



# MAYOR'S update



## A Personal Message from Mayor Bonnie Crombie

Every day, nearly 800,000 residents in our city wake up to go to work, school, visit friends, take care of aging family members or run errands.

At the end of the day, we all want the same things. We want to go home after a long day's work and spend time with family and friends. We want to be able to afford to live and work in our city and do so comfortably. We want to get to work quickly and on time, whether that is in a car, on a bus, by train or riding a bike.

We recognize that you work hard for your money. That's why Council and staff are committed to delivering value for money and keeping your hard-earned dollars in your pocket.

This year's budget was designed after extensive input and consultation with residents, local businesses and community organizations. It's a fiscally responsible plan that creates an environment for residents and local businesses to grow and thrive.

Our budget invests in our City's key priorities, such as infrastructure and expanding public transit, while delivering quality services that residents, established companies and emerging entrepreneurs rely on every day.

As a City, we strive to run an efficient and effective government but the unfortunate reality is that this is getting increasingly harder to do. Cities are asked to do a lot with a little. Of every household tax dollar collected, only 9 cents goes to Mississauga, whereas 44 cents goes to the provincial government and 47 cents goes to the federal government.

You may have seen recently that the provincial government has made changes to funding formulas for cities like Mississauga that will result in less money for us to build infrastructure and deliver services. At the end of the day, there is only one taxpayer, so reductions in funding to cities like Mississauga make it more difficult for us to do

our job and maintain the high quality of life you have come to expect. While we understand the provincial government faces financial challenges, it should not be property taxpayers who have to find solutions. We need all three levels of government to work together to build healthy, sustainable communities.

As a City, we will continue to show discipline with taxpayers' money, while making the strategic investments needed to help grow our city. Mississauga maintains its 'AAA' credit rating for the 15<sup>th</sup> year in a row. This gives job creators the confidence to grow, expand and succeed here at home.

We continue to balance the budget while also finding savings. Mississauga has found more than \$55 million in savings over the last 10 years. This year alone, we have identified \$3.1 million in cost savings, which is equivalent to reducing the taxes our City collects from residents and businesses by 0.6 per cent. Property taxes in Mississauga also continue to remain lower than the Greater Toronto Area (GTA) average.

Thank you to the thousands of residents, business owners and professionals from across our city that provided their valuable feedback on this year's budget.

If you didn't get a chance to provide feedback, we encourage you to email your questions or comments to [budget@mississauga.ca](mailto:budget@mississauga.ca). Let's keep the conversation going.

Whether you work, go to school, live or run a business in our city, we are working together to pave the way for Mississauga's promising future as a world-class city.

A handwritten signature in black ink that reads "Bonnie Crombie".

Warmest regards,

Bonnie Crombie, MBA, ICD.D.  
Mayor of Mississauga

## 2019 Budget Highlights

This year's budget is proof that Mississauga is working. Together, we have designed a budget that invests in our shared priorities while allowing us to invest in the future of our city. It also ensures we can continue to deliver the quality local services our residents have come to rely on. From investing in public transit and safety, to better managing traffic signals, to improving

housing affordability, we are making strategic investments while ensuring we continue to deliver programs and services in a cost-effective manner.

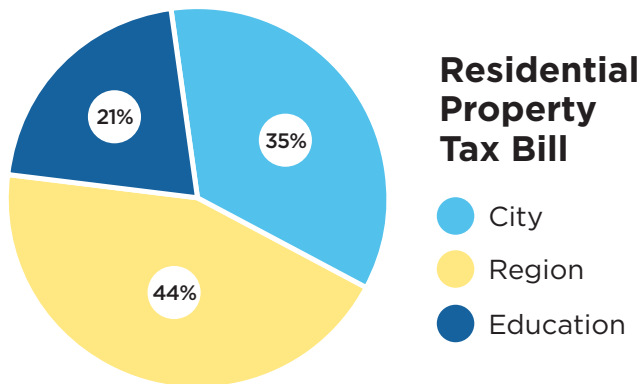
In 2019, Mississauga residents will see more transit service hours, additional transit security and public safety and more proactive fire prevention education. This is in addition to road, traffic and other infrastructure improvements, winter road maintenance, recreation programs, libraries and parks.



## Understanding Your Property Tax Bill

The City collects taxes from residents and businesses to pay for our day-to-day operations and to set aside funding for future city-building projects. All property owners must pay taxes to the City even if they don't use all the services provided.

We issue two tax bills each year to residential and business property owners. If your property is newly constructed or has been changed (severed or consolidated), you may receive additional supplementary tax bills.



The City of Mississauga is one of four levels of government with various responsibilities: municipal, regional, provincial and federal.

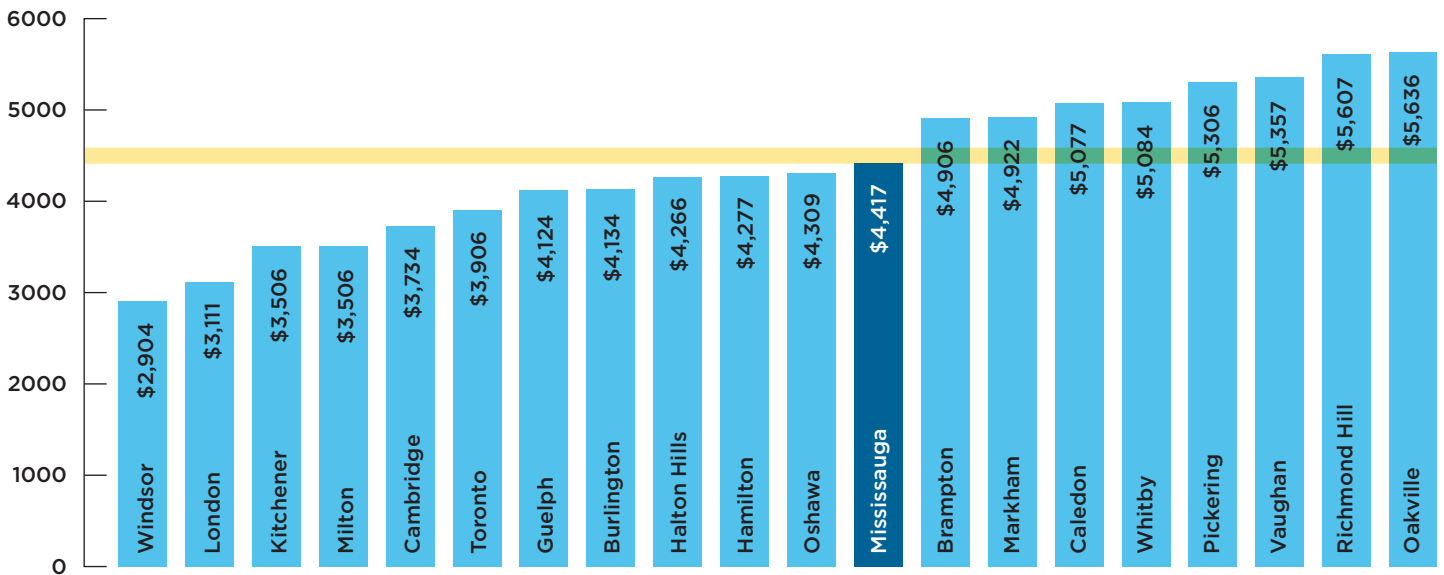
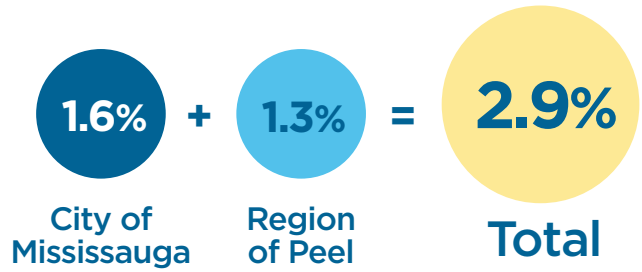
Your property tax bill reflects funding for services delivered by three of these levels of government - The City of Mississauga, the Region of Peel and the Government of Ontario for the Ministry of Education.

Mississauga is part of a two-tier government structure. This means property taxes provide funding for local city services and regional-level services, as well as for education.

# Keeping Your Property Taxes Competitive

You work hard and this is your city. We are working diligently to keep more money in your pocket and keep Mississauga affordable for all.

Through dedication, innovation and continuous improvements we have been able to keep the average residential property tax below the GTA average.



Source: 2018 Municipal Study - BMA Consulting Inc.

# Identifying Efficiencies and Saving You Money

Fiscal prudence, efficiencies and identifying cost savings are baked into our corporate DNA.

We are always looking at ways to deliver services more efficiently and effectively. Through the Lean methodology, staff are trained to find efficiencies, think differently and transform the way we do business across our organization.

This allows us to keep your taxes competitive, while ensuring we can continue to improve our processes, provide a high level of customer service and deliver the quality services our residents have come to rely on.

Over the past 10 years, we have found more than \$55 million in savings.

## Savings:



\$8.94 million in cost avoidance



\$2.15 million in cost savings



178,402 hours in freed capacity

## Results:



100 Lean completed projects and 48 in-progress



2,310 just-do-it small improvements



including 504 environmental improvements



and 337 safety improvements

## Dealing with Increasing Demands on Fire Services

Mississauga Fire and Emergency Services (MFES) responds to more than 30,000 incidents annually. These incidents include fires, medical emergencies, hazardous materials, gas leaks, water, ice and high angle rescue, public assistance, carbon monoxide incidents and motor vehicle collisions.

For 2019, 13 per cent of our budget will deliver on MFES programs and services to protect life, property and the environment. These include targeted public education programs, proactive and life safety inspections and two new fire stations.

MFES has been dealing with increased demands when it comes to balancing public safety, response times, aging infrastructure, the need for new services, fiscal constraints and growing demands and expectations from the community. This includes targeting National Fire Protection Association (NFPA) standards.

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## Improving Transit Remains a Priority

We have heard from residents that transit and transportation, which also means congestion, remain a top priority for our city.

In addition to Metrolinx's Hurontario LRT, there are many projects underway that will strengthen our regionally-integrated transit system and get people moving across our city and beyond.

We continue to invest in expanding our MiWay network, adding 31,000 hours of service this year alone. We recently launched a convenient express service to Toronto Pearson International Airport that provides a quick, efficient and affordable way for travellers, visitors on business and thousands of airport employees to get to and from work. Our new 24-hour service on four MiWay routes also helps get people moving no matter the time of the day.

Advocating for all-day, two-way service on all three Mississauga GO Transit lines, particularly the Milton line, remains a priority. This expanded service is essential for our economic growth, quality of life and ability to attract new business and remain competitive.

We are also working to improve transit along Dundas Street and the Lakeshore. We are exploring rapid transit

In response to these increased pressures, we developed a long-range Fire & Emergency Services Master Plan that guides the delivery of programs and services over the next 10 years. The plan balances the approach between public safety and fiscal responsibility - meeting your needs and circumstances by responding to changes in population, industry trends and current operating conditions.

The plan outlines six key strategic priorities - Education, Enforcement, Engineering, Economic Incentives, Emergency Response and Continuous Improvement. Each priority outlines actionable recommendations which reinforce industry best practice and reflect results from the Fire & Emergency Services Comprehensive Risk Assessment.

In alignment with the Master Plan, the City's Fire & Emergency Services Business plan will continue to:

- Maintain existing service levels
- Enhance Public Education Programming based on risk
- Develop a Proactive Fire Safety Inspection Program
- Improve response times
- Improve Fleet and Inventory Management
- Certify staff to industry standards

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along both of these corridors to help meet the population growth we will experience in these communities in the next decade and beyond.

We will continue to work to build a connected transit network that will prepare Mississauga for the future, get people moving and ensure Mississauga remains an attractive place for businesses to invest.

## Progress on the Hurontario Light Rail Transit (LRT)

Construction is already underway in preparation for the Hurontario LRT, 18 km of rapid transit with 19 stops that will form the north-south spine of our regionally-connected transit system.

The LRT will move tens of thousands of people, helping Mississauga tackle gridlock and congestion.

While there have been some modifications to the scope of the project, we are pleased that the Government of Ontario remains committed to this important project, including the promise to cover 100 per cent of the costs needed to build the LRT.

We must invest in public transit. Congestion is not only slowing down our travel times, but also affecting our bottom line and costing our economy an estimated \$11 billion a year.

**For more information, please contact:** .....

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