff for their work on the budget and background materials.

The Chair asked Members of Council to respond to media calls to disseminate factual information to the public about the budget and budget process. She requested clarification on the City's total assets. Ms. Baker stated that the total assets totalled nearly \$7 billion.

ADJOURNMENT – 2:30 p.m.

WEDNESDAY, JANUARY 25, 2012 BUDGET COMMITTEE MINUTES

CALL TO ORDER – 11:57 a.m.

DECLARATIONS OF (DIRECT OR INDIRECT) PECUNIARY INTEREST

Councillor Dale declared an interest with respect to the salary portion of the budget, advising that his wife and son are part-time City of Mississauga employees.

DEPUTATIONS

- A. Dorothy Tomiuk, Secretary, MIRANET, and Chris Mackie, MIRANET Municipal Finance Committee.

Ms. Tomiuk and Mr. Mackie presented a PowerPoint presentation, entitled “2012 Operating & Capital Budgets” and dated January 25, 2012, and discussed the following issues:

- Citizen oversight and engagement in the budget process;
- The helpfulness of Ms. Elliott-Spencer and City staff towards MIRANET;
- The proposed 2012 tax increase;
- The existing budget process and various suggestions for improvements;
- The debt financing plans, the debt management policy, and the capital budget;
- The LED street light replacement program;
- The need for Enersource to be more accountable and transparent;
- Staffing costs and salaries and the suggestion to freeze salaries and maintain merit increases for eligible staff in 2012;
- Suggestions regarding Mississauga Transit's revenues, services, and fares;
- Consultants' fees in 2010, 2011, 2012, and beyond;
- The LRT project and the need to obtain funding assurances from the province;
- Additional municipal taxation powers and the need for the City to address and reduce its costs going forward and establish a Budget Review Panel;
- MIRANET's ten main recommendations;
- The need for the Committee to direct staff during budget deliberations;
- Using a zero-based budget process, rather than the current incremental process where staff assumes that they will automatically receive last year's budget;
- The City's "Sunshine List" in the context of other municipalities in Ontario;
- MIRANET's focus is on the City's budget, not the budgets, costs, or salaries of local school boards or the Region of Peel;
- The City's salary and benefits structure is unsustainable in the long-term, especially when compared with comparable positions in the private sector;
- MIRANET's salary freeze suggestion is for non-union employees. MIRANET would expect the City to honour its union contracts, but attempt to negotiate salary freezes when the contracts are renegotiated; and
- The usefulness of the budget town hall meetings and 2012 Budget Open House.

Councillor Tovey arrived at 12 p.m. and Councillor Iannicca departed at 12:21 p.m.

The Chair, Councillor Tovey, Ms. Baker, and Councillor Crombie responded to Ms. Tomiuk's and Mr. Mackie's comments and questions and the information is listed below:

- The flawed funding system for municipalities, the inadequacy of the property tax system, the importance of identifying efficiencies at the City, the challenges of freezing salaries in 2012, and the challenges of downloading from the province;
- The LRT project is under excellent management control, financial assessments are being done for every step, and a business plan will be drafted shortly;
- The direction provided by the Committee to staff about budget matters is that the Committee wants the lowest property tax rate possible based on knowing the impacts on the City's programs and services;
- The City's spending is under control and the organization is very lean compared to other public and private sector entities. For example, the Planning and Building department has reduced its staffing levels by over 25 percent since 2008;
- The zero-based budget process and challenges from unexpected costs like the

- retrofitting and renovations at Frank McKechnie Community Centre;
- The budget allocation process, service adjustments, master planning, regular reviews, strategic decisions, stewardship over the overall budget process, and the feasibility of zero-based budgeting. The budget process is a balancing act between the demand for more services and the cost of services and impacts to the tax rate;
 - The need to compare the City's "Sunshine List" of employees earning over \$100,000 with other municipalities and the Peel District School Board and the possibility of MIRANET addressing the school boards about their budgets;
 - City versus Region of Peel salaries for management staff, the need for MIRANET to consider the Region of Peel and nearby municipalities due to the City's two-tier structure, and the need to attract senior staff in a competitive job environment;
 - The Governance Committee will review the existing budget process and ways to improve it, including putting in place a Budget Chief and establishing a Budget Review Panel of various informed stakeholders;
 - The LED street light replacement program will be subject to a Request for Proposal and there is room for Enersource to be more accountable; and
 - Whether MIRANET's salary freeze suggestion would include unions.

The Chair indicated that she would prepare a letter responding to all of MIRANET's questions and comments for Council's approval. She thanked Ms. Tomiuk and Mr. Mackie for their deputation and stated that the Governance Committee would consider their suggestion to establish a Budget Review Panel. The Chair discussed the challenges of educating residents about the budget and budget process and the City's cost pressures.

Received

Recommendation BC-0012-2012

CLOSED SESSION

Pursuant to Subsection 239 (2) of the *Municipal Act, 2001*, the Chair moved the following motion:

Whereas the *Municipal Act, 2001*, as amended, requires Council to pass a resolution prior to closing part of a meeting to the public;

And whereas the *Act* requires that the resolution state the act of the holding of the closed meeting and the general nature of the matter to be considered at the closed meeting;

And whereas Subsection 73(2) of the Council Procedure By-law 0421-2003, as amended, authorizes a Standing Committee of Council to close a portion of its meeting;

Now therefore be it resolved that a portion of the Budget Committee meeting held on January 25, 2012, shall be closed to the public to deal with the following matters:

- A. Labour relations or employee negotiations – Non-Union Total Compensation

2012 – Follow Up Report.

The motion was voted on and carried at 1:09 p.m. and the Committee moved into Closed Session at 1:10 p.m.

Councillor Dale departed at 1:30 p.m.

In Camera Item #6 – Non-Union Total Compensation 2012 – Follow Up Report

Ms. Baker, Mr. Powell, and Ms. Willock provided an overview of the Corporate Report. Committee members asked questions and Ms. Baker, Mr. Powell, and Ms. Willock responded accordingly.

The Committee moved out of Closed Session at 2:41 p.m.

APPROVAL OF AGENDA

Councillor Saito said that the Road Safety Mississauga Committee did not complete the Road Safety Handbook in 2011 and requested that the \$20,000 allocated for this project in 2011 be carried over to the Committee's 2012 budget. Ms. Breault said that staff had added this matter to the draft 2012 budget recommendations.

Approved (P. Saito)

MATTERS TO BE CONSIDERED

1. Mississauga Fire & Emergency Services (MFES) Overtime Analysis

Corporate Report dated January 18, 2012 from the Commissioner of Community Services with respect to Mississauga Fire & Emergency Services (MFES) overtime analysis.

Committee members discussed the Corporate Report and raised various issues including:

- The projected and actual amounts being spent on overtime from 2004-2012;
- The possibility of documenting and presenting overtime and gapping differently;
- The Peel Regional Police's overtime and gapping accounting practices;
- Whether a labour shortage is being managed through overtime;
- Clarification on whether overtime costs are due to the Fire and Emergency Services's unique business model and service offerings;
- The tracking of gapping and overtime in the overall budget book;
- The impact of mandatory retirement legislation on long-term forecasting;
- The process for retirements in Fire and Emergency Services;
- Overtime costs for community outreach and public education events;
- Clarification on whether overtime costs for training are cost neutral due to the

recovery of rental revenue;

- Options to better manage overtime costs going forward;
- Clarification on the overtime costs on a per capita basis;
- Clarification about when staff are eligible to receive overtime;
- The connection between 24-hour shifts and overtime costs, the possibility of scheduling meetings and training sessions at more appropriate times to reduce the impact on overtime costs, and the collective agreement;
- The importance of determining realistic projected amounts for overtime costs;
- Overtime costs in other departments in 2011, 2012, and 2013;
- The advantages of overtime paid via lieu time, rather than via money; and
- The need for more background information and context about Fire and Emergency Services overtime costs and associated processes.

Mr. McDougall, Ms. Baker, and Mr. Mitcham replied to the Committee's questions and provided the information below:

- Background on overtime costs and methods, gapping, and savings from overtime;
- The business model and numbers should have been adjusted years ago. The amount that is currently being requested for overtime reflects the true costs;
- The retirement of twelve senior firefighters in 2011 increased overtime costs because new recruits needed to be trained. The retirements were unexpected and due to the legislation regarding the mandatory retirement of firefighters at age 60;
- The Peel Regional Police's overtime and gapping accounting practices;
- Human resources practices in Fire and Emergency Services;
- Overtime costs related to suppression are for training, staff meetings, and filling fire trucks during vacation times, especially during the summer;
- Fire and Emergency Services overtime costs for surrounding municipalities;
- Most overtime costs are related to training programs, especially at the senior levels, which must be done in a group setting to share best practices and to provide quality education and are vital to address a need and deficit in this area;
- Background information regarding gapping, the connection between gapping and overtime costs, and how staff updates Council about gapping targets;
- Information on the process for retirements in Fire and Emergency Services;
- Information on the recovery of rental revenue for some training overtime costs;
- Examples of overtime costs and revenues (e.g., supervising film shoots);
- The overtime costs on a per capita basis are very low because there are 704 staff. During the last number of years, officer training programs have been a priority;
- With suppression firefighters, overtime is paid when they work outside of their 24 work hours. Fire prevention staff work from 8 a.m.-6 p.m. and overtime is paid when they work additional hours. The need for overtime depends on the time of year. Firefighters at community events are on duty and do not receive overtime;
- It is expected that managers will manage overtime judiciously and that necessary overtime will be budgeted in the overall budget. Ms. Baker will meet with Mr. McDougall and Mr. Mitcham in the near future to discuss why this overtime budget was not adjusted to reflect actual costs for so many years;

- The City's overtime strategy, approach, costs, and adjustments; and
- The complexities of overtime costs and the need to budget overtime costs.

During discussion of this Corporate Report, the Committee directed staff to provide them with the following information:

- Overtime cost information for all departments, in terms of overall percentage and purpose, for consideration during the 2013 budget process.

Received/Referred

BC-0013-2012

2. Budget Request - 373 Living Green Master Plan Implementation Supplementary Information

Corporate Report dated January 19, 2012 from the Commissioner of Community Services with respect to Budget Request - 373 Living Green Master Plan implementation supplementary information.

Mr. Mitcham provided an overview of the Corporate Report and noted that the staffing request was reduced from three to two staff, one of which is an existing position that will be converted. The Chair asked for clarification about the director position. Mr. Mitcham noted that the latter position was important and would be filled via a formal competition.

Committee members discussed the Corporate Report and raised various issues including:

- The staff being requested, especially the director position, the possibility of phasing in Budget Request #373 over several years, and the annualized costs;
- The Cycling Office's establishment, set-up, and funding;
- The existing staff working on the Living Green Master Plan implementation;
- The \$37,000 being requested for printing, professional services, and training;
- The potential savings from the Living Green Master Plan implementation, the work of the Environmental Advisory Committee, the City's green pillar, and the importance of adding a director position for internal and external leadership; and
- The role and responsibilities of the Community Energy Coordinator.

Mr. Mitcham replied to the Committee's questions and provided the information below:

- Three staff and one secondment are currently working on the Living Green Master Plan implementation;
- Additional details regarding the overall cost of Budget Request #373; and
- The \$37,000 would fund programs and printed public education materials.

The Committee moved to approve \$135,000 for Budget Request #373 (specifically, \$98,000 for the Environmental Coordinator position and \$37,000 for other costs – printing, professional services, and training). The Chair voted due to a tie vote.

The Chair noted that it was important to conduct research and examine environmental programs at the City, the Region of Peel, and the province and assess whether there is duplication and/or opportunities for coordination. She asked Councillor Carlson to review the City and the Region's programs for duplication and efficiencies. Councillor Carlson responded that the Environmental Advisory Committee works closely with various staff from the Region, conservation authorities, and other groups to maximize their efforts.

Next Steps for the 2012 Budget

Ms. Baker advised that staff were revising the budget recommendations in light of the Committee's recommendations regarding Items 1 and 2. The Chair indicated that the budget would be approved at another Committee meeting to enable Committee members and staff to review the issues raised by Ms. Tomiuk and Mr. Mackie. Ms. Baker spoke about the Committee's upcoming meetings. The Chair noted that the Committee would meet during the afternoon of January 30, 2012 to further discuss and approve the budget.

Councillor Mahoney departed at 3:47 p.m.

Committee members discussed the 2012 budget and raised various issues including:

- Consultants and the LRT project and the overall status of the LRT project;
- The upcoming Drummond Report and potential cutbacks and downloading;
- The possibility of implementing a land transfer tax;
- The possibility of the City acquiring new taxation powers, sustainable funding for municipalities, and how the acquisition of such powers could affect the City's ability to acquire a portion of existing income, sales, and/or gas taxes;
- Increasing the proposed infrastructure levy; and
- Recent discussions in Toronto regarding transit and LRT projects.

The Chair, Ms. Baker, and Ms. Breault replied to the Committee's questions and provided the information below:

- The current status of the LRT project;
- Toronto has removed their vehicle registration fee, but still has a land transfer tax;
- Implementing a land transfer tax would generate roughly \$74-\$75 million;
- The possible revenues from increasing the proposed infrastructure levy; and
- Information about recent discussions in Toronto regarding transit and the LRT.

Mr. Mackie asked for clarification about LRT costs and the City's and Metrolinx's contributions. Mr. Powell replied that the LRT work currently being done is being funded by the City, but that some funds could be reimbursed in the future. The Chair discussed Brampton's LRT costs, the importance of being prepared for the LRT, and the LRT's importance to the City. Mr. Powell and Ms. Baker discussed the LRT's costs and process.

ADJOURNMENT – 4:03 p.m.

REPORT 1-2012

TO: MAYOR AND MEMBERS OF COUNCIL

The Budget Committee presents its first report for 2012 on the result of its consideration of the 2012-2014 Business Plan Update and 2012 Budget on January 16, 17, and 25, 2012 and recommends:

BC-0001-2012

That the following Powerpoint presentations regarding the 2012-2014 Business Plan Update and 2012 Budget, presented at the Budget Committee meetings on January 16 and 17, 2012, be received:

- B. Service Area Presentations (January 16, 2012 Budget Committee meeting)
 - Transit
 - Roads, Storm Drainage, and Watercourses
 - Recreation and Parks
 - Fire and Emergency Services
 - Mississauga Library
- C. Service Area Presentations (January 17, 2012 Budget Committee meeting)
 - Arts and Culture Services
 - Land Development Services
 - Facilities and Property Management

BC-0002-2012

That the Corporate Report dated January 3, 2012 from the Commissioner of Transportation and Works, entitled "Traffic Calming Pilot Project," be received.

BC-0003-2012

1. That the Corporate Report dated January 4, 2012 from the Commissioner of Transportation and Works, entitled "Industrial On-Street Permit Parking Program," be received; and
2. That a pilot industrial area parking permit program in the Erindale Corporate Centre, as detailed in the Corporate Report dated January 4, 2012 from the Commissioner of Transportation and Works, entitled "Industrial On-Street Permit Parking Program," be approved.

BC-0004-2012

That the Corporate Report dated January 5, 2012 from the Commissioner of Community Services, entitled "Don McLean Westacres Outdoor Pool," be considered for the 2013 Budget.

BC-0005-2012

That Budget Request #660 (Paid Parking Destination Parks) be referred to a future Budget Committee meeting for further discussion.

BC-0006-2012

That the \$10,000 allocated for Halloween themed events in October in Mississauga Celebration Square, as per Budget Request #703 (Mississauga Celebration Square – Fall and Winter Programming), be allocated for fireworks-related costs on New Year's Eve and that Halloween themed events in October in Mississauga Celebration Square be replaced with a fall festival.

BC-0007-2012

That the Corporate Report dated January 5, 2012 from the Commissioner of Corporate Services and Treasurer outlining the changes being made to the Civic Centre Precinct cleaning schedules effective April 2, 2012, which will result in more cost effective service delivery, be received for information.

BC-0008-2012

That the Corporate Report dated January 5, 2012 from the Commissioner of Corporate Services and Treasurer, entitled "Security Cameras in Parks," be received.

BC-0009-2012

1. That an annual Market Research Program be approved and that an additional \$35,000 be allocated in the 2012 Budget for this purpose, as outlined in the Corporate Report dated November 24, 2011 from the Commissioner of Corporate Services and Treasurer, entitled "Market Research Program."
2. That the Market Research Program survey results be shared with Members of Council and the Leadership Team annually as information on residents' perceived value and importance of City services and to identify potential priority areas for funding and service improvements, as outlined in the Corporate Report dated November 24, 2011 from the Commissioner of Corporate Services and Treasurer, entitled "Market Research Program."

BC-0010-2012

That the 25 full-time contract positions identified in Appendix 1 of the Corporate Report dated January 5, 2012 from the Commissioner of Corporate Services and Treasurer, entitled "Conversion of Full-Time Contract Staff to Permanent Status," be converted to full-time permanent positions at a cost of \$172,000 as incorporated in the recommended 2012 Operating Budget.

BC-0011-2012

That the Corporate Report dated January 9, 2012 from the Commissioner of Corporate Services and Treasurer, entitled "Consultants Hired in 2010 and 2011," be received.

BC-0012-2012

That the PowerPoint presentation, presented to Budget Committee at its meeting on January 25, 2012 and dated January 25, 2012, by Dorothy Tomiuk, Secretary, MIRANET, and Chris Mackie, MIRANET Municipal Finance Committee, entitled "2012 Operating & Capital Budgets," be received.

BC-0013-2012

That the Corporate Report dated January 18, 2012 from the Commissioner of Community Services, entitled "Mississauga Fire & Emergency Services (MFES) Overtime Analysis," be received and referred to staff for a further report on this matter.



RESOLUTION 0051-2012
adopted by the Council of
The Corporation of the City of Mississauga
at its meeting on March 7, 2012

0051-2012 Moved by: Frank Dale

Seconded by: Chris Fonseca

WHEREAS Budget Committee considered a Corporate Report dated January 4, 2012 from the Commissioner of Transportation and Works entitled “Industrial On-Street Permit Parking Program” at its meeting on January 16, 2012.

AND WHEREAS Recommendation BC-0003-2012, contained in Budget Committee Report 1-2012 dated January 16, 17, and 25, 2012, was approved by Council at its meeting on February 8, 2012 via Resolution 0008-2012.

AND WHEREAS Part 2 of Recommendation BC-0003-2012 inadvertently referred to a pilot industrial on-street permit parking program in the Erindale Corporate Centre, instead of in the Airport Corporate Centre.

NOW THEREFORE BE IT RESOLVED THAT

Recommendation BC-0003-2012, contained in Budget Committee Report 1-2012 dated January 16, 17, and 25, 2012, be replaced with the following:

BC-0003-2012

1. That the Corporate Report dated January 4, 2012 from the Commissioner of Transportation and Works, entitled “Industrial On-Street Permit Parking Program,” be received; and
2. That a pilot industrial on-street permit parking program in the Airport Corporate Centre area, as detailed in the Corporate Report dated January 4, 2012 from the Commissioner of Transportation and Works, entitled “Industrial On-Street Permit Parking Program,” be approved.