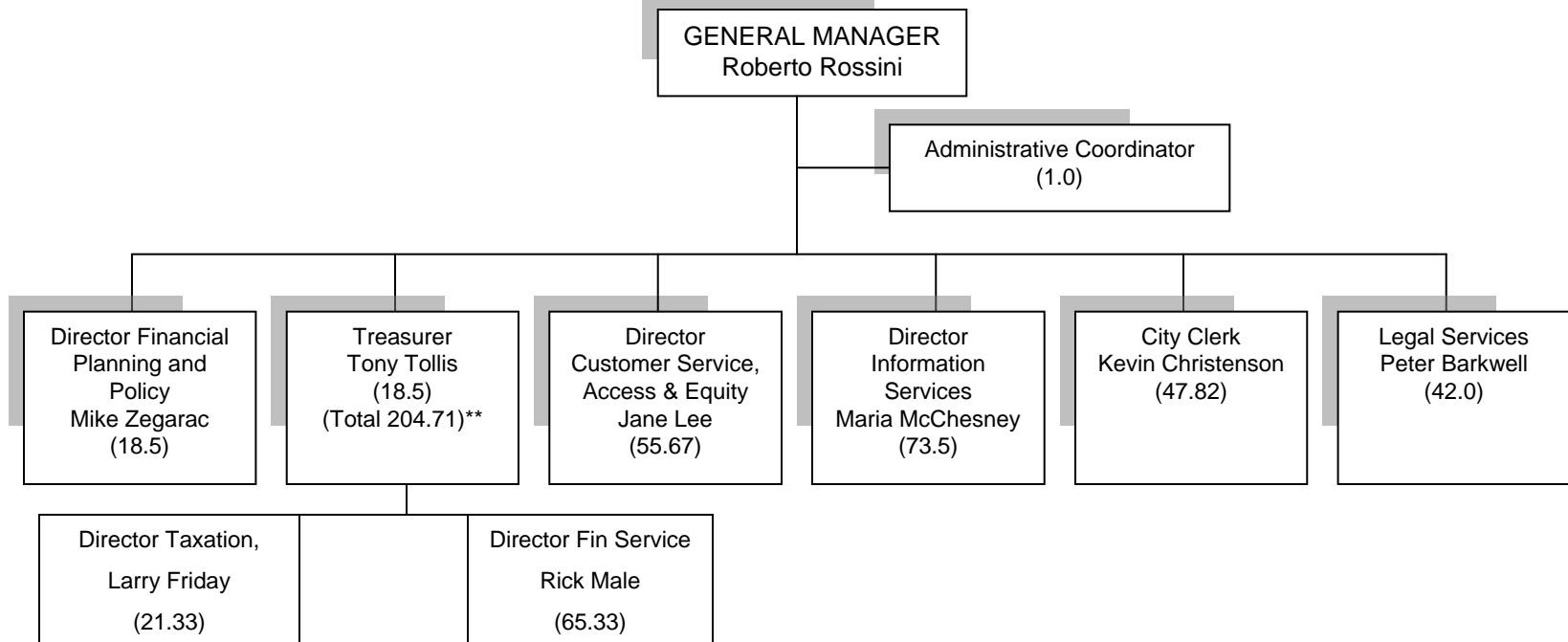


CORPORATE SERVICES

OVERVIEW



Complement (FTE)	Management	Other	Total	Staff to Mgt Ratio
2009	31.0	319.11	350.11	10.29
2010	30.0	314.65	344.65	10.49
Change	(1.0)	(4.46)	(5.46)	(0.20)
F&A Complement (Budget in OP dept)	3.0	96.55	99.55	32.18

** Includes 96.55 fte F&A staff whose budgets are included within operating departments

KEY BUSINESS DRIVERS

Major CHALLENGES the Department is facing, today...

- Financial Sustainability and need to grow the economy and non-residential tax base
- 2010 Budget challenges and pressures
 - Initial 6.2% projected tax increase vs. 2% or less guideline
- Tax Arrears and Revenue pressures eg. POA, Supplementary Assessment
- Lack of IT resources and investments
- Web site problems: governance, search engine, managing info, more business transactions, etc.
- Increasing Customer Service expectations, AODA Legislation & Regulatory compliance

KEY BUSINESS DRIVERS

Major CHALLENGES the Department is facing, today...

- Proactive Risk Management and reducing legal exposures and law suits
- Maintaining a balance between effective, streamlined Purchasing and transparency / fairness
- The 2010 Election
- Demands to continually reduce costs
- Infrastructure financing and impacts on future debt and reserves

2010 NET OPERATING BUDGET BY DIVISION

Division	2009 Restated	2010 Requested	\$ Change	% Change
City Clerk	1,975,097	1,854,404	(120,693)	(6.1)%
Corporate Services Admin	320,019	323,992	3,973	1.2%
Customer Service	4,047,497	4,002,889	(44,608)	(1.1)%
Financial Planning & Policy	650,392	675,867	25,475	3.9%
Information Services	9,515,000	9,715,763	200,763	2.1%
Treasury Services				
> <i>Financial Services</i>	4,984,635	5,073,607	88,972	1.8%
> <i>Taxation</i>	1,004,044	1,022,299	18,255	1.8%
> <i>F&A, Risk, Admin</i>	633,389	683,016	49,627	7.8%
Total	6,622,068	6,778,922	156,854	2.4%
TOTAL	\$25,217,655	\$25,533,716	\$316,061	1.3%

2010 GROSS – NET BY DEPARTMENT

Corporate Services

	2009	2009	2010	2010	2010	2010 Requested /	
	Budget	Projected Actual	Base Budget	Savings Options	Requested Budget	2009 Budget	
						\$	%
EMPLOYEE RELATED COST	29,726,251	29,100,993	30,656,187	(375,607)	30,280,580	554,329	1.9%
MATERIAL AND SUPPLY	2,319,362	2,353,498	2,324,352	(44,173)	2,280,179	(39,183)	(1.7)%
BUILDING AND GROUND	1,024,640	1,013,140	1,100,500	(16,000)	1,084,500	59,860	5.8%
CONSULTING	144,470	129,180	139,470	0	139,470	(5,000)	(3.5)%
CONTRACTUAL	2,771,688	2,839,032	2,621,698	(5,720)	2,615,978	(155,710)	(5.6)%
RESERVES / RECOVERIES	3,847,640	3,790,860	3,982,695	0	3,982,695	135,055	3.5%
COST ALLOCATIONS	(16,653,030)	(16,700,496)	(17,285,202)	0	(17,285,202)	(632,172)	(3.8)%
FINANCIAL	11,449,870	13,462,262	11,635,782	1,000	11,636,782	186,912	1.6%
TOTAL EXPENDITURES	34,630,891	35,988,469	35,175,482	(440,500)	34,734,982	104,091	0.3%
FEEES AND GENERAL	(6,035,457)	(6,202,482)	(6,129,711)	0	(6,129,711)	(94,254)	(1.6)%
TAX AND RATES	(105,000)	(125,000)	(107,100)	0	(107,100)	(2,100)	(2.0)%
RESERVES	(3,272,779)	(3,196,391)	(2,964,455)	0	(2,964,455)	308,324	9.4%
TOTAL REVENUES	(9,413,236)	(9,523,873)	(9,201,266)	0	(9,201,266)	211,970	2.3%
NET LEVY	25,217,655	26,464,596	25,974,216	(440,500)	25,533,716	316,061	1.3%

2010 Submission vs. Budget Guideline

Corporate Services

2010 Submission vs. Budget Guideline

2009 Budget		\$25,217,700	
	2010 Levy Change		
	\$		
2010 Base Levy Change	\$756,600		
2010 Savings Options	-\$440,500		
2010 Budget Excluding Provincial Impact ¹		\$25,533,700	1.3%
2010 Provincially Mandated	\$0		
2010 Requested Budget	\$316,100	\$25,533,700	1.3%

1 - Council Guideline is 2% or less excluding provincial impacts.

2010 Recommended Savings Options

Savings Options	FTE	\$ Levy Impact	
		Gross	Net
Customer Service - Municipal Service Centre Efficiencies	(2.00)	\$ (115,000)	\$ (115,000)
Customer Service - Call Centre Efficiencies	(0.46)	\$ (55,300)	\$ (55,300)
Clerks - Reduce 1 Deputy Clerk (retirement)	(1.00)	\$ (120,200)	\$ (120,200)
Clerks - Re-organization	(2.00)	\$ (150,000)	\$ (150,000)
Total Savings Options	(5.46)	\$ (440,500)	\$ (440,500)

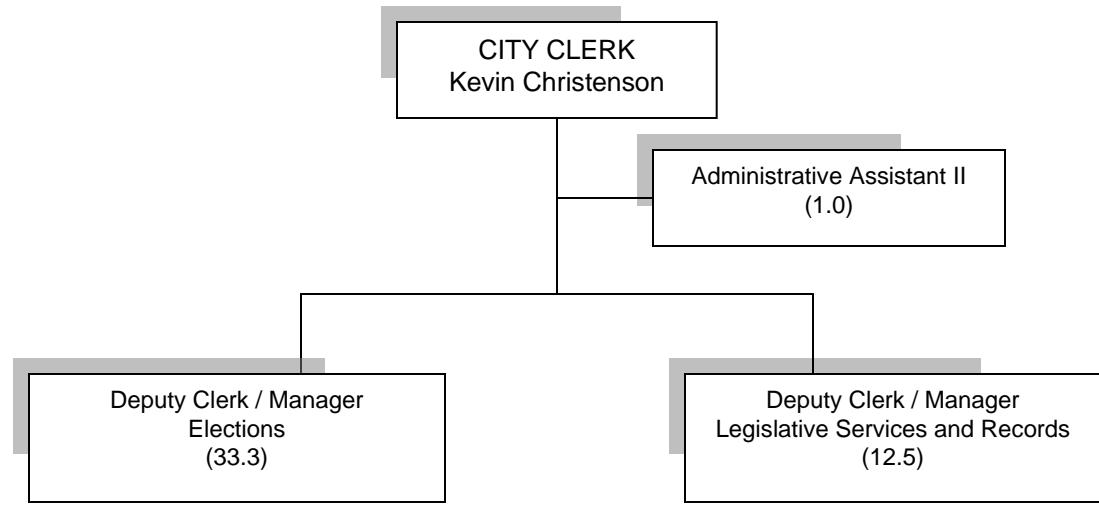
Department

2010 Budget

Clerks



CITY CLERK'S



Complement (FTE)	Management	Other	Total	Staff to Mgt Ratio
2009	3.0	47.82	50.82	15.94
2010	2.0	45.82	47.82	22.91
Change	(1.0)	(2.0)	(3.0)	(6.97)

2010 NET OPERATING BUDGET BY SECTION

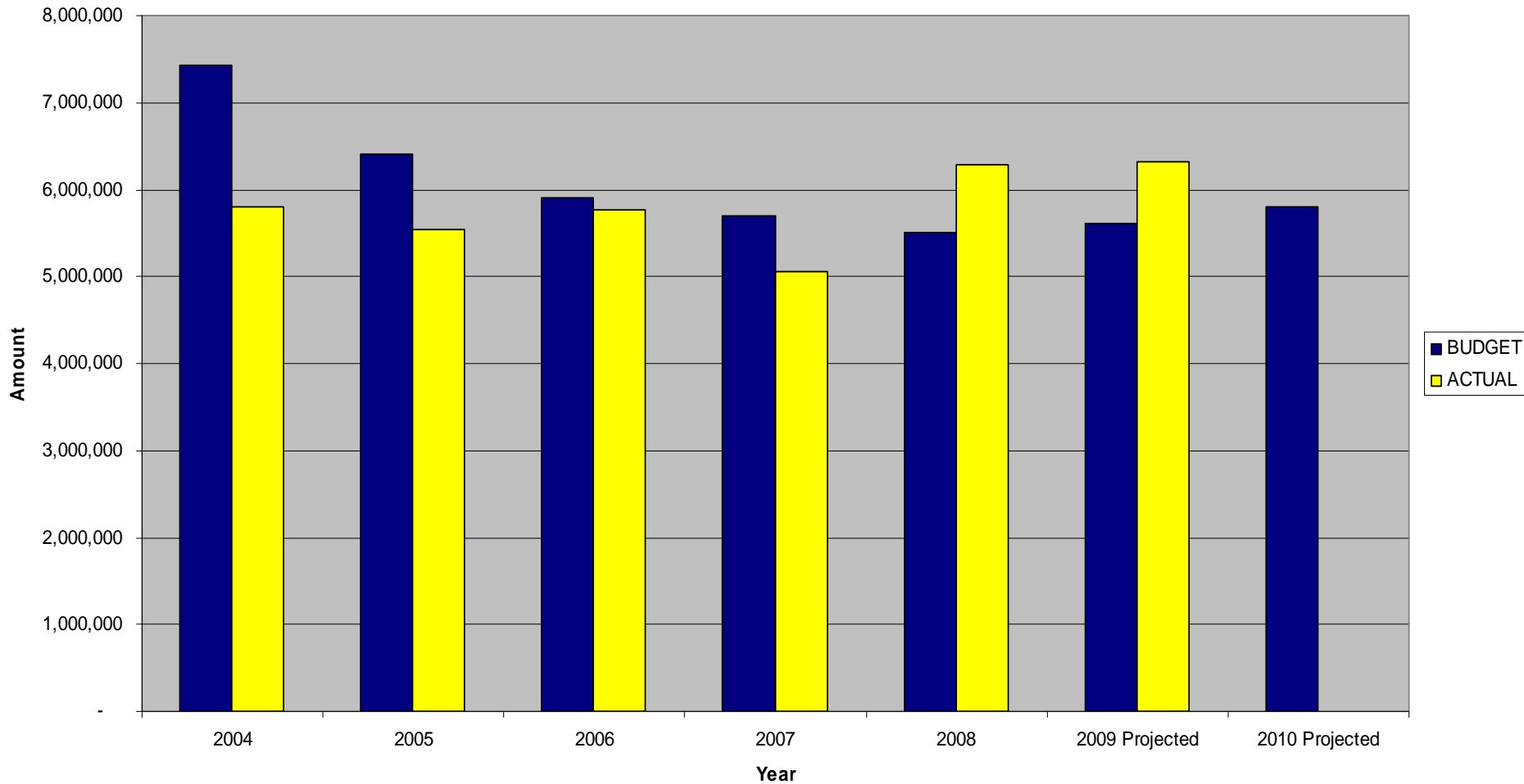
Division	2009 Restated	2010 Requested	\$ Change	% Change
City Clerk Admin	695,792	438,315	(257,477)	(37.0)%
Counter Services	(107,376)	(104,266)	3,110	2.9%
Elections	247,170	246,720	(450)	(0.2)%
FOI	189,721	193,579	3,858	2.0%
Legislative Support	531,902	548,517	16,615	3.1%
POA	0	0	0	0
Print & Mail	101,065	201,889	100,824	99.8%
Records	316,823	329,650	12,827	4.0%
TOTAL	\$1,975,097	\$1,854,404	(\$120,693)	(6.1)%

2010 POA GROSS - NET

Division	2009 Restated	2010 Requested	\$ Change	% Change
Revenues				
POA Fine Revenues	(3,124,657)	(3,130,098)	(5,441)	0.2%
Expenses				
Employee Related	1,473,847	1,511,058	37,211	2.5%
Material and Supply	93,620	93,620	0	0%
Building and Ground	138,810	138,810	0	0%
Contractual	308,250	308,250		
Cost Allocations	627,640	595,870	(31,770)	(5.1)%
Financial	482,490	482,490	0	0%
Net	\$0	\$0	\$0	0)

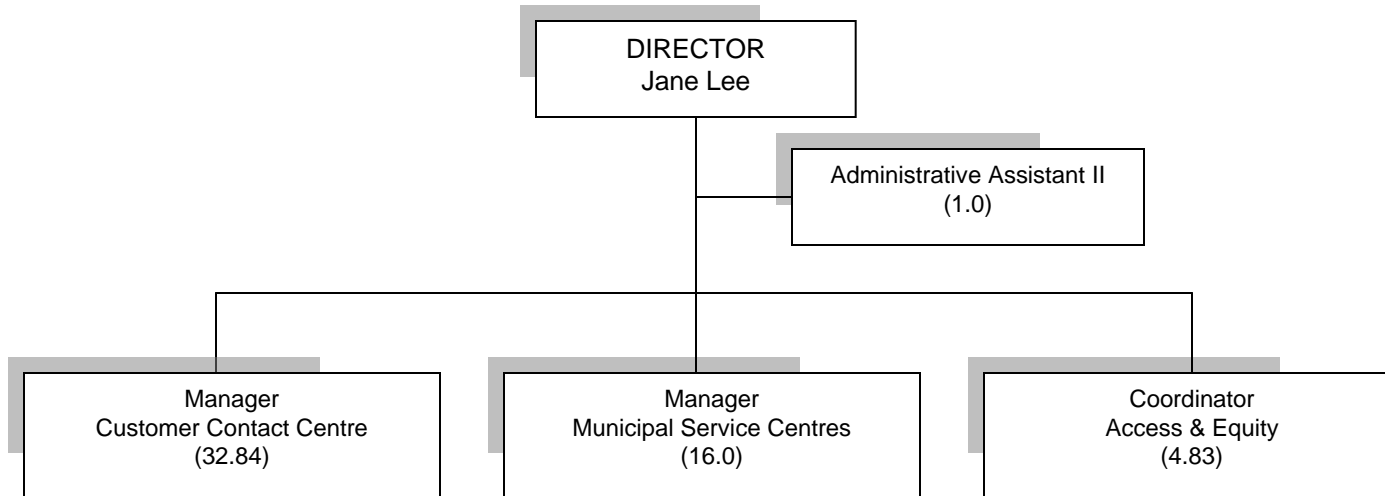
2010 POA REVENUES - 5 YEAR AVERAGE

POA Gross Revenues



Customer Service

CUSTOMER SERVICE, ACCESS & EQUITY



Complement (FTE)	Management	Other	Total	Staff to Mgt Ratio
2009	4.0	54.13	58.13	13.53
2010	4.0	51.67	55.67	12.92
Change	0	(2.46)	(2.46)	(.61)

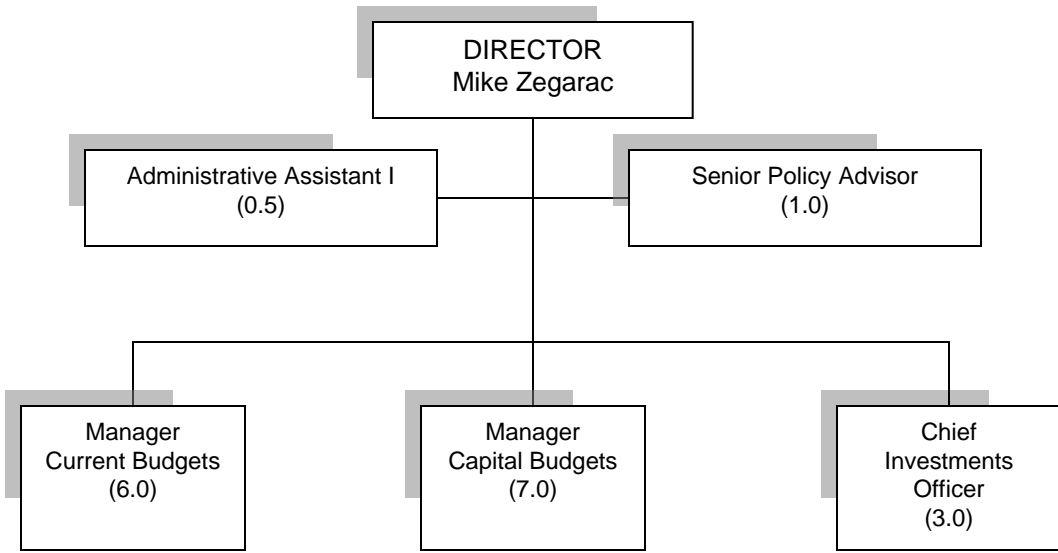
2010 NET OPERATING BUDGET BY SECTION

Division	2009 Restated	2010 Requested	\$ Change	% Change
Access & Equity	479,669	473,454	(6,215)	(1.3)%
Customer Contact Centre	2,180,621	2,222,940	42,319	1.9%
Customer Service – Admin	272,457	285,948	13,491	5.0%
Municipal Service Centre	1,114,750	1,020,547	(94,203)	(8.5)%
TOTAL	\$4,047,497	\$4,002,889	(\$44,608)	(1.1)%

Financial Planning And Policy



FINANCIAL PLANNING & POLICY



Complement (FTE)	Management	Other	Total	Staff to Mgt Ratio
2009	4	14.5	18.5	3.6
2010	4	14.5	18.5	3.6
Change	0	0	0	0

2010 NET OPERATING BUDGET BY SECTION

Division	2009 Restated	2010 Requested	\$ Change	% Change
Administration	149,044	209,324	60,280	40.4%
Capital Budget	0	0	0	0
Current Budget	501,348	466,543	(34,805)	(6.9)%
Investments	0	0	0	0
TOTAL	\$650,392	\$675,867	\$25,475	3.9%

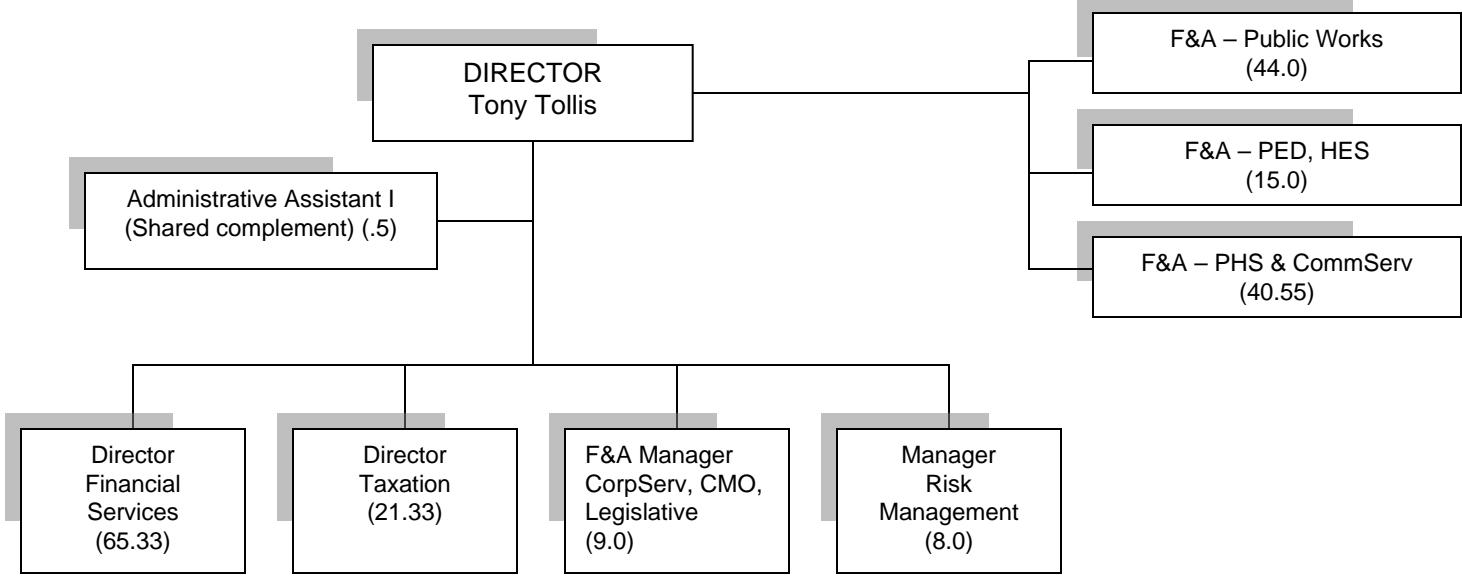
2010 INVESTMENTS GROSS - NET

Division	2009 Restated	2010 Requested	\$ Change	% Change
Revenue				
Fees and General	(928,990)	(944,783)	(15,793)	1.7%
Reserves	(76,500)	(76,500)	0	0%
Expenses				
Employee Related	349,520	356,463	6,943	2.0%
Materials and Supply	2,240	2,240	0	0%
Consulting	25,000	20,000	(5,000)	(20.0)%
Contractual	56,960	56,960	0	0%
Cost Allocations	157,100	165,950	8,850	5.6%
Financial	414,670	419,670	5,000	1.2%
TOTAL	\$0	\$0	\$0	0%

Treasury



TREASURY



Complement (FTE)	Management	Distributed Management *	Other Staff	Distributed Staff *	Total	Staff to Mgt Ratio
2009	8.0	3.0	97.16	96.55	204.71	17.61
2010	8.0	3.0	97.16	96.55	204.71	17.61
Change	0.0	0.0	0.0	0.0	0.0	0.0

* Represents distributed staff whose budgets are in operating departments.

2010 NET OPERATING BUDGET BY SECTION

Division	2009 Restated	2010 Requested	\$ Change	% Change
Administration	291,242	292,866	1,624	0.6%
Finance & Administration	365,272	390,151	24,879	6.8%
Financial Services	4,984,635	5,073,607	88,972	1.8%
Risk Management	(23,125)	0	23,125	100%
Taxation	1,004,044	1,022,299	18,255	1.8%
TOTAL	\$6,622,068	\$6,778,922	\$156,854	2.4%

2010 Cost Drivers in Excess of 2%Finance and Admin – 6.8%

- Employee merit and COLA \$39K – 5.3%
- Cost Allocations – Increased recovery for staff costs(\$14K) – 3.7%

Risk Management – 100%

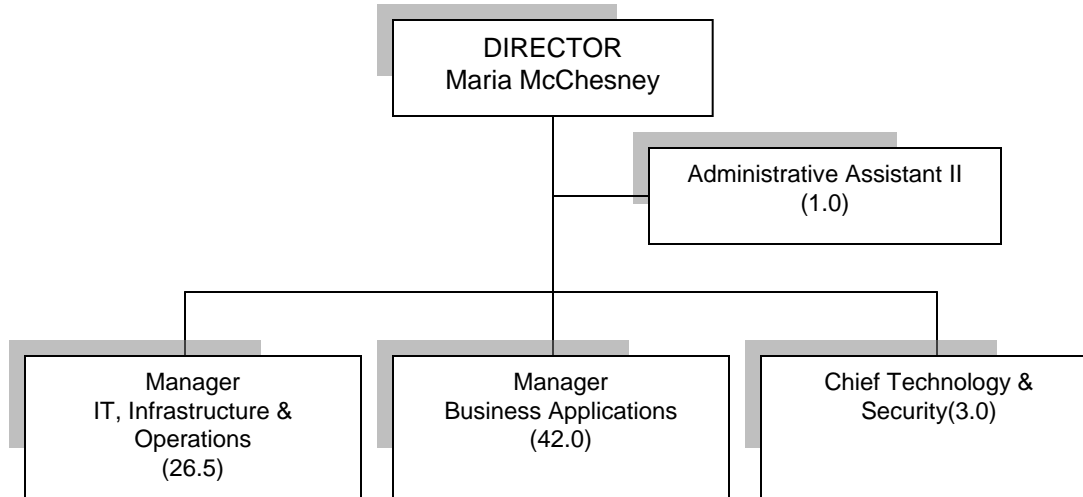
- Department should be fully recoverable. In prior budget year, changes to some costs (ie universal wage increases) were made prior to budget load creating a variance in 2009

2010 RISK MANAGEMENT GROSS - NET

Division	2009 Restated	2010 Requested	\$ Change	% Change
Revenue				
Reserve Contribution	(1,479,090)	(1,189,735)	289,355	(19.6)%
Miscellaneous Revenue	(830)	(830)	0	0%
Expenses				
Employee Related	695,095	721,933	26,838	3.9%
Materials and Supply	31,170	28,350	(2,820)	(9.0)%
Building and Ground	420	420	0	0%
Consulting	9,290	9,290	0	0%
Cost Allocations	(9,193,110)	(9,734,340)	(541,230)	5.9%
Financial	9,911,730	10,161,412	249,682	2.5%
TOTAL	(\$23,125)	\$0	\$23,125	100%

Information Services

INFORMATION SERVICES



Complement (FTE)	Management	Other	Total	Staff to Mgt Ratio
2009	4.0	69.5	73.5	17.37
2010	4.0	69.5	73.5	17.37
Change	0	0	0	0

2010 NET OPERATING BUDGET BY SECTION

Division	2009 Restated	2010 Requested	\$ Change	% Change
Canon Printers	0	0	0	0%
Centres of Expertise	409,525	341,232	(68,293)	(16.7)%
Equipment Maintenance	5,000	5,000	0	0%
Business Applications	3,703,662	3,958,680	255,018	6.9%
I/P Telephony	0	0	0	0%
IS – Administration	1,245,684	1,242,820	(2,684)	(0.2)%
Network & Client Support	4,151,130	4,168,031	16,902	0.4%
Servers	0	0	0	0%
Third Party Costs	0	0	0	0%
TOTAL	\$9,515,000	\$9,715,763	\$200,763	2.1%

IS COMPARITORS TO OTHER MUNICIPALITIES

Municipality / Region	Population	Number of Employees (full time & part time)	Number of Personal computers	Number of Facilities	Total Number of IT Staff	2009 Operating Budget	2009 Capital Budget
City of London	352,000	4750	2250	71	77	\$14.4M	\$1.2M
City of Mississauga	710,000	6694	2750	80	129	\$14.4M	\$9.0M
Region of Niagara	435,000	3800	1870	72	46	\$ 7.4M	\$1.8M
City of Ottawa	833,700	12568	7259	240	362	n/a	n/a
Hamilton	501,000	8997	3600	174	73.5	\$9.6M	\$2.7M

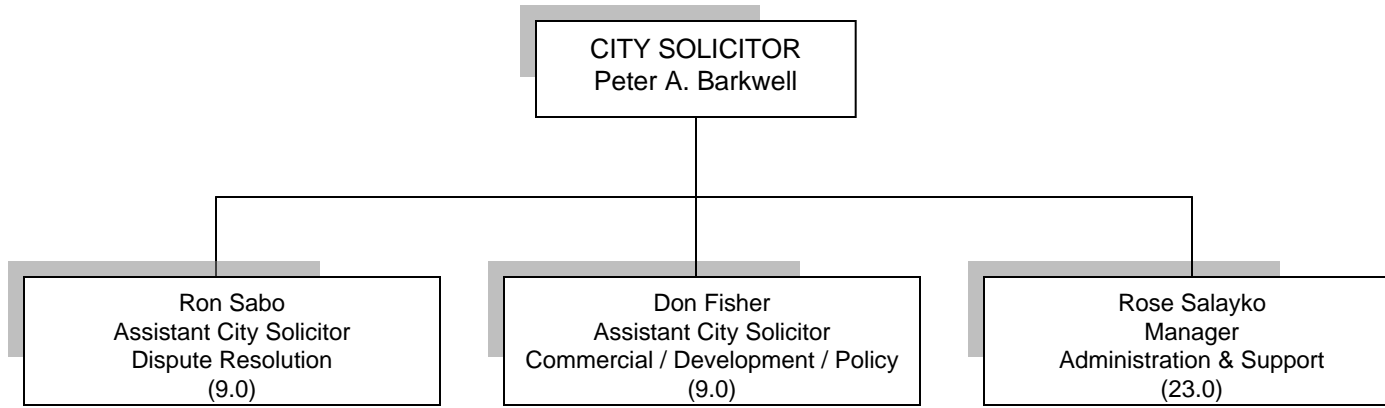
2010 IS MUNICIPAL COMPARITORS

Municipality / Region	# of Personal Computers	# of I.T. Staff	Staff to Device Ratio
City of Mississauga	2750	129	21.30 devices per IT staff
City of Guelph	600	27	22.20 devices per IT staff
City of Barrie	770	31	24.80 devices per IT staff
City of Windsor	1475	53	27.80 devices per IT staff
City of Burlington	700	25	28.00 devices per IT staff
Town of Oakville	1000	35	28.50 devices per IT staff
City of Kingston	570	20	29.20 devices per IT staff
City of London	2250	77	29.20 devices per IT staff
City of Oshawa	800	23	34.70 devices per IT staff
Region of Niagara	1870	46	40.60 devices per IT staff
City of Hamilton	3600	73	49.31 devices per IT staff

Legal



LEGAL SERVICES



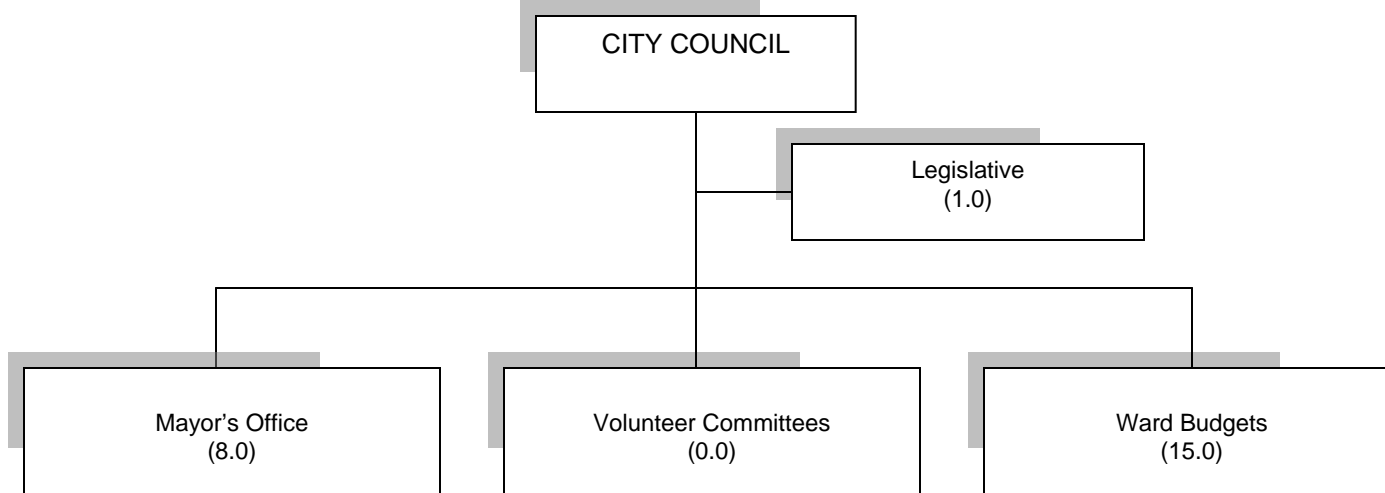
Complement (FTE)	Management	Other	Total	Staff to Mgt Ratio
2009	4.0	38.0	42.0	9.5
2010	4.0	38.0	42.0	9.5
Change	0	0	0	0

2010 LEGAL GROSS - NET

Division	2009 Restated	2010 Requested	\$ Change	% Change
Revenue				
Fees and General	(54,760)	(55,860)	(1,100)	2.0%
Reserves	(512,910)	(522,910)	(10,000)	1.9%
Expenses				
Employee Related	2,087,582	2,181,878	102,376	2.3%
Material and Supply	77,200	77,200	0	0%
Building and Ground	420	420	0	0%
Contractual	53,500	53,500	0	0%
Cost Allocations	(2,340,190)	(2,337,170)	3,020	(0.1%)
Financial	413,200	413,200	0	0%
TOTAL	\$2,087,582	\$2,181,878	\$94,296	4.5%

LEGISLATIVE

LEGISLATIVE



Complement (FTE)	Management	Other	Total	Staff to Mgt Ratio
2008	0.0	25.0	25.0	N/A
2009	0.0	25.0	25.0	N/A
Change	0	0	0	

2010 Submission vs. Budget Guideline

Legislative

2010 Submission vs. Budget Guideline

2009 Budget		\$4,171,300	
	2010 Levy Change		
	\$		
2010 Base Levy Change	\$53,100		
2010 Savings Options	\$0		
2010 Budget Excluding Provincial Impact ¹		\$4,224,400	1.3%
2010 Provincially Mandated	\$0		
2010 Requested Budget	\$53,100	\$4,224,400	1.3%

1 - Council Guideline is 2% or less excluding provincial impacts.

2010 NET OPERATING BUDGET BY DIVISION

Division	2009 Restated	2010 Requested	\$ Change	% Change
Legislative Budget	342,268	346,2345	3,967	1.2%
Mayor	954,844	972,049	17,205	1.8%
Volunteer Committees	88,290	88,290	0	0%
Ward Budgets	2,785,925	2,817,819	31,894	1.1%
TOTAL	\$4,171,327	\$4,224,394	\$53,067	1.3%

2010 CANON PRINTERS GROSS - NET

Division	2009 Restated	2010 Requested	\$ Change	% Change
Revenue				
Service Recoveries	(35,450)	(56,320)	(20,870)	58.9%
Expenses				
Contractual	1,124,450	978,130	(146,320)	(13.0)%
Cost Allocations	(1,089,000)	(921,810)	167,190	(15.4)%
TOTAL	\$0	\$0	\$0	0%

2010 I/P TELEPHONY GROSS - NET

Division	2009 Restated	2010 Requested	\$ Change	% Change
Revenue				
Service Recoveries	(34,420)	(50,140)	(15,720)	45.7%
Expenses				
Building and Ground	809,360	885,220	75,860	9.4%
Cost Allocations	(774,940)	(835,080)	(60,140)	7.8%
TOTAL	\$0	\$0	\$0	0%

2010 SERVERS GROSS - NET

Division	2009 Restated	2010 Requested	\$ Change	% Change
Revenue				
Service Recoveries	(2,020)	(2,020)	0	0%
Expenses				
Reserves/Recoveries	1,089,590	1,124,010	34,420	3.2%
Cost Allocations	(1,087,570)	(1,121,990)	(34,420)	3.2%
TOTAL	\$0	\$0	\$0	0%

2010 THIRD PARTY COSTS GROSS - NET

Division	2009 Restated	2010 Requested	\$ Change	% Change
Revenue				
Lease Mtce Recovery	(13,360)	(12,780)	580	(4.3)%
Expenses				
Cost Allocations	13,360	12,780	(580)	4.3%
TOTAL	\$0	\$0	\$0	0%