



5,210 KM OF ROADS  
823 RECREATION FACILITIES  
24/7, 365 DAYS A YEAR ACCESS TO FIRE & EMERGENCY  
\$8 BILLION INFRASTRUCTURE  
SNOW CLEARED FROM 5,210 KM OF ROADS AND 2,204 KM OF SIDEWALKS  
POWER SUPPLIED TO 49,234 STREET LIGHTS AND 511 TRAFFIC LIGHTS  
244 KM OF BICYCLE LANES AND BOULEVARD MULTI-USE TRAILS  
56 KM OF NOISE BARRIERS  
223 BRIDGES AND CULVERTS

# Approved

## 2014-2016 Business Plan Update and 2014 Budget

City of Mississauga, Ontario, Canada

1.3 MILLION LIBRARY ITEMS IN MULTIPLE LANGUAGES AND FORMATS  
GRASS CUT ON 530 SPORTS FIELDS  
EQUIPMENT MAINTAINED ON 255 PLAYGROUNDS  
23,314 RECREATION PROGRAMS  
530 SPORTS FIELDS  
511 SIGNALIZED INTERSECTIONS  
25 ICE RINKS, 18 POOLS AND 11 COMMUNITY CENTRES  
93 TRANSIT ROUTES, 1.3 MILLION HOURS OF SERVICE  
102 EVENT DAYS AT CELEBRATION SQUARE AND 505,000 VISITORS  
6,700 ACRES OF PARKS AND OPEN SPACES  
5,210 KM OF ROADS  
823 RECREATION FACILITIES  
24/7, 365 DAYS A YEAR ACCESS TO FIRE & EMERGENCY SERVICES

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## Approval of the 2014 - 2016 Business Plan and 2014 Budget

The Council Budget Committee met between November 26, 2013 and December 4, 2013 to scrutinize and deliberate the 2014 – 2016 Business Plan and 2014 Budget document. Council approved the budget, as recommended in this document, on December 11, 2013 through Resolution BC-0211-2013.

This Section of the budget book contains the 2014 Approved Budget and three years of actual financial performance (2011, 2012 and 2013).

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

- **Policy Document:** The budget represents the most important set of policy decisions City Council will make regarding how and where public resources will be spent. The document establishes the framework for services: the way they will be provided and how they will be funded.
- **Financial Plan:** The budget process is also a total and thorough effort in fiscal planning and provides a multi-year focus. This document discusses the impact of today's decisions on tomorrow's future.
- **Operations Guide:** The budget is a "road map" for department managers. It provides a service framework which includes not only financial information but personnel levels and performance targets.
- **Communications Device:** The budget is the single most important opportunity the City has for communicating its financial, operational and policy goals to all its ratepayers, to City Council and to City staff.

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



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## Approved Budget Table of Contents

1.0	Appendix 1 – Summary of 2014-2016 Business Plan & Budget Amendments .....	5
2.0	Appendix 2 – Approved Operating Budget and Actuals.....	7
3.0	Appendix 3 - Service Capital Budget Summary – 2014 Approved Funding .....	25
4.0	Appendix 4 – Summary of Full Time Equivalent .....	43





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## 1.0 Appendix 1 – Summary of 2014-2016 Business Plan & Budget Amendments

Council has reviewed the 2014-2016 Business Plan & Budget and has approved the following changes and additions.

Service Area	Operating or Capital	Initiative Description	FTE	Recommended (\$000's)	Approved (\$000's)	Changes (\$000's)
Mississauga Transit	Operating	Diesel Fuel Budget	0.0	1,748.0	1,398.0	(350.0)
Mississauga Transit	Operating	Transitway Stations	0.0	751.0	401.0	(350.0)
Business Services	Operating	Information Desk at Civic Centre	1.2	0.0	70.0	70.0
Information Technology	Operating	Automatic Dialing - Announcing Device	0.0	0.0	1.5	1.5
Information Technology	Capital	Automatic Dialing - Announcing Device	0.0	0.0	35.0	35.0
Total			1.2	2,499.0	1,905.5	(593.5)

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



## 2.0 Appendix 2 – Approved Operating Budget and Actuals

### CITY OF MISSISSAUGA

Description	2011 Actuals \$	2012 Actuals \$	2013 Actuals \$	2011 Budget \$	2012 Budget \$	2013 Budget \$	2014 Budget \$
<b>Expenditures</b>							
<b>Labour Costs</b>	<b>388,691,594</b>	<b>404,780,575</b>	<b>421,404,971</b>	<b>395,730,100</b>	<b>414,377,800</b>	<b>431,361,251</b>	<b>445,574,732</b>
Staff Development Costs	1,562,269	1,682,325	1,638,351	1,891,800	1,959,100	1,914,800	2,110,200
Communication Costs	2,711,758	2,782,260	2,805,611	2,963,900	2,736,800	2,786,560	3,017,560
Transportation Costs	26,826,706	27,169,489	28,037,549	23,843,300	25,791,150	27,122,970	30,051,404
Occupancy & City Costs	30,365,433	30,943,902	30,658,081	29,418,900	32,054,300	30,025,400	29,068,032
Equipment Costs & Maintenance Agreements	6,837,073	7,592,088	9,967,663	8,181,000	9,069,100	11,281,070	11,662,240
Contractor & Professional Services	47,185,413	45,339,369	49,003,436	44,835,100	47,433,078	47,992,572	49,480,904
Advertising & Promotions	1,962,151	1,609,540	1,488,793	1,874,300	2,273,980	2,065,420	2,091,000
Materials, Supplies & Other Services	21,643,080	20,484,095	23,819,924	24,359,500	24,765,650	24,220,500	24,829,454
Finance Other	13,139,573	14,358,019	16,696,607	8,882,588	9,974,700	12,549,190	12,665,190
Transfers	43,187,728	56,406,214	58,635,738	31,916,500	36,154,042	44,120,800	51,197,173
Debt	0	0	3,524,429	0	478,000	3,954,000	9,869,000
<b>Other Operating Expenses</b>	<b>195,421,184</b>	<b>208,367,301</b>	<b>226,276,182</b>	<b>178,166,888</b>	<b>192,689,900</b>	<b>208,033,282</b>	<b>226,042,157</b>
<b>Total Expenditures</b>	<b>584,112,778</b>	<b>613,147,876</b>	<b>647,681,153</b>	<b>573,896,988</b>	<b>607,067,700</b>	<b>639,394,533</b>	<b>671,616,889</b>
<b>Revenues</b>							
Supplementary, Railway & Corridors	(10,152,267)	(3,918,043)	(7,469,878)	(5,463,600)	(5,463,600)	(4,463,600)	(3,748,600)
Payments in Lieu	(24,837,309)	(24,951,498)	(26,212,991)	(25,000,500)	(24,600,500)	(25,930,000)	(27,200,000)
Grants	(3,795,335)	(3,792,049)	(3,367,479)	(3,980,000)	(3,353,200)	(3,372,700)	(3,363,600)
Fees & Service Charges	(106,552,143)	(117,622,092)	(123,569,683)	(102,743,100)	(110,625,200)	(119,252,800)	(122,814,920)
Licenses & Permits	(11,017,263)	(14,125,893)	(14,144,706)	(14,998,700)	(15,396,000)	(14,705,300)	(14,231,600)
Rents, Concessions & Franchise	(21,944,865)	(22,056,250)	(21,181,843)	(21,932,800)	(22,969,800)	(23,154,300)	(22,749,700)
Fines	(15,606,448)	(15,397,153)	(16,668,639)	(15,437,300)	(16,297,300)	(16,328,600)	(17,423,103)
Penalties & Interest on Taxes	(9,267,668)	(9,011,929)	(9,064,428)	(7,000,000)	(7,000,000)	(8,000,000)	(8,060,000)
Investment Income	(14,493,017)	(14,495,687)	(14,514,721)	(14,499,000)	(14,499,000)	(14,499,000)	(14,509,000)
Other Revenue	(14,044,473)	(14,972,557)	(17,110,343)	(33,522,900)	(10,610,400)	(11,682,200)	(15,440,010)
Transfers From	(33,731,900)	(27,369,723)	(24,688,339)	(10,649,000)	(30,813,500)	(28,317,930)	(28,875,355)
<b>Total Revenues</b>	<b>(265,442,688)</b>	<b>(267,712,874)</b>	<b>(277,993,050)</b>	<b>(255,226,900)</b>	<b>(261,628,500)</b>	<b>(269,706,430)</b>	<b>(278,415,888)</b>
Allocations	0	0	0	0	(4,200)	0	0
<b>Net Tax Levy</b>	<b>318,670,090</b>	<b>345,435,002</b>	<b>369,688,103</b>	<b>318,670,088</b>	<b>345,435,000</b>	<b>369,688,103</b>	<b>393,201,001</b>

### Fire and Emergency Services

Description	2011 Actuals \$	2012 Actuals \$	2013 Actuals \$	2011 Budget \$	2012 Budget \$	2013 Budget \$	2014 Budget \$
<b>Expenditures</b>							
<b>Labour Costs</b>	<b>79,153,185</b>	<b>81,803,395</b>	<b>86,608,046</b>	<b>81,592,200</b>	<b>83,876,900</b>	<b>86,120,876</b>	<b>89,913,240</b>
Staff Development Costs	181,103	202,206	166,692	178,900	170,100	170,100	170,100
Communication Costs	230,505	331,240	254,631	232,500	232,500	252,500	252,500
Transportation Costs	1,170,677	1,280,744	1,326,005	1,231,900	1,261,900	1,241,900	1,288,100
Occupancy & City Costs	791,619	982,762	736,911	862,400	883,500	851,400	866,200
Equipment Costs & Maintenance Agreements	218,718	288,307	297,130	242,500	302,500	302,500	302,500
Contractor & Professional Services	14,606	163,762	393,482	14,600	14,600	14,600	25,000
Advertising & Promotions	19,554	15,793	8,264	21,300	21,300	21,300	21,300
Materials, Supplies & Other Services	704,704	680,752	709,054	672,200	672,200	672,200	672,200
Finance Other	1,825	597	1,385	(36,700)	(36,700)	(36,700)	(36,700)
Transfers	1,364,300	0	(1,315,150)	0	0	0	0
Debt	0	0	0	0	0	0	0
<b>Other Operating Expenses</b>	<b>4,697,611</b>	<b>3,946,163</b>	<b>2,578,404</b>	<b>3,419,600</b>	<b>3,521,900</b>	<b>3,489,800</b>	<b>3,561,200</b>
<b>Total Expenditures</b>	<b>83,850,796</b>	<b>85,749,558</b>	<b>89,186,450</b>	<b>85,011,800</b>	<b>87,398,800</b>	<b>89,610,676</b>	<b>93,474,440</b>
<b>Revenues</b>							
Supplementary, Railway & Corridors	0	0	0	0	0	0	0
Payments in Lieu	0	0	0	0	0	0	0
Grants	0	0	0	0	0	0	0
Fees & Service Charges	(1,358,519)	(1,429,483)	(1,801,033)	(1,403,600)	(1,203,600)	(1,208,600)	(1,208,600)
Licenses & Permits	(6,205)	(3,839)	(4,376)	(5,000)	(5,000)	(5,000)	(5,000)
Rents, Concessions & Franchise	(12,400)	(18,556)	(92,283)	0	0	0	0
Fines	0	0	0	0	0	0	0
Penalties & Interest on Taxes	0	0	0	0	0	0	0
Investment Income	0	0	0	0	0	0	0
Other Revenue	(100,678)	(98,745)	(109,704)	(155,000)	(125,000)	(125,000)	(125,000)
Transfers From	0	0	0	0	0	0	0
<b>Total Revenues</b>	<b>(1,477,802)</b>	<b>(1,550,623)</b>	<b>(2,007,396)</b>	<b>(1,563,600)</b>	<b>(1,333,600)</b>	<b>(1,338,600)</b>	<b>(1,338,600)</b>
Allocations	599,300	478,071	883,415	599,300	582,200	800,057	878,200
<b>Net Tax Levy</b>	<b>82,972,294</b>	<b>84,677,006</b>	<b>88,062,469</b>	<b>84,047,500</b>	<b>86,647,400</b>	<b>89,072,133</b>	<b>93,014,040</b>



### Roads, Storm Drainage and Watercourses

Description	2011 Actuals \$	2012 Actuals \$	2013 Actuals \$	2011 Budget \$	2012 Budget \$	2013 Budget \$	2014 Budget \$
<b>Expenditures</b>							
<b>Labour Costs</b>	<b>26,455,226</b>	<b>27,962,141</b>	<b>29,057,144</b>	<b>25,992,200</b>	<b>27,354,900</b>	<b>28,184,912</b>	<b>30,364,252</b>
Staff Development Costs	104,964	121,605	111,415	91,800	104,800	104,800	104,800
Communication Costs	688,172	738,296	756,140	784,900	623,200	636,200	636,200
Transportation Costs	(2,118,333)	(2,094,180)	(2,311,899)	(2,039,100)	(2,029,100)	(1,862,100)	(2,016,900)
Occupancy & City Costs	9,269,095	9,109,284	9,242,059	8,078,200	8,998,500	8,407,400	6,866,253
Equipment Costs & Maintenance Agreements	86,730	171,976	198,725	93,500	250,500	242,470	239,670
Contractor & Professional Services	29,200,375	27,964,816	31,216,512	27,124,600	29,194,900	30,577,500	31,251,000
Advertising & Promotions	95,806	93,853	81,335	40,000	40,000	40,000	40,000
Materials, Supplies & Other Services	7,635,305	6,672,855	10,514,723	9,786,800	9,362,900	9,310,500	9,409,800
Finance Other	(29,243)	(33,922)	2,928	61,300	68,300	64,300	63,500
Transfers	176,131	367,241	428,421	100,800	90,800	209,300	242,800
Debt	0	0	0	0	0	0	0
<b>Other Operating Expenses</b>	<b>45,109,002</b>	<b>43,111,824</b>	<b>50,240,359</b>	<b>44,122,800</b>	<b>46,704,800</b>	<b>47,730,370</b>	<b>46,837,123</b>
<b>Total Expenditures</b>	<b>71,564,228</b>	<b>71,073,965</b>	<b>79,297,503</b>	<b>70,115,000</b>	<b>74,059,700</b>	<b>75,915,282</b>	<b>77,201,375</b>
<b>Revenues</b>							
Supplementary, Railway & Corridors	0	0	0	0	0	0	0
Payments in Lieu	0	0	0	0	0	0	0
Grants	(1,842,713)	(2,166,038)	(1,692,930)	(2,544,300)	(1,921,800)	(1,921,800)	(1,921,800)
Fees & Service Charges	(6,285,589)	(8,207,827)	(8,753,425)	(4,918,600)	(6,641,900)	(6,849,900)	(6,916,900)
Licenses & Permits	(60,961)	(30,945)	(79,561)	(110,000)	(110,600)	(110,600)	(110,600)
Rents, Concessions & Franchise	0	0	0	0	0	0	0
Fines	0	0	0	0	0	0	0
Penalties & Interest on Taxes	0	0	0	0	0	0	0
Investment Income	0	0	0	0	0	0	0
Other Revenue	(2,721)	(51,912)	(55,250)	0	(50,000)	(50,000)	(50,000)
Transfers From	(377,100)	(150,000)	(186,200)	(340,100)	(150,000)	(150,000)	(150,000)
<b>Total Revenues</b>	<b>(8,569,084)</b>	<b>(10,606,722)</b>	<b>(10,767,366)</b>	<b>(7,913,000)</b>	<b>(8,874,300)</b>	<b>(9,082,300)</b>	<b>(9,149,300)</b>
Allocations	2,044,200	1,841,037	1,526,511	2,044,200	2,084,600	1,695,717	1,652,284
<b>Net Tax Levy</b>	<b>65,039,344</b>	<b>62,308,280</b>	<b>70,056,648</b>	<b>64,246,200</b>	<b>67,270,000</b>	<b>68,528,699</b>	<b>69,704,359</b>

**Mississauga Transit**

Description	2011 Actuals \$	2012 Actuals \$	2013 Actuals \$	2011 Budget \$	2012 Budget \$	2013 Budget \$	2014 Budget \$
<b>Expenditures</b>							
<b>Labour Costs</b>	<b>102,444,958</b>	<b>107,472,211</b>	<b>111,548,981</b>	<b>103,555,400</b>	<b>110,871,900</b>	<b>115,460,911</b>	<b>122,147,095</b>
Staff Development Costs	89,151	110,863	107,616	222,700	226,100	206,500	241,500
Communication Costs	96,859	43,794	43,225	78,500	78,500	78,500	78,500
Transportation Costs	23,268,818	23,695,416	24,707,742	20,206,600	22,106,800	23,205,200	26,248,900
Occupancy & City Costs	2,954,153	2,703,109	2,574,652	2,801,400	3,203,200	3,027,200	3,008,124
Equipment Costs & Maintenance Agreements	302,534	795,500	1,203,696	693,300	1,253,300	1,798,300	2,123,300
Contractor & Professional Services	481,798	408,183	440,265	809,700	594,699	941,301	968,900
Advertising & Promotions	424,240	316,653	194,861	368,600	693,080	463,720	314,200
Materials, Supplies & Other Services	3,362,424	2,361,102	1,792,506	2,452,100	2,437,800	2,045,600	2,449,900
Finance Other	(224,888)	(273,704)	265,807	179,800	179,800	208,800	208,800
Transfers	350,200	1,184,921	1,600,000	350,200	217,921	1,600,000	850,000
Debt	0	0	0	0	0	0	0
<b>Other Operating Expenses</b>	<b>31,105,289</b>	<b>31,345,837</b>	<b>32,930,370</b>	<b>28,162,900</b>	<b>30,991,200</b>	<b>33,575,121</b>	<b>36,492,124</b>
<b>Total Expenditures</b>	<b>133,550,247</b>	<b>138,818,048</b>	<b>144,479,351</b>	<b>131,718,300</b>	<b>141,863,100</b>	<b>149,036,032</b>	<b>158,639,219</b>
<b>Revenues</b>							
Supplementary, Railway & Corridors	0	0	0	0	0	0	0
Payments in Lieu	0	0	0	0	0	0	0
Grants	0	0	0	0	0	0	0
Fees & Service Charges	(68,553,259)	(74,817,726)	(77,347,728)	(65,138,300)	(70,687,500)	(78,276,100)	(81,709,800)
Licenses & Permits	0	(7,971)	(20,840)	0	(15,000)	(15,000)	(15,000)
Rents, Concessions & Franchise	(65,645)	(48,800)	(20,431)	(122,000)	(122,000)	(22,000)	(22,000)
Fines	0	0	0	0	0	0	0
Penalties & Interest on Taxes	0	0	0	0	0	0	0
Investment Income	(8)	(45)	0	0	0	0	0
Other Revenue	(979)	(20,647)	(5,530)	(22,902,600)	0	0	(1,932,010)
Transfers From	(21,281,380)	(18,364,800)	(14,443,609)	(213,500)	(21,764,800)	(18,092,521)	(16,374,600)
<b>Total Revenues</b>	<b>(89,901,271)</b>	<b>(93,259,989)</b>	<b>(91,838,138)</b>	<b>(88,376,400)</b>	<b>(92,589,300)</b>	<b>(96,405,621)</b>	<b>(100,053,410)</b>
Allocations	2,429,300	2,438,803	2,072,550	2,429,300	2,557,100	2,087,500	2,122,600
<b>Net Tax Levy</b>	<b>46,078,276</b>	<b>47,996,862</b>	<b>54,713,763</b>	<b>45,771,200</b>	<b>51,830,900</b>	<b>54,717,911</b>	<b>60,708,409</b>

**Parks and Forestry**

Description	2011 Actuals \$	2012 Actuals \$	2013 Actuals \$	2011 Budget \$	2012 Budget \$	2013 Budget \$	2014 Budget \$
<b>Expenditures</b>							
<b>Labour Costs</b>	<b>20,237,722</b>	<b>21,667,805</b>	<b>22,727,446</b>	<b>21,061,500</b>	<b>22,381,100</b>	<b>23,154,732</b>	<b>23,861,089</b>
Staff Development Costs	89,644	97,291	103,160	85,900	121,000	113,370	121,270
Communication Costs	56,857	57,712	61,588	40,400	48,400	48,800	68,200
Transportation Costs	2,826,883	2,639,257	2,571,299	2,653,400	2,712,500	2,787,100	2,766,000
Occupancy & City Costs	1,300,621	1,492,835	1,718,027	1,267,800	1,525,800	1,681,700	1,920,055
Equipment Costs & Maintenance Agreements	10,440	116,895	166,833	17,000	41,600	72,600	82,600
Contractor & Professional Services	2,848,660	3,017,780	3,171,155	2,755,000	2,974,000	3,162,600	3,359,354
Advertising & Promotions	18,378	32,782	28,189	21,500	21,500	18,500	38,500
Materials, Supplies & Other Services	1,940,318	2,169,630	2,261,047	1,909,100	2,292,600	2,314,250	2,361,850
Finance Other	2,819	263	554	300	300	0	0
Transfers	115,232	111,798	190,768	90,600	90,600	165,900	240,900
Debt	0	0	0	0	0	0	0
<b>Other Operating Expenses</b>	<b>9,209,852</b>	<b>9,736,243</b>	<b>10,272,620</b>	<b>8,841,000</b>	<b>9,828,300</b>	<b>10,364,820</b>	<b>10,958,729</b>
<b>Total Expenditures</b>	<b>29,447,574</b>	<b>31,404,048</b>	<b>33,000,066</b>	<b>29,902,500</b>	<b>32,209,400</b>	<b>33,519,552</b>	<b>34,819,818</b>
<b>Revenues</b>							
Supplementary, Railway & Corridors	0	0	0	0	0	0	0
Payments in Lieu	0	0	0	0	0	0	0
Grants	(20,500)	(61,912)	0	0	0	0	0
Fees & Service Charges	(716,812)	(1,068,716)	(1,100,709)	(669,700)	(617,900)	(742,000)	(804,900)
Licenses & Permits	(209,594)	(231,887)	(248,113)	(192,700)	(192,700)	(235,200)	(242,100)
Rents, Concessions & Franchise	(2,588,316)	(2,458,224)	(2,262,744)	(2,481,900)	(2,585,200)	(2,643,200)	(2,643,200)
Fines	0	0	0	0	0	0	0
Penalties & Interest on Taxes	0	0	0	0	0	0	0
Investment Income	(15,572)	(15,346)	(15,258)	(15,000)	(15,000)	(15,000)	(15,000)
Other Revenue	(105,483)	(132,179)	(173,768)	(111,000)	(91,300)	(91,300)	(93,400)
Transfers From	(204,648)	(30,848)	0	(249,000)	(115,000)	(95,000)	(95,000)
<b>Total Revenues</b>	<b>(3,860,925)</b>	<b>(3,999,112)</b>	<b>(3,800,592)</b>	<b>(3,719,300)</b>	<b>(3,617,100)</b>	<b>(3,821,700)</b>	<b>(3,893,600)</b>
Allocations	916,000	980,807	841,771	915,900	1,027,200	866,007	899,242
<b>Net Tax Levy</b>	<b>26,502,649</b>	<b>28,385,743</b>	<b>30,041,245</b>	<b>27,099,100</b>	<b>29,619,500</b>	<b>30,563,859</b>	<b>31,825,460</b>

**Mississauga Library**

Description	2011 Actuals \$	2012 Actuals \$	2013 Actuals \$	2011 Budget \$	2012 Budget \$	2013 Budget \$	2014 Budget \$
<b>Expenditures</b>							
<b>Labour Costs</b>	<b>19,548,030</b>	<b>20,667,677</b>	<b>20,531,671</b>	<b>20,777,200</b>	<b>21,150,100</b>	<b>20,878,039</b>	<b>20,618,649</b>
Staff Development Costs	62,531	62,917	66,538	61,900	58,200	58,200	58,200
Communication Costs	7,123	6,202	6,441	10,000	10,000	10,000	10,000
Transportation Costs	47,967	53,832	47,746	54,200	54,200	55,440	55,440
Occupancy & City Costs	1,842,966	1,996,901	2,059,763	2,191,200	2,142,100	2,200,600	2,348,200
Equipment Costs & Maintenance Agreements	97,709	73,165	98,355	93,800	85,800	85,800	85,800
Contractor & Professional Services	10,510	33,029	17,002	10,200	10,200	10,200	10,200
Advertising & Promotions	41,438	44,312	43,325	43,600	43,600	43,600	43,600
Materials, Supplies & Other Services	2,649,271	2,739,449	2,714,558	2,728,100	2,696,100	2,696,100	2,696,100
Finance Other	59,247	51,436	40,760	42,100	42,100	42,100	42,100
Transfers	205,700	0	0	0	0	0	0
Debt	0	0	0	0	0	0	0
<b>Other Operating Expenses</b>	<b>5,024,462</b>	<b>5,061,243</b>	<b>5,094,488</b>	<b>5,235,100</b>	<b>5,142,300</b>	<b>5,202,040</b>	<b>5,349,640</b>
<b>Total Expenditures</b>	<b>24,572,492</b>	<b>25,728,920</b>	<b>25,626,159</b>	<b>26,012,300</b>	<b>26,292,400</b>	<b>26,080,079</b>	<b>25,968,289</b>
<b>Revenues</b>							
Supplementary, Railway & Corridors	0	0	0	0	0	0	0
Payments in Lieu	0	0	0	0	0	0	0
Grants	(715,203)	(715,200)	(729,206)	(715,200)	(715,200)	(715,200)	(715,200)
Fees & Service Charges	(234,585)	(241,563)	(261,766)	(371,900)	(328,900)	(328,900)	(328,900)
Licenses & Permits	0	0	0	0	0	0	0
Rents, Concessions & Franchise	(307,606)	(447,021)	(457,659)	(204,000)	(418,900)	(418,900)	(418,900)
Fines	(842,273)	(800,378)	(615,967)	(1,022,700)	(997,700)	(869,000)	(709,000)
Penalties & Interest on Taxes	0	0	0	0	0	0	0
Investment Income	0	0	0	0	0	0	0
Other Revenue	(4,482)	(5,421)	(14,740)	0	0	0	0
Transfers From	0	0	0	0	0	0	0
<b>Total Revenues</b>	<b>(2,104,149)</b>	<b>(2,209,583)</b>	<b>(2,079,338)</b>	<b>(2,313,800)</b>	<b>(2,460,700)</b>	<b>(2,332,000)</b>	<b>(2,172,000)</b>
Allocations	905,500	724,221	650,533	905,600	758,800	669,019	679,366
<b>Net Tax Levy</b>	<b>23,373,843</b>	<b>24,243,558</b>	<b>24,197,354</b>	<b>24,604,100</b>	<b>24,590,500</b>	<b>24,417,098</b>	<b>24,475,655</b>

**Business Services**

Description	2011 Actuals \$	2012 Actuals \$	2013 Actuals \$	2011 Budget \$	2012 Budget \$	2013 Budget \$	2014 Budget \$
<b>Expenditures</b>							
<b>Labour Costs</b>	<b>29,612,023</b>	<b>30,732,671</b>	<b>32,129,681</b>	<b>29,895,100</b>	<b>31,663,200</b>	<b>32,452,245</b>	<b>33,197,531</b>
Staff Development Costs	270,338	228,791	234,690	378,600	295,500	321,730	324,130
Communication Costs	433,122	433,502	460,343	422,100	434,000	463,100	455,500
Transportation Costs	111,105	121,468	127,675	137,800	136,150	115,160	115,250
Occupancy & City Costs	634,587	421,483	230,278	623,600	441,800	250,500	429,000
Equipment Costs & Maintenance Agreements	226,930	174,573	155,305	308,500	279,900	202,500	193,100
Contractor & Professional Services	584,732	663,224	678,609	837,000	931,979	834,371	831,750
Advertising & Promotions	254,756	215,503	223,834	220,300	222,100	231,800	241,900
Materials, Supplies & Other Services	562,676	563,162	541,694	822,100	793,150	743,050	710,650
Finance Other	17,275	(51,646)	95,101	(2,100)	(19,100)	(18,200)	(52,400)
Transfers	73,000	96,021	141,000	73,000	96,021	141,000	78,400
Debt	0	0	0	0	0	0	0
<b>Other Operating Expenses</b>	<b>3,168,521</b>	<b>2,866,081</b>	<b>2,888,529</b>	<b>3,820,900</b>	<b>3,611,500</b>	<b>3,285,011</b>	<b>3,327,280</b>
<b>Total Expenditures</b>	<b>32,780,544</b>	<b>33,598,752</b>	<b>35,018,210</b>	<b>33,716,000</b>	<b>35,274,700</b>	<b>35,737,256</b>	<b>36,524,811</b>
<b>Revenues</b>							
Supplementary, Railway & Corridors	0	0	0	0	0	0	0
Payments in Lieu	0	0	0	0	0	0	0
Grants	0	0	0	0	0	0	0
Fees & Service Charges	(1,640,587)	(2,100,045)	(2,365,377)	(1,536,300)	(1,784,800)	(1,784,800)	(1,909,520)
Licenses & Permits	0	0	0	0	0	0	0
Rents, Concessions & Franchise	(4,653)	(3,809)	(4,787)	(3,000)	(3,000)	(3,000)	(3,000)
Fines	0	0	0	0	0	0	0
Penalties & Interest on Taxes	0	0	(98,129)	0	0	0	(60,000)
Investment Income	0	0	0	0	0	0	0
Other Revenue	(8,074)	(2,355)	(2,427)	(4,600)	(4,000)	(4,000)	(1,000)
Transfers From	(62,334)	(23,000)	(192,821)	(135,400)	(333,000)	(253,021)	(70,000)
<b>Total Revenues</b>	<b>(1,715,648)</b>	<b>(2,129,209)</b>	<b>(2,663,541)</b>	<b>(1,679,300)</b>	<b>(2,124,800)</b>	<b>(2,044,821)</b>	<b>(2,043,520)</b>
Allocations	(10,808,500)	(10,117,323)	(8,292,396)	(10,808,500)	(10,744,000)	(8,732,861)	(8,901,484)
<b>Net Tax Levy</b>	<b>20,256,396</b>	<b>21,352,220</b>	<b>24,062,273</b>	<b>21,228,200</b>	<b>22,405,900</b>	<b>24,959,574</b>	<b>25,579,807</b>



**Facilities and Property Management**

Description	2011 Actuals \$	2012 Actuals \$	2013 Actuals \$	2011 Budget \$	2012 Budget \$	2013 Budget \$	2014 Budget \$
<b>Expenditures</b>							
<b>Labour Costs</b>	<b>11,302,734</b>	<b>12,368,785</b>	<b>13,089,760</b>	<b>12,146,900</b>	<b>12,794,300</b>	<b>13,241,559</b>	<b>13,435,117</b>
Staff Development Costs	114,013	113,010	74,046	101,000	99,000	99,000	104,000
Communication Costs	55,909	52,162	52,336	40,000	40,000	40,000	40,000
Transportation Costs	251,005	197,492	254,356	275,600	238,800	238,800	238,800
Occupancy & City Costs	4,492,469	4,979,102	2,950,272	4,322,100	4,597,100	3,073,100	3,061,200
Equipment Costs & Maintenance Agreements	987,285	997,946	3,123,804	1,238,200	1,355,700	3,020,400	3,020,400
Contractor & Professional Services	1,216,698	1,339,884	1,262,488	1,480,500	1,468,300	1,298,300	1,298,300
Advertising & Promotions	70	3,905	2,822	2,500	2,500	2,500	2,500
Materials, Supplies & Other Services	115,672	129,918	126,652	153,600	155,600	155,600	155,600
Finance Other	(13,080)	(17,129)	1,732	(56,600)	(19,800)	(19,800)	(19,800)
Transfers	17,608	20,475	18,444	12,500	12,500	12,500	20,000
Debt	0	0	0	0	0	0	0
<b>Other Operating Expenses</b>	<b>7,237,649</b>	<b>7,816,765</b>	<b>7,866,952</b>	<b>7,569,400</b>	<b>7,949,700</b>	<b>7,920,400</b>	<b>7,921,000</b>
<b>Total Expenditures</b>	<b>18,540,383</b>	<b>20,185,550</b>	<b>20,956,712</b>	<b>19,716,300</b>	<b>20,744,000</b>	<b>21,161,959</b>	<b>21,356,117</b>
<b>Revenues</b>							
Supplementary, Railway & Corridors	0	0	0	0	0	0	0
Payments in Lieu	0	0	0	0	0	0	0
Grants	0	0	0	0	0	0	0
Fees & Service Charges	(27,087)	(23,615)	(53,501)	(24,100)	(24,100)	(24,400)	(24,400)
Licenses & Permits	0	0	0	0	0	0	0
Rents, Concessions & Franchise	(343,190)	(265,009)	(288,700)	(316,400)	(246,400)	(296,400)	(384,400)
Fines	0	0	0	0	0	0	0
Penalties & Interest on Taxes	0	0	0	0	0	0	0
Investment Income	0	0	0	0	0	0	0
Other Revenue	(113,755)	(164,913)	(91,899)	(62,500)	(97,500)	(47,500)	(55,000)
Transfers From	(57,512)	0	0	(78,900)	0	0	0
<b>Total Revenues</b>	<b>(541,544)</b>	<b>(453,537)</b>	<b>(434,100)</b>	<b>(481,900)</b>	<b>(368,000)</b>	<b>(368,300)</b>	<b>(463,800)</b>
Allocations	(677,700)	(718,186)	(753,076)	(677,700)	(704,300)	(745,254)	(748,519)
<b>Net Tax Levy</b>	<b>17,321,139</b>	<b>19,013,827</b>	<b>19,769,536</b>	<b>18,556,700</b>	<b>19,671,700</b>	<b>20,048,405</b>	<b>20,143,798</b>

**Recreation**

Description	2011 Actuals \$	2012 Actuals \$	2013 Actuals \$	2011 Budget \$	2012 Budget \$	2013 Budget \$	2014 Budget \$
<b>Expenditures</b>							
<b>Labour Costs</b>	<b>39,376,328</b>	<b>41,352,515</b>	<b>41,150,080</b>	<b>39,909,900</b>	<b>41,154,100</b>	<b>41,718,514</b>	<b>42,064,828</b>
Staff Development Costs	109,850	95,412	115,192	112,500	107,600	108,600	103,200
Communication Costs	178,792	117,156	123,447	176,800	176,800	176,800	175,300
Transportation Costs	354,265	354,501	384,411	335,800	337,300	340,300	330,500
Occupancy & City Costs	8,082,287	8,423,937	8,670,098	8,221,700	9,113,300	9,390,800	9,703,000
Equipment Costs & Maintenance Agreements	637,979	713,773	661,932	832,500	860,600	805,200	808,000
Contractor & Professional Services	8,260,485	6,864,648	7,021,390	6,579,400	6,317,500	6,309,700	5,955,300
Advertising & Promotions	469,961	420,564	421,411	472,400	534,500	569,500	566,300
Materials, Supplies & Other Services	2,763,726	3,279,325	3,256,099	3,211,200	3,762,800	3,836,200	3,686,000
Finance Other	(10,036)	2,596	60,902	(35,300)	(35,400)	(35,300)	64,700
Transfers	913,207	896,073	980,799	908,200	886,300	976,300	981,273
Debt	0	0	0	0	0	0	0
<b>Other Operating Expenses</b>	<b>21,760,516</b>	<b>21,167,985</b>	<b>21,695,681</b>	<b>20,815,200</b>	<b>22,061,300</b>	<b>22,478,100</b>	<b>22,373,573</b>
<b>Total Expenditures</b>	<b>61,136,844</b>	<b>62,520,500</b>	<b>62,845,761</b>	<b>60,725,100</b>	<b>63,215,400</b>	<b>64,196,614</b>	<b>64,438,401</b>
<b>Revenues</b>							
Supplementary, Railway & Corridors	0	0	0	0	0	0	0
Payments in Lieu	0	0	0	0	0	0	0
Grants	(691,040)	(587,542)	(675,349)	(487,300)	(487,300)	(487,300)	(478,200)
Fees & Service Charges	(23,163,550)	(23,646,297)	(24,369,562)	(24,310,400)	(24,529,000)	(24,391,700)	(23,772,200)
Licenses & Permits	500	500	500	(20,000)	(20,000)	(20,000)	(20,000)
Rents, Concessions & Franchise	(18,366,610)	(18,558,074)	(17,823,631)	(18,459,800)	(19,295,300)	(19,471,800)	(18,979,200)
Fines	0	0	0	0	0	0	0
Penalties & Interest on Taxes	0	0	0	0	0	0	0
Investment Income	(23,960)	(20,703)	(33,460)	(29,400)	(29,400)	(29,400)	(29,400)
Other Revenue	(615,265)	(561,226)	(709,047)	(494,500)	(486,700)	(494,500)	(483,700)
Transfers From	(40,067)	(63,565)	0	(7,500)	0	0	0
<b>Total Revenues</b>	<b>(42,899,992)</b>	<b>(43,436,907)</b>	<b>(43,610,549)</b>	<b>(43,808,900)</b>	<b>(44,847,700)</b>	<b>(44,894,700)</b>	<b>(43,762,700)</b>
Allocations	1,365,100	1,195,240	433,093	1,365,100	1,147,000	543,564	525,625
<b>Net Tax Levy</b>	<b>19,601,952</b>	<b>20,278,833</b>	<b>19,668,305</b>	<b>18,281,300</b>	<b>19,514,700</b>	<b>19,845,478</b>	<b>21,201,326</b>

**Information Technology**

Description	2011 Actuals \$	2012 Actuals \$	2013 Actuals \$	2011 Budget \$	2012 Budget \$	2013 Budget \$	2014 Budget \$
<b>Expenditures</b>							
<b>Labour Costs</b>	<b>12,089,926</b>	<b>12,852,097</b>	<b>13,769,586</b>	<b>12,550,800</b>	<b>13,305,800</b>	<b>13,946,762</b>	<b>14,274,049</b>
Staff Development Costs	83,887	87,885	75,429	90,500	85,500	85,500	85,500
Communication Costs	472,230	463,449	521,787	662,700	587,700	557,700	472,000
Transportation Costs	12,228	14,918	11,733	15,100	15,100	15,100	15,100
Occupancy & City Costs	168,597	159,782	97,325	168,800	173,000	102,100	183,900
Equipment Costs & Maintenance Agreements	3,767,123	3,756,215	3,561,163	4,040,500	3,974,300	4,093,300	4,055,070
Contractor & Professional Services	53,299	156,763	81,612	139,900	139,900	109,900	109,900
Advertising & Promotions	0	0	2,330	0	0	0	0
Materials, Supplies & Other Services	82,657	110,392	83,140	119,700	119,700	109,700	98,000
Finance Other	440	0	0	0	0	0	0
Transfers	0	0	0	0	0	0	0
Debt	0	0	0	0	0	0	0
<b>Other Operating Expenses</b>	<b>4,640,461</b>	<b>4,749,404</b>	<b>4,434,519</b>	<b>5,237,200</b>	<b>5,095,200</b>	<b>5,073,300</b>	<b>5,019,470</b>
<b>Total Expenditures</b>	<b>16,730,387</b>	<b>17,601,501</b>	<b>18,204,105</b>	<b>17,788,000</b>	<b>18,401,000</b>	<b>19,020,062</b>	<b>19,293,519</b>
<b>Revenues</b>							
Supplementary, Railway & Corridors	0	0	0	0	0	0	0
Payments in Lieu	0	0	0	0	0	0	0
Grants	0	0	0	0	0	0	0
Fees & Service Charges	(508,338)	(527,459)	(495,129)	(505,700)	(537,700)	(561,700)	(584,700)
Licenses & Permits	0	0	0	0	0	0	0
Rents, Concessions & Franchise	0	0	0	(2,000)	(2,000)	(2,000)	(2,000)
Fines	0	0	0	0	0	0	0
Penalties & Interest on Taxes	0	0	0	0	0	0	0
Investment Income	0	0	0	0	0	0	0
Other Revenue	0	0	0	0	0	0	0
Transfers From	0	0	0	0	0	0	0
<b>Total Revenues</b>	<b>(508,338)</b>	<b>(527,459)</b>	<b>(495,129)</b>	<b>(507,700)</b>	<b>(539,700)</b>	<b>(563,700)</b>	<b>(586,700)</b>
Allocations	(520,500)	(552,652)	(721,759)	(520,500)	(542,200)	(714,740)	(720,175)
<b>Net Tax Levy</b>	<b>15,701,549</b>	<b>16,521,390</b>	<b>16,987,217</b>	<b>16,759,800</b>	<b>17,319,100</b>	<b>17,741,622</b>	<b>17,986,644</b>

**Strategic Policy**

Description	2011 Actuals \$	2012 Actuals \$	2013 Actuals \$	2011 Budget \$	2012 Budget \$	2013 Budget \$	2014 Budget \$
<b>Expenditures</b>							
<b>Labour Costs</b>	<b>8,090,517</b>	<b>9,119,423</b>	<b>9,941,272</b>	<b>8,421,600</b>	<b>9,220,300</b>	<b>9,972,225</b>	<b>10,284,593</b>
Staff Development Costs	183,753	269,503	225,860	197,100	295,600	251,300	253,600
Communication Costs	33,987	35,212	40,404	46,300	46,400	45,000	45,200
Transportation Costs	40,908	43,566	29,059	41,500	42,600	39,800	39,900
Occupancy & City Costs	0	0	0	0	0	0	0
Equipment Costs & Maintenance Agreements	25,393	27,349	33,014	27,800	27,800	29,100	29,400
Contractor & Professional Services	1,607,689	2,073,904	2,032,802	1,520,600	1,505,000	1,468,700	1,226,200
Advertising & Promotions	221,558	120,588	205,306	246,200	236,400	235,400	235,400
Materials, Supplies & Other Services	128,428	140,093	148,974	174,000	161,300	147,500	147,500
Finance Other	7,368	5,448	4,163	12,000	12,000	12,000	12,000
Transfers	40,000	10,000	0	40,000	21,300	0	1,000,000
Debt	0	0	0	0	0	0	0
<b>Other Operating Expenses</b>	<b>2,289,084</b>	<b>2,725,663</b>	<b>2,719,582</b>	<b>2,305,500</b>	<b>2,348,400</b>	<b>2,228,800</b>	<b>2,989,200</b>
<b>Total Expenditures</b>	<b>10,379,601</b>	<b>11,845,086</b>	<b>12,660,854</b>	<b>10,727,100</b>	<b>11,568,700</b>	<b>12,201,025</b>	<b>13,273,793</b>
<b>Revenues</b>							
Supplementary, Railway & Corridors	0	0	0	0	0	0	0
Payments in Lieu	0	0	0	0	0	0	0
Grants	(115,500)	(113,500)	(120,250)	(95,000)	(95,000)	(114,500)	(114,500)
Fees & Service Charges	(239,385)	(354,206)	(450,512)	(240,800)	(239,300)	(239,300)	(263,300)
Licenses & Permits	0	0	0	0	0	0	0
Rents, Concessions & Franchise	0	0	0	0	0	0	0
Fines	0	0	0	0	0	0	0
Penalties & Interest on Taxes	0	0	0	0	0	0	0
Investment Income	0	0	0	0	0	0	0
Other Revenue	(21,166)	(14,772)	(8,924)	(41,000)	(31,200)	(31,200)	(31,200)
Transfers From	(383,878)	(528,673)	(583,244)	(727,900)	(806,800)	(605,100)	(347,569)
<b>Total Revenues</b>	<b>(759,929)</b>	<b>(1,011,151)</b>	<b>(1,162,930)</b>	<b>(1,104,700)</b>	<b>(1,172,300)</b>	<b>(990,100)</b>	<b>(756,569)</b>
Allocations	0	0	0	0	0	0	0
<b>Net Tax Levy</b>	<b>9,619,672</b>	<b>10,833,935</b>	<b>11,497,924</b>	<b>9,622,400</b>	<b>10,396,400</b>	<b>11,210,925</b>	<b>12,517,224</b>

### Land Development Services

Description	2011 Actuals \$	2012 Actuals \$	2013 Actuals \$	2011 Budget \$	2012 Budget \$	2013 Budget \$	2014 Budget \$
<b>Expenditures</b>							
<b>Labour Costs</b>	<b>13,837,148</b>	<b>14,306,944</b>	<b>14,834,279</b>	<b>14,262,900</b>	<b>14,693,900</b>	<b>14,953,489</b>	<b>15,227,377</b>
Staff Development Costs	90,402	82,228	134,197	115,900	157,200	167,200	309,400
Communication Costs	54,246	48,789	44,129	55,200	55,200	55,200	50,200
Transportation Costs	205,975	202,242	188,576	177,700	177,700	216,300	224,300
Occupancy & City Costs	0	0	0	0	0	0	0
Equipment Costs & Maintenance Agreements	10,860	8,518	8,499	19,900	19,900	19,900	19,900
Contractor & Professional Services	255,790	193,853	105,820	1,018,200	1,714,100	656,100	511,100
Advertising & Promotions	30,091	66,834	(16,560)	27,700	34,700	34,700	34,700
Materials, Supplies & Other Services	54,459	54,597	56,235	99,900	113,200	113,200	138,400
Finance Other	0	0	0	0	0	0	0
Transfers	48,000	0	0	48,000	0	0	0
Debt	0	0	0	0	0	0	0
<b>Other Operating Expenses</b>	<b>749,823</b>	<b>657,061</b>	<b>520,896</b>	<b>1,562,500</b>	<b>2,272,000</b>	<b>1,262,600</b>	<b>1,288,000</b>
<b>Total Expenditures</b>	<b>14,586,971</b>	<b>14,964,005</b>	<b>15,355,175</b>	<b>15,825,400</b>	<b>16,965,900</b>	<b>16,216,089</b>	<b>16,515,377</b>
<b>Revenues</b>							
Supplementary, Railway & Corridors	0	0	0	0	0	0	0
Payments in Lieu	0	0	0	0	0	0	0
Grants	0	(5,333)	0	0	0	0	0
Fees & Service Charges	(1,702,864)	(2,536,943)	(3,783,381)	(1,241,600)	(1,406,700)	(2,181,700)	(2,621,700)
Licenses & Permits	(6,901,069)	(9,724,075)	(9,732,279)	(10,635,700)	(10,660,700)	(9,885,700)	(9,445,700)
Rents, Concessions & Franchise	0	0	0	0	0	0	0
Fines	0	0	0	0	0	0	0
Penalties & Interest on Taxes	0	0	0	0	0	0	0
Investment Income	0	0	0	0	0	0	0
Other Revenue	0	(29,826)	0	0	0	0	0
Transfers From	(1,334,908)	(48,000)	0	(1,752,700)	(1,123,000)	(65,000)	(96,370)
<b>Total Revenues</b>	<b>(9,938,841)</b>	<b>(12,344,177)</b>	<b>(13,515,660)</b>	<b>(13,630,000)</b>	<b>(13,190,400)</b>	<b>(12,132,400)</b>	<b>(12,163,770)</b>
Allocations	2,883,400	2,871,598	2,658,011	2,883,400	2,920,200	2,800,668	2,877,823
<b>Net Tax Levy</b>	<b>7,531,530</b>	<b>5,491,426</b>	<b>4,497,526</b>	<b>5,078,800</b>	<b>6,695,700</b>	<b>6,884,357</b>	<b>7,229,430</b>



### Arts and Culture

Description	2011 Actuals \$	2012 Actuals \$	2013 Actuals \$	2011 Budget \$	2012 Budget \$	2013 Budget \$	2014 Budget \$
<b>Expenditures</b>							
<b>Labour Costs</b>	<b>3,353,780</b>	<b>4,169,311</b>	<b>4,383,926</b>	<b>3,449,800</b>	<b>4,135,000</b>	<b>4,448,538</b>	<b>4,507,888</b>
Staff Development Costs	26,917	36,388	27,580	31,400	33,700	25,700	25,700
Communication Costs	12,464	24,793	23,764	19,700	23,700	19,700	19,700
Transportation Costs	13,250	16,826	19,515	32,400	20,800	14,800	14,800
Occupancy & City Costs	136,550	157,341	340,218	149,800	217,600	283,900	387,600
Equipment Costs & Maintenance Agreements	103,132	108,979	111,762	130,600	228,300	218,300	205,800
Contractor & Professional Services	474,959	295,604	312,535	293,800	236,900	304,900	304,900
Advertising & Promotions	161,174	134,889	157,646	157,600	191,700	179,400	179,400
Materials, Supplies & Other Services	424,565	435,424	470,308	583,700	603,300	531,600	526,600
Finance Other	2,574	1,981	2,020	4,400	4,500	3,000	3,000
Transfers	1,907,103	2,030,557	2,144,586	1,939,300	2,006,300	2,112,300	2,184,300
Debt	0	0	0	0	0	0	0
<b>Other Operating Expenses</b>	<b>3,262,688</b>	<b>3,242,782</b>	<b>3,609,934</b>	<b>3,342,700</b>	<b>3,566,800</b>	<b>3,693,600</b>	<b>3,851,800</b>
<b>Total Expenditures</b>	<b>6,616,468</b>	<b>7,412,093</b>	<b>7,993,860</b>	<b>6,792,500</b>	<b>7,701,800</b>	<b>8,142,138</b>	<b>8,359,688</b>
<b>Revenues</b>							
Supplementary, Railway & Corridors	0	0	0	0	0	0	0
Payments in Lieu	0	0	0	0	0	0	0
Grants	(410,379)	(142,525)	(149,744)	(138,200)	(133,900)	(133,900)	(133,900)
Fees & Service Charges	(711,186)	(984,775)	(1,078,845)	(860,700)	(980,000)	(950,000)	(960,000)
Licenses & Permits	0	(16,552)	(14,544)	0	0	0	0
Rents, Concessions & Franchise	(256,445)	(256,757)	(231,609)	(343,700)	(297,000)	(297,000)	(297,000)
Fines	0	0	0	0	0	0	0
Penalties & Interest on Taxes	0	0	0	0	0	0	0
Investment Income	0	0	0	0	0	0	0
Other Revenue	(218,302)	(104,840)	(208,906)	(222,700)	(232,700)	(232,700)	(232,700)
Transfers From	(120,930)	(124,257)	(93,421)	(61,700)	(162,000)	(162,000)	0
<b>Total Revenues</b>	<b>(1,717,242)</b>	<b>(1,629,706)</b>	<b>(1,777,069)</b>	<b>(1,627,000)</b>	<b>(1,805,600)</b>	<b>(1,775,600)</b>	<b>(1,623,600)</b>
Allocations	184,500	209,565	75,621	184,500	216,700	78,655	81,190
<b>Net Tax Levy</b>	<b>5,083,726</b>	<b>5,991,952</b>	<b>6,292,412</b>	<b>5,350,000</b>	<b>6,112,900</b>	<b>6,445,193</b>	<b>6,817,278</b>

### Regulatory Services

Description	2011 Actuals \$	2012 Actuals \$	2013 Actuals \$	2011 Budget \$	2012 Budget \$	2013 Budget \$	2014 Budget \$
<b>Expenditures</b>							
<b>Labour Costs</b>	<b>10,312,587</b>	<b>10,579,641</b>	<b>11,083,366</b>	<b>10,292,400</b>	<b>10,746,300</b>	<b>11,135,715</b>	<b>11,557,210</b>
Staff Development Costs	29,163	20,019	20,300	40,100	38,600	38,600	38,600
Communication Costs	163,041	161,125	170,459	154,800	154,800	166,460	166,460
Transportation Costs	413,234	410,587	452,821	478,700	478,700	477,470	477,470
Occupancy & City Costs	40,313	65,180	64,248	51,900	78,400	76,700	82,500
Equipment Costs & Maintenance Agreements	54,684	60,473	50,825	85,000	85,000	80,000	80,000
Contractor & Professional Services	622,779	658,813	668,036	632,000	643,000	638,000	852,000
Advertising & Promotions	40,095	21,822	16,486	62,500	82,500	74,900	74,900
Materials, Supplies & Other Services	280,011	283,848	289,926	355,300	357,300	332,800	332,800
Finance Other	10,325	9,479	17,319	12,000	12,000	12,000	12,000
Transfers	0	0	0	0	0	0	0
Debt	0	0	0	0	0	0	0
<b>Other Operating Expenses</b>	<b>1,653,645</b>	<b>1,691,346</b>	<b>1,750,420</b>	<b>1,872,300</b>	<b>1,930,300</b>	<b>1,896,930</b>	<b>2,116,730</b>
<b>Total Expenditures</b>	<b>11,966,232</b>	<b>12,270,987</b>	<b>12,833,786</b>	<b>12,164,700</b>	<b>12,676,600</b>	<b>13,032,645</b>	<b>13,673,940</b>
<b>Revenues</b>							
Supplementary, Railway & Corridors	0	0	0	0	0	0	0
Payments in Lieu	0	0	0	0	0	0	0
Grants	0	0	0	0	0	0	0
Fees & Service Charges	(817,163)	(970,103)	(1,020,424)	(955,600)	(1,010,000)	(1,010,900)	(841,200)
Licenses & Permits	(3,256,254)	(3,503,433)	(3,481,613)	(3,456,800)	(3,813,500)	(3,835,300)	(3,764,700)
Rents, Concessions & Franchise	0	0	0	0	0	0	0
Fines	(6,477,685)	(6,185,233)	(6,341,406)	(6,414,600)	(6,959,600)	(6,959,600)	(7,909,600)
Penalties & Interest on Taxes	0	0	0	0	0	0	0
Investment Income	0	0	0	0	0	0	0
Other Revenue	(74,460)	(64,036)	(40,098)	(30,000)	(30,000)	(30,000)	(30,000)
Transfers From	(325,000)	0	0	(325,000)	0	0	0
<b>Total Revenues</b>	<b>(10,950,562)</b>	<b>(10,722,805)</b>	<b>(10,883,541)</b>	<b>(11,182,000)</b>	<b>(11,813,100)</b>	<b>(11,835,800)</b>	<b>(12,545,500)</b>
Allocations	537,500	504,874	523,425	537,500	548,100	546,700	550,000
<b>Net Tax Levy</b>	<b>1,553,170</b>	<b>2,053,056</b>	<b>2,473,670</b>	<b>1,520,200</b>	<b>1,411,600</b>	<b>1,743,545</b>	<b>1,678,440</b>

### Legislative Services

Description	2011 Actuals \$	2012 Actuals \$	2013 Actuals \$	2011 Budget \$	2012 Budget \$	2013 Budget \$	2014 Budget \$
<b>Expenditures</b>							
<b>Labour Costs</b>	<b>5,420,012</b>	<b>5,566,092</b>	<b>5,812,538</b>	<b>5,571,900</b>	<b>5,723,100</b>	<b>6,017,268</b>	<b>6,752,517</b>
Staff Development Costs	18,600	17,082	14,738	28,900	25,200	25,200	31,200
Communication Costs	95,538	90,951	104,131	109,700	95,300	100,300	411,500
Transportation Costs	28,512	26,556	23,655	34,300	30,300	30,300	46,300
Occupancy & City Costs	1,453	55	0	0	0	0	2,000
Equipment Costs & Maintenance Agreements	299,744	295,728	295,492	351,200	297,200	306,000	412,000
Contractor & Professional Services	1,226,327	1,024,293	1,070,756	1,204,200	1,097,600	1,091,600	2,204,200
Advertising & Promotions	35,410	34,219	30,293	107,800	67,800	67,800	216,000
Materials, Supplies & Other Services	567,531	562,978	607,465	679,200	725,200	721,200	937,850
Finance Other	(954,058)	(924,695)	(904,105)	(1,088,500)	(1,088,500)	(1,103,900)	(1,102,900)
Transfers	0	0	0	0	0	0	0
Debt	0	0	0	0	0	0	0
<b>Other Operating Expenses</b>	<b>1,319,057</b>	<b>1,127,167</b>	<b>1,242,425</b>	<b>1,426,800</b>	<b>1,250,100</b>	<b>1,238,500</b>	<b>3,158,150</b>
<b>Total Expenditures</b>	<b>6,739,069</b>	<b>6,693,259</b>	<b>7,054,963</b>	<b>6,998,700</b>	<b>6,973,200</b>	<b>7,255,768</b>	<b>9,910,667</b>
<b>Revenues</b>							
Supplementary, Railway & Corridors	0	0	0	0	0	0	0
Payments in Lieu	0	0	0	0	0	0	0
Grants	0	0	0	0	0	0	0
Fees & Service Charges	(581,266)	(704,164)	(680,207)	(545,800)	(613,800)	(682,800)	(848,800)
Licenses & Permits	(583,680)	(607,690)	(563,880)	(578,500)	(578,500)	(598,500)	(628,500)
Rents, Concessions & Franchise	0	0	0	0	0	0	0
Fines	(8,286,490)	(8,411,542)	(9,711,266)	(8,000,000)	(8,340,000)	(8,500,000)	(8,804,503)
Penalties & Interest on Taxes	0	0	0	0	0	0	0
Investment Income	0	0	0	0	0	0	0
Other Revenue	(4,750)	(23,513)	(19,821)	0	0	(21,000)	(21,000)
Transfers From	(455,470)	0	0	(534,100)	(175,700)	(106,088)	(2,448,216)
<b>Total Revenues</b>	<b>(9,911,656)</b>	<b>(9,746,909)</b>	<b>(10,975,174)</b>	<b>(9,658,400)</b>	<b>(9,708,000)</b>	<b>(9,908,388)</b>	<b>(12,751,019)</b>
Allocations	141,900	143,946	102,301	141,900	144,400	104,968	103,848
<b>Net Tax Levy</b>	<b>(3,030,687)</b>	<b>(2,909,704)</b>	<b>(3,817,910)</b>	<b>(2,517,800)</b>	<b>(2,590,400)</b>	<b>(2,547,652)</b>	<b>(2,736,504)</b>

**Mayor and Members of Council**

Description	2011 Actuals \$	2012 Actuals \$	2013 Actuals \$	2011 Budget \$	2012 Budget \$	2013 Budget \$	2014 Budget \$
<b>Expenditures</b>							
<b>Labour Costs</b>	<b>3,374,072</b>	<b>3,622,979</b>	<b>3,717,988</b>	<b>3,481,600</b>	<b>3,552,100</b>	<b>3,650,626</b>	<b>3,711,797</b>
Staff Development Costs	10,263	17,466	28,277	9,700	9,300	7,300	7,300
Communication Costs	123,631	167,924	130,721	90,300	90,300	110,300	110,300
Transportation Costs	197,752	204,731	203,876	207,400	207,400	207,400	207,444
Occupancy & City Costs	3,055	4,312	5,302	0	0	0	0
Equipment Costs & Maintenance Agreements	3,867	2,692	1,127	6,700	6,700	4,700	4,700
Contractor & Professional Services	884	1,698	1,314	1,000	1,000	1,000	1,000
Advertising & Promotions	16,778	8,819	12,107	1,000	1,000	1,000	1,000
Materials, Supplies & Other Services	115,737	102,097	115,634	306,200	306,200	284,700	284,700
Finance Other	0	0	0	0	0	0	0
Transfers	0	0	0	0	0	0	0
Debt	0	0	0	0	0	0	0
<b>Other Operating Expenses</b>	<b>471,967</b>	<b>509,739</b>	<b>498,358</b>	<b>622,300</b>	<b>621,900</b>	<b>616,400</b>	<b>616,444</b>
<b>Total Expenditures</b>	<b>3,846,039</b>	<b>4,132,718</b>	<b>4,216,346</b>	<b>4,103,900</b>	<b>4,174,000</b>	<b>4,267,026</b>	<b>4,328,241</b>
<b>Revenues</b>							
Supplementary, Railway & Corridors	0	0	0	0	0	0	0
Payments in Lieu	0	0	0	0	0	0	0
Grants	0	0	0	0	0	0	0
Fees & Service Charges	0	0	0	0	0	0	0
Licenses & Permits	0	0	0	0	0	0	0
Rents, Concessions & Franchise	0	0	0	0	0	0	0
Fines	0	0	0	0	0	0	0
Penalties & Interest on Taxes	0	0	0	0	0	0	0
Investment Income	0	0	0	0	0	0	0
Other Revenue	0	0	0	0	0	0	0
Transfers From	0	0	0	0	0	0	0
<b>Total Revenues</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Allocations	0	0	0	0	0	0	0
<b>Net Tax Levy</b>	<b>3,846,039</b>	<b>4,132,718</b>	<b>4,216,346</b>	<b>4,103,900</b>	<b>4,174,000</b>	<b>4,267,026</b>	<b>4,328,241</b>

### Financial Transactions

Description	2011 Actuals \$	2012 Actuals \$	2013 Actuals \$	2011 Budget \$	2012 Budget \$	2013 Budget \$	2014 Budget \$
<b>Expenditures</b>							
<b>Labour Costs</b>	<b>4,083,347</b>	<b>536,886</b>	<b>1,019,206</b>	<b>2,768,700</b>	<b>1,754,800</b>	<b>6,024,840</b>	<b>3,657,500</b>
Staff Development Costs	97,689	119,659	132,622	144,900	131,700	131,700	131,700
Communication Costs	9,284	9,952	12,065	40,000	40,000	26,000	26,000
Transportation Costs	2,460	1,531	980	0	0	0	0
Occupancy & City Costs	647,668	447,819	1,968,927	680,000	680,000	680,000	210,000
Equipment Costs & Maintenance Agreements	3,946	0	0	0	0	0	0
Contractor & Professional Services	325,821	479,113	529,658	414,400	589,400	573,800	571,800
Advertising & Promotions	132,840	79,004	77,144	81,300	81,300	81,300	81,300
Materials, Supplies & Other Services	255,593	198,474	131,909	306,300	206,300	206,300	221,504
Finance Other	14,269,004	15,587,313	17,108,041	9,789,888	10,855,200	13,420,890	13,470,890
Transfers	37,977,245	51,689,129	54,446,869	28,353,900	32,732,300	38,903,500	45,599,500
Debt	0	0	3,524,429	0	478,000	3,954,000	9,869,000
<b>Other Operating Expenses</b>	<b>53,721,550</b>	<b>68,611,994</b>	<b>77,932,644</b>	<b>39,810,688</b>	<b>45,794,200</b>	<b>57,977,490</b>	<b>70,181,694</b>
<b>Total Expenditures</b>	<b>57,804,897</b>	<b>69,148,880</b>	<b>78,951,850</b>	<b>42,579,388</b>	<b>47,549,000</b>	<b>64,002,330</b>	<b>73,839,194</b>
<b>Revenues</b>							
Supplementary, Railway & Corridors	(10,152,267)	(3,918,043)	(7,469,878)	(5,463,600)	(5,463,600)	(4,463,600)	(3,748,600)
Payments in Lieu	(24,837,309)	(24,951,498)	(26,212,991)	(25,000,500)	(24,600,500)	(25,930,000)	(27,200,000)
Grants	0	0	0	0	0	0	0
Fees & Service Charges	(11,954)	(9,168)	(8,083)	(20,000)	(20,000)	(20,000)	(20,000)
Licenses & Permits	0	0	0	0	0	0	0
Rents, Concessions & Franchise	0	0	0	0	0	0	0
Fines	0	0	0	0	0	0	0
Penalties & Interest on Taxes	(9,267,668)	(9,011,929)	(8,966,299)	(7,000,000)	(7,000,000)	(8,000,000)	(8,000,000)
Investment Income	(14,453,477)	(14,459,592)	(14,466,003)	(14,454,600)	(14,454,600)	(14,454,600)	(14,464,600)
Other Revenue	(12,774,359)	(13,698,172)	(15,670,229)	(9,499,000)	(9,462,000)	(10,555,000)	(12,385,000)
Transfers From	(9,088,674)	(8,036,580)	(9,189,044)	(6,223,200)	(6,183,200)	(8,789,200)	(9,293,600)
<b>Total Revenues</b>	<b>(80,585,708)</b>	<b>(74,084,982)</b>	<b>(81,982,527)</b>	<b>(67,660,900)</b>	<b>(67,183,900)</b>	<b>(72,212,400)</b>	<b>(75,111,800)</b>
Allocations	0	0	0	0	0	0	0
<b>Net Tax Levy</b>	<b>(22,780,811)</b>	<b>(4,936,102)</b>	<b>(3,030,677)</b>	<b>(25,081,512)</b>	<b>(19,634,900)</b>	<b>(8,210,070)</b>	<b>(1,272,606)</b>





### 3.0 Appendix 3 - Service Capital Budget Summary – 2014 Approved Funding

Project Number	Project Name	Gross Cost (\$000's)	Recovery (\$000's)	Net Cost (\$000's)	Funding Sources
<b>Fire and Emergency Services</b>					
<b>Stations and Auxiliary Buildings</b>					
CMFS00032	Design and Construction Leased Station 119	1,610	0	1,610	Debt Financing
CMFS00033	Design and Construction of New Fire Station 120	455	0	455	Fire Development Charges Reserve Fund
CMFS00050	Fire & Emergency Services Master Plan Review	38	0	38	Fire Development Charges Reserve Fund
<b>Total Stations and Auxiliary Buildings</b>		<b>2,103</b>	<b>0</b>	<b>2,103</b>	
<b>Vehicles and Equipment</b>					
CMFS00053	Hoses & Fittings, Breathing equipment, Furniture, Appliances	164	0	164	Fire Vehicle & Equipment Replacement Reserve Fund
CMFS00060	Personal Protective Equipment Replacement	956	0	956	Fire Vehicle & Equipment Replacement Reserve Fund
CMFS00062	Personal Protective Equipment Replacement	50	0	50	Fire Vehicle & Equipment Replacement Reserve Fund
CMFS00071	Refurbish Fire Vehicles	222	0	222	Fire Vehicle & Equipment Replacement Reserve Fund
CMFS00081	Replacement of fire vehicles	2,170	0	2,170	Fire Vehicle & Equipment Replacement Reserve Fund
CMFS00121	New Fire Truck - Fire Station 120	200	0	200	Fire Development Charges Reserve Fund
<b>Total Vehicles and Equipment</b>		<b>3,762</b>	<b>0</b>	<b>3,762</b>	
<b>Total Fire and Emergency Services</b>		<b>5,865</b>	<b>0</b>	<b>5,865</b>	
<b>Roads, Storm Drainage and Watercourses</b>					
<b>Bridge and Structure Rehabilitation</b>					
TWBR00021	Bridge Repairs	5,200	0	5,200	Federal Gas Tax Reserve Fund
TWBR00022	Bridge Structure Detail Inspections & Design at various locations	300	0	300	Federal Gas Tax Reserve Fund

Project Number	Project Name	Gross Cost (\$'000's)	Recovery (\$'000's)	Net Cost (\$'000's)	Funding Sources
<b>Total Bridge and Structure Rehabilitation</b>		<b>5,500</b>	<b>0</b>	<b>5,500</b>	
<b>Roadway Rehabilitation</b>					
TWRR00018	Crack Sealing	100	0	100	Roadway Infrastructure Maintenance & Replacement Reserve Fund
TWRR00019	Roadways Rehabilitation	5,826	0	5,826	Debt Financing
TWRR00086	Roadways Rehabilitation	5,270	0	5,270	Federal Gas Tax Reserve Fund
TWRR00096	Roadways Rehabilitation	5,100	0	5,100	Debt Financing
<b>Total Roadway Rehabilitation</b>		<b>16,296</b>	<b>0</b>	<b>16,296</b>	
<b>Major Roads</b>					
TWMR00004	Torbram Road Grade Separation	4,000	0	4,000	City Wide Engineering Development Charges Reserve Fund
TWMR00045	Belgrave Drive Ramp Extension & Widening - Mavis Road to Cantay Road	250	0	250	City Wide Engineering Development Charges Reserve Fund
TWMR00046	Courtneypark Drive East Widening - Kennedy Road to Tomken Road	250	0	250	City Wide Engineering Development Charges Reserve Fund
TWMR00047	Goreway Drive Rail Grade Separation	2,000	0	2,000	City Wide Engineering Development Charges Reserve Fund
TWMR00048	Intersection Capital Program	495	0	495	City Wide Engineering Development Charges Reserve Fund
TWMR00052	Ninth Line Widening - Derry Road to North Limit - Phase 1	3,000	0	3,000	City Wide Engineering Development Charges Reserve Fund / Capital Reserve Fund
TWMR00053	Preliminary Engineering Studies	100	0	100	City Wide Engineering Development Charges Reserve Fund

Project Number	Project Name	Gross Cost (\$000's)	Recovery (\$000's)	Net Cost (\$000's)	Funding Sources
TWMR00071	Mavis Road from Courtneypark Drive to North City Limits	500	0	500	City Wide Engineering Development Charges Reserve Fund
TWMR00111	Second Line over Hwy. 401- Pedestrian/Cycling Bridge (incl. Piers)	500	0	500	Debt Financing
TWMR00140	Square One Drive from Hammerson Drive to Duke of York Blvd	300	300	0	External Recoveries
<b>Total Major Roads</b>		<b>11,395</b>	<b>300</b>	<b>11,095</b>	
<b>Other Engineering</b>					
TWOE00040	Traffic Management Centre	3,925	1,593	2,332	City Wide Engineering Development Charges Reserve Fund / Developer Contributions - Roads / Recoveries from Region and Province
TWOE00056	LED Streetlighting Retrofit Project	3,500	1,400	2,100	Debt Financing / External recoveries
TWOE00086	Cycling Program	1,060	0	1,060	City Wide Engineering Development Charges / Federal Gas Tax Reserve Fund
TWOE00087	Multi-Use Trails along Hanlan Routes	625	0	625	City Wide Engineering Development Reserve Fund
TWOE00088	Site Assessments and Data Management	470	0	470	Capital Reserve Fund
TWOE00089	Noise Wall Program	1,263	0	1,263	Debt Financing
TWOE00090	Pay & Display Parking Meters - City Centre/Lakeshore	160	0	160	Cash In Lieu of Parking - Port Credit / Cash In Lieu - City Centre Off Street Parking
TWOE00091	Property Acquisition	2,540	0	2,540	City Wide Engineering Development Charges Reserve Fund
TWOE00092	Salt Management Program	50	0	50	City Wide Engineering Development Charges Reserve Fund
TWOE00093	Sidewalks	1,000	0	1,000	City Wide Engineering Development Charges Reserve Fund

Project Number	Project Name	Gross Cost (\$000's)	Recovery (\$000's)	Net Cost (\$000's)	Funding Sources
TWOE00094	Customer Self Service Permits	20	0	20	Capital Reserve Fund
TWOE00095	Survey and Control Network	25	0	25	Capital Reserve Fund
TWOE00096	Topographical Updating	145	0	145	Capital Reserve Fund
TWOE00097	Field Equipment Replacement - Traffic Controllers	190	0	190	Capital Reserve Fund
TWOE00098	Traffic Signal Equipment Enhancements	115	0	115	City Wide Engineering Development Charges Reserve
TWOE00099	Traffic Signals - New	770	0	770	City Wide Engineering Development Charges Reserve Fund / Developer Contributions - Traffic Signals Reserve Fund
TWOE00101	Traffic System and ITS	75	0	75	City Wide Engineering Development Charges Reserve Fund
TWOE00105	Noise Wall Program	375	0	375	City Wide Engineering Development Charges Reserve Fund
TWOE00222	Streetlighting	820	0	820	Debt Financing
TWOE00229	New Vehicles & Equipment	195	0	195	Public Works Development Charges Reserve Fund / Capital Reserve Fund
TWOE00255	North Central Works Yard Feasibility Study	50	0	50	Public Works Development Charges Reserve Fund / Capital Reserve Fund
TWOE00297	Permanent Snow Storage Sites-Shared with Region of Peel	1,000	0	1,000	Public Works Development Charges Reserve Fund / Capital Reserve Fund
TWOE00316	Streetlighting	600	0	600	Debt Financing
TWOE00320	Vehicle & Equipment Replacement	1,500	0	1,500	Main Fleet Vehicle & Equipment Replacement Reserve Fund
<b>Total Other Engineering</b>		<b>20,473</b>	<b>2,993</b>	<b>17,480</b>	

Project Number	Project Name	Gross Cost (\$000's)	Recovery (\$000's)	Net Cost (\$000's)	Funding Sources
<b>Storm Drainage</b>					
TWSD00083	Credit River Erosion Control - Behind Steen Drive	740	0	740	Storm Water Development Charges Reserve Fund / Capital Reserve Fund
TWSD00086	Applewood Creek Crossing Improvements - Culvert under Lakeshore Road East	425	0	425	Developer Contributions - Storm Drainage Reserve Fund
TWSD00087	Serson Creek Crossing Improvements - Culvert under Lakeshore Road	425	0	425	Developer Contributions - Storm Drainage Reserve Fund
TWSD00089	Drainage Improvements - Various Locations	100	0	100	Developer Contributions - Storm Drainage Reserve Fund
TWSD00090	Minor Erosion Control Works - Various Locations	80	0	80	Storm Water Development Charges Reserve Fund / Capital Reserve Fund
TWSD00091	Storm Sewer Oversizing - Various Locations	200	0	200	Storm Water Development Charges Reserve Fund
TWSD00092	Monitoring and minor modification of Storm Water Management Facilities - Various Locations	80	0	80	Storm Water Development Charges Reserve Fund
TWSD00114	Land Acquisition - Sawmill Creek Pond #5805 - North of Hwy 403, West of Winston Churchill Boulevard	2,240	0	2,240	Storm Water Development Charges Reserve Fund / Developer Contributions - Storm Drainage Reserve Fund
TWSD00116	New Facility - Sawmill Creek Pond #5805 - North of Hwy 403, West of Winston Churchill Boulevard	950	0	950	Developer Contribution - Storm Drainage Reserve Fund
TWSD00126	Land Acquisition - Storm Water Management Pond #5503 (North 16) - Between 9th and 10th Line	1,730	0	1,730	Storm Water Development Charges Reserve Fund
TWSD00128	New Facility - Storm Water Management Pond #5503 (North 16) - Between 9th and 10th Line	1,000	0	1,000	Storm Water Development Charges Reserve Fund
TWSD00187	Storm Sewer Network Modelling - City-wide Model	100	0	100	Capital Reserve Fund
TWSD00188	SWM Pond Dredging and Rehabilitation - Pond 2601A (Eastgate Business Park)	1,150	0	1,150	Capital Reserve Fund
TWSD00200	Cooksville Creek Flood Storage Facility - Eglinton Avenue East and Kennedy Road (Eastgate Park)	460	0	460	Storm Water Development Charges Reserve Fund / Capital Reserve Fund
TWSD00201	Cooksville Creek Impr & Flood Prot/Paisley Blvd E	5,149	0	5,149	Storm Water Development Charges Reserve Fund
TWSD00203	New Facility - Cooksville Creek Pond #3702 - North of Matheson Boulevard between McLaughl	7,015	0	7,015	Storm Water Development Charges Reserve Fund

Project Number	Project Name	Gross Cost (\$000's)	Recovery (\$000's)	Net Cost (\$000's)	Funding Sources
TWSD00207	Land/Cooksville Creek SWM Pond#3702/N of Matheson Blvd	6,500	0	6,500	Storm Water Development Charges Reserve Fund
TWSD00219	Cooksville Creek Flood Protection Berm Improvement - Helen Molasy Memorial Park	150	0	150	Storm Water Development Charges Reserve Fund
TWSD00240	Lisgar Community Basement Water Infiltration Investigation - Unspecified Improvements	200	0	200	Capital Reserve Fund
TWSD00241	Sixteen Mile Creek Culvert Improvement - Argentia Rd. Extension	1,530	0	1,530	Storm Water Development Charges Reserve Fund
TWSD00242	Stormwater Financing Study, Phase 2, Stages 3 and 4	720	0	720	Capital Reserve Fund
TWSD00275	Flood Evaluation Study - Serson, Applewood, and Little Etobicoke Creeks	350	0	350	Capital Reserve Fund
TWSD00277	Cooksville Creek Flood Protection - Dyking downstream of Central Parkway East, behind Rhonda Valley	1,787	0	1,787	Storm Water Development Charges Reserve Fund
<b>Total Storm Drainage</b>		<b>33,081</b>	<b>0</b>	<b>33,081</b>	
<b>Total Roads, Storm Drainage and Watercourses</b>		<b>86,745</b>	<b>3,293</b>	<b>83,452</b>	
<b>Mississauga Transit</b>					
<b>Buildings</b>					
TWTR00074	Transit Facility Repairs (Minor)	40	0	40	Federal Gas Tax Reserve Fund
TWTR00196	Transit Facility Repairs - City Centre Transit Terminal Washroom Upgrades	425	0	425	Federal Gas Tax Reserve Fund
<b>Total Buildings</b>		<b>465</b>	<b>0</b>	<b>465</b>	
<b>Buses</b>					
TWTR00066	Transit Capital Bus Maintenance - Major Component Rehabilitation/Replacement	2,100	0	2,100	Federal Gas Tax Reserve Fund
TWTR00067	Transit Bus Acquisitions - Growth	3,000	0	3,000	Transit Development Charges Reserve Fund / Federal Gas Tax Reserve Fund
TWTR00079	Transit Farebox Refurbishment	2,500	0	2,500	Federal Gas Tax Reserve Fund
<b>Total Buses</b>		<b>7,600</b>	<b>0</b>	<b>7,600</b>	

Project Number	Project Name	Gross Cost (\$000's)	Recovery (\$000's)	Net Cost (\$000's)	Funding Sources
<b>On-Street Facilities</b>					
TWTR00065	Transit BRT - Construction	24,765	0	24,765	Federal Public Transit Reserve Fund / Debt Financing
TWTR00069	Transit Dundas Corridor Study	3,000	0	3,000	Provincial Move Ontario 2020 Higher Order Transit Reserve Fund
<b>Total On-Street Facilities</b>		<b>27,765</b>	<b>0</b>	<b>27,765</b>	
<b>Other Transit</b>					
TWTR00070	Transit Mini Terminals/Bays/Bus Loops - Replacement	100	0	100	Federal Gas Tax Reserve Fund
TWTR00071	Transit MiWay Signs	400	0	400	Federal Gas Tax Reserve Fund
TWTR00072	Transit Bus Stops/Pads (Accessibility Plan) - Replacement	140	0	140	Federal Gas Tax Reserve Fund
<b>Total Other Transit</b>		<b>640</b>	<b>0</b>	<b>640</b>	
<b>Vehicles and Equipment</b>					
TWTR00073	Transit Capital Equipment Acquisition - Maintenance Section	145	0	145	Federal Gas Tax Reserve Fund
TWTR00078	Transit Security Vehicles & Equipment - Growth - BRT	40	0	40	Transit Development Charges Reserve Fund / Federal Gas Tax Reserve Fund
TWTR00205	Transit Change-Off Vehicle Acquisitions - Replacement	40	0	40	Federal Gas Tax Reserve Fund
<b>Total Vehicles and Equipment</b>		<b>225</b>	<b>0</b>	<b>225</b>	
<b>Total Mississauga Transit</b>		<b>36,695</b>	<b>0</b>	<b>36,695</b>	
<b>Parks &amp; Forestry</b>					
<b>City Wide Facilities</b>					
CMPF00269	Planning and Development Studies - Lifecycle Replacement	150	0	150	Capital Reserve Fund



Project Number	Project Name	Gross Cost (\$000's)	Recovery (\$000's)	Net Cost (\$000's)	Funding Sources
CMPF00325	Site investigations, appraisals, audits & small value acquisitions	100	0	100	Cash In Lieu Of Parkland Dedication Reserve Fund
CMPF00404	Bicycle/Pedestrian System - Multi-Use Trails - Maintenance - Erindale Park (P_060)	224	0	224	Capital Reserve Fund
CMPF00405	Bicycle/Pedestrian System - Multi-Use Trails - Construction - Various Locations	922	0	922	Recreation Development Charges Reserve Fund / Capital Reserve Fund
CMPF00407	Bicycle/Pedestrian System -Construction- Sawmill Valley Trail - Bird Property Link (ORT17A)	221	0	221	Recreation Development Charges Reserve Fund / Capital Reserve Fund
CMPF00417	Bicycle/Pedestrian System_Const_E. Hydro One East CorridorTrail_Etobicoke Creek-BRT(ORT11A)	62	0	62	Recreation Development Charges Reserve Fund / Capital Reserve Fund
CMPF03008	Bicycle/Pedestrian System_Desg&Const_LakeviewCorridorTrail_Lakeshore Road to QEW(ORT20A)	40	0	40	Recreation Development Charges Reserve Fund / Capital Reserve Fund
<b>Total City Wide Facilities</b>		<b>1,718</b>	<b>0</b>	<b>1,718</b>	
<b>Park Facility Installation</b>					
CMPF00275	Sports Fields (New) - 2 Tennis Courts - Whiteoaks Park (P_003)	291	0	291	Developer Contributions - Parks Reserve Fund
CMPF00920	Play Equipment Expansion (New) - Design and Const - Inclusive Playground - Rivergrove Park	409	0	409	Recreation Development Charges Reserve Fund / Capital Reserve Fund
CMPF03024	Play Equipment (New) - New Play equipment - Meadowvale Conservation Area (P_328)	81	0	81	Recreation Development Charges Reserve Fund / Capital Reserve Fund
<b>Total Park Facility Installation</b>		<b>781</b>	<b>0</b>	<b>781</b>	
<b>Park Redevelopment</b>					
CMPF00141	Bridges & Underpasses - Historical Bridge Rehabilitation - Not Yet Named (P_306) - Barbertain Bridge	421	0	421	Capital Reserve Fund
CMPF00384	Playground Redevelopment - Various Sites (11 sites)	950	0	950	Capital Reserve Fund
CMPF00442	Bridges & Underpasses - Repair approaches, decks and railings - Various Community Parks	126	0	126	Capital Reserve Fund

Project Number	Project Name	Gross Cost (\$000's)	Recovery (\$000's)	Net Cost (\$000's)	Funding Sources
CMPF00611	Park Improvements - Glen Erin Dr to Meadowvale Tw Ctr - pathway lighting install - Lake Aquitaine	71	0	71	Capital Reserve Fund
<b>Total Park Redevelopment</b>		<b>1,568</b>	<b>0</b>	<b>1,568</b>	
<b>Parkland Acquisition</b>					
CMPF00256	Community Parkland - Acquisition of F_410 - Not Yet Named (Willowglen School)	7,500	0	7,500	Cash In Lieu Of Parkland Dedication Reserve Fund
<b>Total Parkland Acquisition</b>		<b>7,500</b>	<b>0</b>	<b>7,500</b>	
<b>Parkland Development</b>					
CMPF00469	Community Parks - Design & Construction - Not Yet Named (F_408)	41	0	41	Recreation Development Charges Reserve Fund / Capital Reserve Fund
CMPF00473	Community Parks - Construction - Malton Village Park (P_270)	661	0	661	Recreation Development Charges Reserve Fund / Capital Reserve Fund
CMPF00475	Community Parks - Basic Development - Construction - Not Yet Named F_301 (3669 Mississauga Rd)	310	0	310	Recreation Development Charges Reserve Fund / Capital Reserve Fund
CMPF00480	Community Parks - Park Development - Construction - Not Yet Named P_508	600	0	600	Recreation Development Charges Reserve Fund / Capital Reserve Fund
CMPF03022	Community Parks - Design & Construction of Bridge - Not Yet Named (P_505) (Harris Property)	84	0	84	Recreation Development Charges Reserve Fund / Capital Reserve Fund
<b>Total Parkland Development</b>		<b>1,696</b>	<b>0</b>	<b>1,696</b>	
<b>Parks Operations</b>					
CMPF00230	Park Maintenance - South Common Satellite Depot-Design and Construction	374	0	374	Cash In Lieu Of Parkland Dedication Reserve Fund
CMPF00365	Water Services - Various Neighbourhood Parks	58	0	58	Capital Reserve Fund
CMPF00374	Pathway Reconstruction - Various Locations (10 sites)	464	0	464	Capital Reserve Fund
CMPF00593	Park Maintenance - Various Locations	481	0	481	Capital Reserve Fund

Project Number	Project Name	Gross Cost (\$000's)	Recovery (\$000's)	Net Cost (\$000's)	Funding Sources
CMPF03000	Park Maintenance - Recycling and Garbage Collection Program - Various Community Parks (BR#745)	90	0	90	Capital Reserve Fund
CMPF04079	Huron Park Gazebo (new)- Design and Construction	500	0	500	2009 Special Capital Projects Reserve Fund
<b>Total Parks Operations</b>		<b>1,967</b>	<b>0</b>	<b>1,967</b>	
<b>Sport Field Maintenance</b>					
CMPF00392	Tennis Court Maintenance - Various Locations (5 sites)	95	95	0	Donations
CMPF00560	Lit Sport Field Maintenance - Various Locations (16 sites)	570	0	570	Capital Reserve Fund
CMPF00984	Unlit Sport Field Maintenance - Various Locations (6 sites)	53	0	53	Capital Reserve Fund
<b>Total Sport Field Maintenance</b>		<b>718</b>	<b>95</b>	<b>622</b>	
<b>Urban Forestry</b>					
CMPF00287	Encroachment Management - Surveying and Removal of Encroachments - Various Locations	77	0	77	Capital Reserve Fund
CMPF00296	Emerald Ash Borer Management Program	2,922	0	2,922	Emerald Ash Borer Reserve Fund
CMPF00334	Street Tree Plantings - New Subdivisions & Road Reconstruction - Various Locations	730	0	730	Developer Contributions - Tree Planting Reserve Fund
CMPF00514	Conservation Authority Plantings - Greenbelt plantings - Various Locations	51	0	51	Capital Reserve Fund
CMPF00627	Park Trees - Replacement of dead or vandalized park trees	88	0	88	Capital Reserve Fund
CMPF00925	Playground Trees - Plant new Trees around play structures - Various Locations	30	0	30	Capital Reserve Fund
CMPF00968	Community Tree Planting - Million Tree Program - Various Locations	176	0	176	Capital Reserve Fund
CMPF00977	Street Tree Plantings - Tree Replacements - Various Locations	600	0	600	Capital Reserve Fund
<b>Total Urban Forestry</b>		<b>4,674</b>	<b>0</b>	<b>4,674</b>	

Project Number	Project Name	Gross Cost (\$000's)	Recovery (\$000's)	Net Cost (\$000's)	Funding Sources
<b>Vehicles, Equipment</b>					
CMPF00633	Vehicles & Equipment - Growth Related Equipment - Parks	180	0	180	Public Works Development Reserve Fund / Capital Reserve Fund
CMPF00634	Non-Growth Related Equipment	290	0	290	Capital Reserve Fund
<b>Total Vehicles, Equipment</b>		<b>470</b>	<b>0</b>	<b>470</b>	
<b>Total Parks and Forestry</b>		<b>21,091</b>	<b>95</b>	<b>20,995</b>	
<b>Mississauga Library Services</b>					
<b>Buildings</b>					
CMLS00015	Construction of Meadowvale Branch	800	0	800	Library Development Charges Reserve Fund / Capital Reserve
CMLS00056	Library Lighting Levels	125	0	125	Capital Reserve Fund
<b>Total Buildings</b>		<b>925</b>	<b>0</b>	<b>925</b>	
<b>Materials and Equipment</b>					
CMLS00006	Self-Serve Technology- Workstation Rollout-cash flow funding	656	0	656	Capital Reserve Fund
CMLS00017	Book carts, Specialized Shelving, Desks/ Work Stations	126	0	126	Capital Reserve Fund
CMLS00037	Library Collection Increases to reflect the growth in City	442	0	442	Library Development Charges Reserve Fund / Capital Reserve
<b>Total Materials and Equipment</b>		<b>1,224</b>	<b>0</b>	<b>1,224</b>	
<b>Total Mississauga Library Services</b>		<b>2,149</b>	<b>0</b>	<b>2,149</b>	

Project Number	Project Name	Gross Cost (\$000's)	Recovery \$(000's)	Net Cost (\$000's)	Funding Sources
<b>Business Services</b>					
<b>Communications</b>					
CPBS00016	Communication Master Plan Branding-Phase 2	20	0	20	Reserve for General Contingency
CPBS00017	Communication Master Plan Implementation-Phase 2- Ethnic Media and Advertising Strategy	25	0	25	Reserve for General Contingency
CPBS00023	Knowledge Base System Replacement-Call Centre-2014	100	0	100	Capital Reserve Fund
<b>Total Communications</b>		<b>145</b>	<b>0</b>	<b>145</b>	
<b>Human Resources</b>					
CPBS00001	HR Admin Processes & Forms Automation-BR 561	516	0	516	Capital Reserve Fund
<b>Total Human Resources</b>		<b>516</b>	<b>0</b>	<b>516</b>	
<b>Revenue, Materiel Management and Business Services</b>					
CPBS00011	Implement Electronic Tax Bills	50	0	50	Capital Reserve Fund
CPBS00013	Upgrade of Central Cashiers System	326	0	326	Capital Reserve Fund
<b>Total Revenue, Materiel Management and Business Services</b>		<b>376</b>	<b>0</b>	<b>376</b>	
<b>Total Business Services</b>		<b>1,037</b>	<b>0</b>	<b>1,037</b>	
<b>Facilities and Property Management</b>					
<b>Capital Construction &amp; Improvement</b>					
CPFP00123	2014 Accessibility	159	0	159	Capital Reserve Fund
<b>Total Capital Construction &amp; Improvement</b>		<b>159</b>	<b>0</b>	<b>159</b>	

Project Number	Project Name	Gross Cost (\$000's)	Recovery (\$000's)	Net Cost (\$000's)	Funding Sources
<b>Facility Services</b>					
CPFP00140	City Wide Energy Audit	244	0	244	Facility Repairs and Renovations Reserve Fund
CPFP00142	Parking Lot LED Lighting - Various Locations	242	0	242	Facility Repairs and Renovations Reserve Fund
CPFP00143	Energy Management - Recommissions	108	0	108	Facility Repairs and Renovations Reserve Fund
CPFP00144	LED Lighting Retrofit- VarRecFacilities	314	0	314	Facility Repairs and Renovations Reserve Fund
CPFP00145	Energy Management-Variou s Initiatives	141	0	141	Facility Repairs and Renovations Reserve Fund
CPFP00507	2014 Furniture	168	0	168	Capital Reserve Fund
<b>Total Facility Services</b>		<b>1,216</b>	<b>0</b>	<b>1,216</b>	
<b>Life Cycle Maintenance</b>					
CPFP00168	2014 Security-Lifecycle Replacement-Variou s Locations	153	0	153	Facility Repairs and Renovations Reserve Fund
CPFP00197	Compressor and Chiller Replacement-Tomken Twin Arena	106	0	106	Facility Repairs and Renovations Reserve Fund
CPFP00198	Skylight and Roof Replacement-Central Library North Atrium	257	0	257	Facility Repairs and Renovations Reserve Fund
CPFP00199	Roof Replacement-Civic Centre	711	0	711	Facility Repairs and Renovations Reserve Fund
CPFP00200	Sprinkler Replacement-Civic Centre	152	0	152	Facility Repairs and Renovations Reserve Fund
CPFP00201	Cooling Unit Replacement-Civic Centre Computer Room	212	0	212	Facility Repairs and Renovations Reserve Fund
CPFP00202	Platform Surface Replacement-City Centre Transit Terminal	351	0	351	Facility Repairs and Renovations Reserve Fund
CPFP00203	Roof Replacements-Variou s Locations	1,809	0	1,809	Facility Repairs and Renovations Reserve Fund
CPFP00204	Variou s Emergency Repairs 2014	530	0	530	Facility Repairs and Renovations Reserve Fund
CPFP00229	Compressor Replacement-Meadowvale Four Rinks	75	0	75	Facility Repairs and Renovations Reserve Fund

Project Number	Project Name	Gross Cost (\$000's)	Recovery (\$000's)	Net Cost (\$000's)	Funding Sources
CPFP00230	Boiler Replacement-Hershey Arena	81	0	81	Facility Repairs and Renovations Reserve Fund
CPFP00231	Electrical Repairs-Various Locations	51	0	51	Facility Repairs and Renovations Reserve Fund
CPFP00232	Parapet Window Replacements-Mississauga Valley Community Centre	65	0	65	Facility Repairs and Renovations Reserve Fund
CPFP00233	Refrigeration Piping Replacement-Carmen Corbasson Community Centre	92	0	92	Facility Repairs and Renovations Reserve Fund
CPFP00234	Pathway Lighting-Various Parks	323	0	323	Facility Repairs and Renovations Reserve Fund
CPFP00236	Sprinkler Replacement-Erin Mills Twin Arena	117	0	117	Facility Repairs and Renovations Reserve Fund
CPFP00237	Air Handling Unit Replacements-Erin Mills Twin Arena	461	0	461	Facility Repairs and Renovations Reserve Fund
CPFP00238	Mechanical Replacements-Various Works Locations	325	0	325	Facility Repairs and Renovations Reserve Fund
CPFP00239	Exhaust System Replacements-Various Fire Stations	179	0	179	Facility Repairs and Renovations Reserve Fund
CPFP00240	Kitchen Equipment Replacement-Civic Centre	128	0	128	Facility Repairs and Renovations Reserve Fund
CPFP00241	Interior Finishes-River Grove Community Centre-North Area	334	0	334	Facility Repairs and Renovations Reserve Fund
CPFP00242	Heating, Ventilation, Air Conditioning Replacement (2 units)-Frank McKechnie	122	0	122	Facility Repairs and Renovations Reserve Fund
CPFP00243	Parking Lot Lighting - Various Locations	198	0	198	Facility Repairs and Renovations Reserve Fund
CPFP00246	Structural Repairs-Various Locations	182	0	182	Facility Repairs and Renovations Reserve Fund
CPFP00346	2014 Inspections-VFA Assessments-Various Locations	332	0	332	Facility Repairs and Renovations Reserve Fund
<b>Total Life Cycle Maintenance</b>		<b>7,343</b>	<b>0</b>	<b>7,343</b>	
<b>Total Facilities and Property Management</b>		<b>8,718</b>	<b>0</b>	<b>8,718</b>	

Project Number	Project Name	Gross Cost (\$000's)	Recovery (\$000's)	Net Cost (\$000's)	Funding Sources
<b>Recreation</b>					
<b>City Wide Recreation</b>					
CMRC00005	Meadowvale CC renovation - design & construction	4,000	0	4,000	Cash-in-lieu of Parkland Dedication Reserve Fund / Debt Financing
CMRC00009	Lakeview GC - Upgrade Irrigation System	54	0	54	Capital Reserve Fund
CMRC00018	River Grove CC renovation - Design & Construction	3,720	0	3,720	Cash-in-lieu of Parkland Dedication Reserve Fund
CMRC00074	Renovations and rehabilitation projects	325	0	325	Facility Repairs and Renovations Reserve Fund
CMRC00083	Various Lakeview Golf Course Maintenance	30	0	30	Capital Reserve Fund
CMRC00090	Various BraeBen Golf Course Maintenance	30	0	30	Capital Reserve Fund
<b>Total City Wide Recreation</b>		<b>8,159</b>	<b>0</b>	<b>8,159</b>	
<b>Vehicles, Equipment</b>					
CMRC00028	Hershey POS replacement	125	0	125	Capital Reserve Fund
CMRC00063	Program Furniture and Equipment	510	0	510	Capital Reserve Fund
CMRC00072	Self Service Kiosks -New	100	0	100	Capital Reserve Fund
CMRC00102	Lifecycle Replacement - Fitness Equipment	180	0	180	Capital Reserve Fund
<b>Total Vehicles, Equipment</b>		<b>915</b>	<b>0</b>	<b>915</b>	
<b>Total Recreation</b>		<b>9,074</b>	<b>0</b>	<b>9,074</b>	
<b>Information Technology</b>					
<b>Applications</b>					
CPIT00151	Election System - 2014	80	0	80	Capital Reserve Fund



Project Number	Project Name	Gross Cost (\$000's)	Recovery (\$000's)	Net Cost (\$000's)	Funding Sources
CPIT00175	Desktop Software Licenses-2014-2018	100	0	100	Capital Reserve Fund
CPIT00222	Library Public Printing System Replacement-2014	235	0	235	Capital Reserve Fund
CPIT00228	SAP Unplanned Legislative Changes-2014	100	0	100	Capital Reserve Fund
CPIT00273	IT e3 City Wide Minor Projects - 2014	150	0	150	Capital Reserve Fund
CPIT00364	Automatic Dialing – Announcing Device System Installation	35	0	35	Capital Reserve Fund
<b>Total Applications</b>		<b>700</b>	<b>0</b>	<b>700</b>	
<b>Infrastructure</b>					
CPIT00152	Server , SAN and Backup Replacement-2014	350	0	350	Capital Reserve Fund
CPIT00153	Network Fibre, Wireless Replacement 2014	215	0	215	Capital Reserve Fund
CPIT00167	Network Infrastructure Voice Systems Upgrade-2014	210	0	210	Capital Reserve Fund
CPIT00190	Phone Replacements-2014-2015	250	0	250	Capital Reserve Fund
CPIT00193	VCOM Radio Network Replacement-2014	1,425	0	1,425	Capital Reserve Fund
CPIT00245	IT Service Management Program-2014-2015	150	0	150	Capital Reserve Fund
CPIT00247	Corporate AudioVisual Equipment Purchase & Replacement-2014	100	0	100	Capital Reserve Fund
CPIT00256	Network Access Switches Replacement & Expansion 2014-15	800	0	800	Capital Reserve Fund
CPIT00261	Network Security Enhancement/Replacement - 2014	100	0	100	Capital Reserve Fund
CPIT00272	IT e3 Project Portfolio Management 2014-2015	100	0	100	Capital Reserve Fund
CPIT00275	B1 Data Centre HVAC system upgrade	200	0	200	Capital Reserve Fund
CPIT00277	Business Continuity & Disaster Readiness for IT Systems 2014	250	0	250	Capital Reserve Fund
<b>Total Infrastructure</b>		<b>4,150</b>	<b>0</b>	<b>4,150</b>	

Project Number	Project Name	Gross Cost (\$000's)	Recovery (\$000's)	Net Cost (\$000's)	Funding Sources
<b>PC Replacement and Peripherals</b>					
CPIT00208	PC/Notebook/Tablets/Monitors Replacement-2014	880	0	880	Capital Reserve Fund
CPIT00278	Specialized Peripheral Equipment Replacement - 2014	100	0	100	Capital Reserve Fund
<b>Total PC Replacement and Peripherals</b>		<b>980</b>	<b>0</b>	<b>980</b>	
<b>Total Information Technology</b>		<b>5,830</b>	<b>0</b>	<b>5,830</b>	
<b>Strategic Policy</b>					
<b>Strategic Community Initiatives</b>					
COSP00011	Downtown Infrastructure and Public Realm Plan	70	0	70	Capital Reserve Fund
COSP003729	Cooksville Vision 20/20	175	0	175	Capital Reserve Fund
<b>Total Strategic Community Initiatives</b>		<b>245</b>	<b>0</b>	<b>245</b>	
<b>Total Strategic Policy</b>		<b>245</b>	<b>0</b>	<b>245</b>	
<b>Land Development Services</b>					
<b>Policy Planning</b>					
PBLD0013	Community Improvement Plans - 2014 Phase	100	0	100	Planning Process Update Reserve
PBLD0018	Field Computing and Enhanced Automation	82	0	82	Capital Reserve Fund
<b>Total Policy Planning</b>		<b>182</b>	<b>0</b>	<b>182</b>	
<b>Total Land Development Services</b>		<b>182</b>	<b>0</b>	<b>182</b>	

Project Number	Project Name	Gross Cost (\$000's)	Recovery (\$000's)	Net Cost (\$000's)	Funding Sources
<b>Arts and Culture</b>					
<b>Buildings</b>					
CMCL00041	5 Year Update of the Culture Master Plan	250	0	250	Arts Reserve
<b>Total Buildings</b>		<b>250</b>	<b>0</b>	<b>250</b>	
<b>Heritage Planning</b>					
CMCL00020	Heritage designation surveys and plaques	15	0	15	Capital Reserve Fund
<b>Total Heritage Planning</b>		<b>15</b>	<b>0</b>	<b>15</b>	
<b>Materials &amp; Equipment</b>					
CMCL00027	Furniture and Equipment - Replacement	28	0	28	Capital Reserve Fund
CMCL00034	Public Art Program	100	0	100	Capital Reserve Fund
CMCL00049	Audio Equipment - Monitor Rig	30	0	30	Capital Reserve Fund
<b>Total Materials &amp; Equipment</b>		<b>158</b>	<b>0</b>	<b>158</b>	
<b>Total Arts and Culture</b>		<b>423</b>	<b>0</b>	<b>423</b>	
<b>Total City 2014 Approved Capital Budget</b>		<b>178,054</b>	<b>3,388</b>	<b>174,666</b>	

#### 4.0 Appendix 4 – Summary of Full Time Equivalent

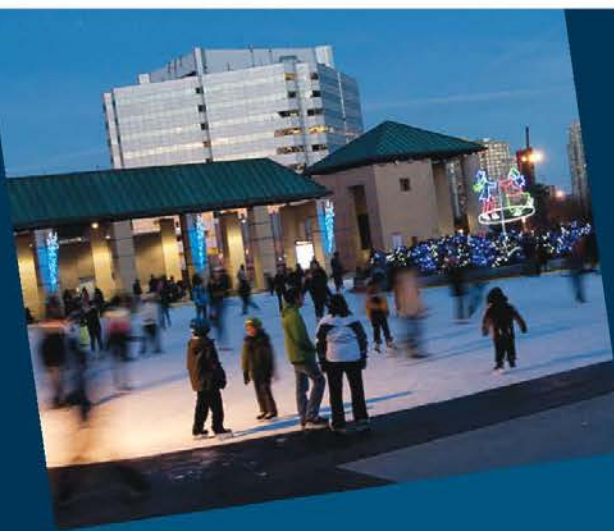
Summary of Full-Time Equivalents (FTE's)		2013	2014	2015	2016
<b>Fire and Emergency Services</b>					
Suppression		616.0	616.0	636.0	656.0
Building Maintenance		2.0	3.0	3.0	3.0
Vehicle Maintenance		10.0	10.0	11.0	11.0
Prevention		39.0	39.0	39.0	39.0
Divisional Support Services		39.0	41.5	42.5	42.5
<b>Total Service Distribution</b>		<b>706.0</b>	<b>709.5</b>	<b>731.5</b>	<b>751.5</b>
<b>Roads, Storm Draining and Watercourses</b>					
Maintenance Control		119.5	120.5	120.5	120.5
Engineering and Capital Works		59.4	59.4	59.4	59.4
Development Construction		12.0	17.0	17.0	17.0
Corporate Fleet Maintenance		27.7	27.7	27.7	27.7
Crossing Guards		68.9	75.5	75.5	75.5
Traffic Management		52.7	57.7	59.7	61.7
Transportation & Infrastructure Planning		47.3	47.3	48.3	56.8
Parking Facilities		2.0	2.0	2.0	2.0
Corporate Support Services Geomatics		31.0	31.0	31.0	31.0
<b>Total Service Distribution</b>		<b>420.3</b>	<b>438.1</b>	<b>441.1</b>	<b>451.6</b>
<b>Mississauga Transit</b>					
Business Development		53.6	54.6	55.6	55.6
Business Systems		19.0	19.0	19.0	19.0
Maintenance		185.2	186.2	186.2	185.2
Office of the Director		3.0	3.0	4.0	4.0
Operations		1,022.8	1,066.8	1,108.8	1,119.8
Transportation Project Office		6.0	6.0	6.0	11.0
<b>Total Service Distribution</b>		<b>1,289.6</b>	<b>1,335.6</b>	<b>1,379.6</b>	<b>1,394.6</b>
<b>Parks and Forestry</b>					
Environment Management		5.0	7.7	7.7	7.0
Forestry		50.4	50.4	49.4	49.4
Park Planning & Development		31.8	32.8	32.5	30.8
Park Maintenance		273.2	275.2	278.2	278.3
Divisional Support Services		2.0	2.0	2.0	2.0
<b>Total Service Distribution</b>		<b>362.4</b>	<b>368.1</b>	<b>369.7</b>	<b>367.5</b>

Summary of Full-Time Equivalents (FTE's)	2013	2014	2015	2016
<b>Mississauga Library</b>				
Central Library Services	72.7	71.2	70.2	69.2
Public Services	212.8	211.0	208.0	206.0
Divisional Support Services	39.0	39.0	39.0	38.0
<b>Total Service Distribution</b>	<b>324.5</b>	<b>321.2</b>	<b>317.2</b>	<b>313.2</b>
<b>Business Services</b>				
Communications	55.6	55.6	55.2	55.2
Finance	67.8	65.8	65.3	65.3
Human Resources	66.5	66.5	68.0	65.0
Revenue & Materiel Management	68.1	69.3	68.3	67.3
<b>Total Service Distribution</b>	<b>258.0</b>	<b>257.2</b>	<b>256.8</b>	<b>252.8</b>
<b>Facilities and Property Management</b>				
Building Maintenance	33.0	33.0	33.0	33.0
Building Operations	39.6	39.6	39.6	39.6
Capital Project Management and Space Planning	33.0	33.0	33.0	32.0
Divisional Support Service	8.0	8.0	7.3	7.3
Realty Services	10.0	10.0	10.0	10.0
Security	54.7	54.7	54.7	54.7
Utilities	4.0	4.0	4.0	4.0
<b>Total Service Distribution</b>	<b>182.3</b>	<b>182.3</b>	<b>181.6</b>	<b>180.6</b>
<b>Recreation</b>				
Recreation Facilities and Programs	607.3	594.7	605.7	614.2
Divisional Support Services	79.0	79.0	77.0	77.0
Golf and Hershey Centre	69.9	76.9	76.9	76.9
<b>Total Service Distribution</b>	<b>756.2</b>	<b>750.6</b>	<b>759.6</b>	<b>768.1</b>
<b>Information Technology</b>				
Information Technology	129.3	124.5	123.5	123.5
<b>Total Service Distribution</b>	<b>129.3</b>	<b>124.5</b>	<b>123.5</b>	<b>123.5</b>
<b>Strategic Policy</b>				
City Strategy and Innovations	24.1	24.5	24.5	24.5
Economic Development	14.5	14.5	15.5	16.5
Internal Audit	8.0	8.0	8.0	8.0
Legal Services	41.5	41.5	41.5	40.5
<b>Total Service Distribution</b>	<b>88.1</b>	<b>88.5</b>	<b>89.5</b>	<b>89.5</b>

Summary of Full-Time Equivalents (FTE's)				
	2013	2014	2015	2016
<b>Land Development Services</b>				
Building Division	80.3	80.9	80.3	80.3
Development and Design	47.0	47.0	47.0	47.0
Policy Planning Division	20.3	20.3	20.3	20.3
<b>Total Service Distribution</b>	<b>147.6</b>	<b>148.2</b>	<b>147.6</b>	<b>147.6</b>
<b>Arts and Culture</b>				
Mississauga Celebration Square	8.0	8.0	8.0	8.0
Heritage	4.0	2.5	2.5	2.5
Culture Operations	37.4	38.2	39.2	39.2
Culture Planning	4.0	4.0	4.5	4.5
Culture Support Services	5.0	5.4	5.5	5.5
<b>Total Service Distribution</b>	<b>58.4</b>	<b>58.1</b>	<b>59.7</b>	<b>59.7</b>
<b>Regulatory Services</b>				
Enforcement Administration	8.0	8.0	8.0	8.0
Animal Services	33.3	33.3	33.3	33.3
Mobile Licensing	14.0	16.0	17.0	17.0
Compliance & Licensing Enforcement	26.8	27.8	28.8	28.8
Parking Enforcement	51.0	53.0	53.0	53.0
<b>Total Service Distribution</b>	<b>133.0</b>	<b>138.0</b>	<b>140.0</b>	<b>140.0</b>
<b>Legislative Services</b>				
Elections	3.0	7.0	3.0	3.0
Provincial Offence Act	20.5	21.5	21.5	21.5
Office of the City Clerk	41.4	41.4	41.4	41.4
Printing and Mail Services	12.5	12.3	12.3	12.3
<b>Total Service Distribution</b>	<b>77.4</b>	<b>82.2</b>	<b>78.2</b>	<b>78.2</b>
<b>Mayor and Members of Council</b>				
Mayor's Office	5.0	5.0	5.0	5.0
Councillor's Office	34.2	34.2	34.2	34.2
<b>Total Service Distribution</b>	<b>39.2</b>	<b>39.2</b>	<b>39.2</b>	<b>39.2</b>

Summary of Full-Time Equivalents (FTE's)	2013	2014	2015	2016
<b>Departmental Business Services</b>				
Community Services	19.5	19.5	19.5	19.5
Corporate Services	8.0	8.0	8.0	8.0
Planning & Building	30.3	30.7	30.7	30.7
Transportation & Works	34.3	33.8	33.8	33.8
<b>Total Service Distribution</b>	<b>92.1</b>	<b>92.0</b>	<b>92.0</b>	<b>92.0</b>
<b>Total FTEs</b>	<b>5,064.3</b>	<b>5,133.3</b>	<b>5,206.8</b>	<b>5,249.5</b>





823 RECREATION FACILITIES  
 24/7, 365 DAYS A YEAR ACCESS TO FIRE  
 \$8 BILLION INFRASTRUCTURE  
 SNOW CLEARED FROM 5,210 KM OF ROADS AND 2,204 KM OF SIDEWALKS  
 POWER SUPPLIED TO 49,234 STREET LIGHTS AND 511 TRAFFIC LIGHTS  
 244 KM OF BICYCLE LANES AND BOULEVARD MULTI-USE TRAILS  
 56 KM OF NOISE BARRIERS  
 223 BRIDGES AND CULVERTS



# City Business Plan

## 2014-2016 Business Plan Update and 2014 Budget

City of Mississauga, Ontario, Canada



1.3 MILLION LIBRARY ITEMS IN MULTIPLE LANGUAGES AND  
 GRASS CUT ON 530 SPORTS FIELDS  
 EQUIPMENT MAINTAINED ON 255 PLAYGROUNDS  
 23,314 RECREATION PROGRAMS  
 530 SPORTS FIELDS  
 511 SIGNALIZED INTERSECTIONS  
 25 ICE RINKS, 18 POOLS AND 11 COMMUNITY CENTRES  
 93 TRANSIT ROUTES, 1.3 MILLION HOURS OF SERVICE  
 102 EVENT DAYS AT CELEBRATION SQUARE AND 505,000  
 6,700 ACRES OF PARKS AND OPEN SPACES  
 5,210 KM OF ROADS  
 100+ FACILITIES



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## Forward

Last year the City of Mississauga undertook an extensive process to create a four year, 2013 through 2016, detailed Business Plan and Budget. Approved in December 2012, the 2013-2016 Business Plan and Budget outlines how and where the City plans to allocate resources to provide good value for taxpayers. Reviewed and updated annually, the four year plan is based on the City's four priorities. 2014 marks the second year of Mississauga's four year Business Plan and Budget. For this "Update Year" staff have focused on primarily updating and presenting exceptions and amendments to the four year approved Service Area Business Plans, while still providing comprehensive financial information and forecasts.

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## Our Values

As we move forward in these changing times, and set new goals, it is important to be able to have a consistent frame of reference for decision-making. Our three corporate values are that constant. They are fundamental to the relationship we have with all our stakeholders, and form the basis of how we act.

### Trust

The public trust we uphold. The open and responsive manner in which the City is governed. The City clearly holds the trust of the public at present and this allows us to effectively work with our citizens to achieve our goals. For staff, we understand how important it is; with trust we can achieve anything.

### Quality

The quality of life we provide Mississauga taxpayers. Delivering the right services that add value to our citizens' lives. For staff, we are judged by the public on the quality of service we provide. We also need to stay focused on employees' quality of work life.

### Excellence

The delivery of excellence. Mississauga will achieve excellence in public administration and deliver services in a superior way, at a reasonable cost.



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# Our Vision for the Future

Mississauga will inspire the world as a dynamic and beautiful global city for creativity and innovation, with vibrant, safe and connected communities; where we celebrate the rich diversity of our cultures, our historic villages, Lake Ontario and the Credit River Valley.

**A place where people choose to be.**



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## Table of Contents

<b>Message from the City Manager .....</b>	<b>7</b>
<b>Executive Summary .....</b>	<b>8</b>
<b>Profile of the City.....</b>	<b>14</b>
<b>The Corporation of the City of Mississauga .....</b>	<b>16</b>
<b>Writing the Business Plan .....</b>	<b>18</b>
<b>Year One of Our Four Year Plan Delivered Results.....</b>	<b>21</b>
<b>Priorities for this Business Plan .....</b>	<b>24</b>
Deliver the Right Services.....	24
Implement Cost Containment Strategies.....	27
Maintain our Infrastructure .....	28
Advance on our Strategic Vision .....	32
<b>Service Area Plans .....</b>	<b>40</b>
Roads, Storm Drainage and Watercourses.....	42
Mississauga Fire and Emergency Services.....	43
MiWay Transit.....	44
Recreation .....	45
Parks and Forestry .....	46
Mississauga Library .....	47
Land Development Services .....	48
Legislative Services .....	49
Arts and Culture.....	50
Regulatory Services.....	51
Facilities and Property Management.....	52
Strategic Policy .....	53
Information Technology .....	54
Business Services .....	55
<b>Performance Measures.....</b>	<b>56</b>

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## Message from the City Manager

### Mayor and Members of Council:

Inspiration comes in many different forms. It encourages us to excel in our day-to-day operations and deliver the services that make us a world-class city and global urban centre. As a municipal leader, we continue to inspire the world as a dynamic and beautiful city. Therefore, I am pleased to share with you the progress we have made to date with the City of Mississauga Business Plan and Budget.

You will see as you review our plan update that over the past year, we have achieved success through the four priorities of the Business Plan and Budget: *Deliver the Right Services; Implement Cost Containment Strategies; Maintain our Infrastructure; and Advance on our Strategic Vision.* Keeping in mind the goals of our Strategic Plan, we have made considerable investments in accomplishing our goals.

Our Business Plan and Budget provides a comprehensive framework of where, when and how public dollars are spent. However, even despite the best planning, we must anticipate and be prepared for unknown challenges and new issues that may arise along the way. This makes good planning even more important. In our economic climate, it is crucial to remain resilient. Although resiliency can be tough to achieve at times, we must be ready to take advantage of funding programs when opportunities arise and ensure that we make the best choices and compromises, when needed, for the City.



The City of Mississauga remains committed to providing quality services and maintaining infrastructure while continuing to build our City for the future in a fiscally responsible manner. For the 10<sup>th</sup> year in a row, Standard and Poor's Rating Services has reaffirmed the City's 'AAA' credit rating. This rating refers to our "strong economic fundamentals, very positive financial management and liquidity and low debt burden."

In the pages that follow, you will see in greater detail how our plan is moving forward in areas such as our waterfront, downtown, culture, economic development, transit and the environment. You will also see the work we are doing to plan and manage our challenges around storm water and the highly destructive Emerald Ash Borer (EAB) insect. This progress is giving life to our vision of Mississauga as "a place where people choose to be."

Our Business Plan and Budget affects everyone, which is why we encourage our stakeholders to get involved. We welcome public input. Residents can visit the City's website, attend a Budget Committee meeting or contact their ward councillor for more information.

A handwritten signature in black ink that reads "Janice Baker".

**Janice M. Baker, FCPA, FCA**  
**City Manager and Chief Administrative Officer**  
**City of Mississauga**

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## Executive Summary

The City of Mississauga has before it many opportunities to continue to evolve as a place where people chose to be. It is a modern, vibrant 21<sup>st</sup> century community that is still growing culturally and in its service provision.

Council and the community worked hard to develop a Strategic Plan - *Our Future Mississauga* - that outlines the strategic interventions we need to make over the coming decades to achieve this vision, while retaining the commitment to providing quality services and infrastructure in a fiscally responsible manner. The plan will be implemented in a thoughtful way, leveraging partnerships throughout the community and beyond. Property taxes alone will not be able to fund the plan.

In recent years, the City has developed more detailed master plans around culture, the environment, our downtown, cycling, recreation, parks, our library system, higher order transit, older adults, youth, economic development and others.

The City faces challenges in finding the balance that will meet Council and the community's expectations on service levels and taxation, while continuing to be aspirational. Our Business Plan affords us the opportunity to step back and evaluate our external environment and internal processes, and adjust goals, service levels, and programs in the context of our Strategic Plan and progressive financial planning. It outlines how and where the City plans to allocate resources to provide good value for taxpayers in a disciplined, coordinated and transparent way. A significant focus of this plan is on maintaining existing services, including infrastructure. Additional service investments focus mostly

on continued transit expansion and the Emerald Ash Borer program to protect our city-owned urban forest.

### **The City of Mississauga is a global urban centre by any measure:**

- With a population of 745,000, it is the sixth largest city in Canada and the 24<sup>th</sup> largest in Canada/United States;
- Mississauga's total land area of almost 30,000 hectares is larger than Paris, Boston and Seattle;
- Environics have reported that 96 percent of citizens are satisfied with Mississauga as a place to live;
- Mississauga has the third largest municipal transit system in Ontario and the largest international airport in Canada, Toronto Pearson;
- Mississauga has a beautiful waterfront, resting on the shores of Lake Ontario, as well as a thriving downtown;
- Mississauga is home to 54,000 businesses, of which 62 are Canadian head offices of Fortune 500 corporations, providing 413,000 jobs;
- The City is home to many cultures and faiths, with over 70 languages spoken;
- The services delivered by City of Mississauga are highly valued by residents and businesses and funded with one of the lowest tax rates in the Greater Toronto Area, on an infrastructure base valued at over \$8 billion; and
- Mississauga was ranked 1<sup>st</sup> in the Mid-Size Cities of the Future category in Foreign Direct Investment magazine's ranking of cities across the American continents. The City also ranked 2<sup>nd</sup> for economic potential and 4<sup>th</sup> for infrastructure.

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Like most municipalities in the world, the City faces challenges. Residents and businesses continue to face economic challenges. City Infrastructure is aging and will require increased funding to maintain a state of good repair. Unplanned matters such as severe weather and new invasive insects need to be responded to. Choices need to be made to ensure we continue to deliver the services our residents value, in a fiscally responsible manner.

The 2014-2016 Business Planning Process engaged all service leaders in the city and challenged them to bring forward their best thinking on how to resource and carry out the right business plans, plans that strike a balance between meeting service expectations and achieving fiscal restraint.

Through a process of reviewing existing service levels, continuous improvement and examining past performance we feel we have proposed a fiscally responsible Business Plan and Budget for Council's consideration that, resources the right things in the right way, in the right sequence, with the right co-ordination.

This is an exciting, but demanding time, and staff remain flexible to adjust these plans in any way that Council directs.

The 2014 Business Plan updates our four year plan to ensure that Council has the best information possible as they make business and budget decisions. This plan focusses delivering city services around four key priorities:

- *Deliver the Right Services;*
- *Implement Cost Containment Strategies;*
- *Maintain our Infrastructure; and*
- *Advance on our Strategic Vision.*

## **Deliver the Right Services**

*Balance citizen expectations with fiscal reality.*

Mississauga has a reputation as a leader in municipal service provision.

In 2012, Mississauga was ranked third overall out of 30 of Canada's largest cities for satisfaction with municipal services by Forum Research Inc. Ninety six per cent of citizens are satisfied with their City as a place to live (Environics). The services that the City provides are important to our stakeholders and the foundation for our quality of life.

There are many variables that can impact positively or negatively the ability to maintain services every day, be they political, social, economic, technological, environmental or legal. In particular, policy at the provincial and federal levels often impacts the City's services and adds to the complex web of service delivery offerings in over 200 separate lines of business.

The City of Mississauga remains committed to providing quality services and maintaining infrastructure while continuing to build our City for the future in a fiscally responsible manner. This business plan balances citizen's expectations with fiscal reality. Within each service area the Business Plan explains the service delivery model; current service levels; how customers are engaged; service goals and objectives the resources required and the steps taken to contain costs. Performance is measured through a balanced scorecard.



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## Implement Cost Containment Strategies

### *Demonstrate value for money*

Understanding current economic conditions and that public demand for accountability and value for money is increasing, it is more important than ever that our Business Plans demonstrate fiscal prudence. Citizens expectations are changing as well, and Council, while showing an appetite for cost reductions where possible, have been clear to staff that there is no interest in significant service reductions

Staff were directed again to review their base budgets to find savings and efficiencies. Every year this proves to be a more challenging task for staff as Mississauga's priority is to keep services at acceptable levels, while continuing to provide new initiatives to keep our city a desirable place to be. For 2014, \$7.9 million amount of savings were identified. These savings have resulted in the 2014 Budget for maintaining our services only increasing at the rate of inflation despite significant cost pressures above inflation.

This year's budget reflects \$7.9 million in efficiencies and reductions through a range of opportunities such as: leveraging technology to introduce more self-serve options; automating processes and forms; implementing various technological efficiencies; collecting and storing artifacts using a leased space model; continuing with the energy conservation measures like LED street lighting; introduction of a new Administrative Penalty System to reduce cost backlog and increase effectiveness; more cost effective benefit plans; increasing user fees and general cost reduction in many smaller ways.

## Maintain our Infrastructure

### *To ensure we remain competitive*

Services that are provided by the City of Mississauga are dependent on safe and reliable infrastructure. The future success of our city depends on Mississauga remaining competitive with other major urban cities by maintaining our infrastructure, ensuring it is modern and that it meets the needs of our diverse and changing city.

The total asset value of Mississauga's infrastructure is \$8 billion. While Mississauga's infrastructure is fairly new, and in relatively good shape, it is taking more and more funding to keep it that way. In addition to our need for funding for state of good repair, we require investment in our storm water infrastructure, which was highlighted in the severe storm and flooding of July 8, 2013. Increased intensity of weather events and upstream development requires improvements in our storm infrastructure to mitigate flooding. To finance these improvements the City is planning to implement a dedicated Storm Water User Fee.

A properly funded preventative maintenance and renovation program is less costly and eradicates the need for emergency repair or complete replacement, which always costs more. However, even despite the best planning, we must anticipate and be prepared for unknown challenges and issues that arise along the way.

In order to remain resilient and plan for the future, this Business Plan & Budget continues to recommend a two per cent capital infrastructure and debt repayment levy with one per cent allocated to fund capital infrastructure and one per cent to debt repayment of principal and interest. This levy will help ensure the long term financial sustainability of the

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capital program. However, even with this large investment our infrastructure gap continues to widen, as it does for communities throughout Canada, highlighting the need for sustainable funding from other levels of government.

This Business Plan provides for projects such as: completion of Transit Project Assessment Process (TPAP) for Light Rail Transit on Hurontario/ Main Street; rehabilitation of six bridge structures and 24 kilometres of road pavement; three new stormwater pond facilities; six kilometres of new sidewalk; completion of Torbram Road grade separation project and commencement of the Goreway Drive grade separation project; relocation of Fire Station 119; acquisition of five acres of parkland; relocation of Woodlands Library and Meadowvale Community Centre; opening of the Westacres pool and the opening of River Grove Community Centre in July 2014.

## **Advance on our Strategic Vision**

*To ensure Mississauga is a global urban city recognized for its Municipal leadership*

After the largest public engagement initiative in the City's history with residents and businesses, in April 2009 Council approved Our Future Mississauga which defined the five Strategic Pillars for Change that needed to be addressed to achieve our vision over the next 40 years.

In recent years, the City has developed more detailed master plans around culture, the environment, our downtown, cycling, recreation, parks, our library system, higher order transit, older adults, youth and economic development to name a few.

The plan will be implemented in a thoughtful way, leveraging partnerships throughout the community and beyond. Property taxes alone will not be able to fund the plan and we must be ready to take advantage of partnership opportunities.

Through the Strategic Action Plan, the City can be confident that it is targeting investment in the right areas.

The Business Plan allocates the resources to advance on that vision over the next three years and a progress report on the Strategic Plan is issued annually. Demonstrating linkage to the Strategic Plan was a key step in developing all the service area plans.

This strategic priority will be achieved through: increased operations and maintenance to ensure the success of the new transitway scheduled to open in 2014; artifact preservation and collection services; strengthening of Public Art; grant support to local arts and cultural organizations; the development of a Mississauga Integrated Community

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Energy Plan; E-Recreation Guide Strategy; advancement with Inspiration Lakeview; opening of Sheridan College Phase Two; Information Communications Technology (ICT) Outreach Program; Life sciences Outreach Program; implementation of Mississauga's Sport Plan; creation of community gardens; and the creation of the waste diversion plan.

Fiscal reality makes our investments modest but we continue to be aspirational and prepared for funding opportunities and partnerships.

## Financial Implications

The Business Plan and Budget focuses primarily on preserving existing service levels and delivering these services in a cost effective manner, as well as providing for some priority strategic investments, infrastructure upgrades, and capital maintenance. It balances the increased costs to deliver services to the community with reasonable tax impacts. The proposed 2014-2016 Business Plan Update and 2014 Budget has been developed ensuring that the Corporation delivers value for every tax dollar raised.

Mississauga's property tax bill includes funding for three organizations (as it is a two-tier structured municipality) – City of Mississauga, the Region of Peel, and the Province of Ontario (for education purposes). The City's Business Plan and Budget only impacts the City portion of the tax bill which is 31 per cent of the residential tax bill and 19 per cent of the non-residential tax bill.

According to Statistics Canada and the Fraser Institute, in terms of total taxes paid by an individual or business in Canada (including sales, income and all other taxes), municipalities receive a much smaller share than both the Provincial and Federal governments. For example, Ontario municipalities receive only 11 cents of every tax dollar raised in Ontario, yet own 65 per cent of the capital infrastructure. The Provincial and Federal governments receive 34 cents and 55 cents and own 32 per cent and 3.2 per cent of the capital infrastructure, respectively. This makes budgeting a challenge at the municipal level.

The 2014-2016 Business Plan and 2014 Budget is segmented into four components:

- Maintaining Current Service Levels;
- Operationalizing Prior Decisions;
- New Initiatives and Revenues; and
- Special Purpose Levies which includes fixed funding for replacing city-owned Ash trees, providing sustainable funding for the City's infrastructure, and proposed for Council's consideration in 2014, funding for UTM's new Institute of Management and Innovation Complex.

The following chart illustrates the impact on the property tax bill by major category.

Additional information related to the City's Budget is located in the "City Budget and Financial Overview" section of this plan.

Drivers of Operating Budget Costs	2014 %	2015 %	2016 %
Costs to Maintain Current Service Levels	1.6%	1.8%	-0.1%
Costs Incurred to Operationalize Prior Decisions	0.8%	0%	0.1%
New Initiatives/Revenues	0.8%	1.6%	2.3%
<b>Special Purpose Levies</b>			
Emerald Ash Borer Management Plan	0.8%	0%	0%
Capital Infrastructure Levy and Debt Repayment Levy	2.0%	2.0%	2.0%
UTM Funding	0.3%	0%	0%

<b>Impact on Total Residential Tax Bill</b>	<b>1.9%</b>	<b>1.7%</b>	<b>1.3%</b>
<b>Impact on Total Commercial Tax Bill</b>	<b>1.2%</b>	<b>1.0%</b>	<b>0.8%</b>

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## Profile of the City

The City of Mississauga is located on the shores of Lake Ontario, to the west of the City of Toronto. It is an area municipality within the Region of Peel, Ontario, Canada with a population forecast to grow to 812,000 in the next 20 years.

Founded in 1974, it has grown from a collection of villages with a population of 220,000 to a large global urban centre with 745,000 residents, 54,000 businesses and the home of 413,000 jobs. Mississauga is a net importer of jobs, is the sixth largest city in Canada and the 24<sup>th</sup> largest in Canada/United States.

Immigration and mobility patterns have seen the City of Mississauga become one of the most culturally diverse cities in the world. More than half of the city's population is foreign-born and has a mother tongue that is not one of the two official languages. However, the majority speak English and are ready to participate in their new community as represented by the fact that three quarters of immigrants in Mississauga become citizens of Canada.

With seven major highways, the largest international airport in Canada, excellent inter-regional public transportation links and strategically located in the heart of the Greater Golden Horseshoe, Mississauga has easy access to global markets and skilled knowledge workers with connections throughout the world. In addition to the thousands of small businesses, Mississauga is home to 62 Canadian head offices of Fortune 500 companies. The key sectors are: Life Sciences; Advanced Manufacturing; Finance, Insurance & Real Estate (FIRE), and Information and Communication Technologies (ICT). The City has received a "AAA" credit rating from Standard and Poor's for many years. The City did not issue debt for over thirty years until it issued debt in 2013. The issuance of

Sciences; Advanced Manufacturing; Finance, Insurance & Real Estate (FIRE), and Information and Communication Technologies (ICT).

Governed by the Mayor and 11 Councillors, The City provides services in the areas of Roads; Fire and Emergency Services; Transit; Recreation; Parks & Forestry; Libraries; Arts and Culture; Regulatory; Legislative; Land Development Services, and supporting services to maintain them. Like other municipalities, the City has a mandate to be open and transparent, and ensure that its services are accessible, both physically and financially.

The 12 elected officials also sit on the Region of Peel Council, which provides services to Mississauga, Brampton and Caledon in the areas of Public Health; Waste Management; Social Housing; Long Term Care; Water and Wastewater, Paramedics; TransHelp, and Ontario Works.

In 2009, Council and the community developed an ambitious *Strategic Plan*, focused on five Strategic Pillars for Change: Developing a Transit-Oriented City; Ensuring Youth, Older Adults and New Immigrants Thrive; Completing our Neighbourhoods; Cultivating Creative and Innovative Businesses, and Living Green. In 2010, Council updated its *Official Plan* to reflect the *Strategic Plan* and ensure that the technical instruments required to fulfill the vision were in place.

The Corporation has remained an award-winning organization for many years, living up to its tag line of *Leading Today for Tomorrow*, with awards being received in multiple technical areas, disciplines and community projects. debt has been anticipated and planned for many years and will be governed by an extensive debt policy that ensures the prudent use of debt.

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More detail on the City of Mississauga is available on its website at [www.mississauga.ca](http://www.mississauga.ca).

**Demographic facts about the City of Mississauga**

- The population of Mississauga increased by 6.7 per cent from 2006 to 2011;
- The proportion of married-couple families is higher in Mississauga than in the rest of the country;
- 67.7 per cent of couples have children, 15 per cent higher than the rest of Canada;
- 16.4 per cent of families in Mississauga are lone-parent;
- The average household size in Mississauga is three persons, ahead of the 2.5-person country average;
- Two fifth of the housing stock in Mississauga was constructed before 1980, in comparison to Canada which was nearly three fifths;
- Although detached and apartment units represent the largest and second largest share of the housing, the City's housing stock is more diversified than the national, provincial and Toronto CMA stock. Mississauga has a smaller proportion of detached units and larger shares of townhouses and semi-detached units. Mississauga also has one third of its housing stock comprised of apartment units;
- Home ownership is stronger in Mississauga than the rest of the country, with three quarters of its housing under ownership tenure, as opposed to two thirds for the country;

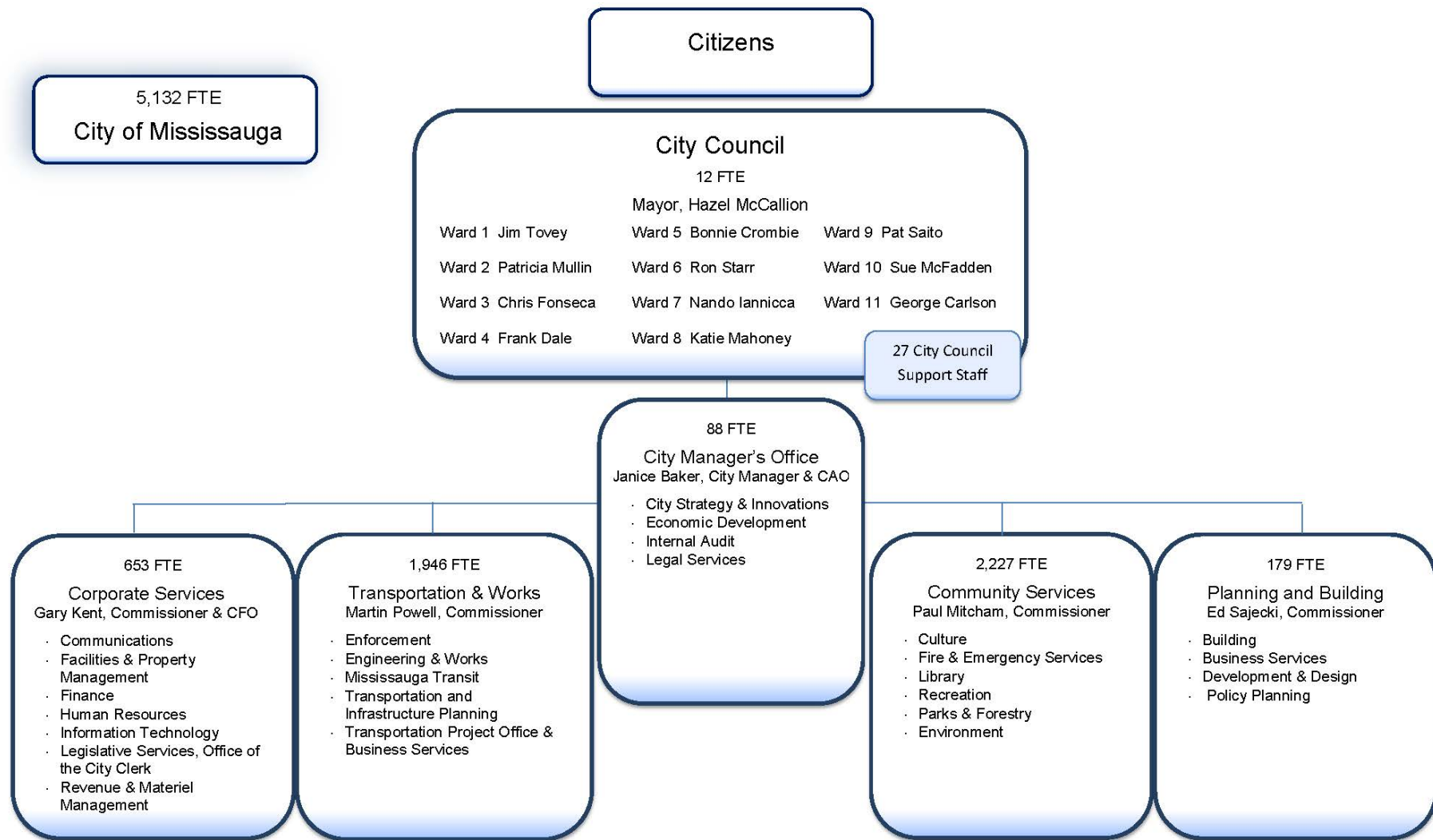
- The top five non-official languages spoken at home in Mississauga are: Chinese languages; Urdu; Polish; Punjabi and Arabic;
- In Mississauga, over half of the immigrant population is from Asia and the Middle East. This is followed by Europe (25 per cent) and Americas (13 per cent);
- Between 2001 and 2006, Mississauga took in 17 per cent of immigrants to the Toronto CMA. Currently the immigrant population represents 53 per cent of Mississauga's population; and
- In Mississauga, 87.3 per cent of population has Canadian citizenship, while 12.7 per cent of population are not Canadian citizens.



Civic Centre and the Living Arts Centre

# The Corporation of the City of Mississauga

The following chart provides the 2014 Organizational Chart for The Corporation of the City of Mississauga by departments, which includes Full-Time Equivalents (FTEs).



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### City Employee Profile

Employees are an important asset in any organization and a number of trends and emerging issues are monitored to ensure employee programs are modern and effective.

- The average age of a City full-time worker is 46 years. This has been stable for the past eight years. The average age of temporary workers has dropped from 39 years in 2002 to 31 years today; Average service for full time staff remains at 14 years and for temporary employees, four years;
- The City's workforce gender breakdown has not changed significantly since 2002. The temporary workforce continues to be female-dominated. This is largely due to Recreation and Library temporary positions which attract more female workers. Males continue to dominate the City's permanent workforce due to high numbers of employees in the traditionally male-dominated occupations such as Firefighter, Works Labourer and Transit Operator. 48 per cent of supervisory staff are female. A majority of permanent and temporary employees both work and live in Mississauga;
- Gen X make up 61 per cent of the City's permanent workforce. The Baby Boomer generation is in decline, but is still 28 per cent of the City's permanent workforce. Millennials dominate the temporary workforce (70 per cent); this is generally driven by the high concentration of temporary Recreation and Parks positions;
- The City's non-union salary structure is performance-based with employees reaching grade maximum within five to 14 years. The number of salaried non-union employees at the top of grade is 38 per cent;

- While overall staff turnover remains low (3.8 per cent, Gen X'ers (ages 40-49) remain the largest group of employees choosing to leave; and
- There continues to be a significant increase of staff eligible to retire over the next three years from 282 in 2013 to 550 in 2016. This will continue to pose a significant talent risk to the organization.

### Corporate Social Responsibility

- The Corporation is fundamentally focused on delivering service to its residents, businesses and stakeholders. In addition to the service provision mandate, many are also volunteers. Like the community, they volunteer in community sports, arts, social services and health care.
- Over the last 10 years, staff have raised and donated over \$1.9 million to the United Way of Peel and over \$1.1 million for the *Jerry Love Foundation* for kids since its inception. Mississauga Firefighters have demonstrated their commitment to serve locally and act globally by participating with Firefighters Without Borders. In 2013 several off duty firefighters travelled to Honduras where they trained volunteer and full time firefighters in auto extrication techniques and hazardous materials response. Planning is currently underway for Mississauga firefighters to lead the first ever Central American Auto Extrication Competition and Symposium in May 2014. Working closely with partners such as World Vision Canada, our firefighters have collected used fire equipment and personal protective equipment from fire departments across Canada. In 2013, \$1.1 million in previously used gear has been sent to Nicaragua, Honduras, and Costa Rica.



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# Writing the Business Plan

## The Role of the Business Plan

Mississauga's Business Plan & Budget is the guide for using our limited resources wisely and it allows the City to stay focused on our goals while remaining flexible to manage changing needs and expectations. More specifically,

*"The Strategic Plan will guide our goal-setting process, identify projects that should be given priority and have resources allocated to make them happen, including consideration for priority funding. In this way, the Strategic Plan is a critical part of the City Business Planning and Budget process.*

*Think of the Business Plan as a document that bridges the Strategic Plan with day-to-day work plans and the budget. It allows the City to look ahead, focus on key activities, allocate resources, prepare for opportunities and risks, and set priorities accordingly. Most important, the Business Plan ensures that all City Departments are moving in the same direction.*

*The Strategic Plan is bold and visionary. We don't have the financial resources or the organizational capacity to do everything at once. With all of our ongoing priorities and exciting new ideas, choices need to be made.*

*By setting the right priorities, creating achievable actions and tracking our progress against our strategic goals, we will realize Mississauga's potential to be a great 21<sup>st</sup> century city."*

*-Strategic Action Plan, 2009*

## Approach

The Business Plan and Budget have been fully integrated with the objective of laying out information in a transparent manner to allow Council and interested stakeholders the opportunity to understand how their tax dollars are being spent. The City's Business Plan and Budget is reviewed and updated annually. Every two years a detailed Business Planning process is undertaken. In alternate years the Business Plans are refreshed to adjust for new information and events. This Business Plan for 2014 reflects a refresh year of the 2013-2016 Business Plan and Budget.

The proposed Business Plan provides a balance between citizens' service expectations and fiscal restraint. It considers the increased cost pressures to deliver services that meet the service demands of the community, balanced against reasonable tax impacts.

This document provides Council and the community with more information on existing services and the proposed changes to them.

After Budget Committee decisions are made, the documents will be revised to ensure our plans moving forward are accurate, clear and transparent.

"Strategy without implementation is the slowest route to victory. Implementation without strategy is the noise before defeat."

*Adapted from Sun Zhou 500 BC*

## The Structure of the Service Area Business Plans

The City's Business Plan & Budget document is divided into two key sections: The City Business Plan and The Budget and Financial Overview. The Business Plan focuses on the overall story of the City, how the Business Plans of the City tie to the strategic goals of the Corporation, and how the plans focus on priorities set out in the Strategic Plan. The Budget predominantly speaks to Mississauga's financial position and proposes financial scenarios to deliver the initiatives set out in the proposed Business Plans. Included in the City Business Plan are fourteen individual Service Area Plans.

The service area plans ultimately provide more depth and context about each service the City delivers, to understand where investments are being made and help the readers learn about services that they may not be as familiar with.

The service area plans included in this document represent all services provided by the City and are as follows:

- Roads, Storm Drainage and Watercourses;
- Mississauga Transit;
- Parks and Forestry;
- Mississauga Library;
- Business Services;
- Mississauga Fire and Emergency Services;
- Facilities and Property Management;
- Recreation;

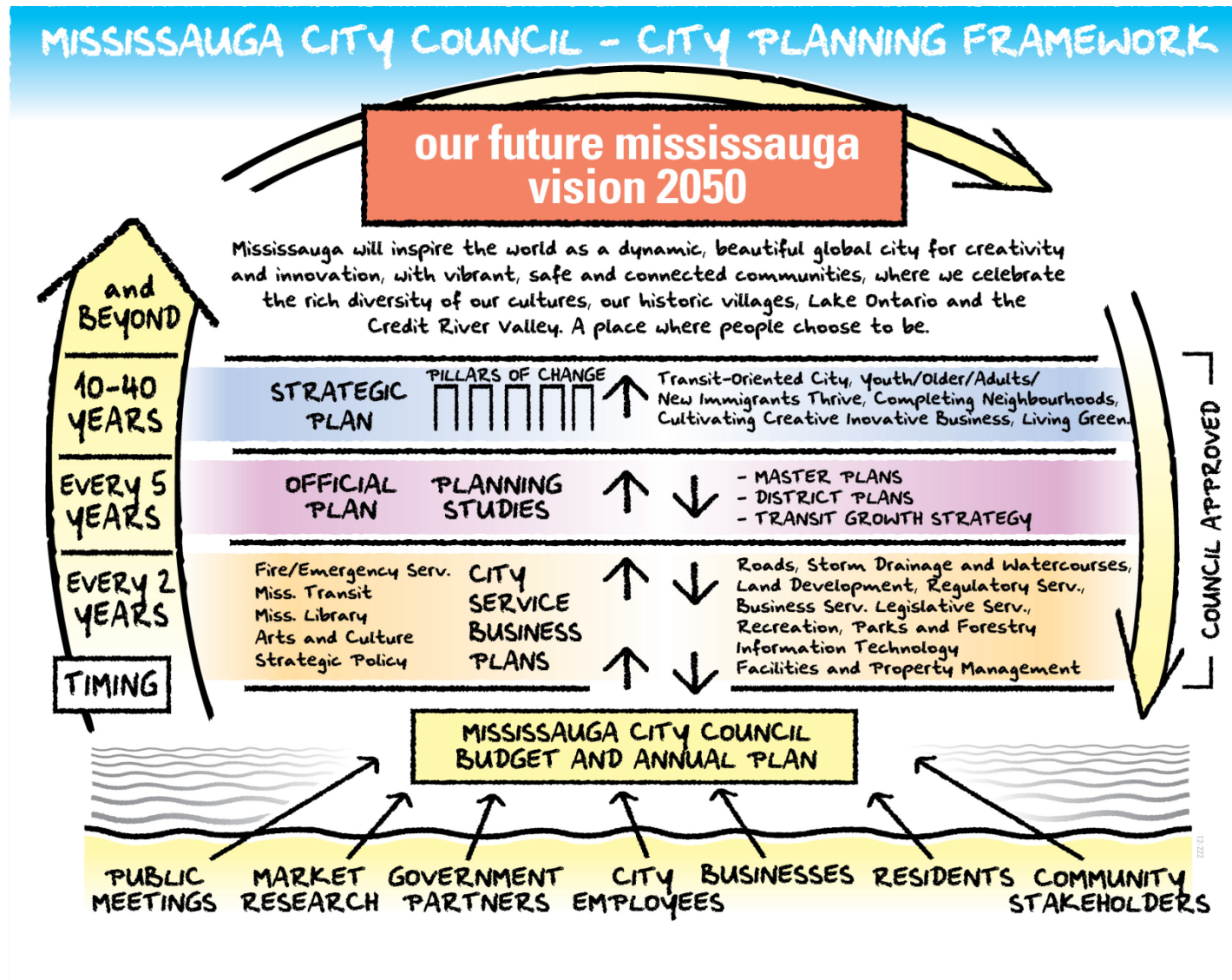
- Information Technology;
- Strategic Policy;
- Land Development Services;
- Arts and Culture;
- Regulatory Services; and
- Legislative Services.

## Budget Requests

Throughout the document, reference is made to a Budget Request (BR) which is the tool to propose new revenues, or efficiencies, report additional resources to deliver service, or any recommended changes to staffing levels. The BR allows staff to share ideas across divisional boundaries and incorporate the full cost of providing that change, regardless of organizational responsibilities. If proposed, a service area plan will refer to a BR and contain a summary of each BR.



The City Planning Framework diagram shows direct and indirect links from the Business Plan and Budget to other planning efforts within the City and stakeholder input.



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## Year One of Our Four Year Plan Delivered Results

Council has significantly advanced the City in all of the five Strategic Pillars of the Strategic Plan and as a result we continue to achieve our vision as “a place where people choose to be.”

While delivering our daily services, as well as reacting to inevitable unknowns, Mississauga was able to deliver quality results to its citizens. As we deliver on our priorities, we are careful to strike a balance between service expectations and fiscal restraint.

The Mississauga Cultural Resource Map continues as a single source of information on Mississauga's cultural resources and offering information on over 8,000 resources - an increase of 15 per cent since 2012. The Culture Division's web-pages have also continued to grow in popularity with almost 350,000 visits last year - an increase of 15 per cent. The number of social media followers also continues to grow with a jump by almost 35 per cent in followers for Mississauga Celebration Square alone.

This year, the City's permanent Public Art program successfully delivered two major artworks – “Possibilities” by artist Michel de Broin at the roundabout at Duke of York Boulevard and Square One Drive and “Migration” by artist Alex Anagnostou at the corner of Burnhamthorpe Road and Duke of York Boulevard. Additionally, the Port Credit Cultural Node area was strengthened through the installation of several new temporary public artworks and additional outdoor cafes and patios. Mississauga Celebration Square continues to lead as the City's main

outdoor cultural space, programming more than 128 event days and attracting upwards of 605,000 visitors in 2012. City-run arts and culture events, such as Doors Open and Rebel - a National Youth Arts Week event, have also grown in popularity, with increased attendance of 16 per cent and 30 per cent respectively. Similarly, the number of arts and cultural events delivered by local community organizations through the support of the City has increased by 30 per cent, and attracted more than 1.1 million visitors.

The Library's Computer System (ILS) was implemented in 2012, and provides improved functionality that enhances the customer experience, meets accessibility requirements and provides more interactive features. The ILS is the basis for all key library operations including circulation, online catalogue, acquisitions, and customer accounts.

The City of Mississauga was selected as one of Canada's best employers for new Canadians in 2013. The City has received this designation three years in a row. It acknowledges our City's efforts to assist new Canadians in making the transition to a new workplace and a new life in Canada, and demonstrates our commitment to investing in the best talent through participation in a number of mentoring and internship programs aimed at new Canadians.

The City continued to work tirelessly on developing a transit oriented community and this work has helped to increase the City's annual transit ridership. Since its launch, MiWay has sold over 26,000 PRESTO cards and over 6.4 million trips have been taken by customers who have chosen PRESTO. PRESTO fares currently make up 25 per cent of fare revenues. MiWay's Express Routes 107 and 109 were improved to now provide midday service. MiWay introduced a new miExpress Route 108 which provides express service

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for commuters between Islington Subway and Meadowvale Business Park. With the opening of Erindale GO Transit Station, MiWay now provides direct service into the Station.

The future Light Rail Transit (LRT) system continued as a top priority project as the City develops a transit oriented city. In anticipation of LRT, service integration along the Hurontario corridor was improved with express services being provided by MiWay and Brampton Transit (Züm).

Maintaining our infrastructure is an ongoing priority. The reconstruction of Burnhamthorpe Road East from Hurontario Street to Dixie Road was completed and included the installation of new transit laybys, along with improvements to cycling facilities and noise barriers. Watercourse improvements were completed for Sheridan Creek, Turtle Creek and the Credit River Tributary. 88 roads (43 kilometers) were resurfaced along with 15 kilometers of new sidewalk and 19 kilometers of new cycling facilities were installed.

Relocation of Fire Station 106 was completed, as well as the land acquisition and design for the relocation of the fire station 119. Holcim Waterfront Estates opened fall of 2013 to accommodate banquets, corporate events and staff training. Frank McKechnie Pool was improved and reopened.

In 2013, the City began a 10-year program to treat approximately 20,000 City-owned-ash trees. Phase one of the Emerald Ash Borer Management Plan was implemented to protect, preserve and when necessary, replant City owned ash trees. Over 7,500 Park and Boulevard Trees were treated in 2013.

Energy Benchmarking, Energy Awareness and Re-commissioning (EBEAR) Program was implemented as a

corporate priority in 2013 to improve energy performance in City owned and operating facilities. Energy efficient design was incorporated for the new Meadowvale Community Centre and Library Redevelopment as well as Fire Station 119 in pursuing Leadership in Energy and Environment Design (LEED) certification. Both facilities will target achieving a LEED silver status incorporating numerous green technologies such as green roofs and water conservation.

The LED (Light Emitting Diode) street light project is advancing significantly and will be completed by the end of 2014. When completed, over 49,000 street lights will be utilizing the high efficiency lighting which includes a monitoring and control system to manage the streetlight network.

The City of Mississauga's received two Certificates of Merit from the Credit Valley Conservation for demonstrating innovation in low impact development resulting in the first Green Street retrofit project in Mississauga, and in recognition of leadership in storm water management to mitigate the impacts of climate change.

The comprehensive public consultation and design workshops for second units was completed and the Second Unit Implementation Strategy (SUIS) was prepared. The statutory public meeting to legalize second units was held. The SUIS was approved and implementing Official Plan policies and Zoning By-law regulations were adopted.

Inspiration Port Credit devoted the first part of 2013 to developing and sharing options for the future planning for the former Imperial Oil Limited's (IOL) refinery site and the Canada Land Company's (CLC) Port Credit Harbour Marina. The Inspiration Port Credit on-line public

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engagement website, the interactive project website connecting with over 10,500 people, won the APEX Communications Awards of Excellence sponsored by Communications Concepts Inc.

The City of Mississauga completed a new regulatory planning framework that will to guide and provide direction for all future development in the Downtown Core. The new planning framework will help to create significant economic development opportunities and build the Downtown that the City envisioned through the Downtown21 Master Plan – entailing a vibrant, pedestrian and transit-oriented urban centre. In terms of next steps, the City is now working through the appeals process on the new regulatory regime with Downtown landowners, to resolve issues of concern and come to agreement on a planning framework that serves all interests without compromise to the Downtown vision. Feasibility studies on the proposed Main Street District were also completed, entailing a Business Plan & Commercial Implementation Strategy to look at market demand, district management structures, development scenarios and strategic investment. A Public Market Study was also completed for the Main Street District with recommendations on different operational and development models.

The City of Mississauga is continuing to work with Ontario Power Generation and the Province to develop a shared vision for the Lakeview Lands. Key successes include the negotiation of a Site Access Agreement which allows the advancement of additional environmental testing; the commencement of a feasibility study which will review options for providing public access to the western pier; and the start-up of the master plan involving extensive public and stakeholder engagement.

The Lakeview Waterfront Connection, one of the outcomes of the Inspiration Lakeview Vision, has advanced favourably through the Environmental Assessment process and has gained a high degree of public support. This initiative, when complete, will re-generate Mississauga's eastern waterfront with close to 100 new acres of conservation land (through lakefill) providing aquatic and terrestrial habitat, and recreational trails.

In 2012, the Economic Development Office was involved in activities that will result in \$3.2 million of new and retained taxable assessment. That represents both planned or under construction investments. In addition \$23 million of capital investment is projected to generate an increase in tax revenue over the next three years. This activity represents 2,200 – 2,600 new jobs created and retained in Mississauga. To support the start-ups and growth of local business and the creation of jobs in Mississauga, the Mississauga Business Enterprise Centre (MBEC) provided small business training, resources and guidance resulting in: 35 businesses started; 182 jobs created; 102 consultations; 274 business registrations; and 5012 client inquiries.

Council endorsed the recommendations related to the City Committees of Council Structure Review which among other things recommended a three week cycle for Council and the Standing Committees as well as the creation of a new Transportation Committee to focus on this strategic priority.

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## Priorities for this Business Plan

This Business Plan lays out detailed plans for Council's consideration around four priorities: Deliver the Right Services; Implement Cost Containment Strategies; Maintain our Infrastructure; and Advance on our Strategic Vision.

### Deliver the Right Services

*Balance Citizen expectations with fiscal reality.*

Mississauga has a reputation as a leader in municipal service provision.

In 2012, Mississauga was ranked third overall out of 30 of Canada's largest cities for satisfaction with municipal services by Forum Research Inc. Ninety six per cent of citizens are satisfied with their City as a place to live (EnviroNics). The services that the City provides are important to our stakeholders and the foundation for our quality of life.

There are many variables that can impact positively or negatively the ability to maintain services every day, be they political, social, economic, technological, environmental or legal. In particular, policy at the provincial and federal levels often impacts the City's services and add to the complex web of service delivery offerings in over 200 separate lines of business.

Citizens expectations are changing as well, and Council, while showing an appetite for cost reductions where possible, have been clear to staff that there is no interest in significant service reductions. As such, in preparing this

plan, service leaders have set their service levels based on demand, requesting adjustments to resources to meet the demand, while ensuring that the services are delivered efficiently. This has been achieved in the proposed 2014 Budget with the cost to maintain existing services increasing within the rate of inflation at 1.6 per cent. This plan is based on the principle that existing services and service levels need to be maintained.

#### **This plan includes service levels such as:**

- 680 additional Sunday Hours for Mississauga Library in order to develop and maintain a strong customer base and provide services that support the Youth demographic;
- Mississauga Library has a collection of 1.3 million items including books, magazines, multimedia and electronic resources and offers over 6,400 in-house programs annually. An additional 350 outreach activities are also provided. With 138,000 residents attending programs in 2012, programming is a major focus for library staff;
- The Library has 446 public computer stations and wireless access at all locations, as well as 66,000 e-news subscribers and over 815,000 annual hits on the Library website;
- The 18 library locations are open for over 54,000 hours annually as places to gather, research and borrow materials;
- Access to the Mississauga Library Zinio streaming magazine services. In the first three months, the Mississauga Library System had over 950 registered users and over 5,000 retrievals of magazine titles;



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- Improvements to Roads Works Operations and Maintenance services and communication including the consolidation and centralization of Public Works communications and issues management and various related service improvements;
  - In-car Mobile Licensing Data Base, implemented by Mobile Licensing, in conjunction with Information Technology, that allows officers to acquire up-to-date information regarding licensees, track activity and coordinate enforcement response between officers;
  - For an average winter storm, major arterial and collector roads are cleared within 12 hours after the end of the storm. Residential roads, priority sidewalks and bus stops are cleared within 24 hours after the storm ends;
  - MiWay (The new Mississauga Transit) delivers over 1.3 million service hours annually, and has a fully accessible transit fleet of 458 buses equipped with Audio & Visual Stop Announcement Systems and Automated Vehicle Location (AVL), as well as with PRESTO automated fare card system devices;
  - Mississauga Fire and Emergency Services has 616 suppression staff operating 24 hours per day, 365 days per year on four shifts with 30 front line suppression vehicles, nine reserve and eight specialty vehicles;
  - Mississauga Fire and Emergency Services has detailed response times to ensure its services are deployed effectively and monitored to ensure compliance 24 hours per day, seven days a week;
  - All front line fire vehicles now carry EPI pens and all fire crews have been trained to provide symptom assist. In addition, all front line vehicles now carry oxygen kits for dogs and cats;
  - Recreation operates over two million square feet of building space, including 11 major community centres, the Hershey Sports Complex, 25 artificial ice pads, 11 indoor pools, seven outdoor pools, seven fitness centres and two golf courses, all of which attract over 12.2 million visitors annually;
  - Recreation provides 1.93 million program hours and 1.8 million hours of recreational drop-in classes;
  - Parks and Forestry cut grass every five working days on destination parkland, every 10 working days on community parkland and 12 times a year on boulevards;
  - Maintenance of 6,700 acres (2,711 hectares) of parkland and open space, including 530 sports fields, 255 playgrounds and over one million publicly owned trees, two marinas and 10 publicly maintained cemeteries;
  - Over 7,000 service requests from the 311 Citizen Contact Centre are received and resolved by Parks and Forestry, along with over 1,000 additional direct inquiries;
  - Priority One Response Time for Forestry Operations is 24 hours;
  - 4,000 caliper trees and 23,000 potted trees and shrubs are planted annually;
  - Mississauga Celebration Square hosts a dynamic line-up of free year-round events and festivals, delivered by both community organizations and City staff;
  - The Museums of Mississauga provide year-round public access to 11 buildings located across three sites: Bradley Museum, Benares Historic House, and the



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Leslie Log House. At present, almost 16,000 artefacts and 100,000 archaeological pieces form the collection;

- The Meadowvale Theatre provides year-round public access to a 395-seat professional community theatre for presentation of a variety of performances attracting upwards of 46,716 audience members. Annually, the theatre offers more than 130 shows and performances, 250 events, and 150 public performances;
- Mississauga 311 Citizen Contact Centre operates from 7:00 a.m. to 7:00 p.m., Monday to Friday, excluding holidays, and handles an average of 300,000 telephone and email inquiries annually. Currently, 84 per cent of the calls are answered within 30 seconds, and 84 per cent of inquiries are handled within the first call;
- Approximately 3,500 building permit applications are processed annually;
- Approximately 83,000 building, plumbing, heating and sign inspections are requested annually;
- Facilities and Property Management manages an inventory of approximately 27,000 facility systems to support various service providers within the division in approximately 5.3 million square feet of building space;
- Facilities and Property Management responds to over 500 service calls on park pathway and sport field lighting, manages over 600 agreements City wide relating to leases, licenses, acquisitions and easement agreements responds to approximately 10,600 security incidents, and to approximately 360 furniture requests;
- The IT Service Desk offers client support Monday to Friday 8:00 a.m. to 5:00 p.m. service desk coverage and provides on-call support 24 hours a day, seven days a

week, 365 days a year along with specific line of business support by Departmental IT Groups;

- Animal Services are available seven days a week 7:30 a.m. to 9:00 p.m; and
- Parking Enforcement Services are available seven days a week, 24 hours a day.

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## Implement Cost Containment Strategies

### *Demonstrate value for money*

Understanding current economic conditions and that public demand for accountability and value for money is increasing, it is more important than ever that our Business Plans demonstrate fiscal prudence.

Staff were charged again with the responsibility to review their base budgets to find savings and efficiencies. Every year this proves to be a more challenging task for staff as Mississauga's priority is to keep services at acceptable levels, while continuing to provide new initiatives to keep our city a desirable place to be. For 2014, \$7.9 million of savings were identified. This enabled the 2014 Budget to maintain existing services to increase by only the rate of inflation despite the cost increases exceeding inflation, and additional costs related to service enhancements approved in 2013.

### **Our strategy to ensure cost containment was:**

- Services that provide for the safety and security of residents were not reduced. Ensuring that these services are delivered as economically and efficiently as possible remained the goal;
- Services that generate net revenues, or break even, continue and were not a high priority for reduction if by compromising revenues there was no net reduction of the budget;
- Short-term maintenance cost savings that would drive higher costs in future due to asset deterioration were avoided;

- All services, regardless of funding source, were reviewed;
- Adjustments had regard for the potential to impact citizens and neighbourhoods which are more vulnerable;
- Reductions are sustainable for the long term; and
- Contracting out opportunities were explored.

### **This plan includes the implementation of:**

- Advanced Transportation Management System which will effectively change the City's control of traffic from a programmed passive control to an active system which is responsive to changing traffic conditions;
- Field computing for more efficient maintenance operations and improved work order management;
- Facilities and Property Management will continue to address the challenges of maintaining an aging portfolio in a cost effective manner while meeting the expectations of stakeholders for service;
- Improving the Asset Management Program information and functionality to drive more strategic facility planning decisions;
- A leased-space model which significantly reduces previously anticipated budget requirements related to plans for constructing and operating a stand-alone Artifact Preservation Centre. The City of Mississauga's Museum unit will begin to actively collect and store new artifacts using a leased-space model;
- Project Portfolio Management to improve organization results and improve efficiency, effectiveness and economy at the City and maintain and improve the City's service to its employees and residents;

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- Upgrade to the Revenue's Central Cashiers System which will improve data interfaces with other systems and automate reconciliation functions;
  - Automating Human Resources administrative processes and forms to create operating efficiencies;
  - A comprehensive review of the City's Business Licensing by-law has identified a number of areas where new licensing regimens are recommended;
  - Self-Serve Checkout project for Mississauga Library which will commence in the fourth quarter of 2013 with a completion date in 2015 for all 18 library locations, providing a more convenient and cost effective option for customers and staff;
  - The Forestry Mobile Solutions project, with expected project completion in summer 2014. The solution will implement technological efficiencies to Forestry staff through data driven operations, improved analytics and decision making capabilities, as well as GPS capabilities for the City's urban forest;
  - A comprehensive 30 year lifecycle model of park assets for Parks Capital Planning that recommends efficiencies to maintain park assets in a state of good repair and incorporate solutions to extend lifecycle periods; and
  - A new waste diversion plan to develop a long-term cost effective, efficient and standardized way to maximize reduction and diversion of wastes generated by City operations and the public.

## Maintain our Infrastructure

*To ensure we remain competitive*

Services that are provided by the City of Mississauga are dependent on safe and reliable infrastructure. The future success of our city depends on Mississauga remaining competitive with other major urban cities by maintaining our infrastructure, ensuring it is modern and that it meets the needs of our diverse and changing city.

The Corporation owns \$8 billion of assets based on historic cost and includes assets such as:

- 3<sup>rd</sup> largest municipal transit system in Ontario, with 458 fully accessible buses, of which 15 are hybrid-electric;
- 3,650 bus stops;
- Two bus garages;
- 5,210 kilometres of roads and 2,650 kilometres of sidewalks;
- 2,000 kilometres of storm sewer network including 200 kilometres of watercourses and 57 storm water management facilities;
- 223 bridges and culverts;
- 244 kilometres of bicycle lanes and boulevard multi-use trails;
- 56 kilometres of noise barriers;
- 19 at-grade parking facilities, four below-grade parking facilities, 113 on-street pay and display machines within two on-street parking districts and 74 off-street pay and display machines;
- 49,234 street lights and 511 traffic lights;

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- 1.3 million library items in multiple languages and formats at 18 branches;
  - Two museums;
  - The Living Arts Centre and Meadowvale Theatre;
  - 258 playgrounds, including three that are fully accessible;
  - 159 Ball Diamonds;
  - 264 Soccer and Five Cricket pitches;
  - 10 Cemeteries;
  - Two Marinas;
  - 136 Tennis Courts;
  - One million trees;
  - 225 kilometres of trails;
  - 129 Pedestrian bridges;
  - 22 kilometres of publicly owned shoreline;
  - 522 parks and 147 permitted picnic areas;
  - 6,700 acres (2,711 Ha) of parks and open space;
  - 20 fire stations and 47 fire vehicles;
  - 11 Major community centres, and one multi-purpose Sport Complex (Hershey Centre SportZone);
  - 25 ice pads, 11 indoor pools and seven outdoor pools;
  - Two golf courses;
  - 16 Concession locations; and
  - 2,484 desktop computers, 654 laptop computers, 148 field based units and 500 public access computers.

There is a need to maintain infrastructure in a state of good repair. It is more costly to allow infrastructure to slip to the point of complete replacement. Expectations for quality and performance have to be agreed upon, based on an understanding of what the cost implications of those expectations are.

For facilities' operating budgets, costs are much higher if we maintain assets beyond their lifecycle, resulting in more maintenance, service calls, service interruptions to programs and potentially lost revenue. As well, there can be higher costs associated with replacing systems on an emergency basis, after a system has failed. Therefore it is more cost effective to conduct regularly scheduled maintenance, renovations, rehabilitations and updates as required. Accordingly, as part of preparing the Business Plan, staff paid particularly close attention to the capital funding needs.

Preparing the capital forecast has been challenging for the City given competing priorities. The following categories were used to assist with the prioritization of capital requests to ensure that the highest priority projects were funded across the Corporation:

- Mandatory projects;
- Critical projects;
- Efficiency or Cost-Saving projects;
- State of Good Repair/Lifecycle; and
- Improve.

The definitions of these categories are detailed in the Financial Policies section near the end of this book.

When a capital asset does reach the end of its useful life, it is important that financial provision has been made to replace it. At present, only a portion of the replacement

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costs are contained within existing operating and capital budgets. More specifically, the City is only providing for 25 per cent of the depreciation cost, based on historical values, resulting in an annual infrastructure gap of \$86 million. The infrastructure gap can only be narrowed by increasing tax-based funding raised through an infrastructure levy or by issuing debt. Alternatively, the City can reduce service levels by maintaining infrastructure at a lower level.

In 2013, as has been forecast for many years, the City issued debt of \$50 million. The City has a comprehensive debt policy which will ensure that debt is used in a prudent and fiscally responsible manner. In updating the City's Credit Rating as a AAA in 2013, Standard and Poors noted the City's diverse economy, competitive tax rates and strong financial policies.

In order to maintain capital infrastructure with prudent debt management, the 2014-2016 Business Plan and Budget continues a recommended two per cent capital infrastructure and debt repayment levy, in each of the four years. The two per cent levy is forecasted to be required for more than 20 years, with one per cent on average going to the capital reserve and one per cent to debt repayments. This two per cent levy, along with the reduction in the capital program, will help in gradually reducing the infrastructure gap over the years.

Even with implementing the capital infrastructure and debt levy, there are \$45.5 million in 2014 and \$971.4 million in 2014 to 2023 of capital project requests that could not be funded within existing resources.

**Our strategy to continue to deal with the infrastructure funding gap includes:**

- Focus on the critical components of infrastructure with safety as a priority;
- Continue to produce accurate and up to date information on the City's infrastructure;
- Continue to develop and implement asset management strategies for various asset classes;
- Develop a more comprehensive long-term financial plan;
- Issue debt financing to invest in infrastructure;
- Increase our transfers to the capital reserve to provide funding for asset replacement and rehabilitation;
- Implement a dedicated funding source for Storm Water infrastructure through user fees assessed on impermeable surfaces by 2016;
- Assess opportunities through agencies such as Infrastructure Ontario and P3 Canada to incorporate alternative financing approaches;
- Improve accessibility inventory tracking and update based on pending Accessibility Legislation to drive strategic facility accessibility upgrades; and
- Work with partners throughout Canada to continue to tell the infrastructure story and challenges that face all municipalities across Canada to help leverage sustainable funding and revenue tools by the Federal and Provincial Governments.

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**This plan includes the implementation of:**

- 78.93 Hectares (173.65 Acres) of parkland and open space;
- Completion of the pre - Transit Project Assessment Process (TPAP) for Light Rail Transit on Hurontario/Main Street. The project is approaching the 30 per cent design level. The anticipated completion for the Preliminary Design and Transit Project Assessment Process (TPAP) is planned for late Spring/Summer 2014;
- A portion of Mississauga's Transitway bus rapid transit facility along the Highway 403/Eastgate Parkway corridor from the City Centre to Dixie Road, scheduled to open for operation in 2014;
- The Torbram Road grade separation project, which is underway and expected to be completed over the next few years;
- The Goreway Drive grade separation project, expected to start in 2014, beginning with the relocation of existing utilities. Construction is expected to follow in 2015 and 2016 and will be tendered by the City of Brampton;
- Relocation of Woodlands Library by mid-2014;
- Reopening of Westacres outdoor pool redevelopment for 2014 season;
- Relocation of Meadowvale Library with Meadowvale Community Centre by mid-2016;
- Reopening of redeveloped River Grove Community Centre in July 2014;
- Relocation of Fire Station 119 with construction starting in 2014;
- Parkland acquisition of five acres of Pheasant Run School site in conjunction with Heart House Hospice;
- Rehabilitation of six bridge structures and 24 kilometres (51 streets) of road pavement;
- Three new stormwater pond facilities for Cooksville, Sawmill and Sixteen Mile Creeks; and
- Six kilometres of new sidewalk.

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## Advance on our Strategic Vision

*To ensure Mississauga is a global urban city recognized for its Municipal leadership*

After the largest public engagement initiative in the City's history with residents and businesses, in April 2009 Council approved Our Future Mississauga which defined the five Strategic Pillars for Change that needed to be addressed to achieve our vision over the next 40 years.

In recent years, the City has developed more detailed master plans around culture, the environment, our downtown, cycling, recreation, parks, our library system, higher order transit, older adults, youth and economic development to name a few.

The plan will be implemented in a thoughtful way, leveraging partnerships throughout the community and beyond. Property taxes alone will not be able to fund the plan and we must be ready to take advantage of partnership opportunities.

Through the Strategic Action Plan, the City can be confident that it is targeting investing in the right areas.

The Business Plan allocates the resources to advance on that vision over the next four years and a progress report on the Strategic Plan is issued annually. Demonstrating linkage to the Strategic Plan was a key step in developing all the service area plans.

**This plan includes the implementation of:**

### **Move: Developing a Transit-Oriented City**

- MiWay is expected to reach record ridership in 2013 at 35.8 million revenue rides (an increase of 3.0 per cent from 2012); MiWay surpassed over 50 million boardings in 2012 and is expected to reach over 52 million boardings by the end of 2013;
- MiWay Mobile Site usage continues to grow with over 900,000 visits from January – July 2013 (increase of 47.4 per cent from January – July 2012); The MiWay App sales continue to increase with 8,369 app sales since its launch in July, 2011;
- Transitway project will see the creation of a dedicated east-west transit corridor across Mississauga which will complement and connect with local bus service, inter-regional transit service and the TTC. The first segment of the transitway is scheduled to open in 2014;
- Transitway Operations and Maintenance to ensure the success of the new Transitway scheduled to open in 2014;
- Completion and approval of the Hurontario-Main Street LRT Preliminary Design and Transit Project Assessment Process; and
- Expansion of the Malton Satellite campus facility and a second downtown bus terminal.

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**Belong: Ensuring Youth, Older Adults and New Immigrants Thrive**

- The Grade 4 Read to Succeed program rolled out to all schools offering an orientation to library services and registration for a library card. This year close to 500 students from the top 18 schools met at the Great Hall to hear presentations from authors Hugh Brewster and Allan Stratton. The program is generously supported by Friends of the Library;
- Assist in the opening of Sheridan College Phase II in 2016 which will result in 7,000 students in the Downtown;
- The Mississauga Affordable Housing Strategy to attract and keep people in Mississauga;
- Co-op Student Placements in partnership with Sheridan College to gain a source of fresh talent and to assist in succession planning;
- Events like Youth Art Week, and the creation of “cool places” like Mississauga Celebration Square to attract youth and young adults; and
- Continued implementation of the youth and older adult plans.

**Connect: Completing our Neighbourhoods**

- Recreation will be implementing Mississauga's Sport Plan to support the sustainability and growth of sport in Mississauga over the next five years;
- Two fitness centers are being redeveloped to better accommodate growing needs of existing and future fitness members;

- Resources have been identified to support Mississauga's bid to host the 2016 Ontario Summer Games;
- Enhanced Artistic Community Development is included to facilitate enhanced events and programming opportunities to showcase and develop local talent and expertise;
- A Community Recreation Facility partnership has been identified for the Churchill Meadows area with design taking place in 2015;
- HIGH FIVE ® Accreditation implementation for children's programs;
- A Brand Research Project will try to understand current perceptions of Mississauga and review the existing Visual Identity Program with the intent of refreshing the overall City brand and developing a complementary Downtown brand;
- Replacement of 311 Citizen Contact Centre's Knowledge Base System to provide increased functionality and to allow information to be accessible by citizens on the web anywhere, any time, on any device;
- Community Improvement Plans to ensure the visions established in planning studies are implemented and opportunities for community improvement and investments are acted on in a timely manner;
- Strengthen Heritage Planning in order to meet legislative timelines and obligations under the *Ontario Heritage Act* to conserve heritage assets;
- Implementation of the Downtown21 Master Plan to bring vitality to Mississauga's downtown core; and



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- Advancement with Inspiration Lakeview vision to revitalize one of our greatest assets, our waterfront, into a world class, sustainable place where people choose to be.

#### **Prosper: Cultivating Creative and Innovative Business**

- The City's Public Art program, launched in July 2010, has contributed greatly towards enhancing Mississauga's public realm and contributing to Mississauga's "cool factor" and will continue to be a priority for 2014 and beyond;
- Enabling grant support to local arts and cultural organizations which remains a priority for 2014 with the target of the \$3 per capita having been reached;
- Enhanced Artistic Community Development is included to facilitate enhanced events and programming opportunities to showcase and develop local talent and expertise;
- A Public Art Strategy, installing new public art works and fostering private investment;
- A Community Recreation Facility partnership has been identified for the Churchill Meadows area with design taking place in 2015;
- Funding for a Lead Generation Program will start in 2015, and will allow Mississauga to become a Global Business Magnet and to Target Opportunities in High Growth Sectors. It will create business opportunities, employment and contribute to the fiscal well-being of the city;
- Artifact Preservation and Collection Services will enable the City to collect and store artifacts,

achieving two key goals: to raise public perceptions on the importance of the City's heritage and to move towards the long term goal of establishing a central Museum to tell Mississauga's unique story of its modern development;

- Finance will be commencing work on the development of a Long Term Financial Plan, which will establish policies and direction to ensure the City has a sustainable financial plan well into the future;
- Information Communications Technology (ICT) Outreach Program to create business opportunities, employment and contribute to the fiscal well-being of the City;
- Life Sciences Outreach Program to attract and grow further investment in the life sciences sector;
- Lead Generation Program to allow for early engagement and work with companies making site location decisions; and
- Employment Opportunities in Intensification Areas Study are used to create complete communities and identify the types of employers that should be directed to these areas.

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### Green: Living Green

- Environment participation on 30 project teams, organizations and committees;
- Expanded Let Your Green Show campaign with increased partnerships, public participation and environmental benefits;
- Waste Diversion Plan to provide simple, convenient and standardized way to maximize waste reduction and diversion of wastes generated by City operations and the public;
- Community Outreach – expanded community environmental outreach at events and through social media to make it easier for residents to find information and engage in environmental action;
- Community Gardens – creation of three new community gardens per year until every neighbourhood has access to at least one garden;
- Community Garden Grant program to provide three new gardens a year towards a garden in every neighbourhood;
- Energy mapping and greenhouse gas emission inventory will increase knowledge and understanding of where and how energy is used and inform priority climate change adaptation and mitigation actions;
- Expanded environmental outreach to make it easier for residents to find information and engage in environmental action;
- Use updated corporate and community greenhouse gas inventories to set interim targets to help achieve

long term goal of transforming Mississauga into a net-zero carbon city;

- Implement the Energy Benchmarking, Energy Awareness and Retro-commissioning Program (EBEAR) initiative to support reduction in emissions; and
- Seek out grant opportunities to fund energy conservation capital improvements.

mississauga  
**livinggreen**



# City Budget & Financial Overview

The proposed Business Plan provides a balance between cost pressures and meeting the service demands of the community. The budgets of the service areas are prepared in conjunction with the business plans of the Corporation, ensuring goals and strategic priorities of the Corporation are taken into consideration.

The City has limited funding options – where possible we look for efficiencies and increase user fees. Yet once these options are exhausted we have left only two other options: increase property taxes or reduce services. The City aims for a balance between citizen expectations and keeping the cost of maintaining current service levels in line with inflation.

Staff has brought forward plans to move ahead in key areas which are in line with Council's direction and citizen expectations. The Budget is segmented into four components:

- Maintaining Current Service Levels;
- Operationalizing Past Decisions;
- New Initiatives and Revenues; and
- Special Purpose Levies that include protecting and replacing city-owned ash trees, providing sustainable funding for the City's infrastructure, and request for Councils' consideration in 2014 for funding for UTM's new Institute of Management and Innovation Complex.

Mississauga's property tax bill includes funding for three organizations (as it is a two-tier structured municipality) – City of Mississauga, the Region of Peel, and the Province of

Ontario (for education purposes). The City's Business Plan and Budget only impacts the City portion of the tax bill which is 31 per cent of the residential tax bill and 19 per cent of the non-residential tax bill.

According to Statistics Canada and the Fraser Institute, in terms of total taxes paid by an individual or business in Canada (including sales, income and all other taxes), municipalities receive a much smaller share than both the Provincial and Federal governments. For example, Ontario municipalities receive only 11 cents of every tax dollar raised in Ontario, yet own 65 per cent of the capital infrastructure. The Provincial and Federal governments receive 34 cents and 55 cents and own 32 per cent and 3.2 per cent of the capital infrastructure, respectively. This makes budgeting a challenge at the municipal level.

The following chart illustrates the impact on the property tax bill by major category.

Drivers of Operating Budget Costs	2014 %	2015 %	2016 %
Costs to Maintain Current Service Levels	1.6%	1.8%	-0.1%
Costs Incurred to Operationalize Prior Decisions	0.8%	0%	0.1%
New Initiatives/Revenues	0.8%	1.6%	2.3%
<b>Special Purpose Levies</b>			
Emerald Ash Borer Management Plan	0.8%	0%	0%
Capital Infrastructure Levy and Debt Repayment Levy	2.0%	2.0%	2.0%
UTM Funding	0.3%	0%	0%
<b>Impact on Total Residential Tax Bill</b>	<b>1.9%</b>	<b>1.7%</b>	<b>1.3%</b>
<b>Impact on Total Commercial Tax Bill</b>	<b>1.2%</b>	<b>1.0%</b>	<b>0.8%</b>

The following chart sets out the proposed operating budget for the city's fourteen service areas by cost driver. Additional details are included in the City Budget and Financial Overview section which follows.

Service Area	2013 Operating Budget (\$)	Maintain Current Service Level (\$)	Operationalize Prior Decisions (\$)	New Initiatives (\$)	2014 Proposed Budget (\$)	Increase from Prior Year
Fire and Emergency Services	89.1	3.5	0.0	0.4	93.0	4.4%
Roads & Storm Drainage	68.5	0.4	0.0	0.7	69.7	1.7%
Mississauga Transit	54.7	2.1	3.0	1.6	61.4	12.2%
Parks & Forestry	30.6	0.8	0.0	0.5	31.8	4.1%
Library Services	24.4	(0.1)	0.0	0.2	24.5	0.2%
Business Services	25.0	0.5	0.0	(0.0)	25.5	2.2%
Facilities & Property Management	20.0	(0.0)	0.1	0.0	20.1	0.5%
Recreation Services	19.8	1.7	(0.3)	0.0	21.2	6.8%
Information Technology	17.7	0.2	(0.0)	0.1	18.0	1.4%
Strategic Policy	11.2	0.2	0.1	0.0	11.5	2.7%
Land Development Services	6.9	0.3	0.0	0.0	7.2	5.0%
Arts & Culture	6.4	0.2	0.0	0.2	6.8	5.8%
Regulatory Services	1.7	0.6	0.0	(0.6)	1.7	(3.6%)
Legislative Services	(2.5)	(0.3)	0.1	0.0	(2.7)	7.4%
Mayor & Council	4.3	0.1	0.0	0.0	4.3	1.4%
Financial Transactions	(8.2)	(3.3)	0.0	0.0	(11.5)	39.9%
Assessment Growth						(0.3%)
<b>Total</b>	<b>369.7</b>	<b>6.8</b>	<b>3.0</b>	<b>3.1</b>	<b>382.6</b>	<b>3.2%</b>
<b>Special Purpose Levies*</b>						
Capital Infrastructure and Debt Repayment Levy				7.4	7.4	2.0%
Emerald Ash Borer Management Plan				2.8	2.8	0.8%
UTM Funding				1.0	1.0	0.3%
<b>Total Proposed Budget</b>	<b>369.7</b>			<b>14.3</b>	<b>393.8</b>	<b>6.3%</b>

\* Note - 2013 Special Purpose Levies are grouped with the Financial Transactions Service Area

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### **Special Purpose Levies**

Special Purpose Levies are a common funding tool used to address specific funding requirements over and above everyday normal budget pressures. Special Purpose Levies include fixed funding for replacing city-owned Ash trees, providing sustainable funding for the City's infrastructure, and, for Council's consideration in 2014, a request for funding from UTM for its new Institute of Management and Innovation Complex.

#### **Emerald Ash Borer (EAB) Levy**

All Southern Ontario municipalities have been faced with developing strategies and plans to protect and replace municipal owned ash trees due to a highly invasive insect known as the Emerald Ash Borer. This insect has the potential to infest and kill all 116,000 city-owned Ash trees if not properly treated. It is estimated that the majority of Ash trees within the City will be infested with EAB over the next ten years. As this is an extraordinary expense, and not part of everyday operations, as in 2013, it is once again recommended that this expense be designated as a Special Purpose Levy so as not to unduly influence decision-making discussions on delivery of other City services. In 2013, Council approved an active approach costing \$2.8 million (half of the staff recommended \$5.6 million). The proposed 2014 Budget includes an additional levy of \$2.8 million to help mitigate this problem. This special purpose levy will have an impact of 0.8 per cent on the City's tax levy requirements in 2014 and a tax bill impact of \$2.11 per \$100,000 of Residential Assessment.

### **Infrastructure and Debt Repayment Levy**

The City owns \$8 billion in infrastructure assets. The infrastructure gap in 2014 based on historical cost is estimated at \$91 million. Based on estimated replacement costs this gap grows to \$309 million. The City is only providing for nine percent of the replacement value of assets used up each year. Closing this gap would require an increase in the City's annual tax levy of over 84 per cent. The infrastructure gap can only be narrowed by increasing tax-based funding raised through an infrastructure levy and issuing debt. Alternatively, the City can reduce service levels and let the quality of infrastructure deteriorate.

The 2014-2016 Business Plan and Budget recommends inclusion of a Special Purpose Levy of two per cent on the City tax levy requirements for Capital Infrastructure and Debt Repayment. Out of the two per cent, on average, one percent is allocated to increase the Transfer from Operating to Capital to increase pay as you go capital funding. The other one percent is dedicated to debt repayment for principal and interest payments. This levy ensures the long-term financial stability of the capital program. Without this levy, the City would have to reduce service levels and let the quality of infrastructure deteriorate.

#### **University of Toronto Mississauga (UTM) Capital Funding Levy**

The 2014-2016 Business Plan and Update includes, for Council's consideration, a request from the UTM for funding assistance for its new Institute of Management and Innovation. If approved, the City's total commitment would be ten million over ten years. This would result in a 0.3 per cent impact on the City's tax levy requirements in 2014 or \$0.75 per \$100,000 of residential assessment.

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The following chart shows the forecast impact on the total property tax bill.

**Impact on Residential Tax Bill**

Description	City	Region	Education	Total
Required to Fund Ongoing Operations*	1.0%	0.4%	0.0%	1.4%
Emerald Ash Borer Management Plan	0.2%	0.0%	0.0%	0.2%
Capital Infrastructure and Debt Repayment Levy	0.6%	0.5%	0.0%	1.1%
UTM Funding	0.1%	0.0%	0.0%	0.1%
<b>Total</b>	<b>1.9%</b>	<b>0.9%</b>	<b>0.0%</b>	<b>2.8%</b>

**Impact on Commercial/Industrial Tax Bill**

Description	City	Region	Education	Total
Required to Fund Ongoing Operations*	0.6%	0.2%	0.0%	0.8%
Emerald Ash Borer Management Plan	0.1%	0.0%	0.0%	0.1%
Capital Infrastructure and Debt Repayment Levy	0.4%	0.3%	0.0%	0.7%
UTM Funding	0.1%	0.0%	0.0%	0.1%
<b>Total</b>	<b>1.2%</b>	<b>0.5%</b>	<b>0.0%</b>	<b>1.7%</b>

\*Includes new initiatives

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## Service Area Plans

The Corporation of the City of Mississauga has multiple lines of business. For business planning purposes, they are organized into fourteen distinct services. 2014 is the Update year for the 2013-2016 Business Plan and Budget. This document focuses primarily on updating and presenting exceptions and amendments to the four year approved Service Area Business Plans, while still providing comprehensive financial information and forecasts. Each service has developed its Business plan update consistent with corporate direction but specific to each individual sector. In answering these questions, the Service Area Plans present their story in four main chapters: Existing Core Services; Updates & Accomplishments; Proposed Budget; and Performance Measurement. The full plan, as approved last year, can be found online. For the update year, only the following sections are noted.

### Existing Core Services

#### 1.1 Vision and Mission

*Why does this service exist?*

#### 1.2 Service Delivery Model

*Who provides this service?*

### Updates & Accomplishments

#### 2.1 Updates

*What has changed since the full plan was written?*

#### 2.2 Accomplishments

*What are the most important accomplishments achieved so far?*

#### 2.3 Awards and recognitions

*Which awards or recognitions did this service receive?*

### Proposed Budget

*What will it cost?*

#### 3.1 Proposed Changes to Maintain Current Service Levels

#### 3.2 Proposed New Initiatives and New Revenues

#### 3.3 Highlights of Proposed Capital Program Budget

#### 3.4 Capital Program

### Performance Measures

#### 4.1 Balanced Scorecard

*What are the key measures for our services that are tracked to monitor progress?*

# Services Delivered

Roads, Storm Drainage, & Watercourses	Fire & Emergency Services	MIWay (Mississauga Transit)	Recreation	Parks & Forestry	Mississauga Library System	Land Development Services
Transportation Planning	Suppression	Business Development	Business Planning	Park Planning	Library Reference	Policy Planning
Works Operations	Fire Prevention	Transit Operations	Community Development	Park Development	Library Circulation	Development & Design
Infrastructure Management System	Administration	Business Systems	Community Recreation	Park Operations	Library Public Programs	Development Engineering
Infrastructure Maintenance	Training	Maintenance	Facility Operation	Forestry		Parks Planning
Street Lighting	Communication	Rapid Transit (Transitway/LRT)	Support Services	Environment		Business Services
Infrastructure Design & Construction	Fleet & Building Maintenance					Development services
Watercourse Maintenance						Building
Cycling						
Parking & TDM						
Geomatics						
Fleet Maintenance						
Traffic Operations						
Infrastructure Programing						
Arts & Culture	Regulatory Services	Facility & Property Management	Strategic Policy	Information Technology	Business Services	Legislative Services
Cultural & Heritage Planning	Administrative Services	Space Planning	Legal Services	Departmental IT Groups	Finance	Committee of Adjustment
Cultural Operation	Animal Services	Facilities Planning & Development	City Manager & Chief Administrative Officer	Departmental Systems	Revenue, & Materiel Management	Municipal Elections
	Compliance & Licensing Enforcement & Charity Gaming	Realty Services Energy Management	Internal Audit	SAP Centre of Excellence	Human Resources	Records Management
	Mobile Licensing Enforcement	Facilities Maintenance	Economic Development	Planning & Integration	Communications	Provincial Offences Administration
	Parking Enforcement	Accessibility	City Strategy & Innovations	Client Services		Vital Statistics
		Security Operations		Enterprise Systems		Printing & Mail Services
						Access & Privacy
						Council Support
						Legislated Compliance





## Roads, Storm Drainage and Watercourses

**Mission:** To plan, develop, construct and maintain a multi-modal transportation system which efficiently and safely moves people and goods, respects the environment and supports the development of Mississauga as a 21<sup>st</sup> Century city, while serving the municipality's social, economic and physical needs, and to plan, develop, construct and maintain a storm water management system which safeguards public and private infrastructure and property from erosion and flooding and enhances water quality.

---

### This service is provided by three Divisions:

The Engineering and Works Division; the Transportation and Infrastructure Planning Division; and the Transportation Project Office and Business Services Division.

### Interesting facts about this service:

- The City's has over 5,210 lane kilometres of road network. If laid out end to end it would connect the City of Mississauga to Whitehorse, Yukon Territory and would take approximately 58 hours to drive; and
- Over 45,000 catch-basins, 33 watercourses and 57 storm water facilities across the City help to store, drain and clean the City's surface and rain water before it enters Lake Ontario.

### Highlights of the Business Plan include:

- Service levels are maintained through a two per cent net operating budget increase;
- An initiative is underway to implement the Advanced Transportation Management System which will effectively change the City's control of traffic from a programmed passive control to an active system which is responsive to changing traffic conditions;
- Improvements are planned to Works Operations and Maintenance services and communication including the consolidation and centralization of Public Works communications and issues management and various related service improvements;
- As required by new provincial legislation regarding ON1CALL services, a new service will provide locates for underground infrastructure;
- New street lighting technologies continue to be implemented in order to optimize energy and operational savings and provide environmental benefits;
- State of good repair for City's infrastructure continues to be a priority for this service; and
- A number of capital projects related to the stormwater program have been advanced in priority.



## Mississauga Fire and Emergency Services

**Mission:** To protect life, property and the environment in Mississauga from all perils through education, prevention, investigation, training, rescue, fire suppression, dangerous goods containment and life support services.

---

### This service is provided by:

- 616 suppression staff operating 24 hours per day, 365 days per year on four shifts with 30 front line suppression vehicles, nine reserve and eight specialty vehicles;
- Communications (emergency dispatch) staff also operating 24 hours per day 365 days per year;
- Fire Prevention and Life Safety staff who help to develop and implement community educational programs and support fire safety in the community;
- Fire Training staff who provide training and education to all fire personnel to ensure the safety of both the community and staff;
- Fleet/Building Maintenance staff who ensure the ongoing reliability of the front line vehicles and safe working conditions for all staff; and
- Administration staff who oversee that all functions of Fire and Emergency Services are delivered in an effective and cost efficient manner.

### Interesting facts about this service:

- In 2013 MFES is on target to visit 30,000 residences in Mississauga to promote fire safety as part of the Home Safe Home program;
- All front line fire trucks carry oxygen kits for dogs and cats;
- Deployed EPI pens in all front line vehicles and delivered symptom assist training to all front line staff;
- MFES attends an average of 200 community events each year; and
- In 2012 MFES responded to more than 25,000 incidents.

### Highlights of the Business Plan include:

- Addressing MFES response time challenges;
- Continuing to implement recommendations made in the Fire Master Plan; and
- Ensuring the capacity to meet increasing training requirements.



## MiWay Transit

**Mission:** To provide a customer-focused transit service that offers safe, accessible, and efficient transportation options for all citizens.

---

### **This service is provided by:**

The Transportation Works Department divisions: MiWay (Mississauga Transit), the Transportation Project Office and Business Services Division, the Transportation Infrastructure and Planning Division, Engineering and Works Division, and the support of the City's Corporate Services Department.

### **Interesting facts about this service:**

- MiWay is expected to reach record ridership in 2013 at 35.8 million revenue rides (an increase of three per cent from 2012);
- MiWay surpassed over 50 million boardings in 2012 and is expected to reach over 52 million boardings by the end of 2013;
- Phase 1 of Mississauga's Transitway will be completed in 2014, with the opening of four Stations. Improvements to the City Centre Transit Terminal will also be completed as part of the Transitway Phase 1; and
- Work is nearing completion on the pre - Transit Project Assessment Process (TPAP) for Light Rail Transit on Hurontario/Main Street in partnership with the City of Brampton and Metrolinx; the project is approaching the 30% design level.

### **Highlights of the Business Plan include:**

- Mississauga's Transitway construction is well underway with the planned opening from the City Centre to Dixie Station in 2014. Once operational, MiWay's Routes 107 and 109 will utilize the Transitway. An increase of 27,800 hours in 2014 will extend midday and weekend service along these routes. An increase of 21,900 hours annually starting in 2015 will increase frequency on Routes 109 & 107;
- The requested increase in service hours of two per cent will address instances of passenger overcrowding as a result of higher ridership levels. However, with the increase in ridership, denial of service caused by overcrowding will continue to erode our network's reliability on a daily basis;
- Speed of travel has also been deteriorating over the years as our City reaches almost full development; and
- Additional funding is required to improve peak hour and midday frequencies in line with customer expectations. The requested one per cent will also support feeding the Transitway which, by the end of the 2013-2016 Business Planning cycle will be fully implemented.
- A total increase in service hours in 2014 of five per cent which results in total additional service hours of 70,000.



## Recreation

**Mission:** Keeping Mississauga Healthy, Active and Connected.

---

### **This service is provided by:**

Services are delivered by a multidisciplinary team working cooperatively to meet the recreation needs of the community. This team includes; Business Planning, Community Recreation, Community Development, Facility Operations and Support Services. All areas are committed to offering and encouraging life- long learning, leisure and quality recreation experiences.

### **Interesting facts about Recreation:**

- We average over 12 million visitors to Recreation facilities every year;
- Our part time compliment makes up 60 per cent of our overall workforce;
- We offer over two million recreation program hours annually; and
- Recreation received GOLD Youth Friendly Community Builder Designation from the Playworks Partnership for Youth.

### **Highlights of the Business Plan include:**

- A Community Recreation Facility partnership has been identified for the Churchill Meadows area with design taking place in 2015;
- Recreation will be implementing Mississauga's Sport Plan to support the sustainability and growth of sport in Mississauga over the next five years;
- Resources have been identified to support Mississauga's bid to host the 2016 Ontario Summer Games;
- \$454,000 in cost savings and efficiencies and \$98,000 in new revenues have been identified for 2014;
- Construction will begin on the newly designed Meadowvale Community Centre in 2014;
- Westacres outdoor pool redevelopment reopens for 2014 season;
- River Grove Community Centre redevelopment reopening in July 2014; and
- HIGH FIVE ® Accreditation implementation for children's programs.



## Parks and Forestry

**Mission:** Parks and Forestry is a dynamic team of staff, volunteers and partners working together to strengthen individuals, families, our communities and the environment through stewardship and by offering and encouraging lifelong learning, leisure and sustainable recreation experiences.

---

### **This service is provided by:**

A multi-disciplinary team composed of Park Planning, Park Development, Park Operations, Forestry and Environment working cooperatively to meet the open space, outdoor recreational and environmental needs of the community.

### **Interesting facts about this service:**

- Maintenance of 6,700 acres (2,711 hectares) of parkland and open space, including 530 sports fields, 255 playgrounds and over one million publicly owned trees, two marinas and 10 publicly maintained cemeteries;
- Over 7,000 service requests from the 311 Citizen Contact Centre are received and resolved by Parks and Forestry, along with over 1,000 additional direct inquiries;
- 65 per cent of Living Green Master Plan actions either complete or underway; and
- Environment participation on 30 project teams, organizations and committees.

### **Highlights of the Business Plan include:**

- A proactive management approach to invasive pests and diseases such as the Emerald Ash Borer through treatment to preserve a portion of City owned Ash trees, along with removal or replacement of infected trees to ensure liability risks are mitigated;
- Lead and implement Council's environmental direction (I.e. Strategic Plan and Living Green Master Plan);
- The implementation of strategic goals through the development of P-508 (former Hancock Property), Park 302 Sports park, Port Credit Harbour dredging and various multi-use trails; and
- Maintaining park assets through the reconstruction of the Sawmill Valley Trail, Bruce Reynolds Park landscape improvements and the lifecycle repair programs including: bridges & underpasses; lit & unlit sport field maintenance; trail reconstruction; and replacement of play structures.



## Mississauga Library

**Mission:** To provide library services to meet life-long informational, educational, cultural and recreational need of all Mississauga citizens.

---

### **This service is provided by:**

The Central Library; 17 Branch Libraries/Homebound Services; Electronic Resources and the Online Catalogue.

### **Interesting facts about this service:**

- Visitors – Over 4.5 million in-person visits;
- Circulation – Over 7.3 million items loaned; and
- Collection Size – Over 1.3 million items available through 18 locations throughout the City.

### **Highlights of the Business Plan include:**

- Self-Checkout (RFID) project will commence in the fourth quarter of 2013 with a completion date in 2015 for all 18 library locations;
- Collection growth funding is core to the Library Service. A well-developed relevant collection in multiple formats and languages is required to meet the needs of Mississauga's large and diverse population. The Library's collection has not kept pace in recent years with population growth. The Library Service Business Plan includes an initiative to improve the provision level;
- Woodlands Library relocation to be completed by mid-2014;

- Relocation of Meadowvale Library with Meadowvale Community Centre is planned for completion in mid-2016. The design phase is nearing completion;
- Expansion of Sunday Service to include 10 additional weeks of Sunday hours at all locations;
- Central Library Redevelopment Study will be completed in September, 2013; and
- Library lighting is an essential component in the provision of Library Services. Three libraries have been determined to have lighting levels below accepted industry standards.



## Land Development Services

**Mission:** To provide quality customer service by facilitating legislated approval processes from the creation of policies, the designation of lands through the processing of development applications and building permits to building inspections to ensure the health, safety and well-being of the public.

---

### This service is provided by:

Planning and Building Department-Policy Planning, Development and Design, Building and Business Services; Transportation and Works Department-Development Engineering, Transportation Infrastructure and Planning; and Community Services Department-Parks Planning, Parks and Forestry.

### Interesting facts about this service:

- Over 17,000 customers served at the Planning and Building Customer Services Centre;
- 96% of all complete building permits reviewed within legislative timelines;
- Approximately 3,500 building permit applications processed annually; and
- Approximately 83,000 building, plumbing, heating and sign inspections are requested annually.

### Highlights of the Business Plan include:

- Completion of a three year plan to adjust fees, and labour and operating costs;
- Implementation of the Downtown21 Master Plan to bring vitality to Mississauga's downtown core;
- Implementation of the new Official Plan through Area Plan Reviews, Community Improvement Plans, Parking Standards Review, Growth Forecasts, Employment Land Review, Environmental Policies Review, Employment Opportunities in Intensification Areas and Zoning By-law Conformity Review;
- Development of an affordable housing strategy and action plan to provide housing choices to meet the needs of residents;
- Provision of training on project management practices and enhancement of public participation processes;
- Development and implementation of technology to allow electronic plan submissions, review and approval; and
- Enhancement of internal and external websites and expansion of on-line services.





## Legislative Services

**Mission:** To meet customers' diverse service needs by providing statutory and legislated services to the public, Council and other internal and external customers through a variety of service channels.

### **This service is provided by:**

The Office of the City Clerk, which consists of six service areas, including: Legislative Services, Court Administration, Vital Statistics and Committee of Adjustment, Records Management, Elections and Printing and Mailing

### **Interesting facts about this service:**

- In 2012, Legislative Services supported 205 meetings of Council and its Committees, representing 440 hours of meetings, while in 2013, it is anticipated that 160 meetings of Council and its Committees, representing approximately 300 hours of meetings will be supported;
- 624 Freedom of Information requests were received, of which 99.4 per cent were responded to within the 30 day response time;
- The Committee of Adjustment dealt with 680 variance and severance applications in 2012, with over 500 applications anticipated in 2013;
- 2,558 marriage licences were issued, with 246 marriage ceremonies performed;
- There were over 3,400 views of the City Council Mississauga TV; and

- Courthouse staff served over 89,800 in-court appearances, which was an increase of 18.5 per cent from 2011.

### **Highlights of the Business Plan include:**

- To accommodate the volume of requests for Early Resolution meetings, additional staff is required to manage and address the increased workload.
- Implementation of Electronic Records Management in a number of departments during the period of the plan will increase collaboration and ensure that valuable record assets of the City are protected.
- Preparation for the 2014 Municipal Election is in full swing.
- The 2014 Election Work Plan is underway to provide increased options for voters and prepare for increased voter turn-out.
- Ongoing support of Council and Committees, with enhanced transparency and openness by making information readily accessible to the public in electronic and in some cases video format.





## Arts and Culture

**Mission:** The Culture Division works towards implementing the Culture Master Plan by working collaboratively with a wide variety of partners to build strong cultural institutions, to foster complete communities and to stimulate a creative economy.

---

### This service is provided by:

The Cultural Division is responsible for the delivery of the Arts and Culture service area. It is comprised of 39 full-time and 20 part-time expert and professional staff to deliver program and services in: arts and culture programming (i.e. digital, literary, visual and performing arts) educational and instructional programming (e.g. museums, dance, photography), event and film production management, granting, public art, research, cultural and heritage planning, digital engagement, and facility operations.

### Interesting facts about this service include:

- City funded festivals and events leveraged an additional \$2.5 million of private funding;
- Over one million people attended City-funded arts & culture festivals and events;
- More than 600,000 attended Mississauga Celebration Square events;
- 550,000 volunteer hours have been donated in support of local culture organizations, festivals and events;
- 31 pieces of public art can be found within Mississauga, of which 14 form the City's Public Art Collection;
- Almost 350,000 visits to the Culture Division's webpages and 11,000 followers on social media;

- Approximately 140 shows and performances are annually presented at the Meadowvale Theatre;
- Approximately 275 properties within Mississauga are designated in accordance with the *Ontario Heritage Act*;
- Approximately 15,000 artifacts and 200,000 archaeological pieces form the museum collection; and
- A total of 850 filming days occurred in Mississauga - a 150 per cent increase from 2011.

### Highlights of the Business Plan include:

- Attain a \$3 per capita investment ratio for the City's arts and culture grant program;
- Improve service delivery for heritage planning, artifact preservation and collection management, and community cultural outreach;
- Measure and communicate the City's performance on cultural development;
- Renew Culture Division web-pages and implement digital activation strategy;
- Implement the Public Art Master Plan and facilitate new public art works; and
- Continue the Port Credit Culture Node Pilot project.



## Regulatory Services

**Mission:** We achieve compliance with municipal by-laws and provide services in a safe and professional manner to maintain order, safety and community standards in the City.

---

### **This service is provided by:**

Regulatory Services is one of five divisions in the Transportation and Works Department, comprises 133 staff and includes the following sections: Administrative Services; Compliance, Licensing and Charity Gaming; Mobile Licensing; and, Parking Enforcement.

### **Interesting facts about Regulatory Services:**

- Regulatory Services addressed over 32,000 requests for service;
- Issued more than 27,000 Licences of various types;
- Conducted 42,000 regulatory inspections;
- Issued 23,000 parking considerations;
- Issued in excess of 140,000 charges; and
- Enforces more than 30 different municipal by-laws.

### **Highlights of the Business Plan include:**

- Implementation of an Administrative Penalty System (APS) to reduce court backlog and streamline the process through which penalties are paid and disputed. APS will initially be introduced for parking enforcement matters followed by licensing;
- Completion of the business licensing review process including the expansion of regulation into the personal services sector;
- Proposed introduction of fee-based cost recovery by Mobile Licensing for mandatory inspection of licensed vehicles;
- Introduction of licensing of residential second units; and
- \$668,000 in new revenue through initiatives identified in proposals for 2014, which would yield a four per cent reduction in net budget.



## Facilities and Property Management

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

---

### **This service is provided by:**

Space Planning; Facilities Planning and Development; Realty Services; Energy Management; Facilities Maintenance; Accessibility and Security.

### **Interesting facts about this service:**

- Responsible for facility assets with a replacement value of approximately \$1.3 billion;
- The City owns and operates a portfolio of over 300 buildings of various size and complexity with approximately 5.3 million square feet along with approximately 5,000 light poles and associated infrastructure for pathways, sport fields and parking lots;
- Manages over 600 agreements City wide relating to leases/ licenses and easement agreements; and
- Handled over 10,600 Security incident reports in 2012.

### **Highlights of the Business Plan include:**

- Contribute to the Living Green pillar of the *Strategic Plan* by expanding programs in the Energy Management area;
- Continue to address the challenges of maintaining an aging portfolio in a cost effective manner while meeting the expectations of stakeholders for service;
- Leverage the Asset Management Program information and functionality to drive more strategic facility planning decisions;

- Implement the Energy Benchmarking, Energy Awareness and Retro-commissioning Program (EBEAR) initiative to support reduction in emissions;
- Seek out grant opportunities to fund energy conservation capital improvements;
- Implement Hansen Field computing for more efficient maintenance operations and improved work order management;
- Enhance the safety and security of city properties, by monitoring, patrolling and reporting incidents on a regular basis;
- Improve accessibility inventory tracking and update based on pending Accessibility legislation to drive strategic facility accessibility upgrades;
- Manage and contribute to capital construction projects, including: project managing River Grove and Meadowvale Community Centre renovation projects, and the new construction of Fire Station 119; and
- Manage the maintenance and security of Mississauga Transitway Phase One stations that will be completed in the spring of 2014, along with eight others to be added later.



## Strategic Policy

**Mission:** Strategic Policy exists to lead, support and promote innovation, collaboration, accountability and partnerships. We lead by example in strategic risk taking and ensure the City's long term prosperity is protected.

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### **This service is provided by:**

City Manager and Chief Administrative Officer's Office;  
Economic Development; City Strategy and Innovations;  
Legal Services and Internal Audit.

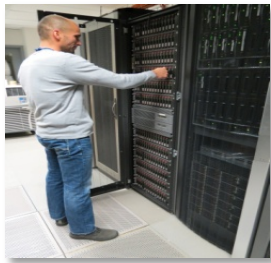
### **Interesting facts about this service:**

Strategic Policy work touches all business plans across the corporation and is achieved by collaboration across all five City departments;

- Key documents that shape our Business Plan include: Strategic Plan, City Business Plan, Downtown21 Master Plan, Economic Development Strategy, Inspiration Lakeview: A Vision, Municipal Act, 2001, Corporate Policies and the Audit Charter;
- The Economic Development Office increases the profile of the City as a national and international business centre with the implementation of Marketing and Advertising Plan;
- All audit recommendations are agreed to by management and followed up on twice a year; and
- The Mississauga Business Enterprise Centre responds to 8,000 contacts per year.

### **Highlights of the Business Plan include:**

- Legal Support and enhanced Audit Coverage to mitigate risk exposure;
- Continue to chart the future course for Port Credit through advancing Inspiration Port Credit.
- Implementation of the International Marketing Strategy to attract and retain foreign investment;
- Assist in the opening of Sheridan Phase II in September 2016, which will result in 7,000 students in the downtown;
- Advance a district energy strategy;
- Advance the implementation of the Downtown21 Master Plan to ensure we have a vibrant people place in the heart of Mississauga; and
- Develop strategies to capture new value for existing City resources in a sustainable way.



## Information Technology

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

---

### **This service is provided by:**

The Information Technology (IT) Division is comprised of five sections that focus on technology planning, service delivery, support and operations: Client Services, Departmental Systems, Enterprise Systems, Planning & Integration and the SAP Centre of Excellence. IT is also supported by the 4 Departmental IT Groups aligned with each of the major departments: Corporate Services, Community Services, Planning & Building and Transportation & Works. The IT Division will renew the organizational structure through the IT e3 initiative in January 2014.

### **Interesting facts about this service:**

- Information Technology facilitates the deployment of new business solutions and technologies to meet the business needs of the city and provides ongoing maintenance, daily support and IT asset lifecycle replacement;
- The IT Service Desk offers client support Monday to Friday 8:00 a.m. to 5:00 p.m. service desk coverage and provides on-call support 24 hours a day, seven days a week, 365 days a year along with specific line of business support by Departmental IT Groups;

- There are 597 kilometres of fibre connecting 92 City sites with over 2,400 desktop computers, 650 laptop computers, 500 public access computers, 200 multi-function copiers and 70 network servers accessing over 70 terabytes of data;
- Our mobile workforce has 1,100 cellular devices, 1,000 radios and 148 field computers; and
- The public access free Wi-Fi at 55 City facilities and access City services and info on the web nine million times in a year.

### **Highlights of the Business Plan include:**

- The operating budget will be slightly reduced through efficiency initiatives. IT will focus on implementing key recommendations and initiatives identified in the e3 review that occurred in 2012 including a focus on service management and project portfolio management.
- A new IT strategy is in place which focuses on providing more self-service, efficiencies in business process through a mobile workforce and access to City services through mobile technology (e.g. MiWay mobile app). The IT strategy also introduces technology for collaboration to facilitate engaging citizens, businesses and other government agencies and community groups.



## Business Services

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

---

### **This service is provided by:**

Revenue & Materiel Management, Finance, Human Resources and Communications.

### **Interesting facts about this service:**

- Most initiatives undertaken by the other service areas involve the support and partnership of Business Services. This includes purchasing, human resources, communications and financial services;
- Finance prepares bi-weekly payroll deposits and cheques for over 3,800 full-time employees and 2,200 part-time employees and summer staff (includes active staff at a given time);
- Four internships are arranged annually through Career Bridge, an internship program for recent immigrants; and
- The 311 Citizen Contact Centre operates from 7:00 a.m. to 7:00 p.m., Monday to Friday, excluding holidays, and handles an average of 300,000 telephone and email inquiries annually.

### **Highlights of the Business Plan include:**

- Revenue and Materiel Management will be acquiring an upgrade to the Central Cashiers System which will improve data interfaces with other systems and automate reconciliation functions;
- Finance will be commencing work on the development of a Long Term Financial Plan, which will establish policies and direction to ensure the City has a sustainable financial plan well into the future;
- Human Resources will look to create operating efficiencies by automating its administrative processes and forms;
- A Brand Research Project will try to understand current perceptions of Mississauga and review the existing Visual Identity Program with the intent of refreshing the overall City brand and developing a complementary Downtown brand; and
- 311 Citizen Contact Centre requires a replacement of its Knowledge Base System to provide increased functionality and to allow information to be accessible by citizens on the web anywhere, any time, on any device.

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# Performance Measures

## Balanced Scorecard

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

By paying attention to all four areas an organization can retain balance to its performance and know that it is moving towards the attainment of its goals.

About the Measures for the City Business Plan:

### Financial Measures

*Impact on Total Tax Bill* measures the City's portion of the increase in the total property tax bill. The ability to keep this rate reasonable demonstrates an ability to achieve excellence in public administration and deliver services efficiently, at a reasonable cost.

### Customer Measures

*Resident Satisfaction with Mississauga* as a place to live measures the overall satisfaction of Mississauga residents with their city. These results are based on a poll conducted by Environics Research, featuring an analysis of public attitudes and issues of concern in the province of Ontario.

96 per cent of Mississauga's residents are satisfied with Mississauga as a place to live. This is by far the highest satisfaction rate among municipalities in the Region of Peel.

### Employee Measures

*Overall Employee Engagement Results* for The City of Mississauga are, when benchmarking with other comparable GTA organizations, eight per cent above the sector's benchmark.

This measure is the overall average of the "EFS Scales" which are the 27 significant workplace elements that are measured as an indicator of employee engagement. The results are based on the bi-annual survey conducted by Metrics@Work. It should be noted that the number does not represent an absolute score of satisfaction, but rather a placement on a scale for comparative purposes.

### Business Processes

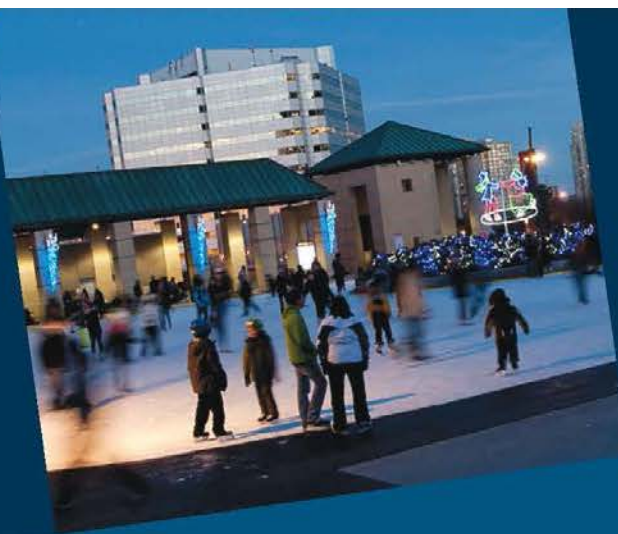
*311 First Call Resolution (FCR) Rate* is the percentage of calls that are handled "one and done" in the Call Centre and do not require a service request to the business area. The benchmark identified by the Institute of Citizen-Centred Services (ICCS) states that you should only have to speak to a maximum of two people in order to get service, although one person is preferred for FCR. The 311 Citizen Contact Centre objective is that 87 per cent of the total calls are handled "one and done", and the call centre is meeting this rate.



Measures for the City	2010 (Actual)	2011 (Actual)	2012 (Actual)	2013 (Actual)	2014 (Planned)	2015 (Planned)	2016 (Planned)
<b>Financial:</b>							
Impact on Total Residential Tax Bill	0.6%	1.6%	2.1%	2.4%	2.8%	2.9%	2.5%
Impact on Total Commercial Tax Bill	0.4%	0.9%	1.3%	1.4%	1.7%	1.6%	2.0%
<b>Customer:</b>							
Overall Resident Satisfaction with Mississauga as a place to live	82%	84%	96%	96%	90%	90%	90%
<b>Employer:</b>							
Overall Employee Engagement Results	68%	68%	68%	68%	70%	70%	70%
<b>Business Process:</b>							
311 First Call Resolution Rate	93%	90%	84%	90%	90%	90%	90%







823 RECREATION FACILITIES  
 24/7, 365 DAYS A YEAR ACCESS TO FIRE  
 \$8 BILLION INFRASTRUCTURE  
 SNOW CLEARED FROM 5,210 KM OF ROADS AND 2,204 KM OF SIDEWALKS  
 POWER SUPPLIED TO 49,234 STREET LIGHTS AND 511 TRAFFIC LIGHTS  
 244 KM OF BICYCLE LANES AND BOULEVARD MULTI-USE TRAILS  
 56 KM OF NOISE BARRIERS  
 223 BRIDGES AND CULVERTS

# City Budget and Financial Overview

## 2014-2016 Business Plan Update and 2014 Budget

City of Mississauga, Ontario, Canada



1.3 MILLION LIBRARY ITEMS IN MULTIPLE LANGUAGES AND  
 GRASS CUT ON 530 SPORTS FIELDS  
 EQUIPMENT MAINTAINED ON 255 PLAYGROUNDS  
 23,314 RECREATION PROGRAMS  
 530 SPORTS FIELDS  
 511 SIGNALIZED INTERSECTIONS  
 25 ICE RINKS, 18 POOLS AND 11 COMMUNITY CENTRES  
 93 TRANSIT ROUTES, 1.3 MILLION HOURS OF SERVICE  
 102 EVENT DAYS AT CELEBRATION SQUARE AND 505,000  
 6,700 ACRES OF PARKS AND OPEN SPACES  
 5,210 KM OF ROADS  
 RECREATION FACILITIES

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## Table of Contents

<b>1.0</b>	<b>Introduction .....</b>	<b>3</b>
<b>2.0</b>	<b>Changes to Maintain Current Service Levels.....</b>	<b>12</b>
<b>3.0</b>	<b>Changes to Operationalize Prior Decisions .....</b>	<b>16</b>
<b>4.0</b>	<b>New Initiatives and New Revenues .....</b>	<b>17</b>
<b>5.0</b>	<b>Special Purpose Levies .....</b>	<b>19</b>
<b>6.0</b>	<b>Capital .....</b>	<b>21</b>
6.1	Capital Infrastructure Gap .....	21
6.2	Maintain Capital Infrastructure with Prudent Debt Management .....	22
6.3	Capital Program Funding Issues.....	26
6.4	2014 Capital Budget.....	28
6.5	2014 to 2023 Capital Budget Forecast .....	30
<b>7.0</b>	<b>Staffing Impacts of Proposed Budget.....</b>	<b>32</b>
<b>8.0</b>	<b>City Property Tax Distribution .....</b>	<b>33</b>
<b>9.0</b>	<b>Conclusion.....</b>	<b>36</b>

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## 1.0 Introduction

Last year the City of Mississauga undertook an extensive process to create a four year, detailed Business Plan and Budget covering 2013 to 2016. Approved in December 2012, the 2013-2016 Business Plan and Budget outlines how and where the City plans to allocate resources to provide good value for taxpayers. Detailed business plans are prepared every two years, with an update to the Plan undertaken in the second year. The four year plan is based on the City's four priorities. The year 2014 marks the second year of Mississauga's 2013-2016 Business Plan and Budget. For this "Update Year" staff focused on primarily updating and presenting exceptions and amendments to the four year approved Service Area Business Plans, while still providing comprehensive financial information and forecasts.

The Business Plan and Budget focuses primarily on preserving existing service levels and delivering these services in a cost effective manner, as well as providing for some priority strategic investments, infrastructure upgrades, additions and capital maintenance. It balances the increased costs to deliver these services to the community with reasonable tax impacts. The proposed 2014-2016 Business Plan Update and 2014 Budget has been developed to provide the right services in the most cost effective manner.

The following four priorities have guided the budget development process:

1. Deliver the Right Services;
2. Implement Cost Containment Strategies;
3. Maintain Our Infrastructure; and
4. Advance Our Strategic Vision.

In September 2013, Standard and Poor's reaffirmed the City of Mississauga's AAA credit rating, noting the City's diverse economy, competitive tax rates, and strong financial policies provide the City with financial resilience in dealing with future financial challenges. While this is a positive outcome, ongoing challenges including development related revenues below forecasts, limited assessment growth, ongoing asset renewal needs, declining reserve and reserve fund balances and reliance on debt financing, are impacting the City's overall financial resilience.

The proposed 2014-2016 Business Plan Update and 2014 Budget strengthens the City's resilience by developing a plan that continues the capital infrastructure and debt repayment levy, explores implementing Storm Water Fees and partnerships for delivering City services, such as recreation. Although the continuation of the two per cent capital infrastructure and debt repayment levy improves the City's resilience, even with this levy, the City will see deterioration in the quality of its infrastructure in the medium to long term and some service levels, including deferring or eliminating new capital initiatives.

Pressures impacting the cost of delivering the City's services in 2014, include legislative requirements, declining demand for some recreation programs, general price increases and the continued phasing out of the reserve fund support for Transit while at the same time enhancing Transit services. Actions to address the Emerald Ash Borer infestation, and increase funding for infrastructure add additional pressures and the requirement for special levies for community needs that are beyond normal service delivery. Finally, Council will be considering a new proposed special levy to provide capital funding to the University of Toronto Mississauga for its new Institute of Management and Innovation Complex.

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The City has limited funding options – where possible we look for efficiencies and increase user fees. Once these options are exhausted, there remains only a choice between increasing property taxes or reducing services or service levels.

The proposed 2014-2016 Business Plan Update and 2014 Budget provides a balance between financial pressures and meeting the service demands of the community. The Budget is presented in four components: the cost to Maintain Current Service Levels; the cost to Operationalize Prior Decisions; the cost to implement New Initiatives and New Revenues; and provisions for Special Purpose Levies.

Below is a brief overview of each of the four components of the Budget.

#### **Maintaining Current Service Levels**

The City aims to keep cost increases to maintain current service levels in line with inflation. Each year, City staff is challenged to reduce costs by identifying efficiencies and streamlining processes through continuous improvement while maintaining service levels. This year, staff has identified \$7.9 million in savings equivalent to reducing the City tax levy by 2.1 per cent. Overall the cost to maintain current services has a below inflation impact of 1.6 per cent on the City's tax levy.

#### **Operationalizing Past Decisions**

To ensure the growth of services is in line with resident expectations and needs, adequate funding is required to operationalize prior decisions. These are the costs associated with new initiatives or completed capital projects from the previous year. An example would be paying the operating costs for a full year for the Transitway that was

only for a portion of the previous year. These costs add 0.8 per cent to the City's tax requirements in 2014. The total impact on the City's tax levy to deliver current approved service levels, including prior decisions is 2.4 percent.

#### **New Initiatives and Revenues**

Proposals for new initiatives in 2014 are described in detail within each service areas Business Plan. In this budget, proposals for new initiatives in 2014 support Mississauga's Strategic Plan and primarily are focused on expanding transit service. New initiatives require an increase of 0.8 per cent in the City's tax levy.

#### **Special Purpose Levies**

The invasive Emerald Ash Borer is threatening ash trees in all Southern Ontario municipalities. To protect, preserve and when necessary, replant City owned ash trees, the City is implementing a Special Purpose Levy over the next eight to nine years to fund the Emerald Ash Borer program to maintain the tree canopy of Mississauga. In 2014 this levy will be increased from \$2.8 million to \$5.6 million, an impact of 0.8 per cent on the City's tax levy. The levy will remain at this amount for the next eight to nine years, when it will be eliminated.

Another Special Purpose Levy is required to maintain the \$8-billion capital infrastructure owned by the City in a state of good repair. A Capital Infrastructure and Debt Repayment Levy of two per cent on the tax levy will be required for at least the next twenty years, at a minimum, to support and ensure that the City is investing in maintaining its infrastructure. This approach balances the pay as you go philosophy with prudent borrowing within reasonable limits as outlined in the City's debt policy.



The proposed 2014 budget also includes for Council consideration a new Special Levy to support the capital funding request from the University of Toronto Mississauga's (UTM) for its new Institute of Management and Innovation Complex. If approved by Council, this levy will result in a 0.3 per cent increase in the City's tax levy.

Description	2014 (Millions)	% Change	2015 (Millions)	2016 (Millions)
<b>Prior Year Budget</b>	<b>\$369.7</b>	<b>0</b>	<b>\$11.2</b>	<b>\$7.9</b>
Changes to Maintain Current Service Levels	6.8	1.9%	8.3	1.0
Assessment Growth	N/A	(0.3%)	N/A	N/A
<b>Total Changes to Maintain Current Service Levels</b>	<b>\$6.0</b>	<b>1.6%</b>	<b>\$8.3</b>	<b>\$1.0</b>
Changes to Operationalize Prior Decisions	3.0	0.8%	0.0	0.2
<b>Total Changes to Maintain Current Service Levels and Operationalize Prior Decisions</b>	<b>\$9.8</b>	<b>2.4%</b>	<b>\$8.3</b>	<b>\$1.2</b>
New Initiatives	3.1	0.8%	7.3	8.0
New Revenues	0.0	0.0%	(1.1)	1.6
<b>Proposed Budget Excluding Special Purpose Levies</b>	<b>\$382.6</b>	<b>3.2%</b>	<b>\$25.7</b>	<b>\$44.4</b>

<b>Special Purpose Levies</b>				
Emerald Ash Borer Management Plan	\$2.8	0.8%	\$0.0	\$0.0
Capital Infrastructure Levy and Debt Repayment Levy	\$7.4	2.0%	\$7.9	\$9.6
UTM Funding	\$1.0	0.3%	\$0.0	\$0.0
<b>Impact on Total Residential Tax Bill</b>		<b>1.9%</b>		
<b>Impact on Total Commercial Tax Bill</b>		<b>1.2%</b>		

Overall commercial/industrial rates are lower than residential rates as commercial/industrial pay a much higher proportion of their taxes from educational tax increases which are expected to have no increase. The City tax increase is the same for both but the proportions are different.

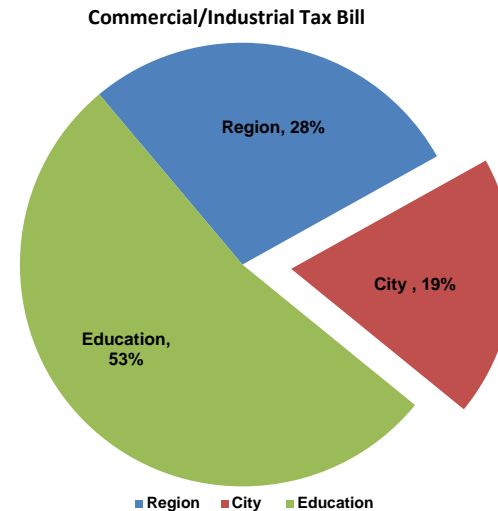
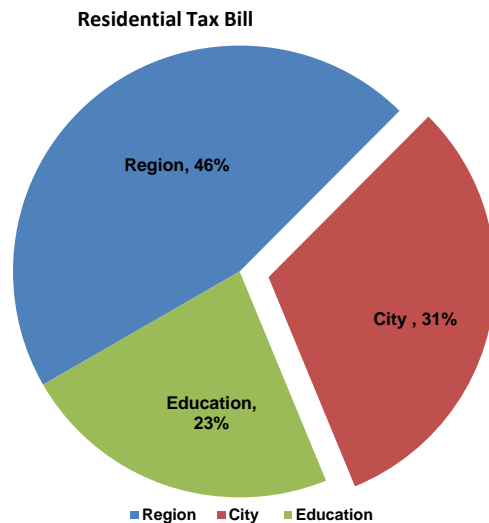
## Property Tax Bill

According to Statistics Canada and the Fraser Institute, in terms of total taxes paid by an individual or business in Canada (including sales, income and all other taxes), municipalities receive a much smaller share than both the Provincial and Federal governments. For example, Ontario municipalities receive only 11 cents of every tax dollar raised in Ontario, yet own 65 per cent of the capital infrastructure. The Provincial and Federal governments receive 34 cents and 55 cents and own 32 per cent and 3.2 per cent of the capital infrastructure, respectively.

The property tax bill in Mississauga provides funding for services provided by three government organizations – City

of Mississauga, the Region of Peel and the Province of Ontario for the Ministry of Education, as Mississauga is part of a two-tier municipal government structure. The property taxpayer is impacted by the decisions of all three bodies, and all three make up the total change in the property tax bill. The City's Business Plan and Budget only affects the City portion of the tax bill which is 31 per cent of the residential tax bill and 19 per cent of the non-residential tax bill, as shown in the following graphs. In order for taxpayers to more easily understand the impact of the City's budget on their taxes, we calculate the impact on the total tax bill. Expressing the change in this way also makes it easier to compare to other large, single tier cities such as Toronto, Ottawa, Hamilton and London.

## Distribution of the Property Tax Bill



### Impact on Property Tax Bill

The Region of Peel is in the process of finalizing their budget and the final tax rate is not known yet. However, based on budget directions from Regional Council, Peel Region has a target 2014 tax rate increase of 0.8 per cent for the proposed operating budget and an additional one per cent for the Region's infrastructure Levy. The Region's forecasted 1.8 per cent increase impacts the residential tax bill by 0.9 per cent which is reflected in the table below.

No increase is assumed in the Education tax rate as has been the case for the last 15 years. Combining these components with the City's tax rate will result in the total impact on a City of Mississauga resident's tax bill of 2.8 per

cent. Of the 2.8 per cent residential increase, only 1.4 per cent is for ongoing operations and new initiatives. The Emerald Ash Borer Management Plan requires 0.2 per cent funding to preserve and replant trees. Essential funding to support both the City and Region's capital forecasts and to help address infrastructure needs has a 1.1 per cent impact. Without infrastructure levies, the condition of the City's and the Region's infrastructure will deteriorate significantly. In addition, there is a capital funding request from University of Toronto Mississauga campus having a 0.1 per cent tax impact. For a commercial/industrial taxpayer the impact on the total tax bill is 1.7 per cent. Overall commercial/industrial rates are lower as they pay much higher educational taxes as illustrated in a previous chart.

### Impact on Residential Tax Bill

	City	Region	Education	Total
Required to Fund Ongoing Operations*	1.0%	0.4%	0.0%	1.4%
Emerald Ash Borer Management Plan	0.2%	0.0%	0.0%	0.2%
Capital Infrastructure and Debt Repayment Levy	0.6%	0.5%	0.0%	1.1%
UTM Funding	0.1%	0.0%	0.0%	0.1%
<b>Total</b>	<b>1.9%</b>	<b>0.9%</b>	<b>0.0%</b>	<b>2.8%</b>

### Impact on Commercial/Industrial Tax Bill

	City	Region	Education	Total
Required to Fund Ongoing Operations*	0.6%	0.2%	0.0%	0.8%
Emerald Ash Borer Management Plan	0.1%	0.0%	0.0%	0.1%
Capital Infrastructure and Debt Repayment Levy	0.4%	0.3%	0.0%	0.7%
UTM Funding	0.1%	0.0%	0.0%	0.1%
<b>Total</b>	<b>1.2%</b>	<b>0.5%</b>	<b>0.0%</b>	<b>1.7%</b>

\*Includes new initiatives



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## 2014 Budget Process

The proposed 2014 Budget is the result of an extensive process undertaken by staff. Throughout the spring Service Areas prepared their 2014-2016 Business Plan Updates. These plans were reviewed, revised and approved by the Leadership Team. The Budget provides the resources to implement the second year of the Business Plan. On June 26, 2013 staff presented a forecast for 2014 to Budget Committee, highlighting the challenges and opportunities impacting the 2014 Budget and advising Council of the time frame for the 2014-2016 Business Plan Update and 2014 Budget process. Service areas prepared their detailed operating and capital budgets, incorporating the Business Plan adjustments approved by the Leadership Team, through June to mid-August. Budget submissions were reviewed by the Leadership Team through September and October and the proposed budget was finalized for Council review. On October 1, 2013, a public Open House was held to receive community feedback on the 2014 Budget. On October 16, 2013 Budget Committee considered increases in fees and charges for 2014, which were approved by Council on October 23, 2013.

The process for Council review of the 2014 Budget is set out below. All Budget Committee meetings are open to the Public and are broadcast by Rogers TV.

- Distribution of the Budget Document to Council;
  - By November 20, 2013.
- Presentation of Budget Overview;
  - November 26, 2013 Budget Committee.
- Service Area Budget Presentations;
  - November 26 and 27, 2013.

- Budget Committee Deliberations; and
  - December 2,3,4, 2013 Budget Committee.
- Targeted Council Approval.
  - December 11, 2013.

## Business Plan and Budget Document

The overall City Business Plan is a consolidation of detailed Business Plans for each Service Area, identifying the resources to maintain service levels and proposed investments in strategic initiatives and the associated investment of tax dollars, in a transparent manner. The budget book contains the City Business Plan, the City Budget and Financial Overview, each of the Service Area's detailed Business Plans, information on Reserves and Reserve Funds, Financial Policies and a Glossary.

### City Services

The City of Mississauga delivers valued and essential services to our residents. These are services that are used every day by our residents. The City owns and maintains \$8-billion in infrastructure – this includes buildings, parks, playground equipment, buses, roads, sidewalks and many other items.

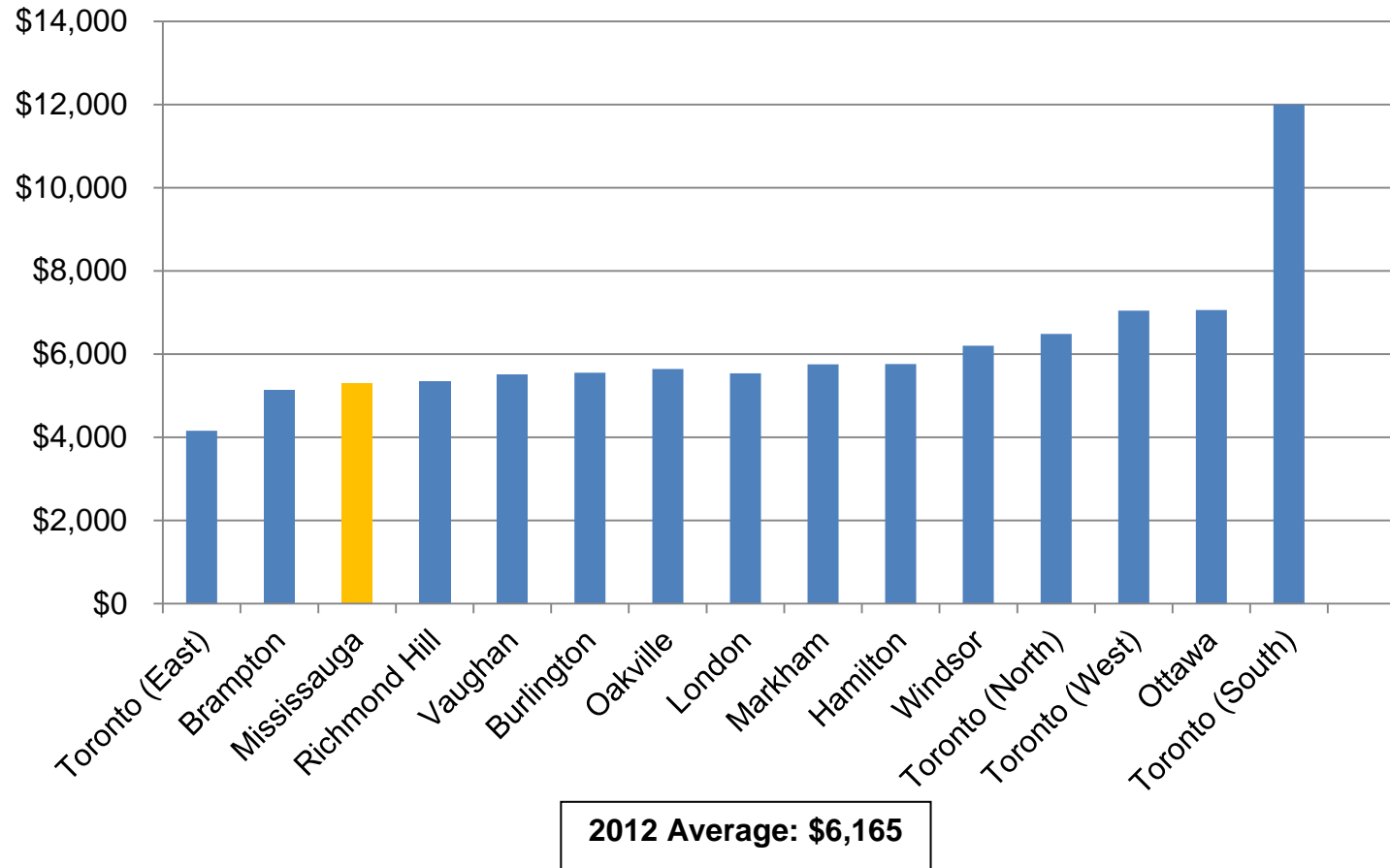
The average house in Mississauga in 2013 had a value of \$479,000. In 2013 this average home paid \$1,391 in City taxes. The major services received and the total annual amount paid per home for each are described below:

- Fire & Emergency Services - \$294
  - Twenty four hours a day, seven days per week availability 365 days a year;

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- Responded to 25,757 calls in 2012 with the 90th percentile total response time of seven minutes and 26 seconds for the first arriving truck on scene ; and
  - Over 43 per cent of calls are medically related.
  - Roads, Storm Drainage and Watercourses- \$229
    - Snow cleared from 5,210 kilometres of roads & 2,650 kilometres of sidewalks;
    - Power supplied to 49,234 street lights & 511 traffic lights;
    - 56 kilometres of noise barriers; and
    - 2,000 kilometres of storm sewers.
  - Transit - \$192
    - Third largest municipal transit system in Ontario;
    - 93 routes serving 3,850 bus stops;
    - 1.3 million hours of service with over 52 million passenger boarding in 2013; and
    - 100 per cent fully accessible MiWay buses.
  - Parks and Forestry - \$103
    - Care of over one million City owned trees;
    - Operation and maintenance of 10 municipal owned cemeteries, two of which are active;
    - Equipment maintenance of 255 playgrounds;
    - Maintenance of 530 sports fields (soccer, baseball, cricket, etc); and
    - 6,700 acres (2,711 hectares) of parkland maintained, including 522 parks and 225 kilometres of park trails and pathways.
  - Libraries - \$83
    - 18 libraries, providing 54,350 hours of service;
    - 1.3 million items in collection (multiple languages & formats); and
    - 446 public computer stations, and free wireless internet access.
  - Recreation - \$69
    - 23,314 recreation programs with two million recreation services hours;
    - 11 major Recreation Facilities; and
    - Programs run at 25 ice rinks and 18 pools.

### City Tax Rate Is Very Competitive

The following chart provides a comparison of 2012 taxes for a four bedroom home to various municipalities, primarily from the GTA. The comparison is for the total property tax bill, including both upper and lower tier municipal responsibilities and education. Mississauga's taxes are among the lowest.



The following table presents the total tax levy in 2012 on a per capita basis. The total tax levy includes upper and lower tier responsibilities and education. This table provides a comparison of the total property tax burden by resident. It does not show the tax levy raised on commercial and industrial properties. Mississauga is among the lowest in comparison to other major southern Ontario municipalities and is well below the average for Ontario municipalities.

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

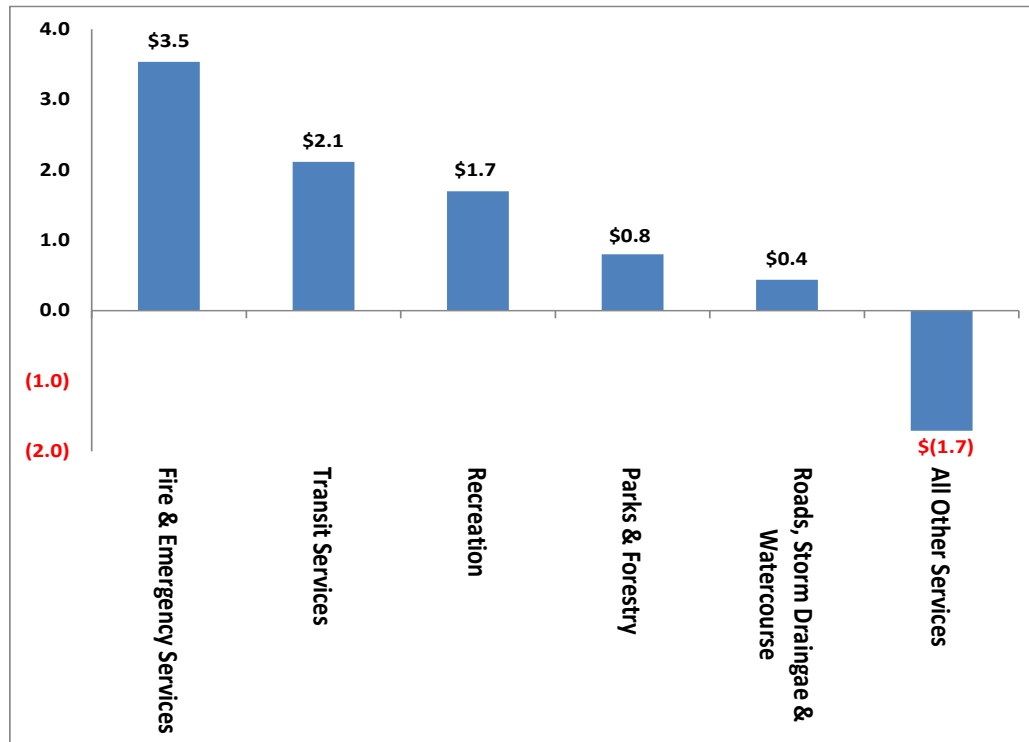
Municipality	Per Capita
Oakville	\$1,571
Windsor	\$1,509
Ottawa	\$1,474
Vaughan	\$1,459
Toronto	\$1,388
Hamilton	\$1,369
Burlington	\$1,351
London	\$1,276
<b>Mississauga</b>	<b>\$1,228</b>
Richmond Hill	\$1,219
Markham	\$1,144
Brampton	\$1,106
<b>Average</b>	<b>\$1,341</b>

## 2.0 Changes to Maintain Current Service Levels

The cost to deliver current service levels in the proposed 2014 Budget requires an increase of \$6.8 million. After considering assessment growth, the impact on the City's tax levy is 1.6 per cent (1.9 per cent less 0.3 percent assessment growth), which is below the rate of inflation. The following chart presents a breakdown of the \$6.8 million increased costs to maintain current service levels by service area. Five service areas account for the majority of the cost increases – Fire and Emergency Services; Transit Services; Recreation; Parks & Forestry; and Roads, Storm Drainage and Watercourses. Details can be found in Appendix 1A to Appendix 1C of this section with much greater detail available in Appendix 1 of each Service Area's Business Plan.

Distribution of Cost Increases to Maintain Existing Services by Service Area (\$ Millions)

Total Cost Increases \$6.8 Million.



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The following provides an overview of the cost increases by service area:

### **Fire and Emergency Services**

The Fire and Emergency Services budget is the largest driver of the cost increases required to maintain current service levels with a proposed increase of \$3.5 million. The Fire budget is close to 97 per cent labour, therefore the largest pressure in this service area is labour costs. The collective agreement for Fire expired at the end of 2010 and collective bargaining process continues. However, the existing agreement provides for wage parity with other Fire and Police services and settlements in other municipalities resulted in wage increases for Mississauga firefighters in 2013 creating a budget pressure in 2014 of \$2.1 million including the employer's share of OMERS contribution.

### **Mississauga Transit**

The increased costs of \$2.1 million to maintain current service levels in Transit are related to labour cost increases of \$1.8 million resulting from union contract settlements and non-union labour adjustments, and \$1.7 million in diesel fuel cost increases which represents a 10.6 per cent increase per litre. Additional revenues of \$3 million are expected in 2014 based on the approved fare increase and two per cent ridership growth; however, the increased revenue is partially offset by the \$1.5 million planned reduction in the transfer from the Provincial Gas Tax Reserve. In 2010, the transfer from the Gas Tax Reserve was increased above the annual gas tax revenue received from the Province to offset the significant reduction in revenue from the economic downturn. Utilizing Provincial Gas Tax funding in excess of the annual receipts from the Province is not sustainable.

The phasing out of the excess funding began in 2013 with the final reduction occurring in 2015.

### **Recreation**

The Recreation Services Budget requires an increase of \$1.7 million primarily driven by increases in labour of \$0.8 million, utility increases of \$0.3 million and lease cost increases of \$0.2 million related to 201 City Centre Drive. Offsetting some of the costs pressures are savings of \$0.4 million achieved through efficiencies in recreation programs, scheduling and improved facility maintenance. Revenues in the Recreation Services Budget for 2014 are lower than the previous year budget by \$0.6 million, to better align with actual year end results over the past few years.

### **Parks and Forestry**

The Parks and Forestry budget includes an increase of \$0.8 million primarily for utilities, labour and fuel costs. Included in the budget are savings of \$0.3 million related to the Parks and Forestry organizational review, and reduced vehicle rental costs.

### **Roads, Storm Drainage and Watercourses**

The Roads, Storm Drainage and Watercourses budget for maintaining current service levels is increasing by \$0.4 million. The pressure on the budget to maintain existing service levels includes increased costs for winter maintenance contracts and materials; increased engineering and works programs contract costs, increased fuel costs and labour. As a result of the LED Retrofit project that started in 2012, staff has identified savings of \$1.6 million in hydro costs for 2014. Additional savings include reduced contract costs associated with street sweeping, sidewalk clearing, and winter salt spreading.

## Other

The remaining service areas of Mississauga Library, Land Development Services, Legislative Services, Arts and Culture, Regulatory Services, Facilities and Property Management, Strategic Policy, Information Technology, Business Services, Council and Financial Transactions account for a decrease of \$1.7 million in the proposed 2014 Budget to maintain current service levels. The decrease includes efficiencies within service areas including the SunLife Benefits Contract.

### Cost to Maintain Current Service Levels By Cost Category

The following table highlights the main cost categories driving the \$6.8 million increase to maintain current service levels.

Description	2014 (\$ Millions)
<b>Increases/(Decreases) to Maintain Current Service Levels</b>	
Labour and Benefits	10.0
Other Cost Increases	10.3
Efficiencies and Cost Savings	(8.0)
Current Revenue Changes	(5.5)
<b>Total Changes to Maintain Current Service Levels</b>	<b>6.8</b>

Labour costs reflect economic adjustments for both union and non-union staff, based on recent market surveys and labour settlements. Over half the increase relates to annualization of approved contract settlements and increases for non-union staff provided in April 2013, and

therefore reflect past decisions and increases. As with previous years, the total labour budget also includes over \$5 million dollars in provisions for gapping savings. The total budget for staffing has been reduced by this amount recognizing that there will be some savings as a result of staff vacancies and turnover during the year.

There are significant pressures on other costs increases to deliver existing services. Many of these pressures are beyond the control of the City and include:

- Budgeted Diesel fuel costs have increased \$0.10/litre which represents a \$1.8 million or 10.1 per cent increase on a combined budget of \$20.3 million in Transit and Roads, Storm Drainage and Watercourses;
- Transfer to the Assessment Appeals Reserve has increased by \$1 million for a proposed budget of \$1.3 million to address the reserve's declining balance;
- Winter maintenance contract and operating material increases related to existing contracts are projected at \$0.8 million or 4.3 per cent on a budget of just under \$20 million; and
- Engineering and Works contracts are expected to increase by \$0.4 million or 2.4 per cent on a budget of \$15.6 million.

As in previous years, for 2014, City staff was given the challenge of identifying efficiencies and streamlining processes through continuous improvement while maintaining service levels. A target of one per cent of gross expenditures was set. As a result, staff identified \$7.9 million dollars in savings which is the equivalent of a tax rate impact of 2.1 per cent. These savings were implemented in most service areas of the City. Financial transactions included savings of \$2.2 million associated with the re-negotiated

SunLife ASO Contract. The street lighting LED retrofit program commenced in late 2012 and will be completed by 2014, resulting in significant budgeted energy savings of \$1.6 million in 2014. While staff continually strive to find efficiencies in delivering services to the community, some expanding service areas such as Transit, are finding such opportunities more challenging to identify.

Current revenues have increased by \$5.5 million dollars. Fees and user charges generate revenue to support services which provide benefits to specific individuals and organizations, rather than all residents. Ensuring fees and user charges increase to offset cost increases reduces pressure on the City's tax levy requirements and reliance on property taxes for these services. If fees do not increase to cover cost increases, tax support for the program or service must increase. The increase includes an expected Transit revenue increase of \$1.3 million. The Transit revenue increase is a combined result of growth in ridership and fare increases, offset by a planned reduction of a draw down from the Provincial Gas Tax Reserve Fund. The Enersource dividend is anticipated to increase by \$1.7 million from \$10.3 million dollars in 2013 to \$12 million in 2014. In addition, Payment in Lieu of Taxes is expected to increase by \$1.1 million from \$25.9 million in 2013 to \$27 million in 2014. The increase for Payment in Lieu of Taxes is primarily due to higher Greater Toronto Airport Authority payments.

#### Summary of Cost to Maintain Current Service Levels

The City's Budget to maintain current service levels represents an overall increase of 1.6 per cent after assessment growth, below the range of inflation as measured by CPI and the Construction price index. Comparing the increase in the City's Budget only to CPI is not a valid comparison as the "basket of goods"

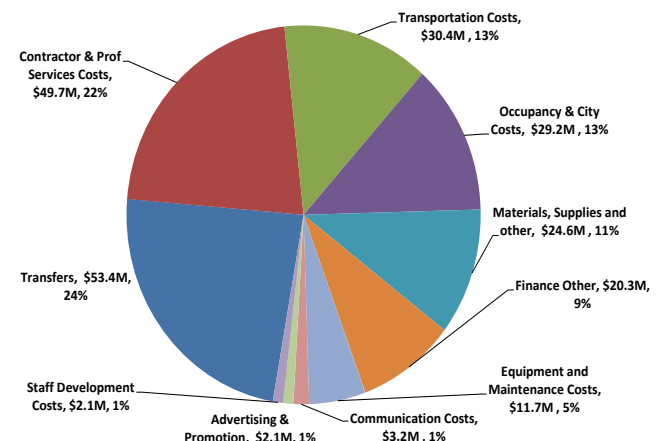
municipalities use to deliver service is different than those measured by CPI. The construction price index is more relevant for municipal comparisons. Many of the materials, supplies and contracts that the City purchases are driven by construction related price increases. The current CPI increase is 1.8 per cent and the increase in the construction price index is 2.4 per cent.

The following pie chart shows the breakdown of all operating costs in 2014 excluding direct City labour costs.

The Budget to Maintain Current Service levels:

- Maintains valued City Services;
- Provides for cost pressures associated with ongoing operations; and
- Results in a City property tax levy increase of 1.6 per cent and a resulting property tax increase of \$5.10 per \$100,000 residential assessment.

**Other Operating Costs 2014, \$226.7 Million**

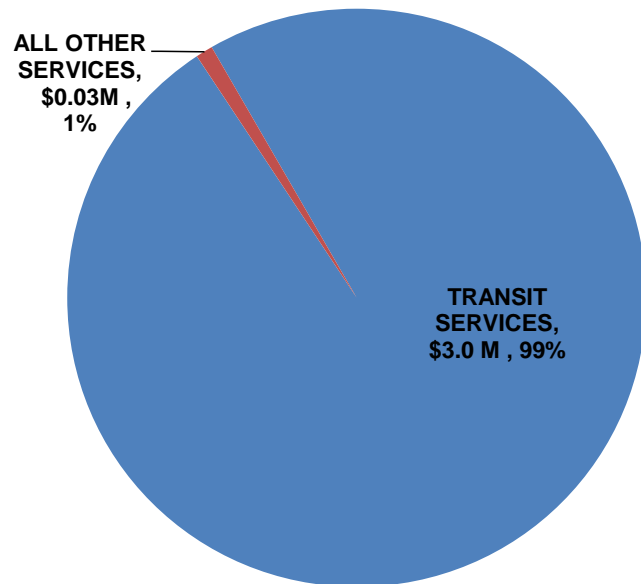




### 3.0 Changes to Operationalize Prior Decisions

New Initiatives approved in the 2013 Budget and started part way through the year and capital projects completed during 2013 require increased expenditures for full year operations and therefore additional funding in 2014. These increases provide for a full year of costs related to new initiatives and the operating costs of new capital facilities. As identified in the chart below, the proposed 2014 budget includes increased costs of just over \$3 million to operationalize prior operating decisions.

Cost of Operationalizing Prior Decisions



Mississauga Transit accounts for 99 per cent of the increase due to the annualization of transit service improvements initiated in 2013 for the Transitway. This includes the full year costs for transit workers, diesel fuel and other maintenance costs to provide the expanded service. Appendix 1A identifies the costs to Operationalize Prior Decisions by service area in 2014.

#### Summary of Cost to Operationalize Prior Decisions

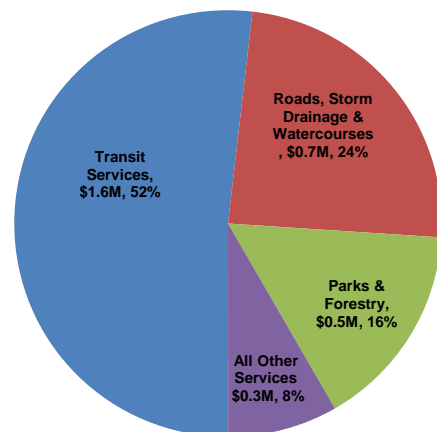
The City's Budget to Operationalize Prior Decisions represents a 0.8 per cent increase in the City's tax levy requirements. The budget to Operationalize Prior Decisions:

- Provides for the annualization of labour and ongoing costs for new initiatives approved in the previous year;
- Provides for the operating impact of new capital projects completed in previous years; and
- Results in a property tax increase of \$2.25 per \$100,000 of residential assessment.

## 4.0 New Initiatives and New Revenues

The proposed 2014 – 2016 Business Plan Update and Budget includes \$3.1 million in new initiatives and new revenues, excluding the potential new Special Levy related to the capital funding request from the University of Toronto's Mississauga Campus Innovation Centre. The proposed 2014 Budget includes \$3.7 million dollars for 24 proposed new initiatives and (\$0.6) million for six proposed new revenues. The following chart shows that 53 per cent of the proposed budget for new initiatives, net of new revenues, is for the expansion of Mississauga Transit service and 25 per cent is for Roads, Storm Drainage and Watercourses. Appendix 1A identifies New Initiatives and New Revenues by services area in 2014, with details provided within each departments individual business plans.

**Cost of New Initiatives and New Revenues**



### **Mississauga Transit initiatives include:**

- The Transitway Project will see the creation of a dedicated east-west transit corridor across Mississauga;
- The Transitway will increase service hours by 27,800 in 2014 and a further 21,900 in 2015;
- One per cent Service Growth to provide enhanced peak hour and midday services, plus two per cent to address congestion and overcrowding which will result in a total increase in service hours of 70,000; and
- Construction of the Hanlan Water project will result in an additional temporary 18,000 service hours to maintain existing service levels. The costs associated with the additional service hours are being recovered from the Region of Peel.

### **Roads, Storm Drainage and Waterworks include:**

- The Advanced Transportation Management initiative represents a framework to facilitate the planning and completion of specific projects to improve the movement of people and goods through the City; and
- In accordance with the Underground Infrastructure Notification Act, Municipalities are required to become members of ON1Call with respect to underground utility locate requests in Ontario by June 14, 2014.

### **Parks & Forestry initiatives include:**

- Parkland growth costs associated with the operating impact of maintaining newly developed and redeveloped parkland at current service levels; and
- Parks will improve waste management service levels and divert waste generation and contamination

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outcomes through the acquisition and purchase of new recycling receptacles and lids in all City parks along with dual stream receptacles in destination parks to meet the waste management objectives within parks of the City.

**Other New Initiatives and New Revenues include:**

- Administrative Penalties System;
- Business Licensing Review;
- Mobile Licensing Review;
- Mississauga Sports Plan Implementation;
- Building Maintenance Mechanic;
- Fire Training Officer;
- Grant Support to Culture Groups; and
- Library Sunday Service Expansion and Bed Bug Prevention.

New Initiatives and New Revenues result in an increase in the City's property tax increase of \$2.77 per 100,000 of residential assessment.

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## 5.0 Special Purpose Levies

The previous sections dealt with the costs to deliver the services the City provides on a daily basis to its residents and businesses. In addition to the pressures to provide these services the City is faced with three significant issues outlined below that drive special funding requirements over and above normal budget pressures. To address these issues the budget includes three special purpose levies.

### **Emerald Ash Borer Management Plan**

Emerald Ash Borer (EAB) is a highly destructive pest found exclusively in ash trees that has the potential to infest and kill all 116,000 City owned ash trees. All southern Ontario municipalities are faced with developing strategies and plans to protect and replace municipal owned ash trees. If not dealt with, there will be a significant decline in the tree canopy in Southern Ontario. It is estimated that the majority of ash trees within the City will be infested with EAB over the next 10 years. Staff are recommending that an active approach costing \$51 million over the next nine years be undertaken. This will allow the City to preserve a percentage of City owned ash trees, along with removing and replacing ash trees that would not be suitable candidates for treatment.

To provide this funding the City is proposing a Special Purpose levy of \$5.6 million each year for the next eight to nine years. For the 2013 Budget, Council approved \$2.8 million of the recommended \$5.6 million Special Levy. The proposed 2014 budget includes an addition levy of \$2.8 million to generate sufficient funding of this program. This special purpose levy will have an impact of 0.8 per cent on the City's tax levy requirements in 2014 and a tax bill impact of \$2.11 per \$100,000 of Residential Assessment.

### **Capital Infrastructure and Debt Repayment Levy**

The 2014-2016 Business Plan Update and 2014 Budget recommends inclusion of a Special Purpose Levy of two per cent on the City Tax Levy requirements for Capital Infrastructure and Debt Repayment. Out of the two per cent Special Purpose Levy, on average one per cent is allocated to increase the transfer from Operating to Capital to increase pay as you go capital funding. The other one per cent on average is dedicated to debt repayment for principal and interest payments. For 2014, 1.6 per cent or \$6.0 million of the proposed levy will be used to service principal and interest debt payments, with approximately \$3 million or 0.8 per cent of the proposed levy required to service the debt already issued in 2013. Therefore, about half the levy on the tax bill is already committed and cannot be reduced. Eliminating the remaining balance of the levy, 1.2 per cent on the total tax levy, would reduce capital spending by \$38 million in 2014 or 21 per cent of the \$178 million proposed Capital budget, and significantly affect the condition of the City's infrastructure in the future. The capital infrastructure and debt repayment levy will result in a property tax increase of \$5.55 per \$100,000 of residential assessment.

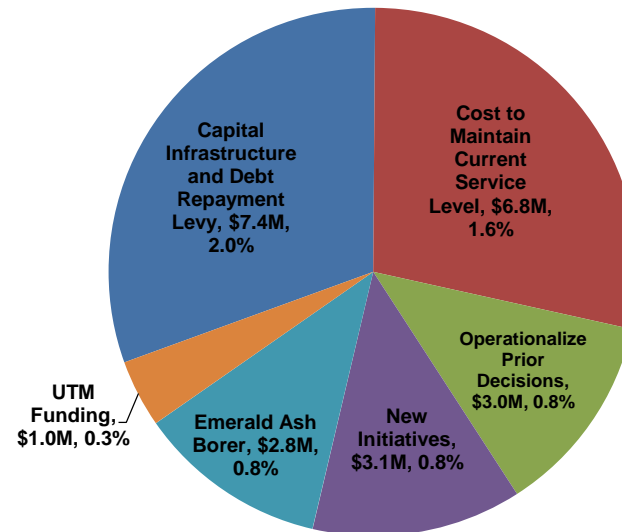
### **University of Toronto Mississauga (UTM) Capital Funding Levy**

The 2014-2016 Business Plan Update and 2014 Budget includes for Council consideration and direction a potential Special Levy to assist with funding for construction of a new Innovation complex which will house the Institute of Management and Innovation. If approved by Council the City's total commitment would be \$10 million over 10 years and would have an impact of 0.3 per cent on the City's tax levy requirements in 2014 or \$0.75 per \$100,000 of residential assessment.

## Summary

The City's 2014 Business Plan and Budget will have a total budget increase of \$24.1 million compared with the 2013 approved budget. As identified in the following chart, the \$24.1 million is comprised of \$6.8 million or 1.6 per cent for maintaining current service levels, \$3.0 million or 0.8 per cent for operationalizing prior decisions, \$3.1 million or 0.8 per cent for new initiatives and new revenues that will be implemented in 2014, \$2.8 million or 0.8 per cent to manage the trees affected by the Emerald Ash Borer, and \$7.4 million or 2.0 per cent to fund the capital infrastructure needs of the City and debt repayment for both principal and interest, and \$1 million or 0.3 per cent to assist with the capital funding of the UTM new innovation complex which will house the Institute of Management and Innovation.

**Allocation of the 2014 Proposed Budget increase of  
\$24.1 million**

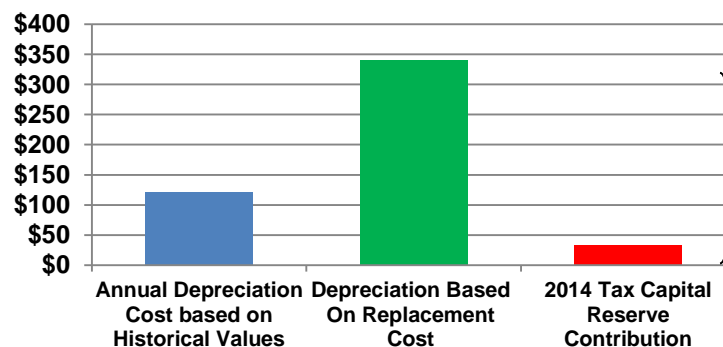


## 6.0 Capital

The City of Mississauga owns infrastructure assets with an estimated replacement cost of eight billion dollars. The accounting term for the annual deterioration and aging of assets is referred to as the amortization or depreciation expense. Depreciation expense recognizes the cost of infrastructure used up in a year and represents the amount that should be put aside each year to replace the infrastructure in the future, similar to investing funds into an RESP or RRSP to fund a child's university education or your own retirement needs. Depreciation expense is the cost of the assets or capital consumed each year while the Transfer to Capital refers to the amount of funding being provided from the tax levy for capital. The difference or gap between the depreciation expense and the Transfer to Capital is the infrastructure gap. If funds are not raised to fund infrastructure rehabilitation, there will be significant deterioration over time in the condition of City facilities, roads, sidewalks, parks and other assets.

Millions

**Real Infrastructure Gap Based on Replacement Cost**



### 6.1 Capital Infrastructure Gap

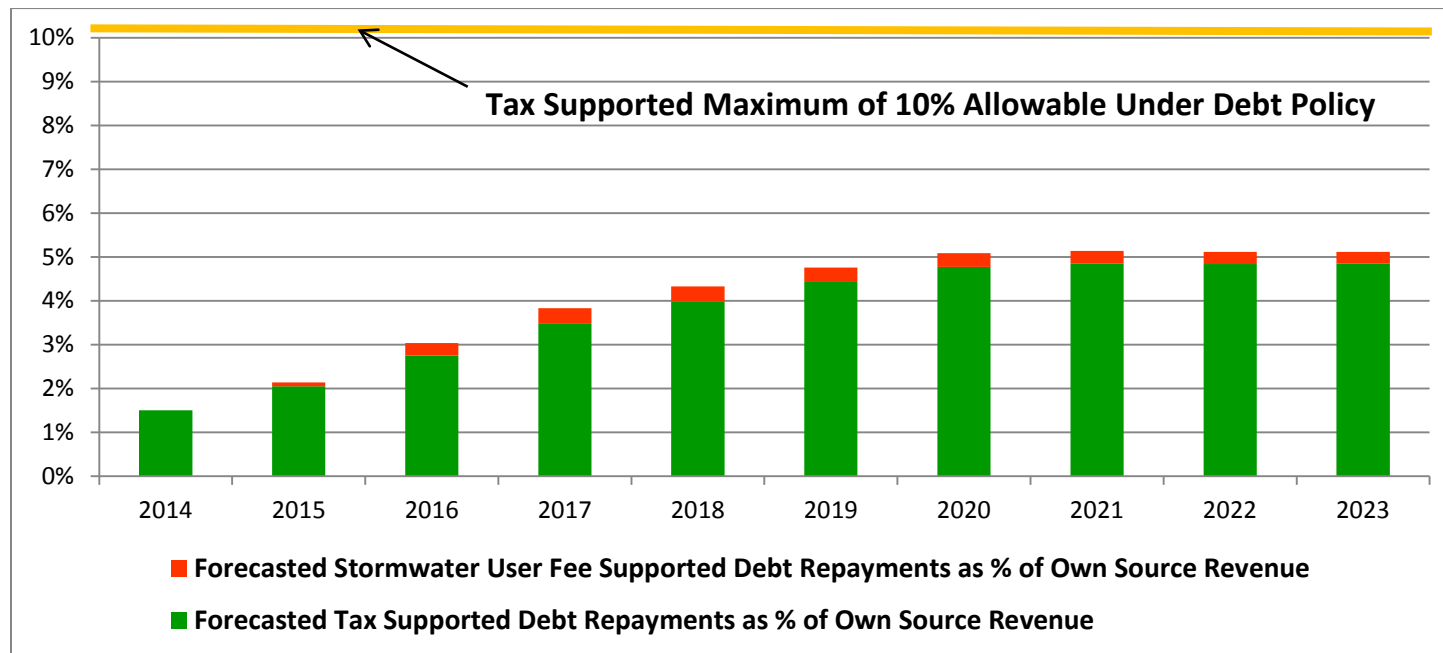
The following chart shows the estimated depreciation for 2014 based on historical costs for the City at \$123.4 million per year. The estimated depreciation based on replacement costs is \$340.1 million. The transfer to the capital reserve in 2013 was \$31.1 million and the forecasted incremental increase in 2014 is \$1.3 million for a total Transfer to Capital of \$32.4 million. Currently, the City is providing for about 26 per cent of the depreciation cost, based on historical values. The infrastructure gap in 2014 is estimated at \$91 million. To fully fund the City's historical depreciation cost, an increase in the City's tax levy of almost 25 per cent would be required. Based on estimated replacement costs, the City is only providing for nine per cent of the replacement value of assets used up each year, resulting in a real annual infrastructure gap as high as \$309 million. Closing this gap would require an increase in the City's annual tax levy of 84 per cent. In addition, as new infrastructure is added, depreciation costs increase. The infrastructure gap can only be narrowed by increasing tax based funding raised through an infrastructure levy and issuing debt. Alternatively, the City can reduce service levels and let the quality of infrastructure deteriorate.

## 6.2 Maintain Capital Infrastructure with Prudent Debt Management

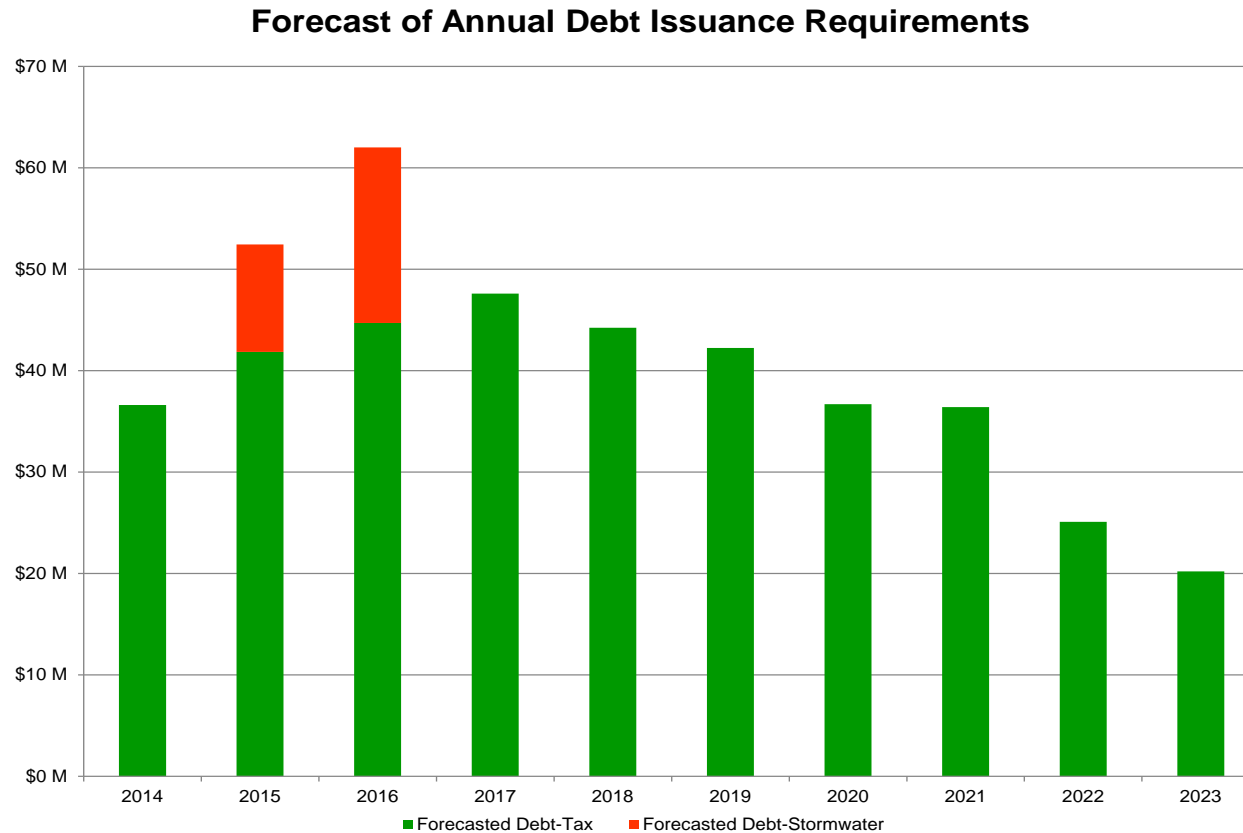
In order to address this infrastructure gap, the City requires a minimum annual levy equal to a two per cent increase in the City's Budget to provide funding for capital infrastructure and debt repayment. The two per cent levy is forecasted to be required for at a minimum the next 20 years, with one per cent on average going to the transfer to capital reserve directly to fund capital expenditures and one per cent to repay debt issued to finance capital requirements. This two per cent levy will help in gradually reducing the infrastructure gap over the years.

The City's debt policy includes a total annual debt repayment limit of 15 per cent of own source revenues, out of which the tax supported debt repayment limit is capped at 10 per cent of own source revenues. The following chart shows forecasted debt repayments as a percentage of own source revenues based on existing debt of \$50 million issued in 2013 plus \$403 million of forecasted total debt to be issued over the next 10 years. The City is well within the total annual debt repayment limit of 15 per cent of own source revenues.

**Debt Repayment of Principal and Interest as a Percentage of Own Source Revenues**



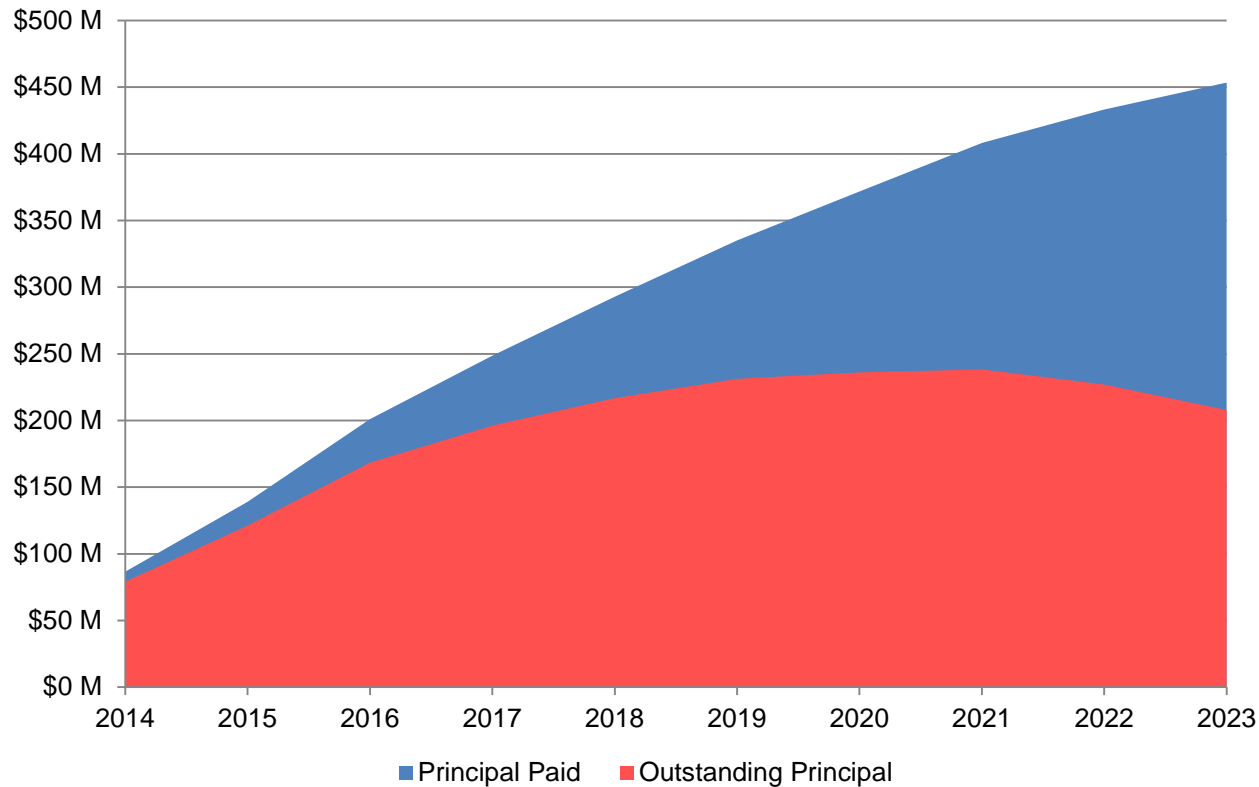
The following chart provides the forecasted annual debt requirements for each of the next 10 years. The red portions of the graph shown below represent debt required for storm water works of \$10.6 million in 2015 and \$17.3 million in 2016. The storm water debt is required for the Cooksville Creek Storm Water Pond. The debt is proposed to be funded with the Storm Water User Fee beginning in 2016. If the storm water rate is not implemented the storm water debt will require tax funding.





Including the tax supported debt issuance of \$50 million in 2013, the City is forecasting total debenture issues of \$453 million by 2023, as shown in the following chart. The City is forecasting that the outstanding principal will peak in 2021 at \$238 million and then starts to decline.

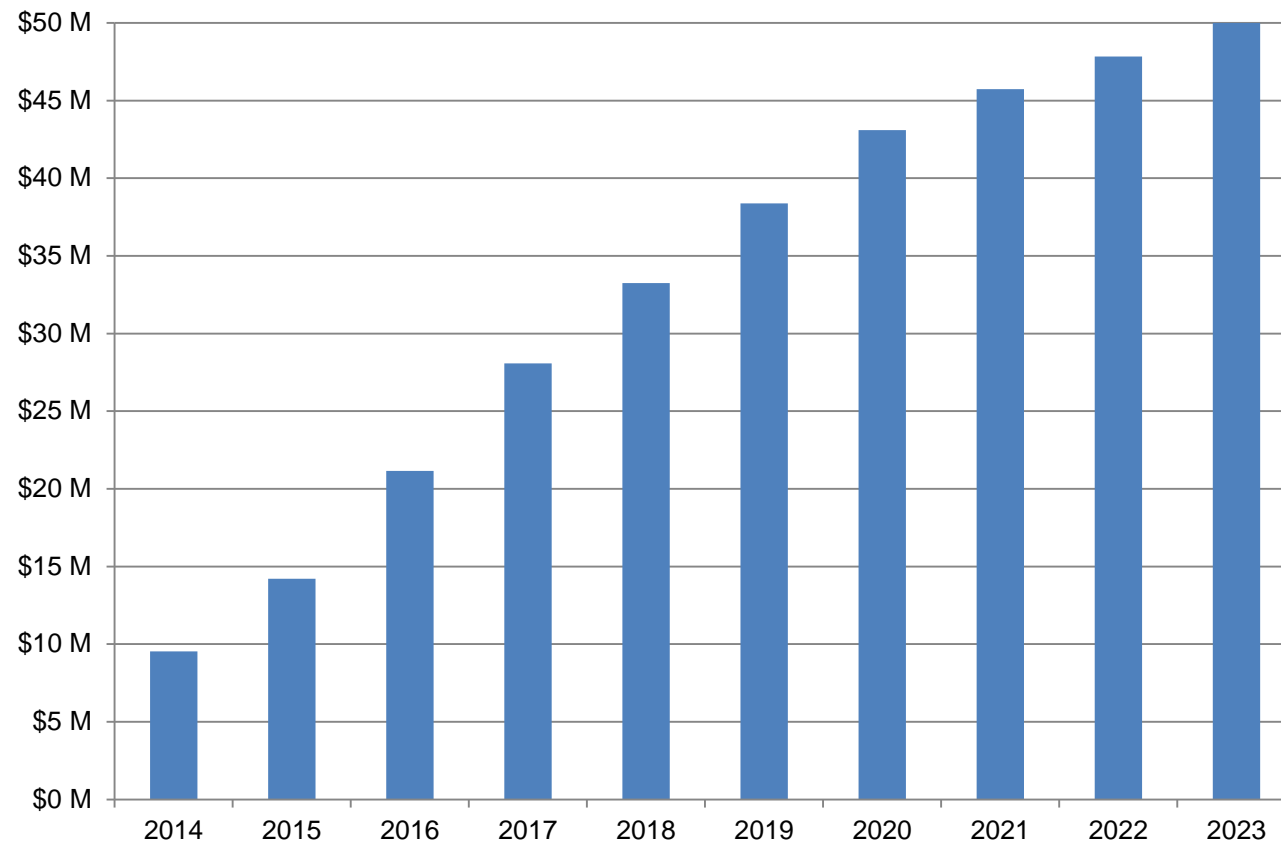
## Total Debt Issued



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The following chart provides the forecasted debt repayments of principal and interest in total over the next 10 years.

### Forecasted Debt Repayments



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### 6.3 Capital Program Funding Issues

To fully fund the 2014 – 2023 capital program requests the City would require an annual capital infrastructure and debt repayment levy of four per cent for the next 10 years. This would put significant pressure on the tax levy in 2014 and future operating budgets as well as requiring significant debt. Staff is proposing a two per cent capital infrastructure and debt repayment levy with on average a one per cent allocation between debt and capital infrastructure. The 2014 allocation is divided 0.4 per cent to fund capital infrastructure and 1.6 per cent to fund debt repayment for the 2013 debt issue of \$3 million and \$4.4 million for 2014 debt issues. This levy ensures the long term financial stability of the capital program.

With this constraint, there are \$45.5 million in 2014 and \$971.4 million in 2014 to 2023 of tax capital project requests that could not be funded. City staff developed a model to assist with the prioritization of capital requests to ensure that the highest priority projects were funded across the Corporation. All tax funded capital projects were prioritized in the following categories: Mandatory, Critical, Efficiency/Cost Savings, State of Good Repair and Improvements. The definitions of these categories are detailed in the financial policies section near the end of this book. Some Service Areas have funding sources other than tax based reserve funds and debt and those Service Areas used these funds for high priority projects. Examples of other funding sources include:

- Federal Gas Tax funds can be used to fund transit, roads and bridges;

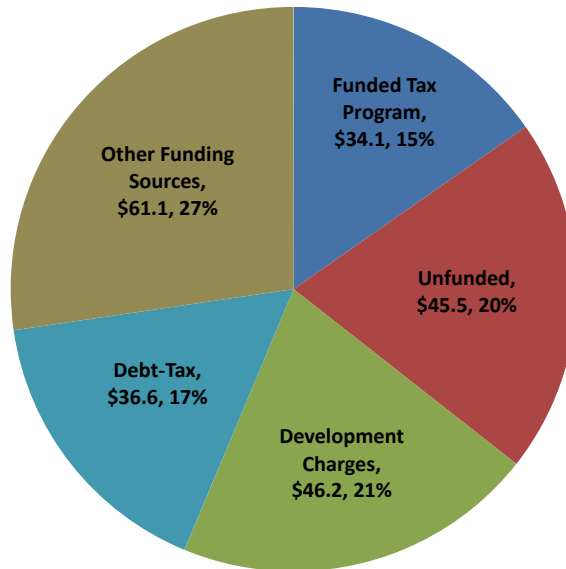
- Cash-in-lieu of Parkland can be used to fund parkland acquisition, recreational facilities and equipment; and
- Development Charges are used to fund projects required due to growth.

The charts which follow show total capital program requests for 2014 and for the 10 year period 2014 to 2023. In 2014, requests totalled \$223.5 million of which \$178 million can be funded with \$45.5 million or 20 per cent of requests unfunded. For 2014 to 2023, the unfunded amount is \$971.4 million or 37 per cent of the 10 year requests. While the funding shortfalls will have minimal impact on residents in 2014, over time there will be noticeable declines in the maintenance standards of roads, buildings, community centers, parks and other capital infrastructure owned and maintained by the City.

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**2014 Total Gross Capital Requests \$223.5 Million**

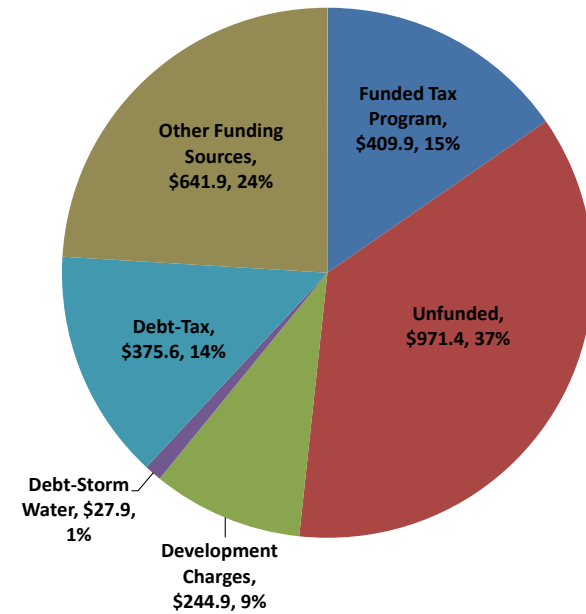
(Funded Capital Requests \$178 million)



\*Includes unfunded capital for projects normally funded by development charges and other non-tax funding sources

**2014 to 2023 Total Gross Capital Requests \$2.7 Billion**

(Funded Capital Requests \$1.7 Billion)



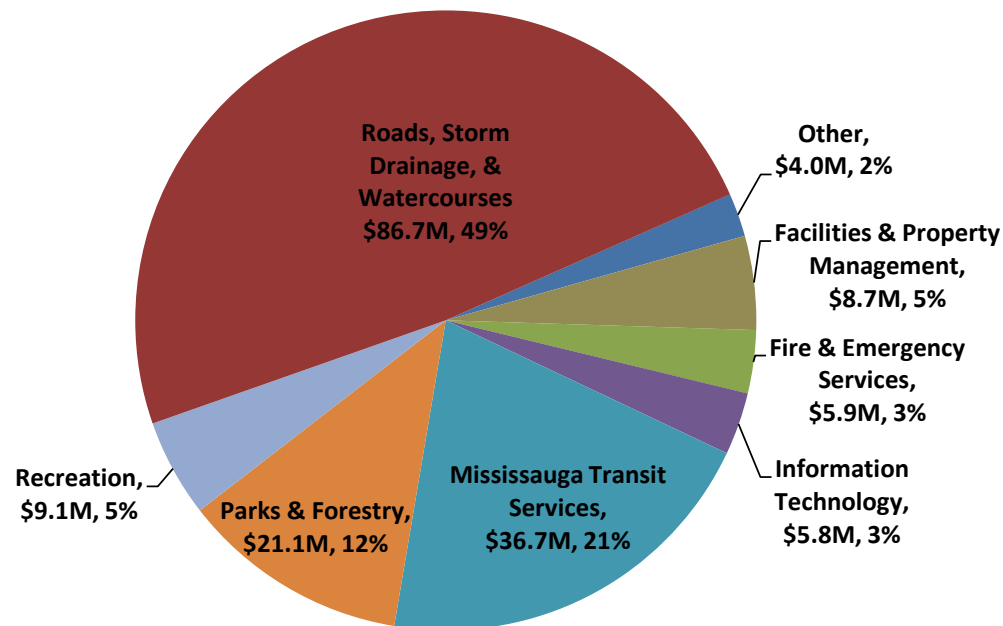
\*Includes unfunded capital for projects normally funded by development charges and other non-tax funding sources excluding the full cost of the LRT

## 6.4 2014 Capital Budget

The total proposed 2014 Gross Capital Budget is \$178 million. The allocation by Service Area is shown below. Transportation related expenditures account for 70 per cent of the Budget, with Roads, Storm Drainage and Watercourses at \$86.7 million or 49 per cent, and Transit at

\$36.7 million or 21 per cent. The next largest capital program is in the Parks and Forestry Services Area at \$21.1 million or 12 per cent of the total proposed Capital Budget. The Other category includes various Service Areas including Mississauga Library, Strategic Policy, Arts and Culture, and Regulatory.

**2014 Proposed Capital Program by Service Area \$178 Million**



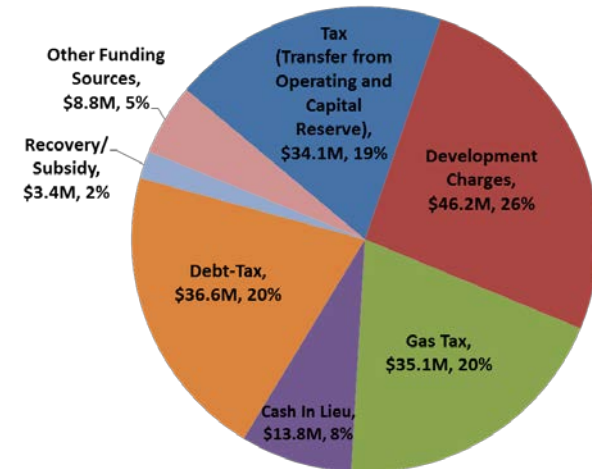
**Highlights of the 2014 proposed capital program are as follows:**

- \$33.1 million in storm drainage including \$14 million for Cooksville Creek Improvements;
- \$24.8 million in continued construction of the Transitway;
- \$16.2 million for road rehabilitation and \$5.5 million for bridges and structures rehabilitation;
- \$11.5 million in parkland acquisition, development, park facility installation and re-development;
- \$11.4 million in Major Roads projects which include the Ninth Line Widening - Eglinton Avenue West to Britannia Road West and the grade separations at Torbram and Goreway Roads;
- \$7.7 million for the design and construction of River Grove and Meadowvale Community Centres;
- \$7.3 million for building lifecycle maintenance of various City facilities;
- \$3.5 million for the final of the street lighting retrofit to light emitting diode (LED) project; and
- \$2.9 million for the second phase of the Emerald Ash Borer program to address the effects of the on City owned ash trees.

Almost 60 per cent of the 2014 Capital Budget is financed from taxes, debt, and gas tax. As the following chart highlights, the City is borrowing a total of \$36.6 million in 2014. Debt financing projects proposed in 2014 include the Transitway construction project, Cooksville Creek Flood Protection project, LED Street lighting Retrofit project, Road

Rehabilitation program and the Meadowvale Community Centre renovation project.

**Funding Sources the 2014 Proposed Capital Budget  
\$178 Million**



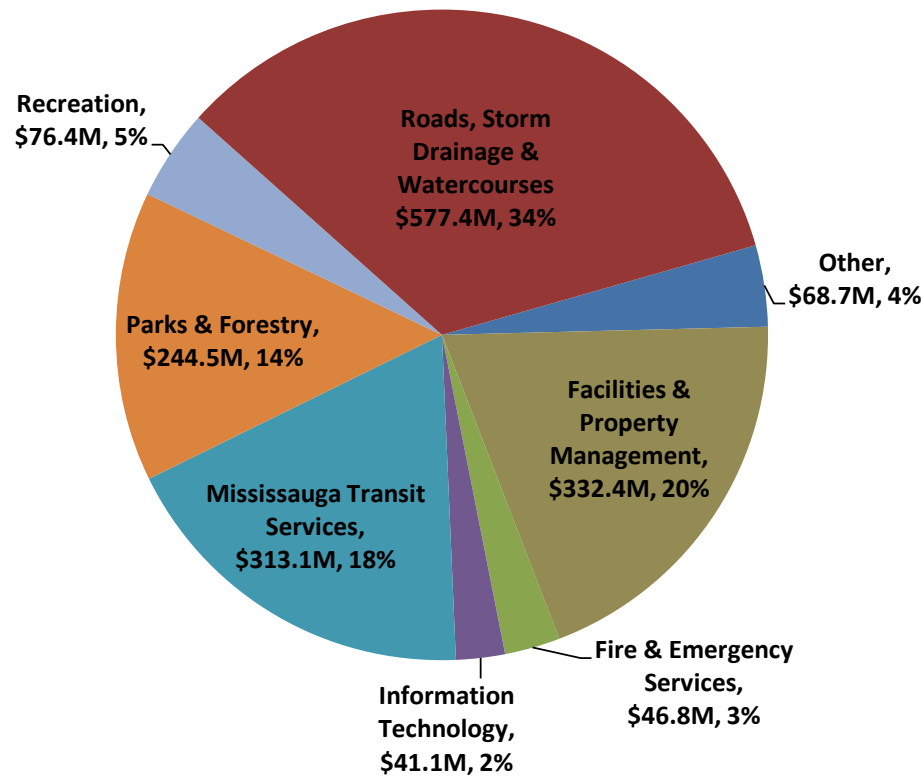
## 6.5 2014 to 2023 Capital Budget Forecast

The 10 year Capital Budget provides for investments in the City's existing infrastructure to maintain it in a state of good repair and in the development of infrastructure required to implement the Strategic Plan and related Master plans. The 10 year capital budget totals \$1.7 billion, which is primarily

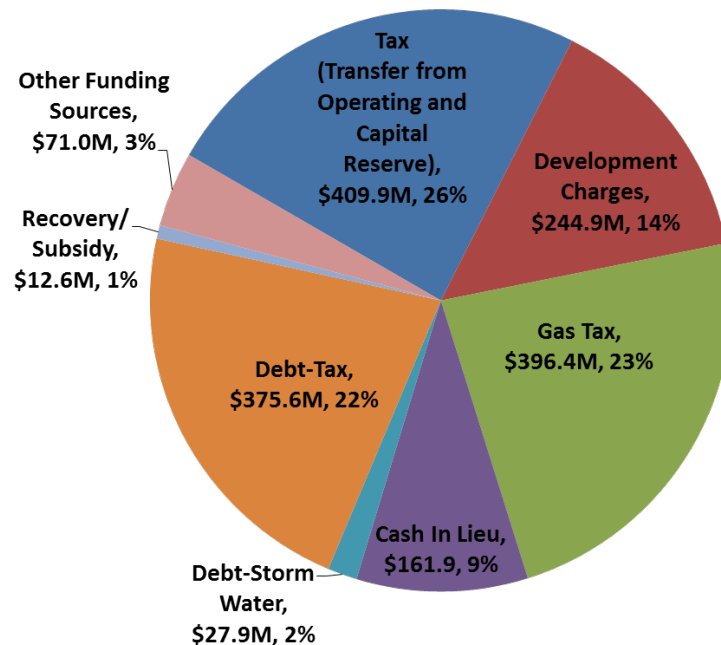
allocated to projects in Mississauga Transit, Roads, Storm Drainage and Watercourses, City facilities and Parks and Forestry. Tax based capital requests were prioritized through the Capital Prioritization process.

The following two charts show the forecasted 10 year capital programs by Service Area and the sources of funding for this program.

**2014-2023 Capital Budget Forecast By Service Area \$1.7 Billion (Excludes LRT)**



### Financing the 2014-2023 Capital Budget Forecast \$1.7 Billion



\*Note: 2014 to 2023 forecasted total debt issuance of \$403.5 million is made up of \$375.6 million funded with the Debt Repayment Levy and \$27.9 million supported from the proposed Stormwater User Fees.

#### Highlights of the 2014 to 2023 Forecast Capital Budget are as follows:

- \$315.3 million for building lifecycle maintenance of various City facilities;
- \$213.2 for road rehabilitation;

- \$195.5 million for replacement and growth bus acquisitions;
- \$119.8 million in storm drainage and erosion control projects;
- \$114.4 million for parkland acquisitions;
- \$69.7 million for the renovation of facilities including Meadowvale, River Grove and South Common Community Centres, Iceland Arena and the YMCA partnership;
- \$48.5 million for the Emerald Ash Borer program;
- \$39.8 million for the Transitway for a total of \$290 million;
- \$33.2 million in citywide facilities, waterfront development; bicycle/pedestrian system, City Centre development;
- \$32.0 million for design & construction of a new Museum;
- \$25 million for grade separations on Goreway Drive, Drew Road and Ninth Line, to relieve traffic congestion;
- \$21.5 million for Information Technology infrastructure;
- \$20.7 million for the renovations of five Fire Stations as well as construction of four new Fire Stations including one for Downtown21;
- \$19.6 million for new and replacement fire vehicles;
- \$19 million for the construction of a second downtown bus transit terminal; and
- \$13.9 million for the Cycling Program.



## 7.0 Staffing Impacts of Proposed Budget

The City of Mississauga delivers services and services are delivered by people. The new initiatives proposed in the 2014 Budget, with the expansion of transit service requiring a majority of new staffing resources, represent increased

service levels and some will require staffing in order to be able to deliver them. Restructuring and streamlining of services reflected in the Efficiency and Cost Savings section of the Service Area business plans have resulted in some staff reductions. The following table sets out the proposed full time equivalent (FTE) positions by service area.

Appendix 3A includes a listing of the proposed positions.

### Summary of Full Time Equivalents (FTEs)

Service Area	2013 FTEs	New Operating FTEs	New Capital FTEs	Total New FTEs	2014 FTEs
Roads, Storm Drainage & Watercourses	420.3	17.8	0.0	17.8	438.1
Fire & Emergency Services	706.0	3.5	0.0	3.5	709.5
Mississauga Transit	1,289.6	28.0	0.0	28.0	1,317.6
Recreation	756.2	(5.6)	0.0	(5.6)	750.6
Parks & Forestry	362.4	4.7	1.0	5.7	368.1
Mississauga Library System	324.5	(3.3)	0.0	(3.3)	321.2
Land Development Services	147.6	0.6	0.0	0.6	148.2
Legislative Services	77.4	4.8	0.0	4.8	82.2
Arts & Culture	58.4	(0.3)	0.0	(0.3)	58.1
Regulatory Services	133.0	5.0	0.0	5.0	138.0
Facilities & Property Management	182.3	0.0	0.0	0.0	182.3
Strategic Policy	88.1	0.4	0.0	0.4	88.5
Information Technology	129.3	1.0	(5.8)	(4.8)	124.5
Business Services	258.0	(1.0)	(1.0)	(2.0)	256.0
Departmental Business Services	92.1	(0.1)	0.0	(0.1)	92.0
Mayor and Council	39.2	0.0	0.0	0.0	39.2
<b>Total FTE by Service</b>	<b>5,064.4</b>	<b>55.5</b>	<b>(5.8)</b>	<b>49.7</b>	<b>5,114.1</b>
Transit Positions from the Hanlan Water Project *	0.0	18.0	0.0	18.0	18.0
<b>Total City-Wide FTE</b>	<b>5,064.4</b>	<b>73.5</b>	<b>(5.8)</b>	<b>67.7</b>	<b>5,132.1</b>

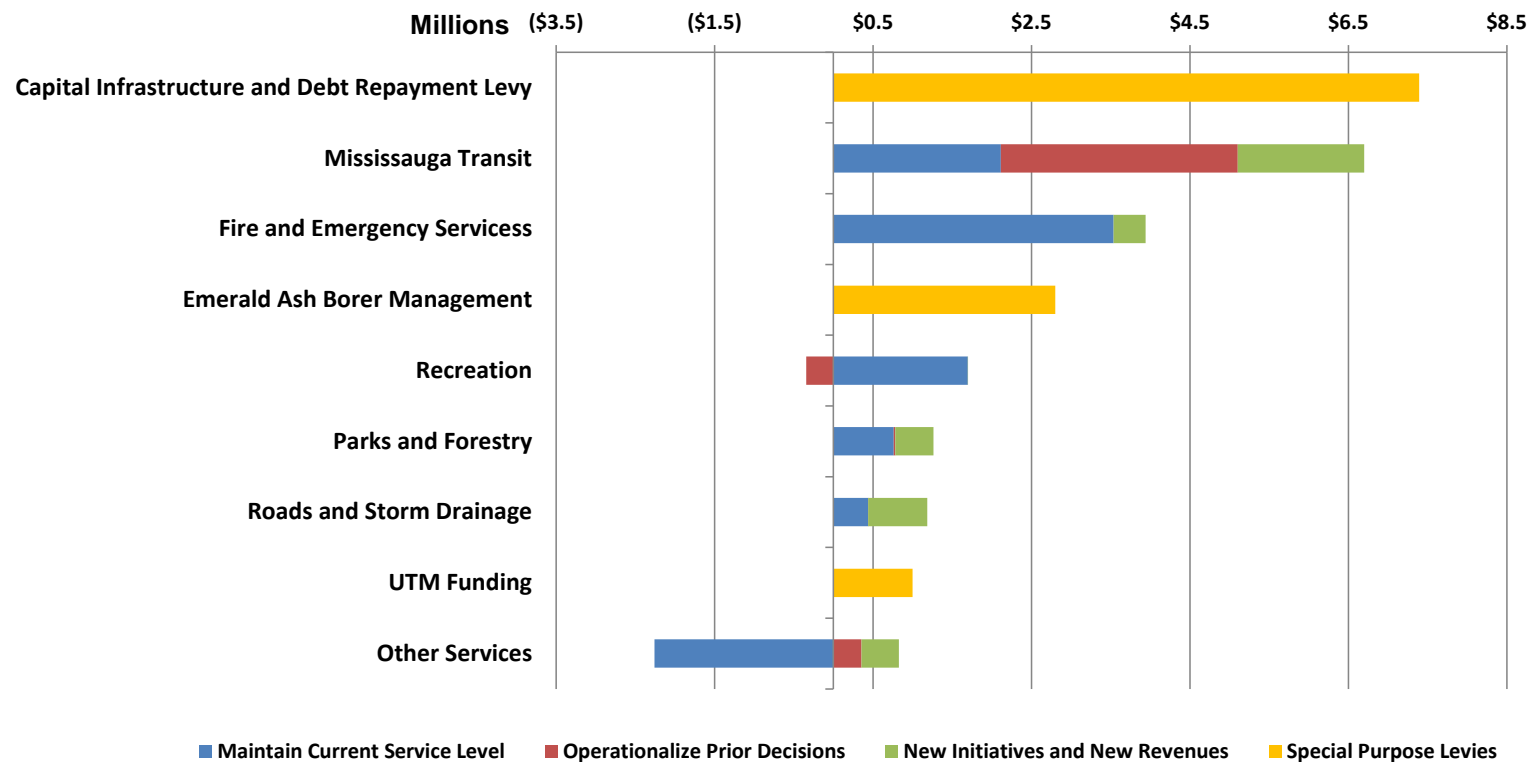
\*18 positions for the duration of the Hanlan Water Project are being funded by the Region of Peel.

Note: Numbers may not balance due to rounding.

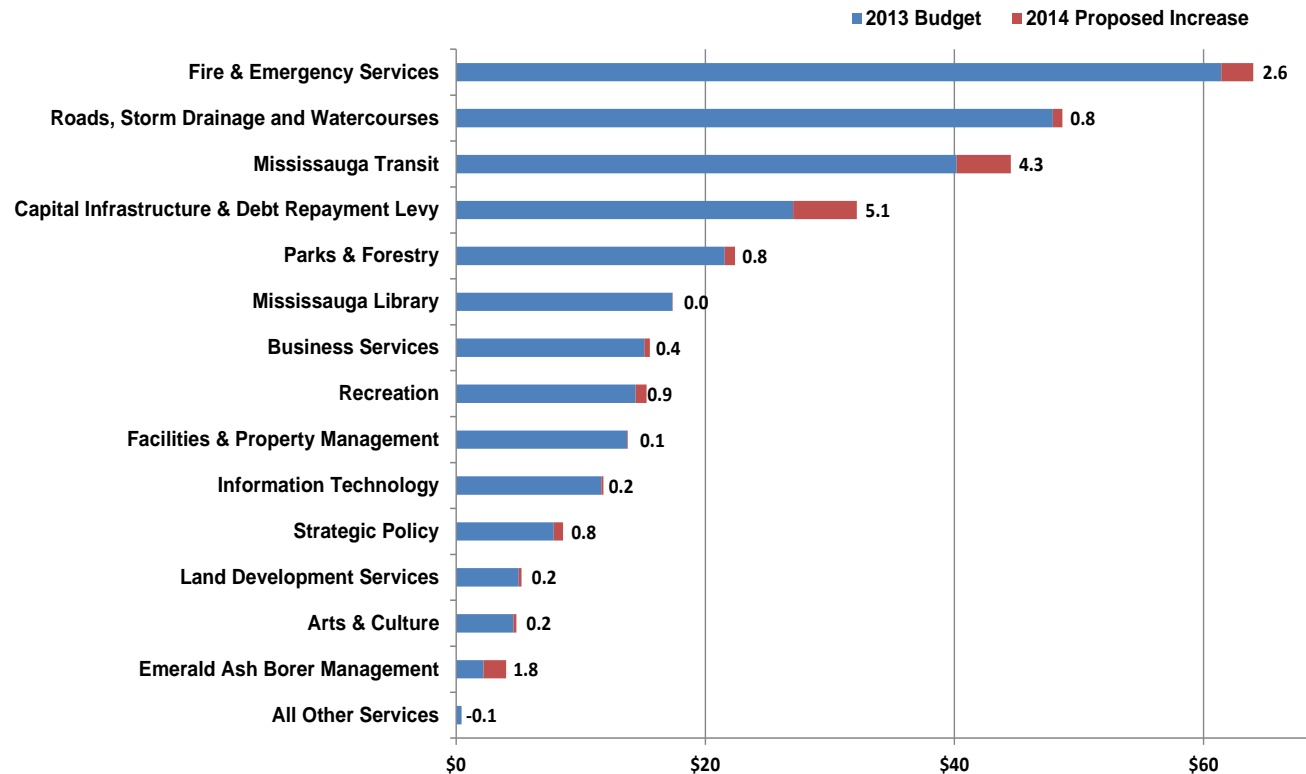
## 8.0 City Property Tax Distribution

### Where Your 2014 Increase in City Tax Dollars Will Go

The following charts illustrate where the increase in your residential City property taxes will go. The chart below illustrates the distribution of the 2014 budget increase of \$24.1 million by service area or major initiative, followed by the corresponding increase of \$18.09 per \$100,000 of residential assessment also distributed by service area or major initiative.



In 2013, the City share of property taxes was \$290.43 per \$100,000 of Assessment based on an average home. The 2014 Proposed Budget results in an increase of \$18.09 for a total of \$ 308.52 per \$100,000 of assessment after applying the forecast assessment growth of 0.3 per cent. The following chart shows where your city tax dollars go with the blue bar representing the 2013 budget and the associated increase in 2014 is shown by the red bar.



2013 City Share of Property Taxes are \$290.43 per \$100,000 of Assessment.  
 2014 Proposed Budget increase is \$18.09 for a total of \$308.52 per \$100,000 of Assessment.

## Property Tax Impacts

The following charts present the impact of the City's proposed 2014 Budget on residential, commercial and industrial property types with various assessed property values.

2014 Impact on Residential Tax Bill					
Type of Housing		Condominium	Townhouse	Detached 3 Bedroom	Detached 4 Bedroom Executive
Assessment	\$100,000	\$250,000	\$350,000	\$479,000	\$750,000
Proposed Mississauga Budget	\$18.09	\$45.23	\$63.33	\$86.67	\$135.70
Forecast Peel Region Budget	\$7.64	\$19.09	\$26.73	\$36.58	\$57.27
<b>Total</b>	<b>\$25.73</b>	<b>\$64.32</b>	<b>\$90.06</b>	<b>\$123.25</b>	<b>\$192.97</b>

2014 Impact on Commercial Tax Bill					
Assessment	\$100,000	\$500,000	\$1,000,000	\$5,000,000	\$10,000,000
Proposed Mississauga Budget	\$25.51	\$127.54	\$255.08	\$1,275.42	\$2,550.85
Forecast Peel Region Budget	\$10.77	\$53.83	\$107.65	\$538.27	\$1,076.54
<b>Total</b>	<b>\$36.28</b>	<b>\$181.37</b>	<b>\$362.73</b>	<b>\$1,813.69</b>	<b>\$3,627.39</b>

2014 Impact on Industrial Tax Bill					
Assessment	\$100,000	\$500,000	\$1,000,000	\$5,000,000	\$10,000,000
Proposed Mississauga Budget	\$28.42	\$142.10	\$284.21	\$1,421.03	\$2,842.06
Forecast Peel Region Budget	\$11.99	\$59.97	\$119.94	\$599.72	\$1,199.44
<b>Total</b>	<b>\$40.41</b>	<b>\$202.07</b>	<b>\$404.15</b>	<b>\$2,020.75</b>	<b>\$4,041.50</b>

Assumes a 1.8 per cent Regional tax rate increase.

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## 9.0 Conclusion

The City's proposed Gross 2014 Operating and Capital budgets total \$672.2 million and \$178 million respectively, as identified in Appendix 4A. The City is facing many pressures due to inflation, our strategic goals for the City including the demand to expand transit service, the Emerald Ash Borer management plan to protect the City's tree canopy and the need to maintain the City's capital infrastructure investment. The 2014 proposed budget tries to find an appropriate balance between meeting these pressures and the impact on the property taxpayer. When compared to taxes paid to other levels of government and for other non-discretionary expenditures, property taxes represent good value for money. Property taxes provide for the services that residents use every day and are a key ingredient in our quality of life.

The following appendices provide further detail:

Appendix 1A: 2014 Proposed Budget by Service Area

Appendix 1B: 2015 Proposed Budget by Service Area

Appendix 1C: 2016 Proposed Budget by Service Area

Appendix 2A: City Wide Capital Budget Summary – 2014 Recommended Funding

Appendix 2B: 2014 to 2023 Capital Budget Forecast by Service

Appendix 2C: 2014 to 2023 City Wide Capital Budget – Recommended Funding Summary

Appendix 3A: 2013 Summary of FTE Adjustments

Appendix 3B: City Budget Summary of Full-Time Equivalents

Appendix 4A: 2014 Proposed Budget by Gross Expenditures and Revenues

**Appendix 1A: 2014 Proposed Budget by Service Area (\$ millions)**

Service Area	2013 Operating Budget (\$)	Maintain Current Service Level (\$)	Operationalize Prior Decisions (\$)	New Initiatives (\$)	2014 Proposed Budget (\$)	Increase from Prior Year
Fire and Emergency Services	89.1	3.5	0.0	0.4	93.0	4.4%
Roads & Storm Drainage	68.5	0.4	0.0	0.7	69.7	1.7%
Mississauga Transit	54.7	2.1	3.0	1.6	61.4	12.2%
Parks & Forestry	30.6	0.8	0.0	0.5	31.8	4.1%
Library Services	24.4	(0.1)	0.0	0.2	24.5	0.2%
Business Services	25.0	0.5	0.0	(0.0)	25.5	2.2%
Facilities & Property Management	20.0	(0.0)	0.1	0.0	20.1	0.5%
Recreation Services	19.8	1.7	(0.3)	0.0	21.2	6.8%
Information Technology	17.7	0.2	(0.0)	0.1	18.0	1.4%
Strategic Policy	11.2	0.2	0.1	0.0	11.5	2.7%
Land Development Services	6.9	0.3	0.0	0.0	7.2	5.0%
Arts & Culture	6.4	0.2	0.0	0.2	6.8	5.8%
Regulatory Services	1.7	0.6	0.0	(0.6)	1.7	(3.6%)
Legislative Services	(2.5)	(0.3)	0.1	0.0	(2.7)	7.4%
Mayor & Council	4.3	0.1	0.0	0.0	4.3	1.4%
Financial Transactions	(8.2)	(3.3)	0.0	0.0	(11.5)	39.9%
Assessment Growth						(0.3%)
<b>Total</b>	<b>369.7</b>	<b>6.8</b>	<b>3.0</b>	<b>3.1</b>	<b>382.6</b>	<b>3.2%</b>
<b>Special Purpose Levies*</b>						
Capital Infrastructure and Debt Repayment Levy				7.4	7.4	
Emerald Ash Borer Management Plan				2.8	2.8	
UTM Funding				1.0	1.0	
<b>Total Proposed Budget</b>	<b>369.7</b>			<b>14.3</b>	<b>393.8</b>	

\* Note - 2013 Special Purpose Levies are grouped with the Financial Transactions Service Area

**Appendix 1B: 2015 Proposed Budget by Service Area (\$ millions)**

Service Area	2014 (\$)	Maintain Current Service Level (\$)	Operationalize Prior Decisions (\$)	New Initiatives (\$)	2015 Proposed Budget (\$)	Increase from Prior Year
Fire and Emergency Services	93.0	3.5	0.0	0.7	97.3	4.6%
Roads & Storm Drainage	69.7	1.1	0.0	0.2	71.0	1.9%
Mississauga Transit	61.4	1.2	0.0	4.1	66.8	8.7%
Parks & Forestry	31.8	0.3	0.0	0.4	32.5	2.0%
Library Services	24.5	0.2	0.0	0.0	24.7	1.0%
Business Services	25.5	0.3	0.0	0.2	26.0	2.0%
Facilities & Property Management	20.1	0.2	0.0	0.0	20.4	1.2%
Recreation Services	21.2	0.4	0.0	(0.0)	21.6	2.0%
Information Technology	18.0	0.2	(0.0)	0.1	18.3	1.6%
Strategic Policy	11.5	0.1	0.0	0.5	12.1	5.2%
Land Development Services	7.2	0.1	0.0	0.0	7.3	0.9%
Arts & Culture	6.8	0.0	0.0	0.2	7.0	2.9%
Regulatory Services	1.7	0.1	0.0	(0.1)	1.7	1.1%
Legislative Services	(2.7)	0.1	0.0	(0.0)	(2.7)	(2.6%)
Mayor & Council	4.3	0.4	0.0	0.0	4.7	8.8%
Financial Transactions	(11.5)	(0.1)	0.0	0.0	(11.5)	0.4%
Assessment Growth						(0.3%)
<b>Total</b>	<b>382.6</b>	<b>8.3</b>	<b>0.0</b>	<b>6.2</b>	<b>397.2</b>	<b>3.4%</b>
<b>Special Purpose Levies</b>						
Capital Infrastructure and Debt Repayment Levy	7.4			7.9	15.3	
Emerald Ash Borer Management Plan	2.8				2.8	
UTM Funding	1.0				1.0	
<b>Total Proposed Budget</b>	<b>393.8</b>				<b>416.3</b>	

**Appendix 1C: 2016 Proposed Budget by Service Area (\$ millions)**

Service Area	2015 (\$)	Maintain Current Service Level (\$)	Operationalize Prior Decisions (\$)	New Initiatives (\$)	2016 Proposed Budget (\$)	Increase from Prior Year
Fire and Emergency Services	97.3	2.3	0.0	1.9	101.5	4.3%
Roads & Storm Drainage	71.0	(5.9)	0.0	1.9	67.0	(5.7%)
Mississauga Transit	66.8	0.1	0.0	5.5	72.4	8.5%
Parks & Forestry	32.5	0.1	0.0	0.0	32.6	0.3%
Library Services	24.7	0.3	0.0	0.0	25.0	1.2%
Business Services	26.0	0.2	0.0	0.0	26.3	0.9%
Facilities & Property Management	20.4	0.2	0.0	0.0	20.6	1.0%
Recreation Services	21.6	0.3	0.2	(0.1)	22.1	2.4%
Information Technology	18.3	0.2	(0.0)	0.1	18.5	1.1%
Strategic Policy	12.1	0.1	0.0	0.1	12.3	1.9%
Land Development Services	7.3	0.3	0.0	0.0	7.5	3.5%
Arts & Culture	7.0	0.0	0.0	0.1	7.2	2.3%
Regulatory Services	1.7	0.1	0.0	0.0	1.8	7.7%
Legislative Services	(2.7)	0.0	0.0	0.0	(2.6)	(1.8%)
Mayor & Council	4.7	0.1	0.0	0.0	4.8	1.5%
Financial Transactions	(11.5)	2.5	0.0	0.0	(9.0)	(21.9%)
Assessment Growth						(0.3%)
<b>Total</b>	<b>397.2</b>	<b>1.0</b>	<b>0.2</b>	<b>9.6</b>	<b>408.0</b>	<b>2.3%</b>
<b>Special Purpose Levies</b>						
Capital Infrastructure and Debt Repayment Levy	15.3			8.4	23.7	
Emerald Ash Borer Management Plan	2.8				2.8	
UTM Funding	1.0				1.0	
<b>Total Proposed Budget</b>	<b>416.3</b>				<b>435.5</b>	



**Appendix 2A: City Wide Capital Budget Summary – 2014 Recommended Funding (\$ millions)**

Service Area	Gross Cost (\$)	Recovery (\$)	Net Cost (\$)
Fire & Emergency Services	5.9	0.0	5.9
Roads, Storm Drainage & Watercourses	86.7	3.3	83.5
Mississauga Transit	36.7	0.0	36.7
Parks & Forestry	21.1	0.1	21.0
Mississauga Library	2.1	0.0	2.1
Business Services	1.0	0.0	1.0
Facilities & Property Management	8.7	0.0	8.7
Recreation	9.1	0.0	9.1
Information Technology	5.8	0.0	5.8
Strategic Policy	0.2	0.0	0.2
Land Development Services	0.2	0.0	0.2
Arts & Culture	0.4	0.0	0.4
Regulatory	0.0	0.0	0.0
Legislative	0.0	0.0	0.0
<b>Total City Wide 2014 Capital Budget</b>	<b>178.0</b>	<b>3.4</b>	<b>174.6</b>

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**Appendix 2B: 2014 to 2023 Capital Budget Forecast by Service (\$ millions)**

Service Area	2014 (\$)	2015 (\$)	2016 (\$)	2017-2023 (\$)	Total (\$)
Fire & Emergency Services	5.9	7.8	4.5	28.5	46.8
Roads, Storm Drainage & Watercourses	86.7	79.6	67.7	343.3	577.4
Mississauga Transit	36.7	23.3	34.7	218.3	313.1
Parks & Forestry	21.1	37.0	29.9	156.5	244.5
Mississauga Library	2.1	9.1	7.4	1.1	19.8
Business Services	1.0	0.8	0.4	1.9	4.2
Facilities & Property Management	8.7	31.0	37.7	255.0	332.4
Recreation	9.1	17.4	11.7	38.2	76.4
Information Technology	5.8	4.0	3.6	27.7	41.1
Strategic Policy	0.2	0.4	0.1	0.1	0.8
Land Development Services	0.2	1.3	0.5	0.0	1.9
Arts & Culture	0.4	1.0	4.8	35.2	41.5
Regulatory	0.0	0.0	0.0	0.0	0.0
Legislative	0.0	0.0	0.2	0.3	0.5
<b>Total Proposed Capital Budget Forecast</b>	<b>178.0</b>	<b>212.7</b>	<b>203.3</b>	<b>1,106.1</b>	<b>1,700.2</b>

**Appendix 2C: 2014-2023 City Wide Capital Budget – Recommended Funding Summary (\$ millions)**

	2014 (\$)	2015 (\$)	2016 (\$)	2017 (\$)	2018 (\$)	2019 (\$)	2020 (\$)	2021 (\$)	2022 (\$)	2023 (\$)	Total (\$)
<b>Gross Cost</b>	178.0	212.7	203.3	157.1	157.4	172.1	164.1	149.9	151.2	154.3	<b>1,700.2</b>
<b>Recovery/Subsidy</b>	3.4	6.1	2.5	0.3	0.3	0.0	0.0	0.0	0.0	0.0	<b>12.6</b>
<b>Net Cost</b>	174.6	206.7	200.8	156.8	157.1	172.1	164.1	149.9	151.2	154.3	<b>1,687.6</b>
<b>Net Cost Funding Sources</b>											
Gas Tax	35.1	26.1	38.1	36.2	38.2	67.2	45.8	44.0	37.0	28.8	<b>396.4</b>
Cash in Lieu	13.8	38.4	21.6	4.7	10.9	2.5	16.8	16.1	21.1	16.1	<b>161.9</b>
Development Charges	46.2	46.6	31.7	27.0	17.3	12.6	17.4	7.4	10.3	28.4	<b>244.9</b>
Tax	34.1	35.7	37.2	31.5	36.4	36.8	41.6	42.6	54.0	60.0	<b>409.9</b>
Other - Reserves/Contributions	8.8	7.5	10.2	9.9	10.0	10.8	5.8	3.5	3.7	0.9	<b>71.0</b>
External Debt	36.6	52.4	62.0	47.6	44.2	42.2	36.7	36.4	25.1	20.2	<b>403.5</b>
<b>Total Funding Sources</b>	<b>174.6</b>	<b>206.7</b>	<b>200.8</b>	<b>156.8</b>	<b>157.1</b>	<b>172.1</b>	<b>164.1</b>	<b>149.9</b>	<b>151.2</b>	<b>154.3</b>	<b>1,687.6</b>

### Appendix 3A: 2014 Summary of FTE Adjustments by Service Area

Service	Operating / Capital	Reason	Initiative	Staff Description	Full Time Permanent FTE	Contract/ Part Time FTE	Total
Roads, Storm Drainage & Watercourses	Operating	New Initiative	Operations & Maintenance Service & Communications Improvements	Operations Project Manager	1.0	0.0	1.0
Roads, Storm Drainage & Watercourses	Operating	New Initiative	Advanced Transportation Management System (ATMS)	IT Communications Specialist	1.0	0.0	1.0
Roads, Storm Drainage & Watercourses	Operating	New Initiative	Advanced Transportation Management System (ATMS)	Traffic Signal Communications Technologist	1.0	0.0	1.0
Roads, Storm Drainage & Watercourses	Operating	New Initiative	Advanced Transportation Management System (ATMS)	Traffic Technologist	2.0	0.0	2.0
Roads, Storm Drainage & Watercourses	Operating	New Initiative	The Underground Infrastructure Notification Act for Municipalities	Office Coordinator -ON1Call	1.0	0.0	1.0
Roads, Storm Drainage & Watercourses	Operating	New Initiative	The Underground Infrastructure Notification Act for Municipalities	Field Technician - ON1Call	4.0	0.0	4.0
Roads, Storm Drainage & Watercourses	Operating	New Initiative	LED Street Lighting Conversion Project	Street Light Coordinator	1.0	0.0	1.0
Roads, Storm Drainage & Watercourses	Operating	New Initiative	Crossing Guard Program Service Improvement	Crossing Guard - Assistant Supervisor	1.0	0.0	1.0
Roads, Storm Drainage & Watercourses	Operating	Maintain Current Service Levels	Elimination of part time Crossing Guard hours to fund Assistant Supervisor	Crossing Guard	0.0	(0.8)	(0.8)
Roads, Storm Drainage & Watercourses	Operating	Maintain Current Service Levels	Crossing Guard Program	Crossing Guard	0.0	6.5	6.5
Roads, Storm Drainage & Watercourses	Operating	Maintain Current Service Levels	Geographic Information Systems (GIS) Specialist - Conversion	Geographic Information Systems (GIS) Specialist - PSAB	1.0	(1.0)	0.0
<b>Roads, Storm Drainage &amp; Watercourse - Total Operating FTEs</b>					<b>13.0</b>	<b>4.8</b>	<b>17.8</b>
Fire and Emergency Services	Operating	New Initiative	Building Maintenance mechanic	Building Maintenance Mechanic	1.0	0.0	1.0
Fire and Emergency Services	Operating	New Initiative	Fire Training Officer	Fire Training Officer	1.0	0.0	1.0
Fire and Emergency Services	Operating	New Initiative	Improve Emergency Management and Disaster Preparedness	Community Emergency Management Coordinator	1.0	0.5	1.5
<b>Fire &amp; Emergency Services - Total Operating FTEs</b>					<b>3.0</b>	<b>0.5</b>	<b>3.5</b>

### Appendix 3A: 2014 Summary of FTE Adjustments by Service Area (Cont'd)

Service	Operating / Capital	Reason	Initiative	Staff Description	Full Time Permanent FTE	Contract/ Part Time FTE	Total
Mississauga Transit	Operating	New Initiative	Hanlan Water Project	Transit Operator	0.0	12.0	12.0
Mississauga Transit	Operating	New Initiative	Hanlan Water Project	Route Supervisors	0.0	5.0	5.0
Mississauga Transit	Operating	New Initiative	Hanlan Water Project	Traffic Technologist	0.0	1.0	1.0
Mississauga Transit	Operating	New Initiative	Transitway Operations and Maintenance	Infrastructure Coordinator	1.0	0.0	1.0
Mississauga Transit	Operating	New Initiative	Transitway Operations and Maintenance	Transit Enforcement Officer	1.0	0.0	1.0
Mississauga Transit	Operating	New Initiative	1% Service Growth	Transit Operators	9.0	0.0	9.0
Mississauga Transit	Operating	New Initiative	Service Congestion and Overcrowding	Transit Operators	18.0	0.0	18.0
Mississauga Transit	Operating	Maintain Current Service Levels	Reduction of Temporary Budget	Elimination of 1 contract Transit Infrastructure Technolgist	0.0	(1.0)	(1.0)
<b>Mississauga Transit - Total Operating FTEs</b>					<b>29.0</b>	<b>17.0</b>	<b>46.0</b>
Recreation	Operating	Maintain Current Service Levels	Conversion of Two Long Term Contract Employees to Full Time	Customer Service Representative	2.0	(2.0)	0.0
Recreation	Operating	Maintain Current Service Levels	SMG Agreement Renewal-Customer Service	Customer Service Representative	0.0	7.0	7.0
Recreation	Operating	Maintain Current Service Levels	Meadowvale Community Center Redevelopment Closure Impacts	Various	0.0	(11.0)	(11.0)
Recreation	Operating	Operating Impact of Capital	Holcim Waterfront Estate	Food Services Co-ordinator	1.0	0.0	1.0
Recreation	Operating	Maintain Current Service Levels	Recreation Program Efficiencies	Various	0.0	(0.9)	(0.9)
Recreation	Operating	Maintain Current Service Levels	Improved Facility Maintenance	Various	0.0	(0.7)	(0.7)
Recreation	Operating	Maintain Current Service Levels	Customer Service Schedule Efficiencies	Various	0.0	(2.0)	(2.0)
Recreation	Operating	New Initiative	Sports Tourism Co-ordinator-Cost Share with Toronto Tourism	Sports Tourism Coordinator	1.0	0.0	1.0
<b>Recreation - Total Operating FTEs</b>					<b>4.0</b>	<b>(9.6)</b>	<b>(5.6)</b>
Parks and Forestry	Operating	Maintain Current Service Levels	Remodeling for the Future	Various	0.0	(0.2)	(0.2)
Parks and Forestry	Operating	New Initiative	Parkland Growth	Parks Person	0.0	2.3	2.3
Parks and Forestry	Operating	New Initiative	Waste Diversion Plan	Corporate Waste Diversion Specialist & Part Time Students	1.0	0.7	1.7
Parks and Forestry	Operating	New Initiative	Community Outreach - Environmental	Environment Outreach Coordinator	1.0	0.0	1.0
<b>Parks &amp; Forestry - Total Operating FTEs</b>					<b>2.0</b>	<b>2.7</b>	<b>4.7</b>
Parks and Forestry	Capital	New Initiative	Lifecycle Replacement	Contract Hansen Project Leader / Application Developer	0.0	1.0	1.0
<b>Parks &amp; Forestry - Total Capital FTEs</b>					<b>0.0</b>	<b>1.0</b>	<b>1.0</b>

### Appendix 3A: 2014 Summary of FTE Adjustments by Service Area (Cont'd)

Service	Operating / Capital	Reason	Initiative	Staff Description	Full Time Permanent FTE	Contract/ Part Time FTE	Total
Mississauga Library	Operating	New Initiative	Sunday services-additional 10 weeks	Library Administration	0.0	1.7	1.7
Mississauga Library	Operating	Maintain Current Service Levels	Efficiencies due to Self Check-Out implementation	Library various	(5.0)	0.0	(5.0)
<b>Mississauga Library - Total Operating FTEs</b>					<b>(5.0)</b>	<b>1.7</b>	<b>(3.3)</b>
Land Development Services	Operating	Maintain Current Service Levels	Contract Election Sign Removal	Contract Election Sign Removal	0.0	0.6	0.6
<b>Land Development Services - Total Operating FTEs</b>					<b>0.0</b>	<b>0.6</b>	<b>0.6</b>
Legislative Services	Operating	Maintain Current Service Levels	Municipal Election 2014	Election Temporary Staff	0.0	4.0	4.0
Legislative Services	Operating	Maintain Current Service Levels	Printing and Mail Services, Temporary labour reduction due to increase efficiency	Print Shop Temporary Labour	0.0	(0.2)	(0.2)
Legislative Services	Operating	New Initiative	Early Resolution Legislation Service Pressure	Court Admin Clerk	1.0		1.0
<b>Legislative Services - Total Operating FTEs</b>					<b>1.0</b>	<b>3.8</b>	<b>4.8</b>
Arts and Culture	Operating	New Initiative	Artifact Preservation & Collection Services	Museums-Administration	1.0	0.0	1.0
Arts and Culture	Operating	New Initiative	Strengthen Heritage Planning	Heritage Planning	0.0	0.5	0.5
Arts and Culture	Operating	New Initiative	Strengthen Cultural Outreach	Culture Support Administration	0.0	0.4	0.4
Arts and Culture	Operating	Maintain Current Service Levels	Contract staff reduction due to completion of Heritage Plans for Mississauga's Villages Project	Heritage administration various	0.0	(2.0)	(2.0)
Arts and Culture	Operating	Maintain Current Service Levels	Reduce hours at Museums	Museums-Benares programming	0.0	(0.2)	(0.2)
<b>Arts &amp; Culture - Total Operating FTEs</b>					<b>1.0</b>	<b>(1.3)</b>	<b>(0.3)</b>
Regulatory Services	Operating	New Initiative	Administrative Penalties System	Administrative Assistant	1.0	0.0	1.0
Regulatory Services	Operating	New Initiative	Administrative Penalties System	Supervisor	1.0	0.0	1.0
Regulatory Services	Operating	New Initiative	Business Licensing Review	Administrative Assistant	1.0	0.0	1.0
Regulatory Services	Operating	New Initiative	Mobile Licensing Review	Mobile Licensing Officer	1.0	0.0	1.0
Regulatory Services	Operating	New Initiative	Mobile Licensing Review	Administrative Assistant	1.0	0.0	1.0
<b>Regulatory Services - Total Operating FTEs</b>					<b>5.0</b>	<b>0.0</b>	<b>5.0</b>
Strategic Policy	Operating	Maintain Current Service Levels	Project Management Support Office	Student	0.0	0.4	0.4
<b>Strategic Policy - Total Operating FTEs</b>					<b>0.0</b>	<b>0.4</b>	<b>0.4</b>
Information Technology	Operating	New Initiative	SAP Enterprise Reporting (Decision Support System) Implementation	Project Leader - Decision Support System	1.0	0.0	1.0
Information Technology	Operating	Maintain Current Service Levels	Conversion of part-time AV technician position in IT Client Services	Audio Visual Technician	1.0	(1.0)	0.0
<b>Information Technology - Total Operating FTEs</b>					<b>2.0</b>	<b>(1.0)</b>	<b>1.0</b>
Information Technology	Capital	Maintain Current Service Levels	Capital project completion	Various Temporary positions	0.0	(4.8)	(4.8)
Information Technology	Capital	New Initiative	SAP Enterprise Reporting (Decision Support System) Implementation	Project Leader - Decision Support System	0.0	(1.0)	(1.0)
<b>Information Technology - Total Capital FTEs</b>					<b>0.0</b>	<b>(5.8)</b>	<b>(5.8)</b>

### Appendix 3A: 2014 Summary of FTE Adjustments by Service Area (Cont'd)

Service	Operating / Capital	Reason	Initiative	Staff Description	Full Time Permanent FTE	Contract/ Part Time FTE	Total
Business Services	Operating	Cost Increase	Conversion of Customer Service Advisor to Permanent	Customer Service Advisor	1.0	(1.0)	0.0
Business Services	Operating	Efficiency and Cost Savings	Elimination of Ergonomist	Ergonomist	0.0	(0.5)	(0.5)
Business Services	Operating	Efficiency and Cost Savings	Reduction of AODA Consultant	AODA Consultant	0.0	(0.5)	(0.5)
<b>Business Services - Total Operating FTEs</b>					<b>1.0</b>	<b>(2.0)</b>	<b>(1.0)</b>
Business Services	Capital	Efficiency and Cost Savings	Integrated Budget System Project	Integrated Budget System Project Leader	0.0	(1.0)	(1.0)
Business Services	Capital	Efficiency and Cost Savings	Storm Water Study	Storm Water Analyst	0.0	(1.0)	(1.0)
Business Services	Capital	Operating Impact of Capital	Human Resources Admin Processes and Forms Automation	Human Resources Business Analyst	0.0	1.0	1.0
<b>Business Services - Total Capital FTEs</b>					<b>0.0</b>	<b>(1.0)</b>	<b>(1.0)</b>
Department Business Services	Operating	Maintain New Service Levels	Efficiencies and Cost Savings	Dispatch/Records/Engineering Counter/Reception	0.0	(0.4)	(0.4)
Department Business Services	Operating	Maintain New Service Levels	Efficiencies and Cost Savings	CO-OP Student Hansen Data collection	0.0	(0.1)	(0.1)
Department Business Services	Operating	Maintain New Service Levels	Expand the Customer Service student from 17 weeks to 34 weeks for business requirements gather, process documentation, and testing.	Summer/Fall Student	0.0	0.3	0.3
<b>Departmental Business Services - Total Operating FTEs</b>					<b>0.0</b>	<b>(0.1)</b>	<b>(0.1)</b>
<b>Total City-Wide Staff Adjustments</b>					<b>56.0</b>	<b>11.7</b>	<b>67.7</b>

**Appendix 3B: City Budget Summary of Full-Time Equivalents**  
**Fire & Emergency Services**

Program	2013	2014	2015	2016
Suppression	616.0	616.0	636.0	656.0
Building Maintenance	2.0	3.0	3.0	3.0
Vehicle Maintenance	10.0	10.0	11.0	11.0
Prevention	39.0	39.0	39.0	39.0
Divisional Support Services	39.0	41.5	42.5	42.5
<b>Total Service Distribution</b>	<b>706.0</b>	<b>709.5</b>	<b>731.5</b>	<b>751.5</b>

**Roads, Storm Drainage and Watercourses**

Program	2013	2014	2015	2016
Maintenance Control	119.5	120.5	120.5	120.5
Engineering & Capital Works	59.4	59.4	59.4	59.4
Development Construction	12.0	17.0	17.0	17.0
Corporate Fleet Maintenance	27.7	27.7	27.7	27.7
Crossing Guards	68.9	75.5	75.5	75.5
Traffic Management	52.7	57.7	59.7	61.7
Transportation & Infrastructure Planning	47.3	47.3	48.3	56.8
Parking Facilities	2.0	2.0	2.0	2.0
Corporate Support Services Geomatics	31.0	31.0	31.0	31.0
<b>Total Service Distribution</b>	<b>420.3</b>	<b>438.1</b>	<b>441.1</b>	<b>451.6</b>



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**Appendix 3B: City Budget Summary of Full-Time Equivalents****Mississauga Transit**

Program	2013	2014	2015	2016
Business Development	53.6	54.6	55.6	55.6
Business Systems	19.0	19.0	19.0	19.0
Maintenance	185.2	186.2	186.2	185.2
Office of the Director	3.0	3.0	4.0	4.0
Operations	1,022.8	1,066.8	1,108.8	1,119.8
Transportation Project Office	6.0	6.0	6.0	11.0
<b>Total Service Distribution</b>	<b>1,289.6</b>	<b>1,335.6</b>	<b>1,379.6</b>	<b>1,394.6</b>

**Parks and Forestry**

Program	2013	2014	2015	2016
Environment	5.0	7.7	7.7	7.0
Forestry	50.4	50.4	49.4	49.4
Park Planning & Development	31.8	32.8	32.5	30.8
Parks Operations	273.2	275.2	278.2	278.3
Divisional Support Services	2.0	2.0	2.0	2.0
<b>Total Service Distribution</b>	<b>362.4</b>	<b>368.1</b>	<b>369.7</b>	<b>367.5</b>

**Mississauga Library**

Program	2013	2014	2015	2016
Central Library Services	72.7	71.2	70.2	69.2
Public Services	212.8	211.0	208.0	206.0
Divisional Support Services	39.0	39.0	39.0	38.0
<b>Total Service Distribution</b>	<b>324.5</b>	<b>321.2</b>	<b>317.2</b>	<b>313.2</b>

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**Appendix 3B: City Budget Summary of Full-Time Equivalents****Business Services**

Program	2013	2014	2015	2016
Communications	55.6	55.6	55.2	55.2
Finance	67.8	65.8	65.3	65.3
Human Resources	66.5	66.5	68.0	65.0
Revenue & Materiel Management	68.1	68.1	67.1	66.1
<b>Total Service Distribution</b>	<b>258.0</b>	<b>256.0</b>	<b>255.6</b>	<b>251.6</b>

**Facilities and Property Management**

Program	2013	2014	2015	2016
Building Maintenance	33.0	33.0	33.0	33.0
Building Operations	39.6	39.6	39.6	39.6
Capital Project Management and Space Planning	33.0	33.0	33.0	32.0
FPM Divisional Support Service	8.0	8.0	7.3	7.3
Realty Services	10.0	10.0	10.0	10.0
Security	54.7	54.7	54.7	54.7
Utilities	4.0	4.0	4.0	4.0
<b>Total Service Distribution</b>	<b>182.3</b>	<b>182.3</b>	<b>181.6</b>	<b>180.6</b>

**Recreation**

Program	2013	2014	2015	2016
Recreation Facilities and Programs	607.3	594.7	605.7	614.2
Divisional Support Services	79.0	79.0	77.0	77.0
Golf and Hershey Centre	69.9	76.9	76.9	76.9
<b>Total Service Distribution</b>	<b>756.2</b>	<b>750.6</b>	<b>759.6</b>	<b>768.1</b>

**Appendix 3B: City Budget Summary of Full-Time Equivalents**  
**Information Technology**

Program	2013	2014	2015	2016
Information Technology	129.3	124.5	123.5	123.5
<b>Total Service Distribution</b>	<b>129.3</b>	<b>124.5</b>	<b>123.5</b>	<b>123.5</b>

**Strategic Policy**

Program	2013	2014	2015	2016
City Strategy & Innovations	24.1	24.5	24.5	24.5
Economic Development	14.5	14.5	15.5	16.5
Internal Audit	8.0	8.0	8.0	8.0
Legal Services	41.5	41.5	41.5	40.5
<b>Total Service Distribution</b>	<b>88.1</b>	<b>88.5</b>	<b>89.5</b>	<b>89.5</b>

**Land Development**

Program	2013	2014	2015	2016
Building Division	80.3	80.9	80.3	80.3
Development and Design	47.0	47.0	47.0	47.0
Policy Planning	20.3	20.3	20.3	20.3
<b>Total Service Distribution</b>	<b>147.6</b>	<b>148.2</b>	<b>147.6</b>	<b>147.6</b>

**Arts & Culture**

Program	2013	2014	2015	2016
Mississauga Celebration Square	8.0	8.0	8.0	8.0
Heritage	4.0	2.5	2.5	2.5
Culture Operations	37.4	38.2	39.2	39.2
Culture Planning	4.0	4.0	4.5	4.5
Culture Support Services	5.0	5.4	5.5	5.5
<b>Total Service Distribution</b>	<b>58.4</b>	<b>58.1</b>	<b>59.7</b>	<b>59.7</b>

---

**Appendix 3B: City Budget Summary of Full-Time Equivalents****Regulatory**

Program	2013	2014	2015	2016
Enforcement Administration	8.0	8.0	8.0	8.0
Animal Services	33.3	33.3	33.3	33.3
Mobile Licensing	14.0	16.0	17.0	17.0
Compliance & Licensing Enforcement	26.8	27.8	28.8	28.8
Parking Enforcement	51.0	53.0	53.0	53.0
<b>Total Service Distribution</b>	<b>133.0</b>	<b>138.0</b>	<b>140.0</b>	<b>140.0</b>

**Legislative Services**

Program	2013	2014	2015	2016
Elections	3.0	7.0	3.0	3.0
Provincial Offence Act	20.5	21.5	21.5	21.5
Office of the City Clerk	41.4	41.4	41.4	41.4
Printing and Mail Services	12.5	12.3	12.3	12.3
<b>Total Service Distribution</b>	<b>77.4</b>	<b>82.2</b>	<b>78.2</b>	<b>78.2</b>

**Mayor & Council**

Program	2013	2014	2015	2016
Mayor's Office	5.0	5.0	5.0	5.0
Councillor's Offices	34.2	34.2	34.2	34.2
<b>Total Service Distribution</b>	<b>39.2</b>	<b>39.2</b>	<b>39.2</b>	<b>39.2</b>

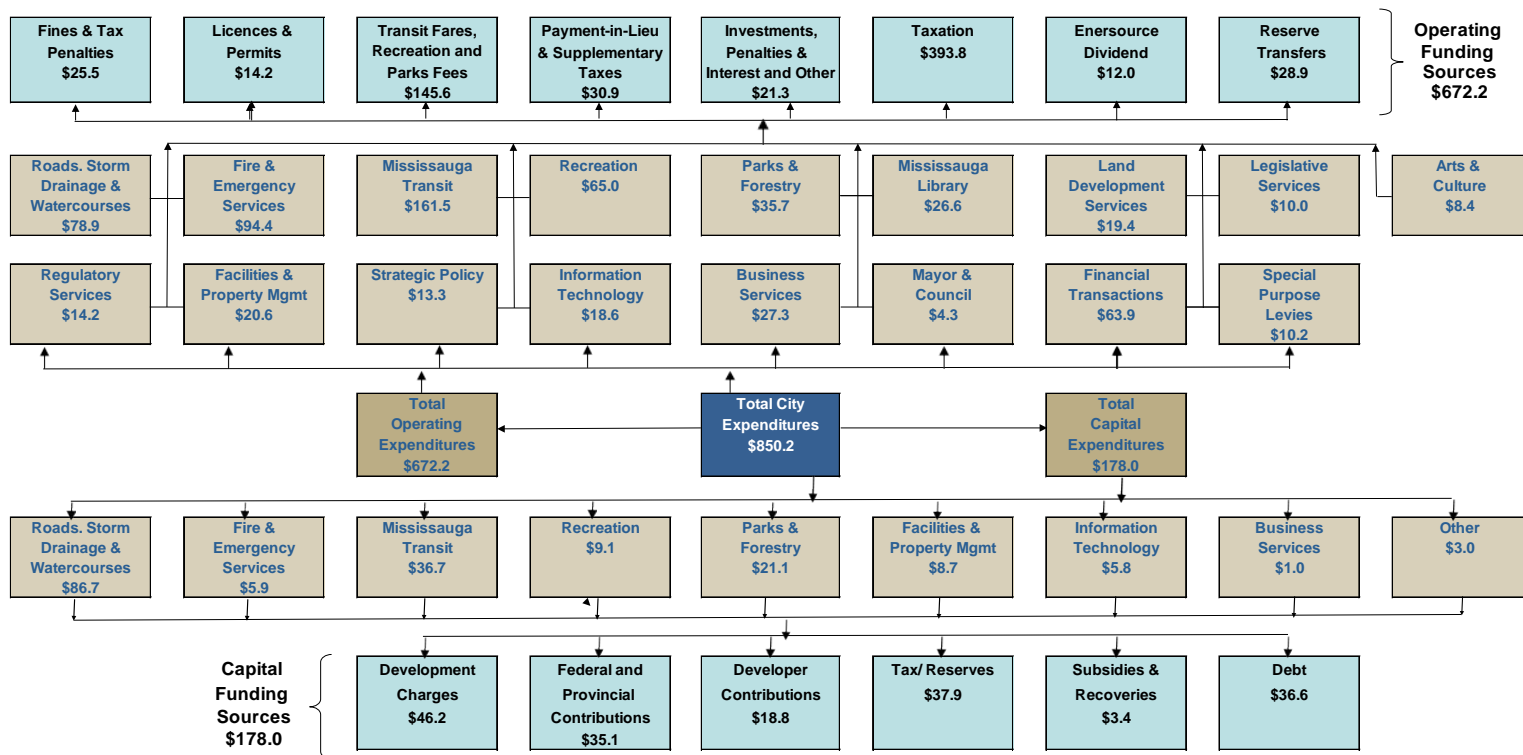
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**Appendix 3B: City Budget Summary of Full-Time Equivalents****Departmental Business Services**

Program	2013	2014	2015	2016
Community Services	19.5	19.5	19.5	19.5
Corporate Services	8.0	8.0	8.0	8.0
Planning and Building	30.3	30.7	30.7	30.7
Transportation and Works	34.3	33.8	33.8	33.8
<b>Total Service Distribution</b>	<b>92.1</b>	<b>92.0</b>	<b>92.0</b>	<b>92.0</b>
<b>City Wide Total</b>	<b>5,064.4</b>	<b>5,132.1</b>	<b>5,205.6</b>	<b>5,248.3</b>

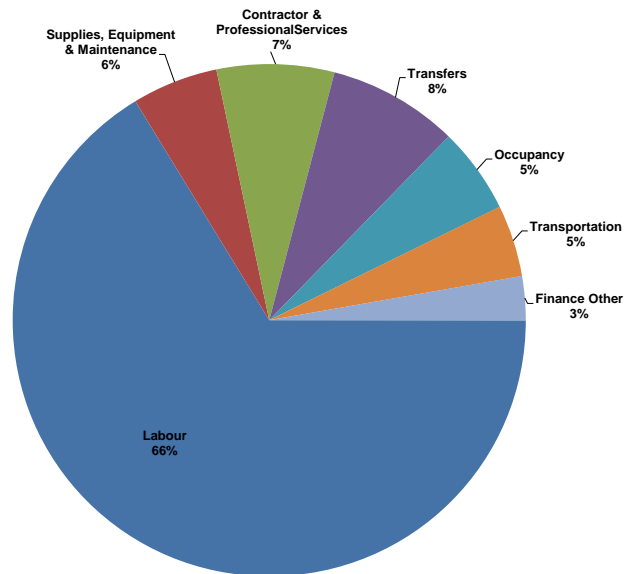
## Appendix 4A: 2014 Proposed Budget by Gross Expenditures and Revenues

Mississauga's 2014-2016 Business Plan Update and 2014 Budget, comprises of both the operating and capital budgets, totaling \$672.2 million and \$178 million respectively.

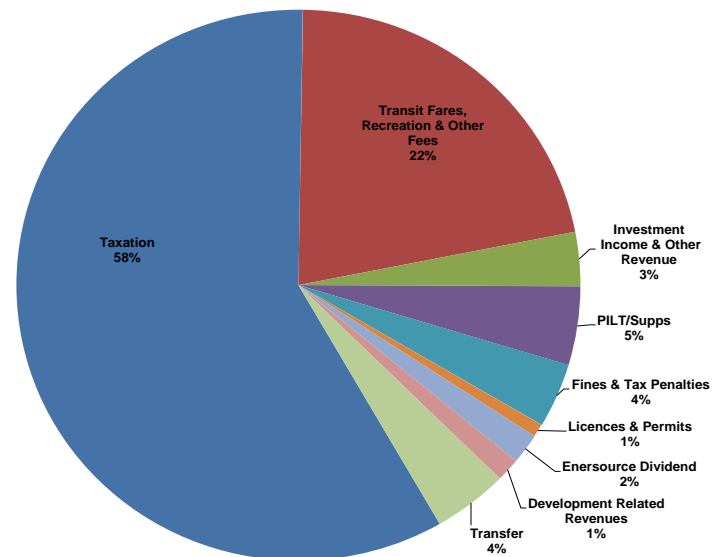


The following charts provide a breakdown of the City's 2014 Operating Budget by major cost and revenue category.

**2014 Major Operating Expenditure  
Categories \$672.2**



**2014 Major Revenue Categories  
\$672.2 Million**





# Fire and Emergency Services

## 2014-2016 Business Plan Update and 2014 Budget

City of Mississauga, Ontario, Canada



**24/7, 365** DAYS PER YEAR ACCESS TO EMERGENCY SERVICES.  
**20** STATIONS ACROSS THE CITY PROVIDING  
'CALL TO CURB' EMERGENCY SERVICES FOR OVER  
**741,000** RESIDENTS AND VISITORS.  
VISITED OVER **25,000** HOMES TO PROVIDE FIRE SAFETY  
INFORMATION AS PART OF THE HOME SAFE HOME PROGRAM.  
**11,193** MEDICAL CALLS.





Last year the City of Mississauga undertook an extensive process to create a four year, 2013 through 2016, detailed Business Plan and Budget. Approved in December 2012, the 2013-2016 Business Plan and Budget outlines how and where the City plans to allocate resources to provide good value for taxpayers. Reviewed and updated annually, the four year plan is based on the City's four strategic priorities. 2014 marks the second year of Mississauga's four year Business Plan and Budget. For this "Update Year" staff have focused on primarily updating and presenting exceptions and amendments to the four year approved Service Area Business Plans, while still providing comprehensive financial information and forecasts.

The following summary document sets out a brief description of the Service Area, what has changed since writing the 2013-2016 Business Plan and Budget and performance measurements. The complete 2014-2016 Business Plan and Budget can be found on the City's website.

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## Table of Contents

<b>Existing Core Services .....</b>	<b>4</b>
1.1 Vision and Mission .....	4
1.2 Service Delivery Model .....	5
<b>Updates &amp; Accomplishments .....</b>	<b>7</b>
2.1 Updates .....	7
2.2 Accomplishments .....	8
2.3 Awards and Recognitions .....	9
<b>Proposed Budget .....</b>	<b>10</b>
3.1 Changes to Maintain Current Service Levels and Operationalize Prior Decisions .....	15
3.2 Proposed New Initiatives and New Revenues .....	17
3.3 Highlights of Proposed Capital Program Budget .....	18
3.4 Capital Program .....	19
<b>Performance Measures .....</b>	<b>20</b>
4.1 Balanced Scorecard .....	20
<b>Appendices .....</b>	<b>22</b>
Appendix 1: Details of Changes to Maintain Current Service Levels and Operationalize Prior Decisions .....	23
Appendix 2: Budget Requests .....	25
Appendix 3: Proposed 2014 Capital Program .....	40
Appendix 4: Proposed 2015-2016 Capital Program .....	41

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# Existing Core Services

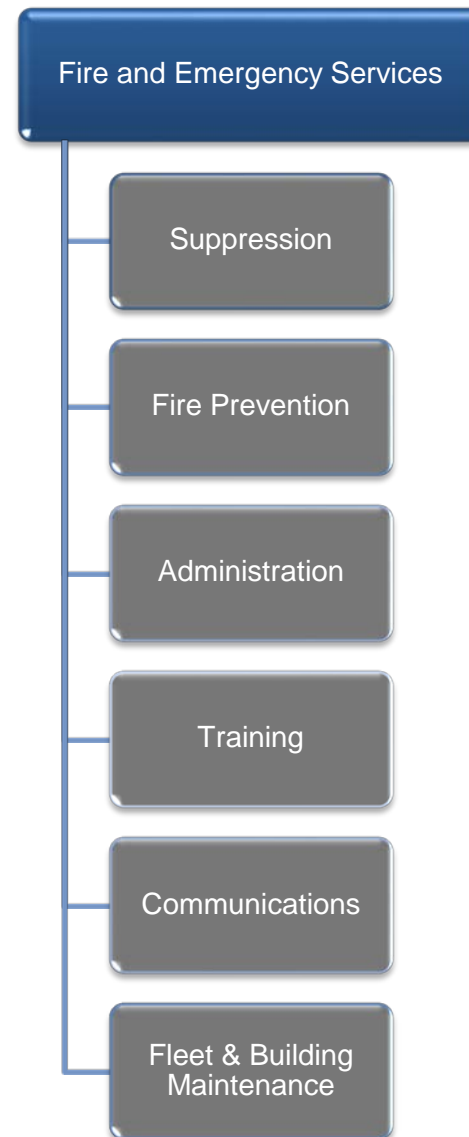
## 1.1 Vision and Mission

### Vision

We are a progressive organization dedicated to preserving life, property and the environment in Mississauga.

### Mission

To protect life, property and the environment in Mississauga from all perils through education, prevention, investigation, training, rescue, fire suppression, dangerous goods containment and life support services.



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## 1.2 Service Delivery Model

- Multi-faceted, all risk emergency response service;
- 616 suppression staff operating on four shifts;
- 30 front line suppression vehicles, nine reserve and eight specialty vehicles;
- Staff are divided up between 20 stations, communications dispatch centre, city hall and the Garry W. Morden Centre; and
- Administration is located at Station 101 (headquarters).

### Guiding Principles:

- To provide a service that has appropriate quality assurances and accountability measures;
- To provide a service that responds to the changing needs and circumstances of the City of Mississauga;
- To provide a service that strives to meet service delivery objectives; and
- To provide a service that is equally accessible to the entire community.

In Ontario the provision of fire protection services is based on the three lines of defence which are:

- Public education and prevention;
- Fire safety standards and code enforcement; and
- Fire suppression.

These are equally important as fire prevention and public education use a proactive approach in reducing the probability of fires occurring and helping to limit the loss of life and property in the fires that do occur.

Mississauga Fire and Emergency Services (MFES) put a very high priority on the value of public education.

MFES has programs for older adults, school aged children, special interest and social groups, and business in Mississauga. All of these programs are geared to life safety, injury prevention, and fire safe learning behaviours.

### Station Visits

This public education program is provided to various groups in Mississauga, including elementary classes, scouts and pre-school groups. It allows the group to tour the fire station and learn about fire safety and the various public safety programs available to residents.

### Truck Visits

Our on duty staff bring a fire department truck with them to many community events such as school fairs and parades. This provides an excellent public education opportunity.

### Post Fire Community Blitz

This is a public education program that is directed to neighbourhoods that have had a fire in their immediate vicinity. Fire crews go door to door and distribute public education material, answer questions and provide information to residents on how to make their homes fire safe.

## Home Safe Home Program

Fire suppression crews have the opportunity to visit homes in their response area and provide valuable fire safety information. The Home Safe Home website has safety information in 12 languages. Visit [home-safe-home.ca](http://home-safe-home.ca) for more details.

## In-company Inspections

Suppression crews conduct fire safety inspections of mercantile, commercial and industrial occupancies within their respective response areas.



MFES Delivering Fire Safety Messages – Home Safe Home Program



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## Updates & Accomplishments

### 2.1 Updates

The rapid expansion of urban areas across the province has necessitated that future growth be managed through intensification of the existing footprint. Growth forecasts suggest that a large proportion of those additional Mississauga residents will reside in the downtown core and in the Hurontario and Dundas corridor. The major impacts of intensification on fire services are:

- Increased traffic congestion and narrower streets resulting in eroding response times;
- Increased employment impacting the need for building inspections and fire prevention;
- Increased call volumes; and
- Changes in building stock impacting vertical response time and associated inspections.

In an effort to mitigate some of the impacts of intensification on fire service, the 2010 Fire Master Plan recommended:

- The construction of new fire stations in order to provide adequate distribution and concentration of suppression capabilities;
- Targeted public education;
- Increased schedule of regular fire inspections; and
- Investigation into the use of smaller fire suppression vehicles.

Time is a critical component when dealing with emergency situations. The ability of MFES personnel to arrive at a fire, access and begin to mitigate the emergency in a timely and efficient manner is critical in reducing property loss and ensuring the safety of the occupants. In life threatening

medical related emergencies, rapid, efficient and effective delivery of emergency medical response is a critical element in patient survivability. Patient outcomes are dependent on the speed with which trained personnel can arrive on the scene.

To mitigate risk and improve response time, MFES has implemented many recommendations outlined in the Fire Master Plan including:

- Modifying the deployment model to send the five closest pumping units to a fire at a single family dwelling;
- Implementing Mobile Data Units in all front line vehicles;
- Implementing Automatic Vehicle Locators to automatically send closest available unit;
- Augmenting the red light pre-emption device program;
- Developing public education material in multiple languages and making them available online;
- Commencing the development of a high rise public education program; and
- Increasing Home Safe Home visits by 15,000 in 2012.

#### Operating Pressures

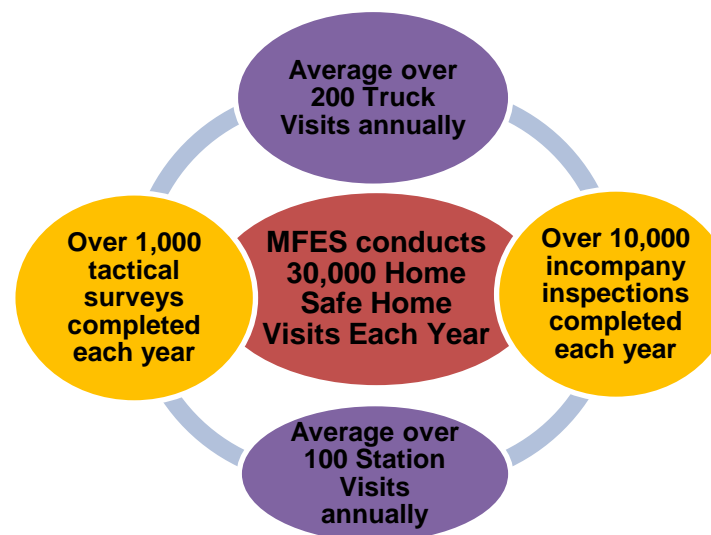
- Additional suppression resources will be required to adequately staff new stations proposed to address underserviced areas, growth areas and increasing overall response times; and
- Additional resources are being requested to support increased building maintenance requirements and front line training programs.

## 2.2 Accomplishments

- The relocation of Fire Station 106 was completed and now is home to both Fire and Emergency Services and a Peel Regional Paramedic Services Satellite Station;
- To date MFES has visited over 31,000 residences in Mississauga to promote fire safety as part of the Home Safe Home Program;
- All front line vehicles now carry oxygen kits for dogs and cats;
- Land acquisition and design has been completed for the relocation of Fire Station 119;
- On duty suppression crews completed 10,950 incompany inspections in 2012;
- All front line vehicles now carry EPI pens and all fire crews have been trained to provide symptom assist;
- Mobile Data Units have been installed in all of the front line vehicles; and
- MFES participated in the Toronto Blue Jays “Swing into Summer Safety” campaign which helps to educate and raise awareness in school age children about fire safety and other injury prevention.



‘Care Enough to Wear Pink’ Campaign – Pumper wrapped in Pink to help raise awareness and funds for Breast Cancer research – Initiated by IAFF Local 1212





### 2.3 Awards and Recognitions

- The MFES D Shift Technical Rescue Team won the Mississauga Real Estate Board Firefighter of the year award;
- MFES was recognized as the top public collector for The Mississauga Food Bank, amassing 101,851 pounds of food between June 2012 and May 2013; and



MFES Platoon Chief Al Hills delivering food to the Mississauga Food Bank

- MFES along with Peel Regional Paramedic Service and Peel Regional Police participated in the Sirens for Life Blood Donor Competition.



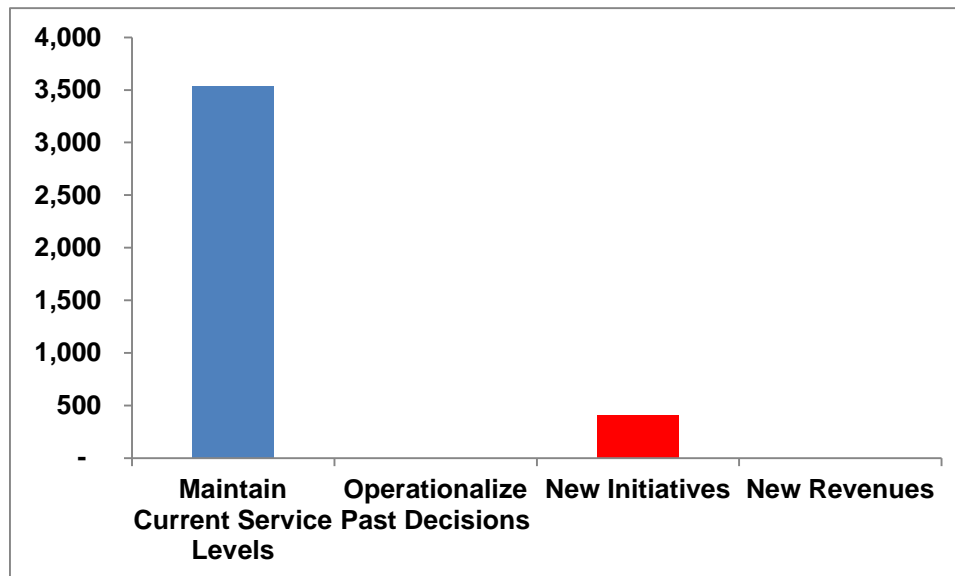
MFES and Peel Regional Paramedic Staff participating in the Sirens for Life Blood Donor Competition



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## Proposed Budget

This part of the Business plan sets out the financial resources required to deliver the proposed 2014-2016 Business Plan. Information is provided by major expenditure and revenue category as well as by program. The costs to maintain existing service levels and operationalize prior decisions are identified separately from proposed changes. The prior year budget for 2013 was \$89,072,000 and the proposed budget for 2014 is \$93,014,042 for a total proposed budget change of \$3,941,909 as illustrated in the chart below.



### Total Changes to Maintain Current Service Levels

Fire and Emergency Services works towards balancing cost pressures with finding efficiencies and cost savings throughout its operation. Overall, 97 per cent of this service area's budget is labour and 94 per cent is directly associated with front line service.

The impact of maintaining current service levels for Fire and Emergency Services is \$3.536 million. This represents the majority of the increase to the 2013 base Operating Budget. 2013 budget pressures and savings came from the following areas:

- Labour costs are projected to increase by \$3.386 million and result from economic adjustments and changes to fringe benefits; and
- Other costs and materials are forecasted to increase by \$150,000.

---

**Total New Initiatives and Revenues**

Two resources are being requested to support increased building maintenance requirements and front line training programs. They combine for a net increase of \$406,000 to the base operating budget. Details can be found below and in Appendix 2 of this document.

---

### **Training Resource**

The primary focus of the staff is the planning, development and delivery of over 50 different programs that provide the required skills to 616 firefighters and officers to allow them to deliver front line emergency services safely and effectively.

*Bill C45, The Fire Protection and Prevention Act (FPPA), Occupational Health and Safety Act (OHSA)* and Ministry of Labour (MOL) all mandate the fire service to provide ongoing safety and competency training to mitigate the risks faced by front line firefighters. In order to meet these requirements as well as the increasing research, program design, delivery and evaluation components for more than 50 core programs an additional resource is being requested to satisfy these requirements.

### **Building Maintenance Resource**

Given a 40 per cent increase in new building inventory, existing staff are not able to adequately meet MFES service demands. With existing infrastructure continuing to age, demand and preventative maintenance becomes increasingly important to extend building component lifecycles, and reduce replacement/repair cost pressures.

Legislated workplace Health and Safety obligations, spread across 20 individual work locations, also prove to be a unique service pressure for this section. With the recommended infrastructure improvements and additions, as well as ongoing building maintenance requirements, an additional staff resource is being requested.



Garry W. Morden Centre

The following table identifies the budgeted expenditures and revenues for 2013 to 2016 by major program within the service area, as well as 2012 actuals by programs.

Description	2012 Actuals (\$000's)	2013 Budget (\$000's)	2014 Proposed Budget (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)
<b>Expenditures to Deliver Current Services</b>					
Fire Building Maintenance	1,174	1,074	1,083	1,235	1,278
Fire Support Services	6,520	5,505	5,854	6,317	6,622
Fire Vehicle Maintenance	2,931	3,003	3,091	3,163	3,348
Prevention	4,265	4,761	4,938	5,157	5,276
Suppression	71,337	76,067	78,981	82,028	84,385
<b>Total Expenditures</b>	<b>86,228</b>	<b>90,411</b>	<b>93,946</b>	<b>97,900</b>	<b>100,909</b>
<b>Revenues</b>	<b>(1,551)</b>	<b>(1,339)</b>	<b>(1,339)</b>	<b>(1,339)</b>	<b>(1,339)</b>
New Initiatives	0	0	406	722	1,898
<b>Proposed Net Budget Including New Initiatives &amp; New Revenues</b>	<b>84,677</b>	<b>89,072</b>	<b>93,014</b>	<b>97,283</b>	<b>101,468</b>
<b>Expenditures Budget - Changes by Year</b>			<b>4%</b>	<b>4%</b>	<b>3%</b>
<b>Proposed Net Budget - Changes by Year</b>			<b>4%</b>	<b>5%</b>	<b>4%</b>

Note: Numbers may not balance due to rounding.

The following table separates the financial requirements into those required to maintain current service levels; to operationalize prior decisions; and proposed new initiatives and new revenues. More details are provided in sections 3.1 and 3.2.

Description (\$000's)	2014 Proposed Budget (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)
<b>Prior Year Total Expenditures Budget</b>	<b>90,411</b>	<b>94,353</b>	<b>98,622</b>
<b>Increases/(Decreases) to Maintain Current Service Levels</b>			
Labour and Benefits	3,386	3,485	2,224
Other Cost Increases	150	62	64
<b>Total Expenditures to Maintain Service Levels</b>	<b>93,946</b>	<b>97,900</b>	<b>100,910</b>
<b>Prior Year Revenue Budget</b>	<b>(1,339)</b>	<b>(1,339)</b>	<b>(1,339)</b>
<b>Total Revenues</b>	<b>(1,339)</b>	<b>(1,339)</b>	<b>(1,339)</b>
<b>Net Expenditures to Maintain Services</b>	<b>92,608</b>	<b>96,561</b>	<b>99,571</b>
<b>Net Changes to Maintain Current Service Levels</b>	<b>3,536</b>	<b>3,547</b>	<b>2,288</b>
<b>Net Expenditure to Maintain Current Service Levels and Operationalize Prior Decisions</b>	<b>92,608</b>	<b>96,561</b>	<b>99,571</b>
Proposed New Initiatives & New Revenues - Expenses	406	722	1,898
<b>Proposed New Initiatives &amp; New Revenues</b>	<b>406</b>	<b>722</b>	<b>1,898</b>
<b>Proposed Total Expenditures Budget</b>	<b>94,353</b>	<b>98,622</b>	<b>102,807</b>
<b>Proposed Total Revenues Budget</b>	<b>(1,339)</b>	<b>(1,339)</b>	<b>(1,339)</b>
<b>Proposed Net Budget</b>	<b>93,014</b>	<b>97,283</b>	<b>101,469</b>

Note: Numbers may not balance due to rounding.

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### 3.1 Changes to Maintain Current Service Levels and Operationalize Prior Decisions

The following table identifies the major changes in the costs to maintain existing service levels and the cost increases arising from prior decisions. Detailed explanations of changes to 2014 as well as the proposed Full Time Equivalent Staffing by Program can be found in Appendix 1.

#### Proposed Changes to Maintain Current Service Levels

Description (\$000's)	FTE	2014 Proposed Budget (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)
<b>Labour and Benefits</b>	<b>0.0</b>	<b>3,386</b>	<b>3,485</b>	<b>2,224</b>
<b>Other Cost Increases</b>				
Increase in utilities cost	0.0	15	22	25
Fuel cost increase	0.0	46	33	33
Increase in consultants expense	0.0	10	0	0
Other Changes	0.0	78	7	6
<b>Other Cost Increases</b>	<b>0.0</b>	<b>150</b>	<b>62</b>	<b>64</b>
<b>Total Changes to Maintain Current Service Levels</b>	<b>0.0</b>	<b>3,536</b>	<b>3,547</b>	<b>2,288</b>

Note: Numbers may not balance due to rounding.

### 3.2 Proposed New Initiatives and New Revenues

The following table presents the costs by budget request for proposed new initiatives and proposed new revenues. Detailed descriptions of each budget request can be found in Appendix 2.

#### Proposed New Initiatives and New Revenues

Description	BR #	FTE	2014 Proposed Budget (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)	2014 to 2016 Capital (\$000's)
<b>New Initiatives</b>						
Building Maintenance Mechanic	885	1.0	117	8	8	0
Fire Training Officer	887	1.0	139	4	3	0
Improve Emergency Management and Disaster Preparedness	1134	1.5	150	37	3	0
Fire Training Officer	894	1.0	0	144	3	0
Fleet Mechanic	895	1.0	0	126	8	
New Fire station #120 Hurontario & Eglinton	889	20.0		403	1,431	3,660
New Fire station #123 Winston Churchill area	893	20.0	0	0	443	4,200
<b>Total New Initiatives</b>		<b>45.5</b>	<b>406</b>	<b>722</b>	<b>1,898</b>	<b>7,860</b>
<b>New Revenues</b>						
<b>Total New Revenues</b>		<b>0.0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total New Initiatives and New Revenues</b>		<b>45.5</b>	<b>406</b>	<b>722</b>	<b>1,898</b>	<b>7,860</b>

Note: Numbers may not balance due to rounding.

The following table outlines the 2012 actual costs, 2013 approved budget and proposed 2014 Budget and Forecasts for the remaining three years, by major expense and revenue categories.

**Proposed Budget by Category**

Description (\$000's)	2012 Actuals (\$000's)	2013 Budget (\$000's)	2014 Proposed Budget (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)
<b>Total Expenditures before Administrative and Support Costs</b>					
Labour Costs	81,803	86,121	89,913	94,120	98,242
Other Operating Costs	3,946	3,490	3,561	3,616	3,674
<b>Total Expenditures</b>	<b>85,750</b>	<b>89,611</b>	<b>93,474</b>	<b>97,736</b>	<b>101,916</b>
Total Revenues	(1,551)	(1,339)	(1,339)	(1,339)	(1,339)
<b>Net Expenditures before Administrative and Support Costs</b>	<b>84,199</b>	<b>88,272</b>	<b>92,136</b>	<b>96,398</b>	<b>100,577</b>
Administrative and Support Costs	478	800	878	885	891
<b>Net Budget</b>	<b>84,677</b>	<b>89,072</b>	<b>93,014</b>	<b>97,283</b>	<b>101,469</b>

Note: Numbers may not balance due to rounding.



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### 3.3 Highlights of Proposed Capital Program Budget

The major impact of growth and intensification on the fire service is increased traffic congestion which results in longer response times. The number of multi storey residential occupancies has increased considerably and is projected to continue to increase particularly in the downtown core.

Many of the buildings currently under construction have submitted building applications prior to the new mandatory sprinkler legislation. High rise occupancies pose several challenges to MFES, not the least of which is the ability of crews to reach an emergency scene on upper floors. This is known as vertical response and can add up to 10 minutes to total response time. In an effort to mitigate some of the impacts of intensification on fire service, the Fire Master Plan and subsequently the 2014-2016 Business Plan recommends supplementary resourcing and infrastructure to immediately address current and future service requirements.

MFES has developed an implementation plan for new stations which will address service delivery gaps in three high priority areas in the city. The locations where new infrastructure has been recommended in the Hurontario and Eglinton; Burnhamthorpe and Winston Churchill; and Dundas and Cawthra areas. A responsible growth strategy will permit impact assessments of each of the initial three stations as they are implemented to understand the influence of these stations on response time and on adjacent response areas. After the impact of these new stations has been fully assessed, MFES will consider additional facilities where a need is demonstrated.



Higrise Development in Downtown Mississauga

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### 3.4 Capital Program

This section summarizes the forecast 10 year capital requirements for this service. The following table presents the forecast by major program. The next table summarizes the sources of financing for the capital forecast. A detailed listing of 2014 to 2016 projects is contained in Appendix 3 and 4.

#### Proposed Capital Program

Program Expenditures (\$000's)	2014 Proposed Budget (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)	2017 Forecast (\$000's)	2018-2023 Forecast (\$000's)	Total 2014-2023 (\$000's)
Stations & Auxiliary Buildings	2,103	4,505	3,242	4,142	7,663	21,655
Vehicles & Equipment	3,762	3,338	1,280	1,170	15,546	25,096
<b>Total Expenditures</b>	<b>5,865</b>	<b>7,843</b>	<b>4,522</b>	<b>5,312</b>	<b>23,209</b>	<b>46,751</b>

Note: Numbers may not balance due to rounding.

#### Proposed Capital Program (continued)

Program Funding (\$000's)	2014 Proposed Budget (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)	2017 Forecast (\$000's)	2018-2023 Forecast (\$000's)	Total 2014-2023 (\$000's)
Development Charges	693	3,705	0	0	87	4,485
Tax	3,562	2,838	4,522	5,312	23,122	39,356
Debt	1,610	1,300	0	0	0	2,910
<b>Total Funding</b>	<b>5,865</b>	<b>7,843</b>	<b>4,522</b>	<b>5,312</b>	<b>23,209</b>	<b>46,751</b>

Note: Numbers may not balance due to rounding.

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## Performance Measures

### 4.1 Balanced Scorecard

**First Unit Travel Time (90<sup>th</sup> Percentile)** captures how long it takes from the time the truck leaves the station until it arrives on the scene. The benchmark for this measure is four minutes based on industry guidelines and best practices

**First Unit Total Response Time (90<sup>th</sup> Percentile)** captures total response time which is call processing time (dispatch) + crew preparation time + plus vehicle travel time. The benchmark for this measure is six minutes and 20 seconds for all emergency incidents. These are based on industry guidelines and best practices

**Concentration of Resources (90<sup>th</sup> Percentile)** Captures the total response time to assemble a minimum total complement of 20 firefighters at a fire involving a typical single family dwelling.

**Number of Defibrillator Saves Annually** is a result of quick response and well trained suppression staff, MFES has continued to have great success in saving lives through the application of defibrillation. The goal is to continue to improve on that success through continued training and reaching the benchmark of 10 per cent of all applications resulting in a positive outcome.

**Average number of training hours/firefighter annually**  
MFES is extremely proud of our safety record. The safety of our firefighters and our residents is the number one priority. MFES continually strives to increase the number of training hours available to each member of the suppression staff.

### **Number of Home Safe Home Inspections Annually**

carried out by MFES crews was the first in the GTAA to develop this program where on duty fire crews have the opportunity to visit homes in their response area and provide valuable fire safety information. MFES benchmark is to complete all homes in the City within a 10 year cycle.

Measures for Fire and Emergency Services	2010 (Actual)	2011 (Actual)	2012 (Actual)	2013 (Planned)	2014 (Planned)	2015 (Planned)	2016 (Planned)
<b>Financial:</b>							
Cost per Capita for Emergency Services	\$110.53	\$112.56	\$116.77	\$118.73	\$121.00	\$124.00	\$127.00
<b>Customer:</b>							
Number of Home Safe Home Visits	16,500	16,500	30,000	30,000	30,000	30,000	30,000
Number of Defibrillator Saves	25	24	27	27	27	28	29
<b>Employees/ Innovation:</b>							
Average number of training hours/firefighter annually	150	150	160	165	170	175	180
% of Staff having Fire Prevention Officer Certification	60%	53%	41%	50%	50%	60%	70%
% of Staff having Fire & Life Safety Certification	40%	53%	44%	50%	50%	60%	70%
<b>Internal Business Process:</b>							
First Unit Travel Time (90 <sup>th</sup> Percentile) (seconds) [STANDARD 240 SECONDS]	324	321	322	325	328	331	334
First Unit Total Response Time (90 <sup>th</sup> Percentile) (seconds) [STANDARD 380 SECONDS]	439	437	440	443	446	449	452
Total Response Time to get 20 FF on scene of structure Fire (90 <sup>th</sup> Percentile) (seconds) [STANDARD 620 SECONDS]	1,336	1,032	828	831	834	837	840

---

## **Appendices**

## Appendix 1: Details of Changes to Maintain Current Service Levels and Operationalize Prior Decisions

### Changes to Maintain Current Service Levels

Description	2013 Budget (\$000's)	2014 Proposed Budget (\$000's)	Change (\$000's)	Details
<b>Labour and Benefits</b>	<b>86,121</b>	<b>89,507</b>	<b>3,386</b>	Increase reflects negotiated union agreements, economic adjustment increases, labour adjustments and other fringe benefit changes.
<b>Other Cost Increases</b>				
Increase in utilities cost	379	394	15	Increase reflects anticipated higher utilities costs
Fuel cost increase	422	468	46	Increase is due to rising fuel costs
Increase in consultants expense	15	25	10	Increase in legal expenses
Other Changes	800	878	78	Other changes reflect budget increases to IT Maintenance allocation and Business Support Allocation.
<b>Total Other Cost Increases</b>	<b>1,615</b>	<b>1,765</b>	<b>150</b>	
<b>Efficiencies and Cost Savings</b>				
<b>Total Efficiencies and Cost Savings</b>	<b>0</b>	<b>0</b>	<b>0</b>	
<b>Current Revenue Changes</b>				
<b>Total Current Revenue Changes</b>	<b>0</b>	<b>0</b>	<b>0</b>	
<b>Total Changes to Maintain Current Service Levels</b>	<b>87,736</b>	<b>91,272</b>	<b>3,536</b>	

Note: Numbers may not balance due to rounding.

### Changes to Operationalize Prior Decisions

Description (\$000's)	2013 Budget (\$000's)	2014 Proposed Budget (\$000's)	Change (\$000's)	Details
<b>Annualization of Previous Years Operating Cost Decisions</b>				
Total Annualization of Previous Years Operating Cost Decisions	0	0	0	
<b>Operating Impact of New Capital Projects</b>				
Total Operating Impact of New Capital Projects	0	0	0	
Total Changes to Operationalize Prior Decisions	0	0	0	
Total Costs to Maintain Current Services Levels and Operationalize Prior Decisions	87,736	91,272	3,536	

Note: Numbers may not balance due to rounding.

### Proposed Full Time Equivalent Staffing Distribution by Program

Program	2013	2014	2015	2016
Suppression	616.0	616.0	636.0	656.0
Building Maintenance	2.0	3.0	3.0	3.0
Vehicle Maintenance	10.0	10.0	11.0	11.0
Prevention	39.0	39.0	39.0	39.0
Divisional Support Services	39.0	41.5	42.5	42.5
<b>Total Service Distribution</b>	<b>706.0</b>	<b>709.5</b>	<b>731.5</b>	<b>751.5</b>

---

## Appendix 2: Budget Requests

### Proposed 2014-2016 New Initiatives and New Revenues

Please see the Budget Requests for the 2014-2016 Business Planning Cycle with details to follow.

Description	BR #	Year
<b>New Initiatives</b>		
Building Maintenance Mechanic	885	2014
Fire Training Officer	887	2014
Improve Emergency Management and Disaster Preparedness	1134	2014
Fire Training Officer	894	2015
Fleet Mechanic	895	2015
New Fire station #120 Hurontario & Eglinton	889	2015
New Fire station #123 Winston Churchill area	893	2016



---

Budget Request #: 885

**Proposed Initiative**

Building Maintenance Mechanic

**Department**

Community Services Department

**Service Area**

Fire and Emergency  
Services

**Required Operating Investment**

Impacts (\$000s)	2014	2015	2016
Gross Expenditures	117.5	125.7	133.2
Reserves & Reserve Funds	0.0	0.0	0.0
User Fees & Other Revenues	0.0	0.0	0.0
Tax Levy Requirements	117.5	125.7	133.2
* Net Change in \$		8.1	7.5
FTEs	1.0	1.0	1.0

*\* Any net change that is negative, (in brackets), is a good thing. It means a reduction in expenditure or an increase in revenue.*

**Required Capital Investment**

Total Capital (\$000s)	2013 & Prior	2014	2015	2016	2017 & Beyond
Expenditures	0.0	0.0	0.0	0.0	0.0

**Why Staff Recommend this Initiative**

There have been five new stations, two relocated stations and five station additions since the last new building maintenance hire adding approximately 40,000 square feet of floor space. The Fire Master Planning process has also identified the potential need for new infrastructure including four new stations in the short term and an additional three in the long term.

---

*Budget Request #: 885*

**Details of Service Change**

The last hire in this section was 1995. Since that time a 40 per cent increase in building inventory has occurred with five new stations and four station additions. In the same time frame the legislated Health and Safety inspection process has tripled in frequency and in this unionized environment represents an additional service pressure. At the current time approximately 100 service requests remain outstanding that Fire maintenance personnel have not been able to service. These outstanding requests are frequently referenced in employee survey debriefs.

**Service Impact**

With the relocation of Station 116 and 106 as well as additions to existing stations (105), and the planned relocation of Station 119 from a leased facility to City owned facility, MFES will have added a significant amount of additional inventory to the building maintenance portfolio since the last hire. Two additional SCBA compressor and air cylinder filling stations requiring mandatory air quality testing and maintenance have recently been added. Along with increased workplace Health and Safety improvement/maintenance obligations, it is anticipated that new infrastructure identified in the Fire Master Plan will add an even more significant amount of space that will require regular and preventative maintenance.

---

Budget Request #: 887

**Proposed Initiative**

Fire Training Officer

**Department**

Community Services Department

**Service Area**

Fire and Emergency  
Services

**Required Operating Investment**

Impacts (\$000s)	2014	2015	2016
Gross Expenditures	138.6	142.8	145.5
Reserves & Reserve Funds	0.0	0.0	0.0
User Fees & Other Revenues	0.0	0.0	0.0
Tax Levy Requirements	138.6	142.8	145.5
* Net Change in \$		4.1	2.7
FTEs	1.0	1.0	1.0

\* Any net change that is negative, (in brackets), is a good thing. It means a reduction in expenditure or an increase in revenue.

**Required Capital Investment**

Total Capital (\$000s)	2013 & Prior	2014	2015	2016	2017 & Beyond
Expenditures	0.0	0.0	0.0	0.0	0.0

**Why Staff Recommend this Initiative**

Bill C45, *The Fire Protection and Prevention Act (FPPA)*, *Occupational Health and Safety Act (OHSA)* and Ministry of Labour (MOL) Fire Service regulations all mandate MFES to provide ongoing safety and competency training to mitigate the risks faced by front line firefighters. The current program requirements have exceeded the capacity of the current training staff complement to effectively address these needs.

---

*Budget Request #: 887*

**Details of Service Change**

MFES ratio of suppression staff per training officer is 88:1. A review of surrounding municipalities shows an average of approximately 70:1. Adding a new Training Officer in 2014 will reduce the MFES ratio to 77:1 which is still 10 per cent above average for the surrounding area. The position requested for 2014 will address standards compliance and driver training both of which present significant safety and legislative demands.

**Service Impact**

Additional training officers are required to effectively address the increasing safety training needs of our staff. Health and Safety legislation and stringent Ministry of Labour Fire Service Standards present increasing mandatory training requirements. Coupled with an expanded annual curriculum and at the Garry W Morden Center, these regulatory agencies and safety standards demand an increase to the full time training officer complement. The current staff complement does not have the capacity to meet the increasing research, program design, delivery and evaluation components for more than 50 core programs.

---

Budget Request #: 1134

**Proposed Initiative**

Improve Emergency Management  
and Disaster Preparedness

**Department**

Community Services Department

**Service Area**

Fire and Emergency  
Services

**Required Operating Investment**

Impacts (\$000s)	2014	2015	2016
Gross Expenditures	150.0	186.9	189.9
Reserves & Reserve Funds	0.0	0.0	0.0
User Fees & Other Revenues	0.0	0.0	0.0
Tax Levy Requirements	150.0	186.9	189.9
* Net Change in \$		36.9	3.0
FTEs	1.5	1.5	1.5

*\* Any net change that is negative, (in brackets), is a good thing. It means a reduction in expenditure or an increase in revenue.*

**Required Capital Investment**

Total Capital (\$000s)	2013 & Prior	2014	2015	2016	2017 & Beyond
Expenditures	0.0	0.0	0.0	0.0	0.0

**Why Staff Recommend this Initiative**

The City of Mississauga is large, highly populated municipality that requires a multi-faceted approach to dealing with large scale emergencies. This position is critical to ensure consistent and clear communication to all stakeholders and ensuring appropriate responses to significant large scale emergencies.

---

*Budget Request #: 1134*

**Details of Service Change**

Will enhance the Emergency Management program by developing and maintaining hazard specific plans and sub plans for flooding, power failures, winter storm conditions, fixed and transportation hazardous materials events, tornado, hurricane and other natural disaster as well as contagion. It will also be directly responsible for the maintenance and communication of all sub plans including public, Council and media communications, evacuation and sheltering, business continuity, emergency mitigation, phased Emergency Operating Centre call out and operations, information management and control, event analysis and public education.

**Service Impact**

This position would have hands on responsibility for an event specific emergency response program for large scale emergencies including development and maintenance of detailed plans for floods and other weather related events as well as other large scale emergency events identified and prioritized through regular hazards identification and analysis studies.

---

Budget Request #: 894

**Proposed Initiative**

Fire Training Officers

**Department**

Community Services Department

**Service Area**

Fire and Emergency  
Services

**Required Operating Investment**

Impacts (\$000s)	2014	2015	2016
Gross Expenditures	0.0	143.8	146.7
Reserves & Reserve Funds	0.0	0.0	0.0
User Fees & Other Revenues	0.0	0.0	0.0
Tax Levy Requirements	0.0	143.8	146.7
* Net Change in \$		143.8	2.9
FTEs	0.0	1.0	1.0

\* Any net change that is negative, (in brackets), is a good thing. It means a reduction in expenditure or an increase in revenue.

**Required Capital Investment**

Total Capital (\$000s)	2013 & Prior	2014	2015	2016	2017 & Beyond
Expenditures	0.0	0.0	0.0	0.0	0.0

**Why Staff Recommend this Initiative**

Bill C45, *The Fire Protection and Prevention Act (FPPA)*, *Occupational Health and Safety Act (OHSA)* and Ministry of Labour (MOL) Fire Service regulations all mandate MFES to provide ongoing safety and competency training to mitigate the risks faced by front line firefighters. The current program requirements have exceeded the capacity of the current training staff complement to effectively address these needs.

---

*Budget Request #: 894*

**Details of Service Change**

Add one new training officer in 2014 to meet training requirements of MFES and assess requirement for additional training officer in 2015.

**Service Impact**

Additional training officers are required to effectively address the increasing safety training needs of our staff. Health and Safety legislation and stringent Ministry of Labour Fire Service Standards present increasing mandatory training requirements. Coupled with an expanded annual curriculum and at the Garry W Morden Center, these regulatory agencies and safety standards demand an increase to the full time training officer complement. The current staff complement does not have the capacity to meet the increasing research, program design, delivery and evaluation components for more than 50 core programs.



---

Budget Request #: 895

**Proposed Initiative**

Fleet Mechanic

**Department**

Community Services Department

**Service Area**

Fire and Emergency  
Services

**Required Operating Investment**

Impacts (\$000s)	2014	2015	2016
Gross Expenditures	0.0	125.8	133.7
Reserves & Reserve Funds	0.0	0.0	0.0
User Fees & Other Revenues	0.0	0.0	0.0
Tax Levy Requirements	0.0	125.8	133.7
* Net Change in \$		125.8	7.9
FTEs	0.0	1.0	1.0

*\* Any net change that is negative, (in brackets), is a good thing. It means a reduction in expenditure or an increase in revenue.*

**Required Capital Investment**

Total Capital (\$000s)	2013 & Prior	2014	2015	2016	2017 & Beyond
Expenditures	0.0	0.0	0.0	0.0	0.0

**Why Staff Recommend this Initiative**

Unreliable apparatus can affect the ability of the fire department to perform their duties. MFES has added hybrid vehicles to the fleet and in conjunction with required preventative and demand maintenance new apparatus that may be associated with new infrastructure the demand on the mechanical divisions will continue to increase.

---

*Budget Request #: 895*

**Details of Service Change**

All vehicles are currently serviced by seven mechanics. The addition of one mechanic will improve the ability to provide timely servicing combined with the additional bay space available at the Garry W. Morden Centre staff will be able to service more vehicles simultaneously.

**Service Impact**

The addition of this position will improve the ability to provide both demand and preventative maintenance on a timely basis to ensure the reliability of front line vehicle response. Maintenance requirements for fire apparatus is complex, highly technical and must be addressed immediately when issues occur. Unreliable apparatus can affect the ability of the fire department to perform their duties.

---

Budget Request #: 889

**Proposed Initiative**

Station 120- Hurontario and Eglinton  
Area

**Department**

Community Services Department

**Service Area**

Fire and Emergency  
Services

**Required Operating Investment**

Impacts (\$000s)	2014	2015	2016
Gross Expenditures	0.0	403.0	1,833.9
Reserves & Reserve Funds	0.0	0.0	0.0
User Fees & Other Revenues	0.0	0.0	0.0
Tax Levy Requirements	0.0	403.0	1,833.9
* Net Change in \$		403.0	1,430.9
FTEs	0.0	20.0	20.0

*\* Any net change that is negative, (in brackets), is a good thing. It means a reduction in expenditure or an increase in revenue.*

**Required Capital Investment**

Total Capital (\$000s)	2013 & Prior	2014	2015	2016	2017 & Beyond
Expenditures	750.0	455.0	3,205.0	0.0	0.0

**Why Staff Recommend this Initiative**

This area is primarily residential where life risk is high. This station will allow MFES to meet response time targets in this response area and assist meeting targets in surrounding areas. It will also position MFES to be able to appropriate service this area now and also considers the impact of future growth.

---

*Budget Request #: 889*

**Details of Service Change**

This station was identified in the 2010 Fire Master Plan as the number one priority and based on 2012 updated response data this station remains the first priority. In 2012 there were 1,048 emergency incidents in this response area with 518 or 49 per cent being deficient. Almost 50 per cent of those deficient calls are over the total response time target by more than 40 seconds. One of the most significant concerns for emergency response is the impending growth in this area. High density construction is estimated to increase by more than 2,700 new apartment units and 650 row housing units in this area alone. With close to 50 per cent of the calls currently not meeting any recognized standard, the growth will increase the number of deficient calls by approximately 30 per cent in 10 years.

**Service Impact**

This station will allow MFES to have a better distribution of its resources in this highly populated residential area and address existing service deficiencies as well as addressing future growth. It will allow MFES to meet appropriate response time targets in this response area now and in the future. The addition of new staffing and station locations will allow MFES to continually improve on our in-company inspection program, tactical survey program and home safe home program and will improve our mandated public education programs.

---

Budget Request #: 893

**Proposed Initiative**

Station 123 - Burnhamthorpe and  
Winston Churchill Area

**Department**

Community Services Department

**Service Area**

Fire and Emergency  
Services

**Required Operating Investment**

Impacts (\$000s)	2014	2015	2016
Gross Expenditures	0.0	0.0	442.7
Reserves & Reserve Funds	0.0	0.0	0.0
User Fees & Other Revenues	0.0	0.0	0.0
Tax Levy Requirements	0.0	0.0	442.7
* Net Change in \$		0.0	442.7
FTEs	0.0	0.0	20.0

*\* Any net change that is negative, (in brackets), is a good thing. It means a reduction in expenditure or an increase in revenue.*

**Required Capital Investment**

Total Capital (\$000s)	2013 & Prior	2014	2015	2016	2017 & Beyond
Expenditures	1,540.0	0.0	1,290.0	2,910.0	0.0

**Why Staff Recommend this Initiative**

Address significant service area gaps in this highly residential area.

---

*Budget Request #: 893*

**Details of Service Change**

As part of the Fire Master Planning process this station has been identified as a requirement to ensure this area of the City is properly serviced. This station will be located in the Burnhamthorpe Road. and Winston Churchill Boulevard. area. As a result of higher population growth MFES responds to more than 1,600 incidents in this area annually. This station will dramatically improve MFES response times in this area. This station catchment area would cover part of the Erin Mills Planning District and The Western Business Park Planning District. The Erin Mills planning district is comprised mainly of residential properties made up of a combination of low density detached and semi-detached units, medium density townhouses and high density apartment residential development. The Western Business planning district will primarily accommodate business employment uses, with retail commercial development focused along Dundas Street West. The businesses are diverse and include retail trade, wholesale trade, manufacturing, professional, scientific and technical services, transportation and warehousing.

**Service Impact**

The addition of new staffing at this location will allow MFES to continually improve on our in-company inspection program, tactical survey program and home safe home program and will continue to improve our mandated public education programs. This station will allow MFES to better serve the needs of the Western Business Park and the residents in the Erin Mills Planning District. In addition, MFES will be better able to assemble an effective fire force in this station catchment area, while also supporting the needs in the surrounding planning districts.

### Appendix 3: Proposed 2014 Capital Program

#### Program: Stations & Auxiliary Buildings

Project Number	Project Name	Gross Cost (000's)	Recovery (000's)	Net Cost (000's)	Funding Sources
CMFS00032	Design and Construction Leased Station 119	1,610	0	1,610	Debt Financing
CMFS00033	Design and Construction of New Fire Station 120	455	0	455	Fire Development Charges Reserve Fund
CMFS00050	Fire & Emergency Services Master Plan Review	38	0	38	Fire Development Charges Reserve Fund
<b>Subtotal</b>		<b>2,103</b>	<b>0</b>	<b>2,103</b>	

#### Program: Vehicles & Equipment

Project Number	Project Name	Gross Cost (000's)	Recovery (000's)	Net Cost (000's)	Funding Sources
CMFS00053	Hoses & Fittings, Breathing equipment, Furniture, Appliances	164	0	164	Fire Vehicle & Equipment Replacement Reserve Fund
CMFS00060	Personal Protective Equipment Replacement	956	0	956	Fire Vehicle & Equipment Replacement Reserve Fund
CMFS00062	Personal Protective Equipment Replacement	50	0	50	Fire Vehicle & Equipment Replacement Reserve Fund
CMFS00071	Refurbish Fire Vehicles	222	0	222	Fire Vehicle & Equipment Replacement Reserve Fund
CMFS00081	Replacement of fire vehicles	2,170	0	2,170	Fire Vehicle & Equipment Replacement Reserve Fund
CMFS00121	New Fire Truck - Fire Station 120	200	0	200	Fire Development Charges Reserve Fund
<b>Subtotal</b>		<b>3,762</b>	<b>0</b>	<b>3,762</b>	
<b>Total Expenditures</b>		<b>5,865</b>	<b>0</b>	<b>5,865</b>	

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#### Appendix 4: Proposed 2015-2016 Capital Program

##### Program: Stations & Auxiliary Buildings

Sub-Program	2015 Forecast (\$000's)	2016 Forecast (\$000's)
FIRE Stations - Renovations	0	332
FIRE Stations New	4,505	2,910
<b>Subtotal</b>	<b>4,505</b>	<b>3,242</b>

##### Program: Vehicles & Equipment

Sub-Program	2015 Forecast (\$000's)	2016 Forecast (\$000's)
FIRE Equipment Replacement	169	0
FIRE Safety Clothing Replacement	60	60
FIRE Vehicles	3,109	1,220
<b>Subtotal</b>	<b>3,338</b>	<b>1,280</b>
<b>Total Expenditures</b>	<b>7,843</b>	<b>4,522</b>







# Roads, Storm Drainage & Watercourses 2014-2016 Business Plan Update and 2014 Budget

City of Mississauga, Ontario, Canada



THE CITY'S ROAD NETWORK IS **5,210** LANE KM LONG.  
MISSISSAUGA RESIDENTS GENERATE OVER **1.1** MILLION  
AUTOMOBILE TRIPS PER DAY.  
OVER **45,000** STORM DRAINS AND **2,000 KM** OF STORM SEWERS  
CAPTURE RAINFALL THROUGHOUT THE CITY.



Last year the City of Mississauga undertook an extensive process to create a four year, 2013 through 2016, detailed Business Plan and Budget. Approved in December 2012, the 2013-2016 Business Plan and Budget outlines how and where the City plans to allocate resources to provide good value for taxpayers. Reviewed and updated annually, the four year plan is based on the City's four strategic priorities. 2014 marks the second year of Mississauga's four year Business Plan and Budget. For this "Update Year" staff have focused on primarily updating and presenting exceptions and amendments to the four year approved Service Area Business Plans, while still providing comprehensive financial information and forecasts.

The following summary document sets out a brief description of the Service Area, what has changed since writing the 2013-2016 Business Plan and Budget and performance measurements. The complete 2014-2016 Business Plan and Budget can be found on the City's website.

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## Table of Contents

<b>Existing Core Services .....</b>	<b>4</b>
1.1 Vision and Mission .....	4
1.2 Service Delivery Model .....	5
2.1 Updates.....	6
2.2 Accomplishments.....	7
2.3 Awards and Recognitions .....	8
<b>Proposed Budget.....</b>	<b>9</b>
3.1 Changes to Maintain Current Service Levels and Operationalize Prior Decisions.....	16
3.2 Proposed New Initiatives and New Revenues.....	18
3.3 Highlights of Proposed Capital Program Budget .....	20
3.4 Capital Program .....	21
<b>Performance Measures .....</b>	<b>22</b>
4.1 Balanced Scorecard.....	22
<b>Appendices.....</b>	<b>26</b>
Appendix 1: Details of Changes to Maintain Current Service Levels and Operationalize Prior Decisions .....	27
Appendix 2: Budget Requests .....	31
Appendix 3: Proposed 2014 Capital Program .....	39
Appendix 4: Proposed 2015-2016 Capital Program .....	53

# Existing Core Services

## 1.1 Vision and Mission

### Vision

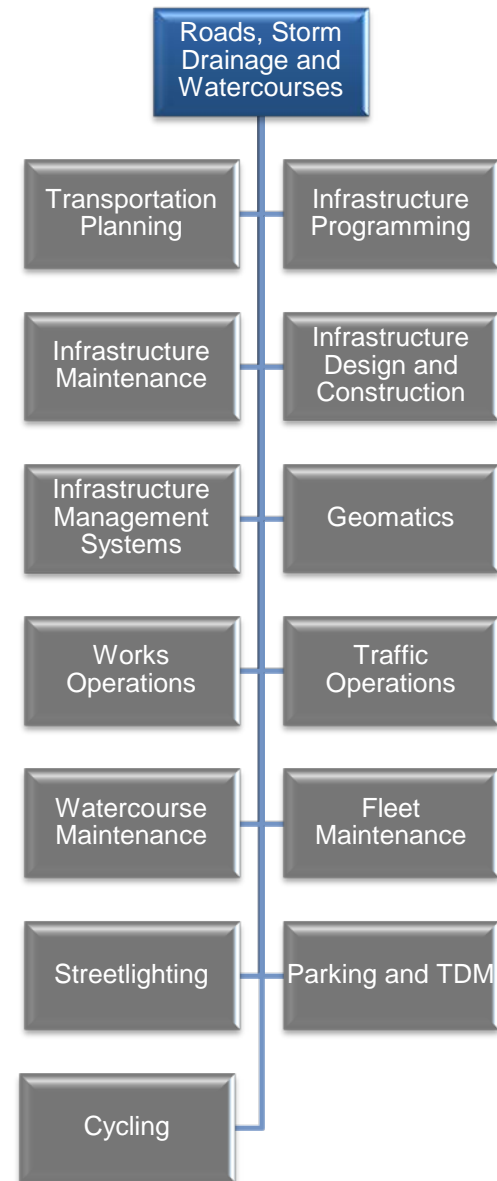
The vision for the Roads, Storm Drainage and Watercourses (RSDW) service area is to be a leader in delivering and managing safe and functional municipal transportation and storm water infrastructure.

### Mission

The mission of the Roads, Storm Drainage and Watercourses service area is two-fold:

To plan, develop, construct and maintain a multi-modal transportation system which efficiently and safely moves people and goods, respects the environment and supports the development of Mississauga as a 21<sup>st</sup> Century city, while serving the Municipality's social, economic and physical needs.

To plan, develop, construct and maintain a storm water management system which safeguards public and private infrastructure and property from erosion and flooding and enhances water quality.



## 1.2 Service Delivery Model

The RSDW service area operates out of the Transportation and Works Department and is responsible for the planning, construction, maintenance and overall management of Mississauga's roadways, bridges, sidewalks, storm water management systems and related assets. Infrastructure that is managed as part of this service also includes street lighting, municipal parking, noise barriers, watercourses, the cycling network, and the City's fleet of vehicles.

The management of infrastructure assets is accomplished through a number of operational activities including: infrastructure planning and programming, transportation planning, infrastructure design and construction, infrastructure maintenance and repair, geomatics, and public works operations such as winter maintenance, street sweeping, graffiti cleaning and litter pick up, traffic management, streetlighting and crossing guards.

This service area has a number of linkages and dependencies with other City service areas including Land Development Services, Legal Services, Business Services, Strategic Policy, Transit, and Recreation Services.

This service area manages the following infrastructure:

- Over 5,210 lane kilometres of road network with 511 signalized intersections; 223 bridge and culvert structures and 56 kilometres of noise barriers;
- 2,000 kilometres of storm sewer network along with 200 kilometres of watercourses and 57 storm water facilities;
- Over 2,400 kilometres of sidewalks along with 200 kilometres of bicycle lanes, signed routes and multi-use trails; and

- 20 at-grade parking facilities, four below-grade parking facilities, 114 on-street, 77 off-street pay and display machines.



This service area is responsible for clearing snow from over 5,210 lane kilometres of roads each year as well as maintaining parking infrastructure, as seen below





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## Updates & Accomplishments

### 2.1 Updates

Mississauga continues to mature as a city. Increasing, urbanization, aging infrastructure and the demand for a more sophisticated, multi-modal transportation system and supporting traffic and maintenance operation are significant pressures contributing to the challenges of managing a large municipal transportation network.

A portion of Mississauga's Transitway bus rapid transit facility along the Highway 403/Eastgate Parkway corridor from the City Centre to Dixie Road is nearing completion and scheduled to open for operation in 2014.

Planning and preliminary design work for the Hurontario/Main Light Rail Transit (LRT) project is also nearing completion. Discussions are underway with Metrolinx regarding project implementation.

Traffic congestion remains high on the public agenda. Growth in surrounding municipalities continues to put additional pressure on Mississauga's road infrastructure. Planning for the implementation of an Advanced Transportation Management System (ATMS) is underway. The system will enable staff to monitor traffic in real time and improve the effectiveness of the City's roadways.

Climate change and environmental accountability are key public policy concerns. The July 2013 storm has resulted in the City advancing a number of capital projects to address stormwater management in south-eastern portion of Mississauga. In addition, the *Storm Water Financing Study* is now complete and the implementation of a dedicated

storm water rate based on a user pay principle will be pursued over the next two years.

The LED (Light Emitting Diode) street light project is advancing significantly and will be completed by the end of 2014. When completed, over 49,000 street lights will be utilizing the high efficiency lighting which includes a monitoring and control system to manage the streetlight network.



Work crews converted 22,000 of the 49,000 street lights to energy efficient Low Emitting Diode (LED) technology

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Recent legislated changes to the *Underground Infrastructure Notification Act* have resulted in the need for additional resources to inspect, administer and sign off on locate requests within a designated time period.

Implementation of the City's Parking Strategy is underway, including a review of the needs and opportunities for downtown parking. There is continued emphasis on the management of parking demand through pricing.

Over-arching themes for this service area continue to be public safety and the responsible maintenance of infrastructure to maintain a state of good repair.

## 2.2 Accomplishments

- The reconstruction of Burnhamthorpe Road East from Hurontario Street to Dixie Road was completed and included the installation of new transit laybys, along with improvements to cycling facilities and noise barriers;
- Watercourse improvements were completed for Sheridan Creek, Turtle Creek and the Credit River Tributary;
- 22,000 streetlights and 9,000 signal heads will be converted to high efficiency LED lighting;
- 88 roads (43 kilometres) were resurfaced along with 15 kilometres of new sidewalk;
- 19 kilometres of new cycling facilities were installed along Bristol Road, Unity Drive, Creditview Road, Cawthra Road, Winston Churchill Boulevard, and Southdown Road, Colonial Drive, Ridgeway Drive, Coopers Avenue, City Centre Drive, Grand Park Drive, Nahani Way, Constitution Drive and Avebury Road;

- One kilometre of noise barrier will be replaced along Rathburn Road West, McLaughlin Road, Creditview Road, and Eglinton Avenue West; and
- Burnhamthorpe Road West off-street and Karyia Drive on-street parking facilities were installed.



Low Impact Development rain garden on First Street





Credit River Tributary Erosion Control works were completed within Credit Valley Golf and Country Club lands

### 2.3 Awards and Recognitions

- 2013 Credit Valley Conservation Certificate of Merit for the Lakeview and Elm Drive Green Street Projects;
- 2013 Credit Valley Conservation Certificate of Merit for the Storm Water Finance Study;
- 2013 The Salt Institute Excellence in Storage Award for the Malton, Clarkson, Meadowvale and Mavis District Works Yards;
- 2013 Mississauga Urban Design Award of Merit for Context, City Wide Scale and Innovation for Urban Roundabout and Public Art Possibilities; and
- 2012 Canadian Institute for Transportation Engineers Project of the Year Award for Sustainable Downtown Urban Transportation for the Sheridan College Campus, Duke of York roundabout, and Square One Drive flush street.



Cyclist's enjoying a leisurely ride along the Bristol Road

## Proposed Budget

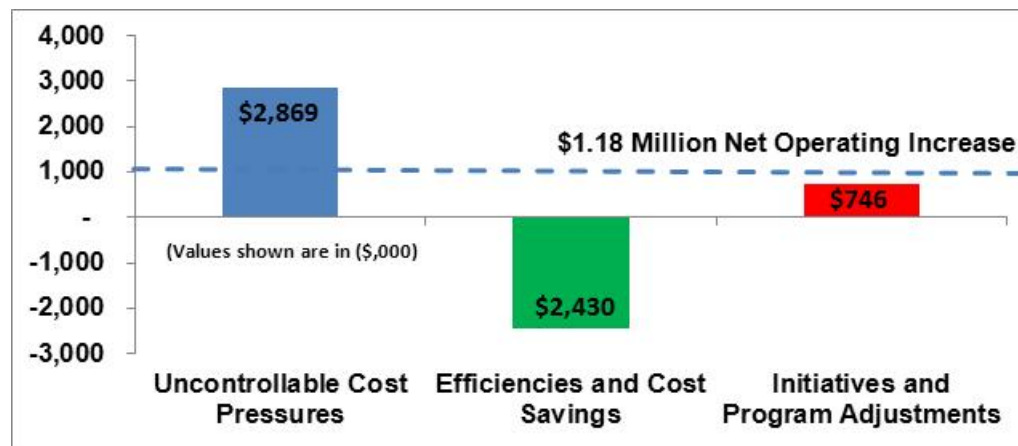
This part of the Business plan sets out the financial resources required to deliver the proposed 2014-2016 Business Plan. Information is provided by major expenditure and revenue category as well as by program. The costs to maintain existing service levels and operationalize prior decisions are identified separately from proposed changes. The prior year budget for 2013 was \$68,529,000 and the proposed budget for 2014 is \$69,714,000. This represents a two per cent net increase or \$1,185,000 over the previous year's budget. The sections below represent the areas impacting the 2014 proposed budget.

### Total Changes to Maintain Current Service Levels

This service area works towards balancing uncontrollable cost pressures with finding efficiencies and cost savings throughout its operation. Approximately 40 per cent of this service area's budget is outsourced - only 43 per cent of the proposed operating budget is attributed to internal labour costs. Significant components of major operating programs such as winter maintenance, road and sidewalk repairs and street cleaning are already outsourced: approximately 66 per cent, 77 per cent and 53 per cent respectively. In addition, existing contracts are reviewed regularly and opportunities explored to achieve more efficient and effective ways to deliver programs and services.

For 2014, the net impact of maintaining current service levels for the Roads, Storm Drainage and Watercourses service area is a modest increase of \$439,000. Increases to labour and contract costs in the amount of \$2.869 million are offset by projected operational savings and efficiencies from various areas. This service area was able to exceed the one per cent cost reduction target set for the 2014 current budget. The reductions included savings of electricity and maintenance costs for street lighting, and reductions in various operating contracts, equipment and materials budgets for a total savings of \$2.43 million. Details regarding the cost pressures and savings can be found in Appendix 1.

The graph illustrates the factors influencing the 2014 proposed budget.



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### **Total Changes to Operationalize Prior Decisions**

In 2013, an Environmental Engineer was hired to enhance the level of environmental management of City-owned properties. Additional parking revenue is expected through an increase in parking rates in the City Centre district, 50 per cent of which is transferred to the City Centre Parking Reserve Fund in accordance with City Policy. There is a zero net impact as a result of these changes to the 2013 budget. Details of the Total Changes to Operationalize Prior Decisions can be found in Table 3.1.

### **Total New Initiatives and Revenues**

Five initiatives are proposed in the 2014 budget. They combine for a net increase of \$746,000 to the base operating budget in 2014. Below is a summary of each of the 2014 initiative. Additional details can be found in Appendix 2 of this business plan and budget.

*1. The Advanced Transportation Management System (ATMS): \$195,500 net increase to the 2014 operating budget and a \$2.332 million net allocation to the 2014 Capital Budget.*

The Advanced Transportation Management initiative represents a framework to facilitate the planning and completion of specific projects to improve the movement of people and goods through the City. Without this initiative, the service levels for traffic operations will decrease significantly, as higher traffic demands, transit priority and conflicting interests erode available road network capacity. Traffic delays and queuing will tend to be longer and complaints will increase. The proposed initiative includes the hiring of four new positions in 2014.

In 2014, two new positions are required to deploy and manage the wireless system: a Traffic Signal Communications Technician and a dedicated IT Communications Specialist to support and maintain the signal communications network. Operational savings of \$440,000 over three years (2015 to 2017) are expected as Bell communication services are gradually replaced with the new communication system upgrade. Additionally, two Traffic Operations Technicians are required to initiate and operate the new Traffic Management Centre.

The Traffic Management Centre also requires \$1.5 million in capital funds in 2014 for construction and \$832,000 to complete the deployment of the wireless communications network, purchase system hardware/software and upgrade/replace existing traffic control field equipment. Once implemented, the ATMS will effectively change the City's control of traffic from programmed passive control to one that is responsive to changing traffic conditions. Decisions and actions can be made in real time.

*2. The Underground Infrastructure Notification Act for Municipalities: \$431,000 net increase to the 2014 operating budget.*

In accordance with *The Underground Infrastructure Notification Act*, municipalities are required to become members of ON1Call with respect to underground utility locate requests in Ontario by June 14, 2014. As a result, there will be operating budget pressures for ON1Call fees and additional utility locate costs that involve the City's underground infrastructure like storm sewers, traffic signal cables and street lighting cables.

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Membership within the ON1Call system will significantly increase the volume of utility locates requested, dispatched and inspected by City resources. The City is exploring the option of outsourcing this body of work to an existing member of ON1Call or other suitable company in an effort to minimize costs while also minimizing risk exposure to the City's underground infrastructure. Failing this, the projections shown in this initiative anticipate the addition of five staff to handle the increased demand for utility locates. One full-time office coordinator will be required to coordinate and dispatch all incoming requests and provide clearances to the ON1Call customers. Also, four field technicians are required to review and inspect all locates in the field.

*3. Works Operations & Maintenance Service and Communications Improvements: \$66,600 net increase to the 2014 operating budget.*

A significant shift in the way the public communicates with the City has impacted service levels in the Public Works Maintenance and Operations business unit. Growth in the use of 311 Citizen Contact Centre, The City's website, Public Info, e-mails to Council and staff, Twitter, Facebook and on-line web portals has significantly impacted staff's ability to meet service levels and legislated maintenance standards.

To deal with the increase in the number of channels, the volume of communications and service requests, staff are pulled away from their regular service delivery duties to assist in handling the increased work load, particularly during peak periods. This has created poor response times, inconsistent responses, delayed service delivery, duplication, and significantly impacts the City's ability to meet the legislated maintenance standards.

This initiative will improve the current situation by consolidating and centralizing Public Works communications, service improvements and overall issues management into one position. A new Operations Project Manager will be responsible to coordinate and trouble-shoot problems; organize request driven work; communicate effectively and efficiently with residents and Council; provide timely, consistent information and responses; ascertain needs; assessing data, project plans and statistics; examine existing business models; analyze findings; compile reports; develop and maintain strategic and operational analytical capabilities. In addition, there is a need to do more operational planning and business review of the Works Operations and Maintenance service area.

*4. LED Street Lighting Conversion Project: \$2.1 million net allocation to the 2014 capital budget*

The LED Street Lighting Conversion Project involves the conversion of approximately 49,000 street lights to LED luminaires and includes the deployment of a street lighting monitoring system. Field implementation began in November 2012 and is expected to continue through to December 2014. A Street Lighting Coordinator is required in 2014 to initiate field monitoring, coordinate and administer the Street Lighting Services Agreement with Enersource, and to leverage the capabilities of the street lighting monitoring system such as optimizing energy reduction opportunities. The position's operating budget is offset by annual savings from energy and maintenance costs.

The conversion to LED street lights will result in significant reductions to future energy and maintenance costs. In addition, the City is eligible for a \$1.4 million incentive from the Ontario Power Authority's SaveOnEnergy Program. The capital funds requested in 2014 are required to complete the street light conversion project.

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*5. Crossing Guard Program Service Improvements: \$52,700 net increase to the 2014 operating budget.*

Over the past few years, the supervisory responsibilities and demands involving the Crossing Guard Program have grown. Administrative duties include providing customer service for two school boards, crossing guard recruiting, training, performance monitoring and the administration of attendance, time, and labour. During the months of July and August, supervisory staff are required to review, update and modify training procedures and protocols to ensure compliance with the *Highway Traffic Act* regulations and safety practices. In addition, supervisors and leads are engaged in school safety promotional preparations such as "School Walking Routes". Recently, governance adjustments to the City's Traffic Safety Committee, has transferred responsibility to supervisory staff to arrange, conduct and report on field safety inspections along school crossing routes.

Currently, the Crossing Guard Assistant Supervisor position is a part-time position that works a seven hour day during the September to June school year. This initiative proposes to convert that position to a full-time permanent position to meet the growing year-round administrative and service demands of the Crossing Guard Program. The permanent position will provide a back-up to the Crossing Guard Supervisor and allow for program sustainability through succession-line planning. Service and administrative improvements will be realized in the delivery of the Crossing Guard Program and ensure the ongoing safety of school children crossing the street.

Two program adjustments are proposed and appear in the 2015 and 2016 operating budget forecast. While they will not be approved as part this budget cycle, it was important to include them as they are items that contain future budget pressures. Below is a summary of each initiative. Additional details can be found in Appendix 2 of this business plan and budget

*1. Storm Water Financing Implementation: \$1,741.5 million impact to the 2016 operating budget.*

In December 2012, Council endorsed in principle the shift of a property tax funded storm water program to one funded by a dedicated storm water charge. The Stormwater Financing Study, recommended that the level of service for the City's storm water program be increased from the current "status quo" service level to the proposed "interim" service level defined by the study, to better address the needs of the City's storm water infrastructure and related programs. This initiative identifies the administrative and operating budget impacts associated with implementing the stormwater rate and increasing the City's storm water program from the current service level to the proposed interim level of service.

It is expected that storm water charges attributed to City owned lands and any grants approved by Council to offset storm water program charges to property owners and will need to be funded by taxes through the City's operating budget. The storm water charge will be assessed for properties based on the amount of impervious surface using a tiered single family unit approach. The proposed interim service level includes improvements to annual inspection, maintenance and enforcement programs for the City's municipal storm water infrastructure systems and will provide for the much needed management, operational, administrative, customer service and technology support to ensure the program and billing system operate effectively.

The figures shown in Table 3.2 and in Appendix 2 are preliminary. A comprehensive report will be presented to General Committee of Council later this year.

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2. *Cycling Master Plan Implementation Refresh: \$136,600 forecasted net impact to the 2015-2016 operating budget.*

The Cycling Master Plan (CMP) is a critical element of the multi-modal transportation approach that is required to realize the City's long term urbanization objectives. The need for two additional staff was identified in the CMP in order to deliver on the remainder of the City's commitments within the plan. The new positions will be needed to focus on program monitoring and evaluation, network safety enhancements and education and awareness programs. In response to budget pressures, the new positions have been deferred, and it is proposed that they be phased-in over two years beginning in 2015.

Deferral of the additional staff recommended in the CMP will slow down the City's ability to deliver on the actions in the plan, particularly for network safety enhancements, monitoring and evaluation and education/awareness programs. Without new staff proposed for 2015-2016, the Cycling Office will be unable to adequately deliver on things like expansion of "cross-ride" intersection markings, retrofit of way-finding signage on existing routes, cycling counts and monitoring initiatives, and community outreach and education.

The following table identifies the budgeted expenditures and revenues for 2013 to 2016 by major program within the service area, as well as 2012 actuals by programs.

Description	2012 Actuals (\$000's)	2013 Budget (\$000's)	2014 Proposed Budget (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)
<b>Expenditures to Deliver Current Services</b>					
Maintenance Control	7,696	7,228	9,906	10,234	10,541
Sewer Bridges & Watercourses	2,264	1,944	1,688	1,720	1,752
Winter Maintenance	17,246	21,554	21,880	22,762	23,683
Roads and Sidewalk Maintenance	8,764	8,175	7,539	7,644	7,753
Cleaning and Litter Pickup	5,126	5,634	4,295	4,320	4,345
Development Construction	1,060	1,157	1,185	1,643	1,675
Engineering & Capital Works	(541)	360	821	1,457	1,548
Corporate Fleet Maintenance	1,318	1,416	1,490	1,680	1,868
Transportation & Infrastructure Planning	4,589	5,165	5,505	5,622	5,763
Streetlighting	8,201	7,599	5,969	4,455	3,941
Crossing Guards	2,778	2,632	2,861	2,916	2,921
Traffic Management	10,318	10,457	10,498	10,978	11,217
Parking Facilities	877	911	937	941	944
Geomatics	3,218	3,379	3,545	3,624	3,691
<b>Total Expenditures</b>	<b>72,915</b>	<b>77,611</b>	<b>78,117</b>	<b>79,996</b>	<b>81,643</b>
<b>Revenues</b>	<b>(10,457)</b>	<b>(8,932)</b>	<b>(8,999)</b>	<b>(8,999)</b>	<b>(16,374)</b>
Transfers From Reserves and Reserve Funds	(150)	(150)	(150)	(150)	(150)
New Initiatives			746	173	1,853
<b>Proposed Net Budget Including New Initiatives &amp; New Revenues</b>	<b>62,308</b>	<b>68,529</b>	<b>69,714</b>	<b>71,020</b>	<b>66,972</b>
<b>Expenditures Budget - Changes by Year</b>			1%	2%	2%
<b>Proposed Net Budget - Changes by Year</b>			2%	2%	-6%

Note: Numbers may not balance due to rounding.



The following table separates the financial requirements into those required to maintain current service levels; to operationalize prior decisions; and proposed new initiatives and new revenues. More details are provided in sections 3.1 and 3.2.

Description	2014 Proposed Budget (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)
<b>Prior Year Total Expenditures Budget</b>	<b>77,611</b>	<b>78,863</b>	<b>80,169</b>
<b>Increases/(Decreases) to Maintain Current Service Levels</b>			
Labour and Benefits	1,305	1,157	546
Other Cost Increases	1,564	1,398	1,687
Efficiencies and Cost Savings	(2,430)	(1,422)	(759)
<b>Total Expenditures to Maintain Service Levels</b>	<b>78,050</b>	<b>79,996</b>	<b>81,643</b>
<b>Prior Year Revenue Budget</b>	<b>(9,082)</b>	<b>(9,149)</b>	<b>(9,149)</b>
Current Revenue Changes	0	0	(7,375)
Revenue Changes Associated with Efficiencies and Cost Savings	0	0	0
<b>Total Revenues</b>	<b>(9,082)</b>	<b>(9,149)</b>	<b>(16,524)</b>
<b>Net Expenditures to Maintain Services</b>	<b>68,968</b>	<b>70,847</b>	<b>65,118</b>
<b>Net Changes to Maintain Current Service Levels</b>	<b>439</b>	<b>1,133</b>	<b>(5,901)</b>
<b>Increases/(Decreases) to Operationalize Prior Decisions</b>			
Annualization of Previous Years Budget Decisions - Revenue	(67)	0	0
Annualization of Previous Years Budget Decisions - Expenses	67	0	0
Operating Impact of New Capital Projects - Revenue	0	0	0
Operating Impact of New Capital Projects - Expenses	0	0	0
<b>Changes to Operationalize Prior Decisions</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Expenditure to Maintain Current Service Levels and Operationalize Prior Decisions</b>	<b>68,968</b>	<b>70,847</b>	<b>65,118</b>
Proposed New Initiatives & New Revenues - Expenses	746	173	1,853
<b>Proposed New Initiatives &amp; New Revenues</b>	<b>746</b>	<b>173</b>	<b>1,853</b>
<b>Proposed Total Expenditures Budget</b>	<b>78,863</b>	<b>80,169</b>	<b>83,496</b>
<b>Proposed Total Revenues Budget</b>	<b>(9,149)</b>	<b>(9,149)</b>	<b>(16,524)</b>
<b>Proposed Net Budget</b>	<b>69,714</b>	<b>71,020</b>	<b>66,972</b>

Note: Numbers may not balance due to rounding.



### 3.1 Changes to Maintain Current Service Levels and Operationalize Prior Decisions

The following two tables identify the major changes in the costs to maintain existing service levels and the cost increases arising from prior decisions. Detailed explanations of changes to 2014 as well as the proposed Full Time Equivalent Staffing by Program can be found in Appendix 1.

#### Proposed Changes to Maintain Current Service Levels

Description	FTE	2014 Proposed Budget (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)
<b>Labour and Benefits</b>	<b>0.0</b>	<b>1,305</b>	<b>1,157</b>	<b>546</b>
<b>Other Cost Increases</b>				
Contractor Others - Winter Program	0.0	657	688	719
Operating Materials - Winter Program	0.0	187	194	202
Contractor Others - Engineering and Works Programs (Excluding Winter Program)	0.0	372	253	257
Fuel Increase for Corporate Fleet Maintenance and Works/Inspection/Survey Vehicles	0.0	132	191	191
Hydro and Utility Maintenance - Streetlighting	0.0	0	0	247
201 City Centre Lease	0.0	184	6	7
Other Changes	0.0	32	66	63
<b>Other Cost Increases</b>	<b>0.0</b>	<b>1,564</b>	<b>1,398</b>	<b>1,687</b>
Hydro and Maintenance reduction related to the Streetlight LED Retrofit project	0.0	(1,630)	(1,422)	(759)
Reduction in Cleaning Program - Contractor Budget	0.0	(240)	0	0
Reduction in Winter Salt Spreading - Operating Materials Budget	0.0	(151)	0	0
Reduction in Vehicle Maintenance Budget	0.0	(150)	0	0
Reduction in Mileage Vehicle Reimburse Budget	0.0	(55)	0	0
Reduction in Guild Electric Contractor Budget	0.0	(50)	0	0
Utilities Savings (Hydro, Heat and Water)	0.0	(42)	0	0
Reduction in Traffic Computer Maintenance Budget	0.0	(25)	0	0
Other Changes	0.0	(88)	0	0
<b>Efficiencies and Cost Savings</b>	<b>0.0</b>	<b>(2,430)</b>	<b>(1,422)</b>	<b>(759)</b>
<b>Current Revenue Changes</b>				
Storm Water Financing Revenue related to BR 920	0.0	0	0	(7,375)
<b>Current Revenue Changes</b>	<b>0.0</b>	<b>0</b>	<b>0</b>	<b>(7,375)</b>
<b>Total Changes to Maintain Current Service Levels</b>	<b>0.0</b>	<b>439</b>	<b>1,133</b>	<b>(5,901)</b>

Note: Numbers may not balance due to rounding.

**Proposed Changes to Operationalize Prior Decisions**

Description	FTE	2014 Proposed Budget (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)
<b>Annualization of Prior Years Operating Cost Decisions</b>				
Environmental Management Engineer Position	0.0	34	0	0
Transfer to Reserve - City Centre District Parking	0.0	34	0	0
Parking Revenues - City Centre District	0.0	(67)	0	0
<b>Annualization of Prior Years Operating Cost Decisions</b>	<b>0.0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Operating Impact of New Capital Projects</b>	<b>0.0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Changes to Operationalize Prior Decisions</b>	<b>0.0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Note: Numbers may not balance due to rounding.

### 3.2 Proposed New Initiatives and New Revenues

The following table presents the costs by budget request for proposed new initiatives and proposed new revenues. Detailed descriptions of each budget request can be found in Appendix 2.

Description	BR #	FTE	2014 Proposed Budget (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)	2014 to 2016 Capital (\$000's)
<b>New Initiatives</b>						
Advanced Transportation Management System (ATMS)	562	8.0	196	53	6	5,146
The Underground Infrastructure Notification Act for Municipalities	714	5.0	431	10	8	0
Operations & Maintenance Service and Communications Improvements	551	1.0	67	65	3	0
Crossing Guard Program Service Improvement	1129	0.2	53	2	2	0
Storm Water Financing Implementation	920	7.5	0	0	1,741	0
LED Street Lighting Conversion Project	720	1.0	0	0	0	2,100
Cycling Master Plan Implementation Refresh	766	2.0	0	43	94	0
<b>Total New Initiatives</b>		<b>24.7</b>	<b>746</b>	<b>173</b>	<b>1,853</b>	<b>7,246</b>
<b>Total New Revenues</b>		<b>0.0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total New Initiatives and New Revenues</b>		<b>24.7</b>	<b>746</b>	<b>173</b>	<b>1,853</b>	<b>7,246</b>

Note: Numbers may not balance due to rounding.

The following table outlines the 2012 actual costs, 2013 approved budget and proposed 2014 Budget and Forecasts for the remaining three years, by major expense and revenue categories.

**Proposed Budget by Category**

Description	2012 Actuals (\$000's)	2013 Budget (\$000's)	2014 Proposed Budget (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)
<b>Total Expenditures before Administrative and Support Costs</b>					
Labour Costs	27,962	28,185	30,364	31,848	33,366
Other Operating Costs	43,112	47,730	46,837	46,629	48,413
<b>Total Expenditures</b>	<b>71,074</b>	<b>75,915</b>	<b>77,201</b>	<b>78,477</b>	<b>81,778</b>
Total Revenues	(10,607)	(9,082)	(9,149)	(9,149)	(16,524)
<b>Net Expenditures before Administrative and Support Costs</b>	<b>60,467</b>	<b>66,833</b>	<b>68,052</b>	<b>69,328</b>	<b>65,254</b>
Administrative and Support Costs	1,841	1,696	1,662	1,692	1,718
<b>Net Budget</b>	<b>62,308</b>	<b>68,529</b>	<b>69,714</b>	<b>71,020</b>	<b>66,972</b>

Note: Numbers may not balance due to rounding.

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### 3.3 Highlights of Proposed Capital Budget Program

Capital budget details for 2014 and 2015 can be found in Appendix 3. While priority projects are funded in 2014, significant pressure to fund future key projects continues. This underscores the need to continue the infrastructure levy.

Two key projects for this service area are the Advanced Transportation Management System and the LED Street Lighting Conversion Project. Details of these projects have been profiled within the *New Initiatives and Revenue* section of this Business Plan and can also be found in Appendix 2.

The City's inventory of bridges and structures remains the most critical of the City's transportation assets to maintain from a safety perspective. A forecast of \$64 million over the next 10 years will be required to maintain the City's structures in a state of good repair. Six structures are budgeted for rehabilitation in 2014 and an additional four structures will require detailed condition survey and design work in preparation for rehabilitation in 2015.

This business plan includes a \$28 million reduction to the forecasted 10 year capital program for road rehabilitation to align with the recent results from the pavement condition survey. The deployment of well-established maintenance practices coupled with timely renewal has allowed the road network to achieve better than expected results. Notwithstanding this, the overall network condition and service level is still expected to decline in accordance with established target levels over the next 10 years. Twenty four kilometres of road are scheduled for rehabilitation in 2014.

The 10 year capital program for major road and grade separation projects has been adjusted to align with the 10 year projections for development charges revenue. The Torbram Road grade separation project is underway and expected to be completed over the next few years. The Goreway Drive grade separation project is expected to start in 2014, beginning with the relocation of existing utilities. Construction is expected to follow in 2015 and 2016. The Environmental Assessment for Ninth Line north of Derry Road is underway. Design and construction are expected to begin next year and continue through to 2015. The Environmental Assessment for McLaughlin Rd between Bristol Road and Britannia Road West is underway. Design work and any land requirements will take place in 2014 followed by construction in 2015.

The capital forecast for growth and lifecycle renewal has been slowed as a result of limited funding for the following programs; cycling network expansion, sidewalk network expansion, traffic signal network expansion and fleet lifecycle replacement. The long-term impact of this will continued to be monitored and adjustments made to annual plans.

With respect to storm drainage, several capital projects related to Cooksville Creek flooding have been advanced: construction of a stormwater quantity and quality facility on Park 317 in the Hurontario Street/Matheson Boulevard West area, and design for two facilities at Helen Molasy Memorial Park and Eastgate Park, respectively. Construction for the Cooksville Creek flood protection project behind Rhonda Valley has been rebudgeted to reflect increased costs based on the detailed design. In addition, funding is provided for a Flood Evaluation Study for Serson, Applewood and Little Etobicoke Creeks.

### 3.4 Capital Program

This section summarizes the forecast 10 year capital requirements for this service. The following table presents the forecast by major program. The next table summarizes the sources of financing for the capital forecast. A detailed listing of 2014 to 2016 projects is contained in Appendix 3 and 4.

#### Proposed Capital Program

Program Expenditures	2014 Proposed Budget (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)	2017 Forecast (\$000's)	2018-2023 Forecast (\$000's)	Total 2014-2023 (\$000's)
Bridge & Structure Rehabilitation	5,500	5,500	5,500	5,500	42,000	64,000
Major Roads	11,395	29,855	8,605	6,345	11,634	67,834
Other Engineering	20,473	10,992	14,922	18,428	47,731	112,546
Roadway Rehabilitation	16,296	10,208	20,100	27,100	139,500	213,204
Storm Drainage	33,081	23,036	18,620	5,970	39,070	119,777
<b>Total Expenditures</b>	<b>86,745</b>	<b>79,591</b>	<b>67,747</b>	<b>63,343</b>	<b>279,935</b>	<b>577,361</b>

Note: Numbers may not balance due to rounding.

#### Proposed Capital Program (continued)

Program Funding	2014 Proposed Budget (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)	2017 Forecast (\$000's)	2018-2023 Forecast (\$000's)	Total 2014-2023 (\$000's)
Subsidies and Senior Govt Level Grants	0	0	0	0	0	0
Recoveries from Others	3,293	4,918	793	300	300	9,604
Gas Tax	10,870	13,030	12,100	12,100	75,600	123,700
Cash In Lieu	160	350	0	0	0	510
Development Charges	38,658	33,932	18,236	16,783	72,091	179,699
Tax	6,842	13,729	17,690	33,258	129,181	200,698
Development Contributions	3,979	1,119	1,629	903	2,763	10,393
Debt	22,944	12,513	17,300	0	0	52,757
<b>Total Funding</b>	<b>86,745</b>	<b>79,591</b>	<b>67,747</b>	<b>63,343</b>	<b>279,935</b>	<b>577,361</b>

Note: Numbers may not balance due to rounding.

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# Performance Measures

## 4.1 Balanced Scorecard

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

By paying attention to all four areas an organization can retain balance to its performance and know that it is moving towards the attainment of its goals.

About the Measures for Roads, Storm Drainage and Watercourses:

### Financial Measures

*The average road and storm water maintenance operating costs* are measures that indicate the City's ability to manage cost pressures associated with aging infrastructure and climate change respectively. Without compromising public safety, this service area will continue to apply best practices and find efficiencies in day to day operations while providing consistent service levels.

*The average winter maintenance operating cost* is a measure of the City's ability to balance winter maintenance operating costs with defined service levels. Without compromising public safety, this service area will continue to apply best practices and find operating efficiencies throughout all winter maintenance activities.

*The annual gross revenue for parking* is a measure of the City's ability to introduce new parking management initiatives and adjust parking rates. The City's objective is to implement improvements to parking management in strategic areas which is expected to increase parking revenues over the term of this business plan.

### Customer Measures

*The percentage of customer requests meeting target response dates* is a measure that indicates the service area's ability to respond to resident and Council service requests in accordance with established response times and service levels.

*Citizen satisfaction* is a measure that indicates how satisfied residents are with road maintenance, traffic flow and environmental planning. The scale for this measure is from one to 10 with 10 being the highest level of satisfaction.

### Employee Measures

*Overall employee engagement survey participation* is a measure indicating the percentage of employees participating in the Employee Engagement Survey. The employee engagement survey is conducted every two to three years. It is important to the City that employees continue to participate in this survey and express how they feel about working at the City.

*Overall job engagement* is a measure of the percentage of employees that feel they are engaged in their respective work at the City. It is important to the City that employees feel that their work contributes to the organization.

*Employee overall satisfaction* is a measure which indicates the percentage of employees that are satisfied with their employment at the City. This statistic is measured every two to three years as part of the Employee Engagement Survey.

### Business Process Measures

*The percentage of roads in "good" condition or better* is a measure that indicates the City's ability to manage lifecycle asset management programs for roads. A pavement condition survey is conducted every three years whereby a condition rating is applied to every city owned road in Mississauga.

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*The percentage of bridges and culverts in “good” condition or better* is a measure that indicates the City’s ability to manage lifecycle asset management programs for bridges and culverts. A mandatory bridge and culvert condition survey is performed every two years whereby a condition rating is applied to every city owned bridge and culvert in Mississauga.

*The percentage of City owned intersections that function at or above capacity* is a measure that indicates the efficiency with which traffic moves through intersections within the City. While the percentage of intersections operating at or above capacity has not changed in recent years, the delay experienced by vehicles at these intersections has increased.

*The number of collisions per thousand population* is a measure that indicates the city’s ability to provide safe traffic management programs. This measure is very sensitive and will fluctuate from year to year.

*The percentage of time that established winter maintenance response times are met* is a measure that indicates the frequency with which the city meets its service level objectives for winter operations. The extent and severity of winter events will have an impact on this measure.



Measures for RSDW	2011 (Actual)	2012 (Planned)	2012 (Actual)	2013 (Planned)	2014 (Planned)	2015 (Planned)	2016 (Planned)
Financial:							
Average Road Maintenance Operating Cost Per Lane Km*	\$1,878	\$1,890	\$1,881	\$1,900	\$1,931	\$1,951	\$1,990
Average Storm Water Management Operating Cost per Km of Storm Sewer*	\$1,351	\$1,380	\$1,297	\$1,415	\$1,444	\$1,473	\$1,500
Average Winter Maintenance Operating Cost Per Lane Km*	\$3,772	\$3,264	\$3,285	\$3,800	\$3,850	\$3,390	\$3,950
Annual Gross Parking Revenues	\$691,000	\$891,000	\$1,158,000	\$1,124,000	New plan to be prepared		
Customer:							
Percentage of customer requests meeting target response date***	90%	90%	90%	90%	90%	90%	90%
Average citizen satisfaction rating for roads, storm drainage and watercourses**	81%	81%	81%	81%	75%	75%	75%
Employee/Innovations and Learning Measures:							
Overall Employee Engagement Survey Participation****	58%	60%	75%	75%	75%	75%	75%
Overall Job Engagement****	63%	65%	74%	74%	74%	74%	74%
Employee satisfaction ****	61%	65%	77%	77%	77%	77%	77%

Measures for RSDW	2011 (Actual)	2012 (Planned)	2012 (Actual)	2013 (Planned)	2014 (Planned)	2015 (Planned)	2016 (Planned)
<b>Internal Business Process Measures:</b>							
Percentage of Roads in Good Condition Or Better*	76%	74%	77%	77%	76%	76%	75%
Percentage of Bridges in Good Condition Or Better*	81%	80%	81%	80%	80%	80%	80%
Percentage of City owned intersections that function at or above capacity	14%	15%	14%	15%	15%	15%	15%
Number of Collisions per 1000 population	7	8	7	8	8	8	8
Percentage of Time that Winter Response Times Were Met*	100%	100%	100%	100%	100%	100%	100%
Percentage of scheduled fleet converted to Green Fleet Standards	93%	100%	98%	100%	100%	100%	100%

\* Note indicates that the MPMP Program definitions were used.

\*\* Note indicates that the survey methodology for Citizen Satisfaction changed in 2011. This indicator is now measured as a percentage out of 100 instead of 10 response units.

\*\*\* Note indicates that the value was estimated.

\*\*\*\* Note indicates that the survey results from the 2012 Employee Engagement Survey reflect the totals for Engineering and Works, Transportation Infrastructure Planning and The Transportation Project Office and Business Services, whereas the previous results were for all of Transportation and Works.

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## **Appendices**

## Appendix 1: Details of Changes to Maintain Current Service Levels and Operationalize Prior Decisions

### Changes to Maintain Current Service Levels

Description	2013 Budget (\$000's)	2014 Proposed Budget (\$000's)	Change (\$000's)	Details
<b>Labour and Benefits</b>	<b>28,185</b>	<b>29,490</b>	<b>1,305</b>	Increase reflects negotiated union agreements, economic adjustment increases, labour adjustments and other fringe benefit changes.
<b>Other Cost Increases</b>				
Contractor Others - Winter Program	14,923	15,580	657	Increase reflects growth and projected contract cost increases.
Operating Materials - Winter Program	4,680	4,867	187	Cost increases for the purchase of pre-salt, salt and sand.
Contractor Others - Engineering and Works Programs (Excluding Winter Program)	15,278	15,651	372	Increase reflects growth and projected contract cost increases.
Fuel Increase for Corporate Fleet Maintenance and Works/Inspection/Survey Vehicles	2,156	2,287	132	Fuel increase of \$.10/litre.
201 City Centre Lease	229	413	184	To reflect adjustment in lease agreement for 2014.
Other Changes	1,200	1,232	32	Other changes reflect budget increases to IT Maintenance allocation, Parking Facilities and Business Support Allocation.
<b>Total Other Cost Increases</b>	<b>38,466</b>	<b>40,030</b>	<b>1,564</b>	

### Changes to Maintain Current Service Levels (Cont'd)

Description	2013 Budget (\$000's)	2014 Proposed Budget (\$000's)	Change (\$000's)	Details
<b>Efficiencies and Cost Savings</b>				
Hydro and Maintenance reduction related to the Streetlighting LED Retrofit Project	7,599	5,969	(1,630)	The Streetlighting LED Retrofit commence in late 2012 and will be completed by 2014, resulting in a significant reduction in energy and maintenance costs in future years
Reduction in Cleaning Program - Contractor Budget*	0	(240)	(240)	Favourable contract pricing for street sweeping, walkway/sidewalk cleaning and spring street cleaning
Reduction in Winter Salt Spreading - Operating Materials Budget*	0	(151)	(151)	Cost savings from favourable contract pricing received in 2013
Reduction in Vehicle Maintenance Budget	1,368	1,218	(150)	Budget reduced to reflect prior year expenditure level
Reduction in Mileage Vehicle Reimburse Budget	453	398	(55)	Budget reduced to reflect prior year expenditure level
Reduction in Guild Electric Contractor Budget*	0	(50)	(50)	Savings based on new contract pricing
Reduction in Traffic Computer Maintenance Budget*	0	(25)	(25)	Savings based on new contract pricing
Utilities Savings (Hydro, Heat and Water)	559	518	(42)	Budget reduced to reflect current market rates
Other Changes	982	894	(88)	Budget reduction to various operating accounts within Transportation & Infrastructure Planning Division, Parking Facilities and Geomatics Programs.
<b>Total Efficiencies and Cost Savings</b>	<b>10,961</b>	<b>8,530</b>	<b>(2,430)</b>	
<b>Current Revenue Changes</b>				
Other Changes	(9,082)	(9,082)	0	
<b>Total Current Revenue Changes</b>	<b>(9,082)</b>	<b>(9,082)</b>	<b>0</b>	
<b>Total Changes to Maintain Current Service Levels</b>	<b>68,529</b>	<b>68,968</b>	<b>439</b>	

Note: Numbers may not balance due to rounding.

### Changes to Operationalize Prior Decisions

Description	2013 Budget (\$000's)	2014 Proposed Budget (\$000's)	Change (\$000's)	Details
<b>Annualization of Previous Years Operating Cost Decisions</b>				
Environmental Management Engineer Position	0	34	34	Annualization of labour from 2013 budget
Transfer to Reserve - City Centre District Parking	0	34	34	Annualization of Transfer to Reserve
Parking Revenues - City Centre District	0	(67)	(67)	Annualization of Revenues
<b>Total Annualization of Previous Years Operating Cost Decisions</b>	<b>0</b>	<b>0</b>	<b>0</b>	
<b>Operating Impact of New Capital Projects</b>				
<b>Total Operating Impact of New Capital Projects</b>	<b>0</b>	<b>0</b>	<b>0</b>	
<b>Total Changes to Operationalize Prior Decisions</b>	<b>0</b>	<b>0</b>	<b>0</b>	
<b>Total Costs to Maintain Current Services Levels and Operationalize Prior Decisions</b>	<b>68,529</b>	<b>68,968</b>	<b>439</b>	

Note: Numbers may not balance due to rounding.

\* Budget is included in total - under a prior category

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**Proposed Full Time Equivalent Staffing Distribution by Program**

Program	2013	2014	2015	2016
Maintenance Control	119.5	120.5	120.5	120.5
Engineering & Capital Works	59.4	59.4	59.4	59.4
Development Construction	12.0	17.0	17.0	17.0
Corporate Fleet Maintenance	27.7	27.7	27.7	27.7
Crossing Guards	68.9	75.5	75.5	75.5
Traffic Management	52.7	57.7	59.7	61.7
Transportation & Infrastructure Planning	47.3	47.3	48.3	56.8
Parking Facilities	2.0	2.0	2.0	2.0
Corporate Support Services Geomatics	31.0	31.0	31.0	31.0
<b>Total Service Distribution</b>	<b>420.3</b>	<b>438.1</b>	<b>441.1</b>	<b>451.6</b>

Note: Numbers may not balance due to rounding.

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## Appendix 2: Budget Requests

### Proposed 2014-2016 New Initiatives and New Revenues

Please see the Budget Requests for the 2014-2016 Business Planning Cycle with details to follow.

Description	BR #	Year
<b>New Initiatives</b>		
Advanced Transportation Management System (ATMS)	562	2014
The Underground Infrastructure Notification Act for Municipalities	714	2014
Operations & Maintenance Service and Communications Improvements	551	2014
Crossing Guard Program Service Improvement	1129	2014
Storm Water Financing Implementation	920	2016
LED Street Lighting Conversion Project	720	2014
Cycling Master Plan Implementation Refresh	766	2015



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Budget Request #: 562

**Proposed Initiative**

Advanced Transportation  
Management System (ATMS)

**Department**

Transportation & Works  
Department

**Service Area**

Roads, Storm Drainage &  
Watercourses

**Required Operating Investment**

Impacts (\$000s)	2014	2015	2016
Gross Expenditures	195.5	248.4	254.0
Reserves & Reserve Funds	0.0	0.0	0.0
User Fees & Other Revenues	0.0	0.0	0.0
Tax Levy Requirements	195.5	248.4	254.0
* Net Change in \$		52.8	5.6
FTEs	4.0	6.0	8.0

*\* Any net change that is negative, (in brackets), is a good thing. It means a reduction in expenditure or an increase in revenue.*

**Required Capital Investment**

Total Capital (\$000s)	2013 & Prior	2014	2015	2016	2017 & Beyond
Expenditures	4,000.0	3,925.0	2,425.0	2,200.0	2,000.0

**Why Staff Recommend this Initiative**

The existing traffic control system is at the end of its life and the opportunity exists to replace it with modern technologies and approaches in the form of an Advanced Transportation Management System (ATMS). It is no longer sufficient for the City to simply operate and maintain traffic signals. The system as a whole requires improved integration and active management to provide the users with what they require to make the appropriate trip and mode choices.

**Details of Service Change**

The ATMS represents a framework to facilitate the planning and completion of specific projects to improve the movement of people and goods through the City. An additional \$10.55 million in capital funding over five years (2014-2018) and \$262,900 in the current operating budget are required to support the implementation of various projects shown below.

The Traffic Signal Communications Upgrade project requires \$3.6 million in capital funds over three years (2014-2016) to continue the wireless deployment and additional operating funds for two new positions; a traffic signal communications technician and a dedicated IT communications specialist to support and maintain the traffic signal communications network. Savings in the amount of \$440,000 over three years (2015-2017) are expected as Bell communication services are gradually eliminated by the new communication system.

The Traffic Control System Replacement project requires \$5.45 million in capital funds over five years to acquire system hardware/software and to upgrade/replace existing traffic control field equipment.

The Traffic Management Centre requires \$1.5 million in capital funds in 2014 for furnishings and operating funds for eight new traffic technician positions over four years beginning in 2014 in order to operate the new centre.

Cost sharing discussions are underway with The Region of Peel and the Ministry of Transportation of Ontario as they are partners in this initiative.

**Service Impact**

An Advanced Transportation Management System (ATMS) will effectively change the City's control of traffic from a programmed passive control to an active and dynamic control. Decisions and actions can be made ongoing and timely. Without this initiative, the service levels for traffic operations will decrease significantly as higher traffic demands, transit priority and conflicting interests erode available road network capacity. Traffic delays and queuing will tend to be longer and complaints will increase.

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Budget Request #: 714

**Proposed Initiative**

The Underground Infrastructure  
Notification Act for Municipalities

**Department**

Transportation & Works  
Department

**Service Area**

Roads, Storm Drainage &  
Watercourses

**Required Operating Investment**

Impacts (\$000s)	2014	2015	2016
Gross Expenditures	431.0	440.9	449.1
Reserves & Reserve Funds	0.0	0.0	0.0
User Fees & Other Revenues	0.0	0.0	0.0
Tax Levy Requirements	431.0	440.9	449.1
* Net Change in \$		9.9	8.3
FTEs	5.0	5.0	5.0

\* Any net change that is negative, (in brackets), is a good thing. It means a reduction in expenditure or an increase in revenue.

**Required Capital Investment**

Total Capital (\$000s)	2013 & Prior	2014	2015	2016	2017 & Beyond
Expenditures	0.0	0.0	0.0	0.0	0.0

**Why Staff Recommend this Initiative**

In accordance with *The Underground Infrastructure Notification Act*, Municipalities are required to become members of ON1Call with respect to underground utility locate requests in Ontario by June 14, 2014. As a result, there will be operating budget impact for ON1Call fees and additional utility locate costs that involve the City's underground infrastructure like storm sewers, traffic signal cables and street lighting cables.

**Details of Service Change**

Currently, locate requests for City infrastructure are called in directly to the City by stakeholders. On average there are 1,500 calls annually (125 calls per month) for storm sewer locates. Staffing levels handling these calls include one administrative person occupying 25 per cent of the position duties, and a two person field crew assigned to solely perform field locates.

The ON1Call process is expected to generate 30,000 requests annually for locates within the City of Mississauga. Of these requests, ON1Call will clear 15,000 requests, and will forward the remaining 15,000 locate requests to the City. It is forecasted that City staff will clear 8,000 requests without a site visit, while the remaining 7,000 requests will require a site visit, investigation and marking, followed by an in-office confirmation of the locate with the requestor.

To meet the demands of this initiative, it is anticipated that the equivalency of five additional staff will be required; one office coordinator to coordinate and dispatch all incoming requests and provide clearances to customers and four field technicians to review and inspect all locates. These resources are in addition to existing complement working on locates.

To deliver on this initiative, staff are exploring partnership opportunities with other agencies to minimize the financial impact while effectively delivering on this initiative without putting the City at risk or compromising public safety.

**Service Impact**

Membership and participation in the ON1Call system will significantly increase the current numbers of utility locates requested and inspected by the City. Sufficient resources are required to manage the expected increase in work load and meet the legislated response times. Once implemented, stakeholders and agencies will see a seamless and efficient approach to locating all underground utilities throughout the City.

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Budget Request #: 551

**Proposed Initiative**

Operations & Maintenance Service  
and Communications Improvements

**Department**

Transportation & Works  
Department

**Service Area**

Roads, Storm Drainage &  
Watercourses

**Required Operating Investment**

Impacts (\$000s)	2014	2015	2016
Gross Expenditures	66.6	131.5	134.0
Reserves & Reserve Funds	0.0	0.0	0.0
User Fees & Other Revenues	0.0	0.0	0.0
Tax Levy Requirements	66.6	131.5	134.0
* Net Change in \$		64.9	2.5
FTEs	1.0	1.0	1.0

*\* Any net change that is negative, (in brackets), is a good thing. It means a reduction in expenditure or an increase in revenue.*

**Required Capital Investment**

Total Capital (\$000s)	2013 & Prior	2014	2015	2016	2017 & Beyond
Expenditures	0.0	0.0	0.0	0.0	0.0

**Why Staff Recommend this Initiative**

A significant shift in the way the public communicates with the City has occurred. Adopting to meet service levels and public expectations is required. The number of customer service requests (CSR's) is increasing. Disseminating information, coordinating field investigation and responses effectively are necessary to meet public expectations and maintain service levels. In addition, there is a need to do more operational planning and business review of the Operations and Maintenance service area.

**Details of Service Change**

A shift in the way the public communicates with the City has impacted service levels in the Works Maintenance and Operations business unit. Growth in the use of 311 Citizen Contact Centre, the City's website, e-mails to Council and staff, Twitter, Facebook and online web portals has significantly impacted its ability to meet service levels and legislated maintenance standards. To deal with the increase in the number of channels, the volume of communications and service requests, staff are being pulled away from regular service duties to assist in handling the increased work load, particularly during peak periods. This has created poor response times, inconsistent responses, delayed service delivery, duplication, and significantly impacts the City's ability to meet the legislated maintenance standards.

This initiative will improve the current situation by consolidating and centralizing Public Works communications, service improvements and overall issues management into one position. The position will be responsible to coordinate and trouble-shoot problems; organize request driven work; communicate effectively and efficiently with residents and Council; provide timely, consistent information and responses; emergency response planning and status updates; ascertaining needs, assessing data, project plans and statistics; and examining existing business models; analyzing findings; compiling reports, while developing and maintaining strategic and operational analytical capabilities.

**Service Impact**

This initiative will result in the improved ability meet today's expectations with respect to communications and more effectively and efficiently address incoming service requests via 311 Citizen Contact Centre, City website, Public Info, e-mail, Council, Twitter, Facebook, and direct contact with the public.

Service delivery improvements will be achieved in the areas of winter maintenance operations, emergency communications, summer maintenance and operations, litter pick up and street cleaning and fall leaf collection. Residents submitting requests via telephone will be responded to faster, consistently and more accurately. Residents who utilize social Media and web based tools will also see improvements to response times and will be able to get timely information and updates during emergency situations such as flooding events.

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Budget Request #: 1129

**Proposed Initiative**

Crossing Guard Program Service  
Improvement

**Department**

Transportation & Works  
Department

**Service Area**

Roads, Storm Drainage &  
Watercourses

**Required Operating Investment**

Impacts (\$000s)	2014	2015	2016
Gross Expenditures	52.7	54.8	56.6
Reserves & Reserve Funds	0.0	0.0	0.0
User Fees & Other Revenues	0.0	0.0	0.0
Tax Levy Requirements	52.7	54.8	56.6
* Net Change in \$		2.1	1.8
FTEs	0.2	0.2	0.2

*\* Any net change that is negative, (in brackets), is a good thing. It means a reduction in expenditure or an increase in revenue.*

**Required Capital Investment**

Total Capital (\$000s)	2013 & Prior	2014	2015	2016	2017 & Beyond
Expenditures	0.0	0.0	0.0	0.0	0.0

**Why Staff Recommend this Initiative**

There are currently over 200 Crossing Guards servicing 150 locations throughout the City. In order to maintain service delivery, safety requirements, manage training and administrative demands and provide sufficient supervisory coverage, a full-time Crossing Guard Assistant Supervisor is required.

### **Details of Service Change**

Over the past two years, the supervisory responsibilities and demands involving the Crossing Guard Program have grown. Year-round supervisory assistance is required to administer the Crossing Guard Program. Administrative duties include providing customer service for two school boards, crossing guard recruiting, training, performance monitoring and the administration of attendance, time, and labour.

During the months of July and August, supervisory staff are also required to review, update and modify training procedures and protocols to ensure compliance with the *Highway Traffic Act* regulations and safety practices. In addition, supervisors and leads are engaged in school safety promotional preparations such as "School Walking Routes". Recently, governance adjustments to the City's Traffic Safety Committee, has transferred responsibility to supervisory staff to arrange, conduct and report on field safety inspections along school crossing routes.

Currently, the Crossing Guard Assistant Supervisor position is a part-time position that works a seven hour day during the September to June school year. This initiative proposes to convert that position to a full-time permanent position to meet the growing year-round administrative and service demands of the Crossing Guard Program.

### **Service Impact**

The requirement for a full-time permanent Crossing Guard Assistant Supervisor will allow supervisory staff to meet the growing, year-round demands placed on the program and supervisory staff. In addition, the permanent position will provide a back-up to the Crossing Guard Supervisor and allow for program sustainability through succession-line planning. Service and administrative improvements will be realized in the delivery of the Crossing Guard Program and ensure the ongoing safety of school children crossing the street.



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Budget Request #: 920

**Proposed Initiative**

Storm Water Financing  
Implementation (Initial Estimate)

**Department**

Transportation & Works  
Department

**Service Area**

Roads, Storm Drainage &  
Watercourses

**Required Operating Investment**

Impacts (\$000s)	2014	2015	2016
Gross Expenditures	0.0	0.0	1,741.5
Reserves & Reserve Funds	0.0	0.0	0.0
User Fees & Other Revenues	0.0	0.0	0.0
Tax Levy Requirements	0.0	0.0	1,741.5
* Net Change in \$		0.0	1,741.5
FTEs	0.0	0.0	7.5

*\* Any net change that is negative, (in brackets), is a good thing. It means a reduction in expenditure or an increase in revenue.*

**Required Capital Investment**

Total Capital (\$000s)	2013 & Prior	2014	2015	2016	2017 & Beyond
Expenditures	0.0	0.0	0.0	0.0	0.0

**Why Staff Recommend this Initiative**

In December 2012, Council endorsed in principle the shift of a property tax funded storm water program to one funded by a dedicated storm water charge. The Stormwater Financing Study recommended that the level of service for the City's storm water program be increased from the current "status quo" service level to the proposed "interim" service level defined by the study to better address the needs of the City's storm water infrastructure and related programs.

**Details of Service Change**

This initiative identifies the preliminary operating budget implications associated with the stormwater rate and increasing the City's stormwater program from the current service level to the proposed interim level of service. An additional funding amount of approximately \$1.7 million will be required to deliver the interim service level along with the operational, enforcement, technical and administrative needs of the program identified. These funding amounts are to be ultimately funded from the stormwater rate.

It is also expected that storm water charges attributed to City owned lands and any grants approved by Council to offset storm charges to property owners will need to be funded by taxes through the City's operating budget. The net impact of removing the storm water program from the tax base and adding the City property rate charges and grants is estimated to be a reduction of \$5.75 million in the City's operating budget. The estimated retained budget funded by property taxes is \$1 million, to fund the City's stormwater rate charge and grants.

The figures and dates shown in this budget request are preliminary. A comprehensive report will be presented to General Committee later this year.

**Service Impact**

The stormwater charge will be assessed for properties based on the amount of impervious surface using a tiered single family unit approach. The proposed interim service level includes improvements to annual inspection, maintenance and enforcement programs for the City's municipal stormwater infrastructure systems and will provide for the much needed management, operational, administrative, customer service and technology support to ensure the program and billing system operate effectively.

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Budget Request #: 720

**Proposed Initiative**

LED Street Lighting Conversion  
Project

**Department**

Transportation & Works  
Department

**Service Area**

Roads, Storm Drainage &  
Watercourses

**Required Operating Investment**

Impacts (\$000s)	2014	2015	2016
Gross Expenditures	0.0	0.0	0.0
Reserves & Reserve Funds	0.0	0.0	0.0
User Fees & Other Revenues	0.0	0.0	0.0
Tax Levy Requirements	0.0	0.0	0.0
* Net Change in \$		0.0	0.0
FTEs	1.0	1.0	1.0

*\* Any net change that is negative, (in brackets), is a good thing. It means a reduction in expenditure or an increase in revenue.*

**Required Capital Investment**

Total Capital (\$000s)	2013 & Prior	2014	2015	2016	2017 & Beyond
Expenditures	25,000.0	3,500.0	0.0	0.0	0.0

**Why Staff Recommend this Initiative**

When completed, the LED Street Lighting Conversion Project, with an estimated capital debt cost of \$28.5 million will reduce future operating costs by approximately 55 per cent for energy and 50 per cent for maintenance, along with environmental benefits. Additional staff resources have been identified through an e3 Street Lighting Review and a Street Lighting Services Agreement Audit to manage increasing work requirements and optimize energy and operational savings.

**Details of Service Change**

The LED Street Lighting Conversion Project involves the conversion of approximately 49,000 street lights to LED luminaires and includes the deployment of a street lighting monitoring system. Field implementation began in November 2012 and is expected to continue through to December 2014. The conversion to LED street lights will result in significant reductions to future energy and maintenance costs. The project is debt financed with energy and maintenance savings more than offsetting debt servicing costs. In addition, the City is eligible for a \$1.4 million incentive from the Ontario Power Authority's SaveOnEnergy Program. The estimated payback period is four years after project completion. Capital debt funding of \$35 million was initially allocated for project implementation, however, due to favourable tender prices, the overall capital debt funding is now projected at \$28.5 million over three years (2012-2014).

A Street Lighting Coordinator is required in 2014 to assist with field monitoring, coordination and administration of the Street Lighting Services Agreement with Enersource, as well as taking advantage of the capabilities of the street lighting monitoring system such as optimizing energy reduction opportunities. Support for this additional staff resource has been identified through the e3 Street Lighting Review and in the Street Lighting Services Agreement Audit. The labour cost involved is to be offset from the LED energy savings.

**Service Impact**

LED street lighting will not only provide future energy and maintenance savings and environmental benefits, but will also provide safer lighting with improved visibility and a reduction in light pollution in the sky. The transition to LED lighting will increase vehicular and pedestrian safety by providing better visibility, object recognition and colour rendition, while also reducing the City's carbon footprint. LED luminaires are dark-sky friendly and have been certified as such by the International Dark-Sky Association.

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Budget Request #: 766

**Proposed Initiative**

Cycling Master Plan Implementation  
Refresh

**Department**

Transportation & Works  
Department

**Service Area**

Roads, Storm Drainage &  
Watercourses

**Required Operating Investment**

Impacts (\$000s)	2014	2015	2016
Gross Expenditures	0.0	42.9	136.6
Reserves & Reserve Funds	0.0	0.0	0.0
User Fees & Other Revenues	0.0	0.0	0.0
Tax Levy Requirements	0.0	42.9	136.6
* Net Change in \$		42.9	93.7
FTEs	0.0	1.0	2.0

*\* Any net change that is negative, (in brackets), is a good thing. It means a reduction in expenditure or an increase in revenue.*

**Required Capital Investment**

Total Capital (\$000s)	2013 & Prior	2014	2015	2016	2017 & Beyond
Expenditures	0.0	0.0	0.0	0.0	0.0

**Why Staff Recommend this Initiative**

The Cycling Master Plan (CMP) is a critical element of the multi-modal transportation approach that is required to realize the City's long term urbanization objectives. Implementation of the CMP is led by the Cycling Office which was established through the conversion of one position and the addition of one new position. The need for two additional staff was identified in the CMP and initially recommended by staff for 2012 and 2013. A review and update of the CMP is planned for 2015.

**Details of Service Change**

The Cycling Master Plan and Implementation Strategy includes 17 recommendations and 79 actions required to foster a culture where cycling is an everyday activity, build an integrated cycling network, and adopt a "safety-first" approach for cycling in Mississauga. Taken individually, implementation of each action is unlikely to have a major impact on how many people choose to cycle in Mississauga. Taken collectively, the recommendations and actions form a comprehensive program designed to support the development of a multi-modal transportation network and corresponding shift in transportation choices.

Over the first three years, the Cycling Office has focused on building the cycling network and working with partners such as the Mississauga Cycling Advisory Committee and Smart Commute to foster a cycling culture. The need for two additional staff has been identified in order to deliver on the remainder of the City's commitments within the plan. The new positions will be needed to focus on program monitoring and evaluation, network safety enhancements and education and awareness programs. In response to budget pressures, the new positions have been deferred, and it is proposed that they be phased-in over two years beginning in 2015.

Note: This budget request only addresses future operating pressures for cycling. The capital budget for cycling can be found within the capital budget section of the business plan.

**Service Impact**

Deferral of the additional staff recommended in the CMP will slow down the City's ability to deliver on the actions in the plan, particularly for network safety enhancements, monitoring and evaluation and education/awareness programs. Without new staff proposed for 2015-2016, the Cycling Office will be unable to adequately deliver on things like expansion of "cross-ride" intersection markings, retrofit of way-finding signage on existing routes, cycling counts and monitoring initiatives, and community outreach and education.

Building an average of 30 kilometres of new cycling facilities per year continues to be the long-term target. However, without increased resources, meeting this target will not be sustainable in the years to come and will impact the City's ability to complete the network identified within the Master Plan within a time-frame of 20 years. Network additions should be balanced with other "soft" program elements of the Master Plan like cycling skills education and promotions in order to leverage the investment in cycling infrastructure and enable more residents to choose to cycle for their daily transportation needs.

### Appendix 3: Proposed 2014 Capital Program

#### Program: Bridge & Structure Rehabilitation

Project Number	Project Name	Gross Cost (000's)	Recovery (000's)	Net Cost (000's)	Funding Sources
TWBR00021	Bloor Street over East Etobicoke Creek	700	0	700	Federal Gas Tax Reserve Fund
TWBR00021	Bridge Repairs	100	0	100	Federal Gas Tax Reserve Fund
TWBR00021	Burnhamthorpe Road West over Sawmill Creek	1,300	0	1,300	Federal Gas Tax Reserve Fund
TWBR00021	Burnhamthorpe Road West over Sawmill Creek	1,100	0	1,100	Federal Gas Tax Reserve Fund
TWBR00021	Canadian National Railway (Metrolinx) Goreway Drive	625	0	625	Federal Gas Tax Reserve Fund
TWBR00021	Glen Erin Drive over Pedestrian Trail	380	0	380	Federal Gas Tax Reserve Fund
TWBR00021	Mississauga Road over Mullet Creek	670	0	670	Federal Gas Tax Reserve Fund
TWBR00021	Pedestrian Overpass over Derry Road West	325	0	325	Federal Gas Tax Reserve Fund
TWBR00022	Bridge Structure Detail Inspections & Design at various locations	300	0	300	Federal Gas Tax Reserve Fund
<b>Subtotal</b>		<b>5,500</b>	<b>0</b>	<b>5,500</b>	

#### Program: Major Roads

Project Number	Project Name	Gross Cost (000's)	Recovery (000's)	Net Cost (000's)	Funding Sources
TWMR00004	Torbram Road Grade Separation	4,000	0	4,000	City - Wide Engineering Development Charges Reserve Fund
TWMR00045	Belgrave Drive Ramp Extension & Widening - Mavis Road to Cantay Road (EA)	250	0	250	City - Wide Engineering Development Charges Reserve Fund
TWMR00046	Courtneypark Drive East Widening - Kennedy Road to Tomken Road (Design)	250	0	250	City - Wide Engineering Development Charges Reserve Fund
TWMR00047	Goreway Drive Rail Grade Separation	2,000	0	2,000	City - Wide Engineering Development Charges Reserve Fund

**Program: Major Roads (Cont'd)**

Project Number	Project Name	Gross Cost (000's)	Recovery (000's)	Net Cost (000's)	Funding Sources
TWMR00048	Intersection Capital Program	495	0	495	City - Wide Engineering Development Charges Reserve Fund
TWMR00052	Ninth Line Widening - Derry Road to North Limit - Phase 1	3,000	0	3,000	City - Wide Engineering Development Charges Reserve Fund/Capital Reserve Fund
TWMR00053	Preliminary Engineering Studies	100	0	100	City - Wide Engineering Development Charges Reserve Fund
TWMR00071	Mavis Road from Courtnepark Drive to North City Limits (EA)	500	0	500	City - Wide Engineering Development Charges Reserve Fund
TWMR00111	Second Line over Highway 401- Pedestrian/Cycling Bridge (includes Piers)	500	0	500	Debt Financing
TWMR00140	Square One Drive from Hammerson Drive to Duke of York Blvd (EA)	300	300	0	Recoveries from Others
<b>Subtotal</b>		<b>11,395</b>	<b>300</b>	<b>11,095</b>	

**Program: Other Engineering**

Project Number	Project Name	Gross Cost (000's)	Recovery (000's)	Net Cost (000's)	Funding Sources
TWOE00094	Customer Self Service Permits	20	0	20	Capital Reserve Fund
TWOE00086	Cycling Program	1,060	0	1,060	City - Wide Engineering Development Charges Reserve Fund/Federal Gas Tax Reserve Fund
TWOE00097	Field Equipment Replacement - Traffic Controllers	190	0	190	Capital Reserve Fund
TWOE00056	LED Streetlighting Retrofit Project	3,500	1,400	2,100	Debt Financing
TWOE00087	Multi-Use Trails along Hanlan Routes	625	0	625	City - Wide Engineering Development Charges Reserve Fund
TWOE00229	New Vehicles & Equipment	195	0	195	Public Works Buildings & Fleet Development Charges Reserve Fund/Capital Reserve Fund



**Program: Other Engineering (Cont'd)**

Project Number	Project Name	Gross Cost (000's)	Recovery (000's)	Net Cost (000's)	Funding Sources
TWOE00089 TWOE00105	Noise Wall Program	1,638	0	1,638	City - Wide Engineering Development Charges Reserve Fund/Debt Financing
TWOE00255	North Central Works Yard Feasibility Study	50	0	50	City - Wide Engineering Development Charges Reserve Fund/Capital Reserve Fund
TWOE00090	Pay & Display Parking Meters - City Centre & Lakeshore	160	0	160	Cash-in-lieu of Parking Reserve Fund - City Centre/Port Credit
TWOE00297	Permanent Snow Storage Sites - 2	1,000	0	1,000	Public Works Buildings & Fleet Development Charges Reserve Fund/Capital Reserve Fund
TWOE00091	Property Acquisition	2,540	0	2,540	City - Wide Engineering Development Charges Reserve Fund
TWOE00092	Salt Management Program	50	0	50	Capital Reserve Fund
TWOE00093	Sidewalks	1,000	0	1,000	City - Wide Engineering Development Charges Reserve Fund
TWOE00088	Site Assessments and Data Management	470	0	470	Capital Reserve Fund
TWOE00222 TWOE00316	Streetlighting	1,420	0	1,420	Debt Financing
TWOE00095	Survey and Control Network	25	0	25	Capital Reserve Fund
TWOE00096	Topographical Updating	145	0	145	Capital Reserve Fund
TWOE00040	Traffic Management Centre	3,925	1,593	2,332	City - Wide Engineering Development Charges Reserve Fund/Capital Reserve Fund/Contributions Reserve Fund - Roads
TWOE00098	Traffic Signal Equipment Enhancements	115	0	115	City - Wide Engineering Development Charges Reserve Fund

**Program: Other Engineering (Cont'd)**

Project Number	Project Name	Gross Cost (000's)	Recovery (000's)	Net Cost (000's)	Funding Sources
TWOE00099	Traffic Signals	770	0	770	City - Wide Engineering Development Charges Reserve Fund/Capital Reserve Fund/Roadway Infrastructure Maintenance Reserve Fund/Contributions Reserve Fund - Traffic Signals
TWOE00101	Traffic System and Intelligent Transportation System (ITS)	75	0	75	City - Wide Engineering Development Charges Reserve Fund
TWOE00320	Vehicle & Equipment Replacement	1,500	0	1,500	Main Fleet Vehicle and Equipment Replacement Reserve Fund
<b>Subtotal</b>		<b>20,473</b>	<b>2,993</b>	<b>17,480</b>	

**Program: Road Rehabilitation**

Project Number	Project Name	Gross Cost (000's)	Recovery (000's)	Net Cost (000's)	Funding Sources
TWRR00019 TWRR00086 TWRR00096	Road Rehabilitation	16,196	0	16,196	Debt Financing/Federal Gas Tax Reserve Fund
TWRR00018	Crack Sealing	100	0	100	Roadway Infrastructure Maintenance Reserve Fund
<b>Subtotal</b>		<b>16,296</b>	<b>0</b>	<b>16,296</b>	

**Program: Storm Drainage**

Project Number	Project Name	Gross Cost (000's)	Recovery (000's)	Net Cost (000's)	Funding Sources
TWSD00083	Credit River Erosion Control - Behind Steen Drive	740	0	740	Storm Water Management Development Charges Reserve Fund/Capital Reserve Fund
TWSD00086	Applewood Creek Crossing Improvements - Culvert under Lakeshore Road East	425	0	425	Contributions Reserve Fund - Drainage
TWSD00087	Serson Creek Crossing Improvements - Culvert under Lakeshore Road	425	0	425	Contributions Reserve Fund - Drainage

**Program: Storm Drainage (Cont'd)**

Project Number	Project Name	Gross Cost (000's)	Recovery (000's)	Net Cost (000's)	Funding Sources
TWSD00083	Credit River Erosion Control - Behind Steen Drive	740	0	740	Storm Water Management Development Charges Reserve Fund/Capital Reserve Fund
TWSD00086	Applewood Creek Crossing Improvements - Culvert under Lakeshore Road East	425	0	425	Contributions Reserve Fund - Drainage
TWSD00087	Serson Creek Crossing Improvements - Culvert under Lakeshore Road	425	0	425	Contributions Reserve Fund - Drainage
TWSD00089	Drainage Improvements - Various Locations	100	0	100	Contributions Reserve Fund - Drainage
TWSD00090	Minor Erosion Control Works - Various Locations	80	0	80	Storm Water Management Development Charges Reserve Fund/Capital Reserve Fund
TWSD00091	Storm Sewer Oversizing - Various Locations	200	0	200	Storm Water Management Development Charges Reserve Fund
TWSD00092	Monitoring and minor modification of Storm Water Management Facilities - Various Locations	80	0	80	Storm Water Management Development Charges Reserve Fund

**Program: Storm Drainage (Cont'd)**

Project Number	Project Name	Gross Cost (000's)	Recovery (000's)	Net Cost (000's)	Funding Sources
TWSD00114	Land Acquisition - Sawmill Creek Pond #5805 - North of Highway 403, West of Winston Churchill Boulevard	2,240	0	2,240	Storm Water Management Development Charges Reserve Fund/Contributions Reserve Fund - Drainage
TWSD00116	New Facility - Sawmill Creek Pond #5805 - North of Highway 403, West of Winston Churchill Boulevard (Design/Construct)	950	0	950	Contributions Reserve Fund - Drainage
TWSD00126	Land Acquisition - Storm Water Management Pond #5503 (North 16) - Between Ninth Line and Tenth Line	1,730	0	1,730	Storm Water Management Development Charges Reserve Fund
TWSD00128	New Facility - Storm Water Management Pond #5503 (North 16) - Between Ninth Line and Tenth Line (Design/Construct)	1,000	0	1,000	Storm Water Management Development Charges Reserve Fund

**Program: Storm Drainage (Cont'd)**

Project Number	Project Name	Gross Cost (000's)	Recovery (000's)	Net Cost (000's)	Funding Sources
TWSD00187	Storm Sewer Network Modelling - City-wide Model	100	0	100	Capital Reserve Fund
TWSD00188	Storm Water Management Pond Dredging and Rehabilitation - Pond 2601A (Eastgate Business Park) (Design/Construct)	1,150	0	1,150	Capital Reserve Fund
TWSD00200	Cooksville Creek Flood Storage Facility - Eglinton Avenue East and Kennedy Road (Eastgate Park) (Design)	460	0	460	Storm Water Management Development Charges Reserve Fund/Capital Reserve Fund
TWSD00201	Cooksville Creek Improvements and Flood Protection - Paisley Boulevard East	5,149	0	5,149	Storm Water Management Development Charges Reserve Fund/Debt Financing
TWSD00203	New Facility - Cooksville Creek Pond #3702 - North of Matheson Boulevard between McLaughlin Road and Hurontario Street (Park 317)	7,015	0	7,015	Storm Water Management Development Charges Reserve Fund/Capital Reserve Fund
TWSD00207	Land Acquisition - Cooksville Creek Pond #3702 - North of Matheson Boulevard between McLaughlin Road and Hurontario Street (Park 317)	6,500	0	6,500	Storm Water Management Development Charges Reserve Fund
TWSD00219	Cooksville Creek Flood Protection Berm Improvement - Helen Molasy Memorial Park (EA/Design)	150	0	150	Storm Water Management Development Charges Reserve Fund/Capital Reserve Fund
TWSD00240	Lisgar Community Basement Water Infiltration Investigation - Unspecified Improvements	200	0	200	Capital Reserve Fund
TWSD00241	Sixteen Mile Creek Culvert Improvement - Argentia Road Extension (Design/Construct)	1,530	0	1,530	Storm Water Management Development Charges Reserve Fund
TWSD00242	Stormwater Financing Study, Phase 2, Stages 3 and 4	720	0	720	Capital Reserve Fund

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**Program: Storm Drainage (Cont'd)**

Project Number	Project Name	Gross Cost (000's)	Recovery (000's)	Net Cost (000's)	Funding Sources
TWSD00275	Flood Evaluation Study - Serson, Applewood, and Little Etobicoke Creeks	350	0	350	Capital Reserve Fund
TWSD00277	Cooksville Creek Flood Protection - Dyking downstream of Central Parkway East, behind Rhonda Valley	1,787	0	1,787	Storm Water Management Development Charges Reserve Fund/Debt Financing
<b>Subtotal</b>		<b>33,081</b>	<b>0</b>	<b>33,081</b>	
<b>Total Expenditures</b>		<b>86,745</b>	<b>3,293</b>	<b>83,452</b>	

#### Appendix 4: Proposed 2015-2016 Capital Program

##### Program: Bridge & Structure

Sub-Program	2015 Forecast (\$000's)	2016 Forecast (\$000's)
Bridge & Structure Rehabilitation	4,780	0
Bridge Repairs	420	5,200
Bridge and Culvert Appraisal & Improvement Priority	0	0
Inspection & Design	300	300
<b>Subtotal</b>	<b>5,500</b>	<b>5,500</b>

##### Program: Major Roads

Sub-Program	2015 Forecast (\$000's)	2016 Forecast (\$000's)
Grade Separation	14,000	5,000
Intersection Improvements	495	495
Road Improvements	15,360	3,110
<b>Subtotal</b>	<b>29,855</b>	<b>8,605</b>

##### Program: Other Engineering

Sub-Program	2015 Forecast (\$000's)	2016 Forecast (\$000's)
Cycling Program	1,680	1,680
Environmental Management-City Owned Properties	0	0
New Vehicles & Equipment	195	195
Noise Wall Program	0	1,480
Parking - Municipal	350	0
Property Acquisition	0	0
Salt Management Program	50	50
Sidewalks	350	350
Specialized Equipment	0	0
Streetlighting	600	600
Survey Equipment and Control	25	25
Topographical Updating	45	45
Traffic Signals	3,435	3,260
Vehicle & Equipment Replacement	4,212	2,377
Works Yards Space	50	4,860
<b>Subtotal</b>	<b>10,992</b>	<b>14,922</b>

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**Program: Roadway Rehabilitation**

Sub-Program	2015 Forecast (\$000's)	2016 Forecast (\$000's)
Crack Sealing	100	100
Parking Lot Rehabilitation	0	0
Roadway Infrastructure Review	750	0
Road Rehabilitation	9,358	20,000
<b>Subtotal</b>	<b>10,208</b>	<b>20,100</b>

**Program: Storm Drainage**

Sub-Program	2015 Forecast (\$000's)	2016 Forecast (\$000's)
Channelization	0	0
Culvert Improvement	2,471	0
Drainage	260	260
Erosion Control	80	80
Flood Relief	10,585	0
Storm Sewer	1,750	0
Storm Sewer Oversizing	200	200
Study	250	250
Storm Water Management (SWM) Facilities	7,440	17,830
<b>Subtotal</b>	<b>23,036</b>	<b>18,620</b>
<b>Total Expenditures</b>	<b>79,591</b>	<b>67,747</b>



# Mississauga Transit

## 2014-2016 Business Plan Update and 2014 Budget

City of Mississauga, Ontario, Canada



MORE THAN **3,650** BUS STOPS.  
**3<sup>RD</sup>** LARGEST MUNICIPAL TRANSIT SYSTEM IN ONTARIO.  
**93** TRANSIT ROUTES, **1.3** MILLION HOURS OF SERVICE.  
FULLY ACCESSIBLE **458** BUS FLEET.





Last year the City of Mississauga undertook an extensive process to create a four year, 2013 through 2016, detailed Business Plan and Budget. Approved in December 2012, the 2013-2016 Business Plan and Budget outlines how and where the City plans to allocate resources to provide good value for taxpayers. Reviewed and updated annually, the four year plan is based on the City's four strategic priorities. 2014 marks the second year of Mississauga's four year Business Plan and Budget. For this "Update Year" staff have focused on primarily updating and presenting exceptions and amendments to the four year approved Service Area Business Plans, while still providing comprehensive financial information and forecasts.

The following summary document sets out a brief description of the Service Area, what has changed since writing the 2013-2016 Business Plan and Budget and performance measurements. The complete 2014-2016 Business Plan and Budget can be found on the City's website.

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## Table of Contents

<b>Existing Core Services .....</b>	<b>4</b>
1.1 Vision and Mission .....	4
1.2 Service Delivery Model .....	5
<b>Updates &amp; Accomplishments .....</b>	<b>6</b>
2.1 Updates .....	6
2.2 Accomplishments .....	11
2.3 Awards and Recognitions .....	15
<b>Proposed Budget .....</b>	<b>16</b>
3.1 Changes to Maintain Current Service Levels and Operationalize Prior Decisions.....	21
3.2 Proposed New Initiatives and New Revenues .....	23
3.3 Highlights of Proposed Capital Program Budget .....	25
3.4 Capital Program .....	26
<b>Performance Measures .....</b>	<b>27</b>
4.1 Balanced Scorecard .....	27
<b>Appendices .....</b>	<b>29</b>
Appendix 1: Details of Changes to Maintain Current Service Levels and Operationalize Prior Decisions .....	30
Appendix 2: Budget Requests .....	33
Appendix 3: Proposed 2014 Capital Program .....	44
Appendix 4: Proposed 2015-2016 Capital Program .....	46

# Existing Core Services

## 1.1 Vision and Mission

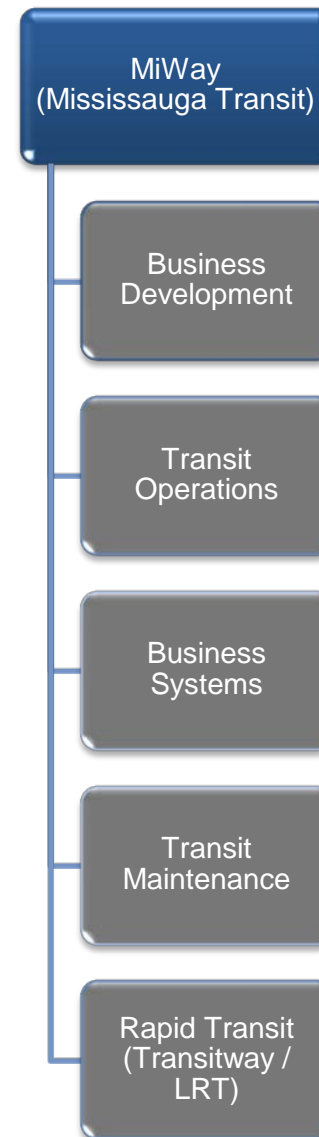
MiWay operates conventional, fixed route transit service within the boundaries of the City of Mississauga. As part of the Greater Toronto Area, MiWay connects to commuter rail and regional bus service provided by GO Transit, and integrates service with neighbouring municipalities. The system connects with Brampton Transit to the north, Oakville Transit to the west, and the Toronto Transit Commission (TTC) to the east, with direct connections to the Islington and Kipling Subway Stations.

### Vision

MiWay: A lifestyle choice to your destination.

### Mission

To provide a customer-focused transit service that offers safe, accessible, and efficient transportation options for all citizens.



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## 1.2 Service Delivery Model

Delivering effective and efficient transit services that meet the needs of customers is a multifaceted business that, due to the nature of the operational environment, faces continuous change and complexity.

Effective delivery of service is interdependent on involvement and participation from each of the staff transit groups and their service responsibilities.

MiWay's service delivery model aims to achieve a balance between customer expectations and the cost of delivering attractive service that has value. Good employee relationships and sound financial management play an equally important role in the effective delivery of service.

At the centre of our service are our existing and potential customers of MiWay. Our service goal is to deliver excellent customer service through safe, flexible, integrated transit services that meet the needs of an increasingly diverse community.

MiWay strives to consistently accomplish two service delivery outcomes that satisfy customers' needs:

- Develop a service plan that will assign the right capacity at the right time, based on customer travel patterns, dependent on time of day and day of the week; and
- Meet the service plan by having the right bus at the right time at each bus stop and terminal, consistently throughout the day, every day of the week.

The Service Development section constantly reviews ridership data, origin and destination surveys, customer feedback, and operator and customer input to model and

determine the best possible allocation of buses to meet the needs of customers.

The Operations and Maintenance sections work on having the required amount of operators and buses fit for service every hour of every day.



Bus Operations at the City Centre Transit Terminal

# Updates & Accomplishments

## 2.1 Updates

### MiWay Service

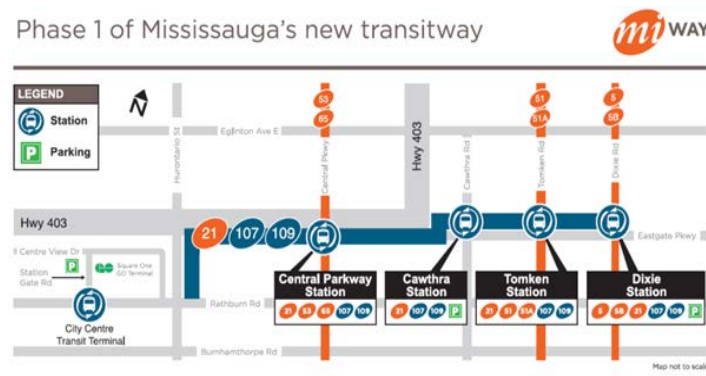
All indicators point to a sustained surge in public demand for transit service within our City. The requested one per cent and two per cent increase in service hours provided in 2013, allowed MiWay to address instances of passenger overcrowding as a result of higher ridership levels. However, with the increase in ridership, denial of service caused by overcrowding will continue to erode our network's reliability on a daily basis.

A changing job market and more employment opportunities in Mississauga has resulted in the traditional one-way eastbound commuter demand starting to trend towards a two-way flow during the peak periods. MiWay is many years away from reaching balanced passenger movements during the peak hours. Demand by time period has also changed with ridership pressures being exerted on our midday and evening delivery. Continuous monitoring of resources is required to ensure MiWay meets the changing travel needs of our customers.

Speed of travel has also been deteriorating over the years as our City reaches almost full development. Delivering public transit in the midst of substantially increased vehicular traffic without proper infrastructure of transit priority measures has exposed our service to the damaging effect of declining network speeds. Lower speeds cause loss of frequency which can only be countered by deploying additional resources with corresponding additional costs.

In response to this challenge, services have and will continue to be realigned or completely re-designed to withstand these growing pressures while still maintaining the best possible supply/demand balance. MiWay has built a strong coverage transit network whereby many customers have good access to public transit. As the City grows, the pressures on the network will become challenging without future investment in transit growth and improvements. Future transit improvements will focus on meeting growth demands, improving the express network as well as Transitway services and eventually Light Rail Transit (LRT) options for customers. This focus will allow the network to be built to grow new revenue riders and offer competitive choices to the car.

With the opening of the Transitway in the spring of 2014, MiWay's MiExpress Routes 107 and 109 and MiLocal Route 21 will transition onto the Transitway and provide service between the City Centre Transit Terminal and Dixie Road.



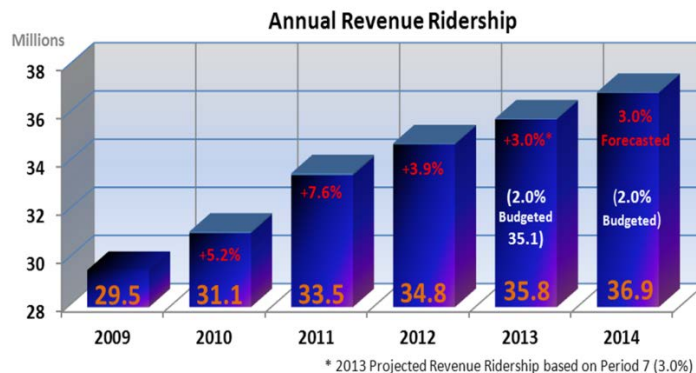
Once operating along the Transitway, Routes 107, 109, and 21 will connect with several north-south MiWay routes. Travelling across Mississauga on this dedicated corridor will be more efficient and offer more reliable service, bypassing congestion.

Existing MiWay routes will be adjusted to better align with the Transitway. Weekend services will also be added along the express network to improve network connectivity, and ensure full coverage along the Transitway throughout the week.

### Ridership

In spite of the economic downturn of 2008-2009, MiWay's annual ridership surpassed a record 50 million in 2012. It is forecasted that MiWay's annual boardings will set a record of 52 million in 2013 and 54 million boardings in 2014.

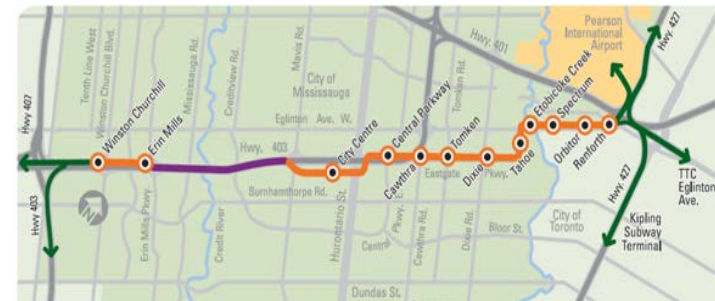
Annual revenue ridership levels continue to climb on MiWay. MiWay achieved record riders in 2012 at 34.8 million (an increase of 3.9 per cent from 2011), and is expected to reach 35.8 million by the end of 2013 (an increase of three per cent from 2012).



### The Mississauga Transitway

Mississauga's new Transitway will provide east-west service supporting thousands of riders per day, making it faster for commuters to travel to, from and through Mississauga and across the region. When fully complete, the 18 kilometer Transitway will have 12 stations beginning at Winston Churchill Boulevard in the west and ending at Renforth Drive in the east.

From the west, passengers will travel on a dedicated Transitway from Winston Churchill Boulevard to Erin Mills Parkway. Buses will then travel on an existing bus-only lane on Highway 403 from Erin Mills Parkway to Mississauga's downtown core via Centre View Drive and Rathburn Road. The Transitway then continues along a dedicated corridor that runs parallel to Highway 403 and north of Eastgate Parkway and Eglinton Avenue to Renforth Station. From there, passengers will be able to connect to Toronto Pearson International Airport and the Toronto Transit Commission subway stations.



Transitway Alignment within Mississauga

As part of the Mississauga Transitway Phase One, four stations along the Transitway are scheduled to be completed in the spring of 2014: Central Parkway Station, Cawthra Station, Tomken Station and Dixie Station. Once completed, Phase One will offer more reliable service by allowing buses to bypass congestion as they travel on a dedicated corridor.

Improvements to the City Centre Transit Terminal will also be completed as part of the Mississauga Transitway Phase One. Enhancements to the Terminal will include larger Transitway shelters on the north and south side of Rathburn Road. Real time schedule information will also be made available through upgrading of the existing departure boards inside the Terminal.



Transitway Shelters at the City Centre Transit Terminal

MiWay's Express Routes 107 and 109, as well as local Route 21, will transition to the Transitway in the spring of 2014. These MiExpress and MiLocal east-west routes will connect with north-south MiWay routes between the City Centre and Dixie Road. When the Transitway is fully complete, GO Transit buses will travel on it as well.

Below is the project schedule for the Transitway from Winston Churchill Boulevard in the west and ending at Renforth Drive in the east:

#### Project Schedule:

2014	Stations Opening	Central Parkway, Cawthra, Tomken, Dixie
	Enhancements	City Centre Transit Terminal
2015	Stations Opening	Tahoe, Etobicoke Creek, Winston Churchill, & Erin Mills
2016	Stations Opening	Spectrum, Orbitor, & Renforth

#### Hurontario/Main Street Study

LRT service is planned along the Hurontario/Main Street corridor between Brampton and Port Credit in Mississauga. In partnership with the City of Brampton, this project will initiate the transformation of Hurontario Street into a 21<sup>st</sup> Century Main Street with an integrated higher-order system supported by appropriate land use and built form framework.

Building upon the completion of the Hurontario-Main Street Corridor Master Plan (October 2010) and the Metrolinx Benefits Case Assessment (BCA), the next phase involved undertaking the preliminary design for LRT and completing the Environmental Assessment (EA) through the Transit Project Assessment Process (TPAP).

Although timelines for TPAP are shorter than the traditional EA, this still requires substantial design work to be completed prior to commencing the six month review process. Work is nearing completion on the preliminary design and the required TPAP and the project will be approaching the 30 per cent design level. A third Public Information Centre (PIC) will be held during the four month



TPAP comment period followed by two months of internal review by the Ontario Ministry of the Environment.

Metrolinx has recently advised that they will be taking over the Federal Public Private Partnership (P3) application process and have provided indications of greater involvement as the project moves closer towards implementation. This will require considerable staff involvement to ensure municipal interests are maintained. Once funding is obtained and at full build out, the system would eventually operate between Port Street in Port Credit and the Brampton GO Station along Hurontario and Main Streets.

The LRT will replace the limited stop express bus service currently operating along Hurontario Street and service the Lakeshore, Milton and Georgetown GO lines as well as the Mississauga City Centre.



Light Rail Transit along the Hurontario/Main Street Corridor

### **Presto – GTA Fare Card**

In May 2011, PRESTO was rolled out on all MiWay routes. The PRESTO fare card can now be purchased from the

PRESTO website, at the City Centre Transit Terminal or at any GO Transit train station. The PRESTO fare card system is intended to provide fare structure alignment and seamless travel within the Greater Toronto and Hamilton Area (GTHA) with the eventual elimination of paper transit fare media where only PRESTO or cash are to be the accepted form of payment.



The PRESTO fare card provides the ability to set separate fares and cards to be configured as concession fares (i.e. child/student/post-secondary). In May 2012, MiWay launched a weekly loyalty program that rewards PRESTO cardholders who frequently travel on MiWay with a free ride after 12 full fare trips in the same week.

Since its launch, MiWay has sold over 26,000 PRESTO cards and over 6.4 million trips have been taken by customers who have chosen PRESTO. PRESTO fares currently make up 25 per cent of MiWay fare revenues.

As customer use of the PRESTO fare card continues to grow on MiWay, paper fare media (tickets and passes) will be phased out.

### **MiWay Brand**

The MiWay brand, launched in 2010, represents a customer-focused approach to grow ridership.

Continuing to build MiWay brand momentum in the community to generate and sustain interest in evolving transit services during ongoing Mississauga Transitway



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construction, is critical to influencing perceptions about transit and encouraging new customers to try the system. Research shows that service frequency is the most important motivator for increasing transit usage, and the new Mississauga Transitway has considerable potential to address the perceived convenience of transit in Mississauga.



### **Three-Year MiWay Business Marketing Strategy (2013-2015)**

The purpose of the three-year strategy is to guide MiWay's marketing plans and tactics as it strives to provide customer-focused transit service. The plan was informed by extensive primary research in addition to market and industry research.

The primary research included stakeholder interviews, focus groups and quantitative research (online survey). A set of transit marketing best practices was identified based on case studies.

The three year business marketing strategy contains four strategic priorities based on key findings from the research. The priorities are:

- Communicate to manage service expectations – promote efficiency;

- Increase ridership by focusing on targeted choice riders: students (age 15-24), business commuters (within Mississauga and cross-border) and GO commuters;
- Create consistent brand awareness and understanding among key target audiences, including all internal employees; and
- Develop and implement a social/digital strategy for brand and operational communication and transparency.

The three year MiWay Business Marketing Strategy will be implemented during the Mississauga Transitway construction (scheduled for completion in 2015) and the development of the five year MiWay Service Plan and 10-Year Transit Roadmap.

### **Information Technology**

MiWay's technology plan continues to focus on modernization of legacy systems, better access to customer information, and implementation of performance metrics. In 2013 a significant milestone was achieved with the launch of a new workforce management application for bus allocation and operator ad hoc work assignments that is fully integrated to the application used to develop service plans and provide customer information.

MiWay's Intelligent Transportation System's (ITS) customer information plan was enabled to provide real time next bus arrival information through terminal signs; the first examples can be seen on the Transitway terminals. The ITS program continues with the addition of planned functionality; like automatic passenger counters (APC) and automatic vehicle location (AVL) on all MiWay vehicles, including change off cars and supervisor units.

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### **Transit Technology**

MiWay's Intelligent Transportations System (ITS) integrates GPS (global positioning satellite) technology and dynamic sensors to offer vehicle location, and time/location stamp of images, number of riders, and vehicle performance. In the next couple of years the following functionality will be launched:

- Automatic passenger counters for ridership information;
- Automated garage management for asset tracking;
- Real time next bus arrival at terminal level;
- On-street incident management; and
- Mobile real time customer schedule information.

### **Workforce Management**

This program uses a modular application to manage every aspect of operators' activities, including the service plan and customer contact administration; this program will deliver:

- Integration with City's payroll system;
- Replacement of Customer Feedback application;
- Introduction of operator performance management; and
- Integration with on-street (MiWay's Intelligent Transportations System) information.

### **Fleet Management**

This is the third body of work of MiWay's technology plan and is to be commenced in 2014. This program integrates the MiWay's Intelligent Transportations System (ITS) and fuel management systems to the fleet management application. The plan is to deliver:

- Vehicle performance dashboard; and
- New fleet management application.

### **Operator Uniforms**

MiWay's Bus Operator uniforms are being updated to display the MiWay brand in place of the old Mississauga Transit logo. Uniform specifications have been developed to consider a new brand colour for shirts and modern comfortable styles. The quality and durability of the uniforms are being considered and new uniforms should be available in spring 2014.

Research shows that our Bus Operators are MiWay's brand ambassadors for both MiWay and the City. The new uniform will instill pride for our Operators and continue to build awareness of the MiWay brand.

### **Diesel Fuel Price Increases**

For 2014, the diesel fuel budget is being increased to bring it in line with prices paid during 2013. The adjustment from \$0.94 to \$1.04 per litre for 2014 creates a \$1.7 million pressure in the operating budget. Similar increases have been forecasted for 2015 and 2016.

## **2.2 Accomplishments**

Every year funds are dedicated to making improvements to the transit services for customers. The following are successes achieved through funding and support in 2013.

### **Service Levels**

- Ridership Growth: MiWay is expected to reach record ridership in 2013 at 35.8 million revenue rides (an increase of three per cent from 2012);
- Over 50 Million Boardings: MiWay surpassed over 50 million boardings in 2012 and is expected to reach over 52 million boardings by the end of 2013;

- **More Service for Humber College:** In anticipation of the Transitway, service on Route 107 – Malton Express was extended to Humber College (North Campus). The extension of service now provides fast, limited stop express service between City Centre Transit Terminal and Humber College via Westwood Mall;
- **New Express Midday Service:** MiWay's Express Routes 107 and 109 were improved to now provide midday service. The added service on Route 107 now provides all day express service to the Malton area and Humber College. On Route 109, these improvements provide customers with another viable option when travelling between City Centre Transit Terminal and Islington Subway Station. The new service also benefits businesses in the Airport Corporate Centre by providing customers with all day express service to/from Islington Subway Station;
- **Direct Service to Erindale GO Station:** GO Transit opened the newly renovated Erindale GO Station which includes a new multi-level parking structure, new bus loop and dedicated transit only lanes. With the opening of the Station, MiWay now provides direct service into the Station, utilizing the new bus loop and transit-only lanes. The extension of Route 20 – Rathburn strengthens service along the entire Rathburn corridor from Islington Subway Station to Erindale GO Station via the City Centre Transit Terminal;
- **New Express Service to Meadowvale Business Park:** MiWay introduced a new miExpress Route 108 which provides express service for commuters between Islington Subway and Meadowvale Business Park. Infrastructure within the Meadowvale Business Park was

also improved with shelters being installed at the offices of Royal Bank of Canada and Bank of Montreal;

- **Reinforcing Service at the Skymark Hub & Airport Corporate Centre:** In preparation of the Transitway, a series of service improvements were made to anchor routes at the Skymark Hub. Once the Transitway and the Renforth Gateway Terminal are completed, the routes anchored at the Skymark Hub will be re-oriented to the Renforth Gateway terminal; and
- **Service changes at the Skymark Hub** stem from the need to both streamline MiWay services currently servicing Islington Subway and to re-shape our services within the Airport Corporate Centre, taking advantage of the travel time savings offered by the Transitway. MiWay redesigned existing services within the area and introduced two Airport Corporate Shuttles: Routes 72 and 73. Both routes are now anchored at the Skymark Hub and act as efficient local feeder routes that improve service reliability with schedules coordinated with other major routes to minimize transfer waiting time.

#### **Mississauga Transitway**

- **The Mississauga Transitway Phase One:** Phase One of the Transitway is scheduled to be completed by the spring of 2014, with four stations (Central Parkway, Cawthra, Tomken and Dixie) along the dedicated bus corridor;
- **Improvements to the City Centre Transit Terminal:** As part of the Mississauga Transitway Phase One improvements to the City Centre Transit Terminal will also be completed. Enhancements to the Terminal will include larger Transitway shelters on the north and south side of Rathburn Road;

- New Real time Schedule Information: Real time schedule information will also be provided at the City Centre Transit Terminal and eventually at all Transitway Stations. Real time information will be available through the upgrading of the existing departure boards inside the Terminal. In the future, real time information will also be available through customer mobile devices; and
- Transitway Communication Plan: In partnership with Corporate Communications, a Communication Plan has been developed and implemented to promote and educate residents about the Transitway and its benefits.



Transitway Bus Wrap

### Light Rail Transit (LRT)

- In anticipation of LRT, service integration along the Hurontario corridor was improved with express services being provided by MiWay and Brampton Transit (Züm);
- Work is nearing completion on the pre - Transit Project Assessment Process (TPAP) for Light Rail Transit on Hurontario/Main Street; and
- The project is approaching the 30 per cent design level. The anticipated completion for the Preliminary Design

and Transit Project Assessment Process (TPAP) is planned for late Spring/Summer 2014.

### PRESTO/Fares

- Since its launch, MiWay has sold over 26,000 PRESTO cards and over 6.4 million trips have been taken by customers who have chosen PRESTO; and
- PRESTO fares currently make up 25 per cent of fare revenues.



Presto Fare Card

### Accessibility Improvements

- MiWay has been successful and compliant with the new Integrated Accessibility Standards Regulation (IASR) in 2013 and has accomplished much in relation to accessibility improvements within our facilities, policies, and services.

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## Information Technology

- In 2013, a new workforce management application was launched for bus allocation and operator ad hoc work assignments that is fully integrated to the application used to develop service plans and provide customer information; and
- MiWay's Intelligent Transportations System's (ITS) customer information plan was enabled to provide real time next bus arrival information through terminal signs; the first examples can be seen on the Transitway terminals.

### Customer Information Improvements:

The investment in new technology is changing the way customers prefer to contact MiWay for information. Self-service through mobile devices is increasing rapidly while live customer service assistance is declining. MiWay will continue to invest in self-service information option for future improvements and cost savings.

- Mobile Site usage continues to grow with over 900,000 visits from January – July 2013 (increase of 47.4 per cent from January – July 2012);
- The MiWay App sales continue to increase with 8,369 app sales since its launch in July, 2011;
- MiWay Call Centre receives an average of 36,000 calls/month (decrease of 5.3 per cent from 2011);
- Citylink (24-hour automated schedule system) receives approximately 3.4 million customer calls annually (decrease of eight per cent from 2011); and
- Click n'Ride (online trip planner) has over 1.4 million visits from January – July 2013.

## Community Outreach

MiWay staff participates in just over 100 events in Mississauga annually to promote and educate the public about the benefits of riding MiWay. Our 2013 message focus was to communicate the improvements to the MiWay services and promote the Transitway services opening soon.

- MiWay's award-winning High School student Ambassador Program has been a great success educating students on the benefits of transit. In 2012-13, the program expanded to 19 participating secondary schools, from 15 in the previous year. More improvements are planned for this program in upcoming school years.



MiWay's Transit Ambassador Program Winners 2013 from Stephen Lewis Secondary School

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## 2.3 Awards and Recognitions

### Transit Operations

MiWay Operators work in complex environments daily, with many challenging factors including weather, congestion, as well as construction. In 2013, two days in particular presented exceptional weather challenges.

#### MiWay Keeps on Operating

**Winter Storm:** On February 8, 2013, the Greater Toronto Area (GTA) experienced the biggest snow storm in over five years. Despite the significant amount of snowfall that blanketed our City, MiWay Operators made every effort to come to work and deliver transit service to our customers through severe commuting challenges.

**Excessive Rain and Flooding:** During the evening rush hour on July 8, 2013, the GTA experienced a significant weather event and power blackout that covered 80 per cent of the City. MiWay facilities, terminals, and roads were impacted by flooding, and power outages, including several MiWay buses that were trapped by flooding on the 400 series highways.

Despite all the challenges, MiWay employees provided safe service in very trying circumstances. No employees or customers were injured during this period and no material loss was experienced due to accidents. MiWay delivered full revenue service the following morning and assisted GO Transit by providing emergency shuttles between Port Credit and Long Branch stations.

- 462 employees were given formal Letters of Recognition for their contribution during the July 8, 2013 flooding.

**Safe Driving Awards** - Each year MiWay identifies operators whose performance excels in terms of their dedication to work, their customer feedback and their safe driving record.

- In 2013, 184 Operators were formally recognized for their excellence in these areas.

MiWay recognizes the Safe work of its staff through an annual appreciation BBQ, Safety Awards and Certification from the Ontario Safety League.

- In 2013, 725 Certificates of Recognition were issued to MiWay Operators; and
- In September 2013, 17 Operators and three Maintenance Staff were recognized at Mississauga City Council for their achievement of 25 years of Safe Work with MiWay.

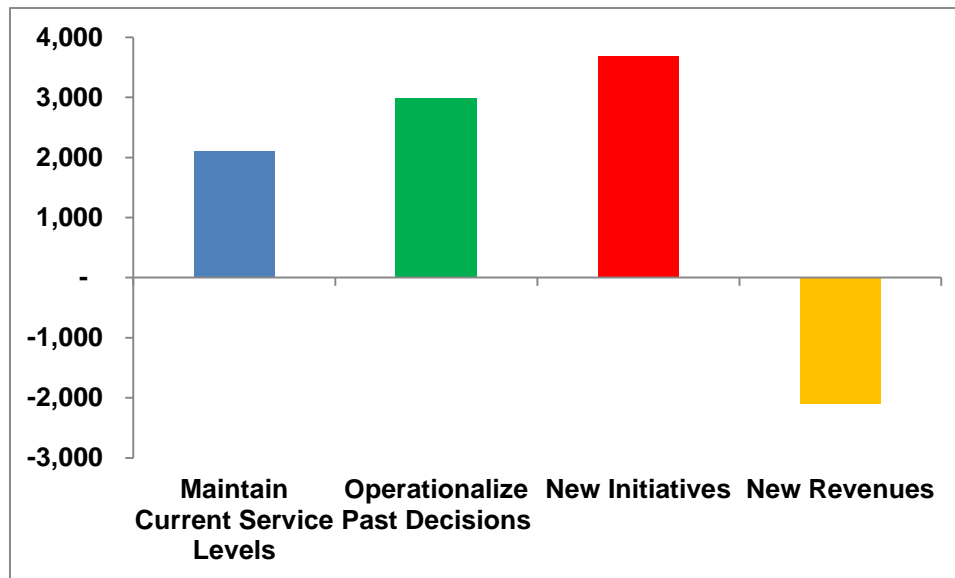
#### Transit Maintenance

- Joseph Passley, Maintenance Technician, received a Corporate Award for Excellence in the category of Continuous Improvement; and
- The Corporate Awards for Excellence Program is the City of Mississauga's opportunity to highlight accomplishments and recognize those who have significantly contributed to the City's success. Joe designed and built a test bench for the auxiliary heaters on our buses. This equipment significantly reduced testing time and improved the reliability of the re-built product.

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## Proposed Budget

This part of the Business plan sets out the financial resources required to deliver the proposed 2014-2016 Business Plan. Information is provided by major expenditure and revenue category as well as by program. The costs to maintain existing service levels and operationalize prior decisions are identified separately from proposed changes. The prior year budget for 2013 was \$54,717,910 and the proposed budget for 2014 is \$61,416,980.



### Total Changes to Maintain Current Service Levels

The impact of maintaining current service levels for the Transit service is an increase of \$2.1 million for 2014. The following budget changes are proposed:

- Labour costs are projected to increase by \$1.8 million and reflects negotiated union agreements, economic adjustment increases, labour adjustments and other fringe benefit changes;
- The diesel fuel budget is being increased to bring it in line with prices paid during 2013, which is also the average price that is forecasted for 2014. The adjustment from \$0.94 to \$1.04 per litre for 2014 creates a \$1.7 million pressure in the operating budget;
- Communication and “smart” bus related maintenance and support costs are forecasted to increase by \$100,000;
- The removal of the one-time increase for new MiWay operator uniforms reduces the budget by \$400,000;
- Other costs are forecasted to increase by \$127,000;



- 
- Farebox revenues are forecasted to increase by \$3 million related to the proposed 2014 fare increase and ridership growth of two per cent.
  - The draw on the Provincial Gas Tax Reserve Fund is being reduced by \$1.5 million; and
  - Other revenue adjustments have resulted in a \$257,000 decrease.

#### **Total Changes to Operationalize Prior Decisions**

The following budget changes are proposed to operationalize prior decisions in the Transit service for 2014:

- Labour (45 transit operators), diesel fuel and minor maintenance items are forecasted to increase by \$3 million for 2013 service improvements, which added 28,900 service hours in 2013 and 39,100 in 2014, for a total of 68,000.

#### **Total New Initiatives and Revenues**

Four initiatives are proposed in the Transit service for the 2014 budget and combine for a net increase of \$1.6 million to the base operating budget. Below is a summary of each initiative:

##### **BR #552: Hanlan Water Project**

- The Hanlan Water Project includes installing a 2.4 meter diameter Hanlan Feedermain and a 1.5 meter diameter Mississauga City Centre Subtransmission Watermain. Construction impact is expected to begin in the fall of 2013; Project to be completed by mid-2016;
- Construction to impact three north-south routes (5 - Dixie, 23-Lakeshore and 51- Tomken), which together carry 14,500 passengers daily; Four east-west routes will also be impacted due to intersection work (3 – Bloor, 26/76 Burnhamthorpe and 20-Rathburn), which together carry 20,700 passengers daily;
- An additional 18,000 service hours annually will be required to maintain the current level of service;
- Five temporary route supervisors will be required to monitor the affected routes and maintain the service reliability; and
- To be fully funded by the Region of Peel.

##### **BR #724: Transitway Operations & Maintenance**

- The Bus Rapid Transit Project will see the creation of a dedicated east-west transit corridor (Transitway) across Mississauga;
- When fully complete, the 18 kilometre Transitway will have 12 stations beginning at Winston Churchill Boulevard in the west and ending at Renforth Drive in the east; and
- Increase of 27,800 hours annually; Increase of 21,900 hours starting in mid-2015.



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**BR #725: Service Growth – 1 per cent**

- BR #726 proposes measures to moderate the negative effect of increased traffic congestion and overcrowding (arising from increased ridership);
- Additional funding is required to improve peak hour and midday frequencies in line with customer expectations; and
- The requested one per cent will also support feeding the Transitway which, by the end of the 2013-2016 Business planning cycle will be fully implemented.

**BR #726: Service Congestion and Overcrowding – 2 per cent**

- With the increases in ridership, denial of service caused by overcrowding will continue to erode MiWay's network reliability; and
- Speed of travel has been steadily deteriorating over the years as the city reaches almost full development.

Description (\$ 000's)	BR #	FTE	2014 Proposed Budget (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)	2014 to 2016 Capital (\$000's)
<b>New Initiatives</b>						
Hanlan Water Project*	552	0.0	0	0	0	0
Transitway Operations and Maintenance	724	19.0	196	1,171	1,395	39,765
Service Growth - 1%	725	27.0	439	1,000	1,115	0
Service Congestion and Overcrowding	726	55.0	960	1,976	2,251	0
Hurontario LRT	945	5.0	0	0	758	0
<b>Total New Initiatives</b>		<b>106.0</b>	<b>1,595</b>	<b>4,147</b>	<b>5,518</b>	<b>39,765</b>
<b>New Revenues</b>						
<b>Total New Revenues</b>		<b>0.0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total New Initiatives and New Revenues</b>		<b>106.0</b>	<b>1,595</b>	<b>4,147</b>	<b>5,518</b>	<b>39,765</b>

Note: Numbers may not balance due to rounding.

\* 18 contract FTEs will be added in 2014 then eliminated in 2016, fully recoverable from the Region of Peel.

The following table identifies the budgeted expenditures and revenues for 2013 to 2016 by major program within the service area, as well as 2012 actuals by programs.

Description	2012 Actuals (\$000's)	2013 Budget (\$000's)	2014 Proposed Budget (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)
<b>Expenditures to Deliver Current Services</b>					
Business Development	6,004	6,863	7,236	7,487	8,029
Business System	2,158	3,877	4,122	3,520	3,558
Maintenance	42,306	43,887	46,773	49,934	53,219
Office of Director	4,687	3,037	2,995	3,124	3,212
Operations	85,571	92,872	96,029	101,447	106,734
Transportation Project Office Transit	531	588	627	638	648
<b>Total Expenditures</b>	<b>141,257</b>	<b>151,124</b>	<b>157,781</b>	<b>166,150</b>	<b>175,398</b>
<b>Revenues</b>	<b>(74,895)</b>	<b>(78,313)</b>	<b>(81,585)</b>	<b>(87,953)</b>	<b>(92,892)</b>
Transfers From Reserves and Reserve Funds	(18,365)	(18,093)	(16,375)	(15,575)	(15,575)
New Initiatives	0	0	1,595	4,147	5,518
<b>Proposed Net Budget Including New Initiatives &amp; New Revenues</b>	<b>47,997</b>	<b>54,718</b>	<b>61,417</b>	<b>66,770</b>	<b>72,450</b>

<b>Expenditures Budget - Changes by Year</b>			<b>4%</b>	<b>5%</b>	<b>6%</b>
<b>Proposed Net Budget - Changes by Year</b>			<b>12%</b>	<b>9%</b>	<b>9%</b>

Note: Numbers may not balance due to rounding.

The following table separates the financial requirements into those required to maintain current service levels; to operationalize prior decisions; and proposed new initiatives and new revenues. More details are provided in sections 3.1 and 3.2.

Description (\$000's)	2014 Proposed Budget (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)
<b>Prior Year Total Expenditures Budget</b>	<b>151,124</b>	<b>161,470</b>	<b>171,122</b>
<b>Increases/(Decreases) to Maintain Current Service Levels</b>			
Labour and Benefits	1,823	3,095	2,157
Other Cost Increases	1,575	1,534	2,068
Efficiencies and Cost Savings	(27)	0	0
<b>Total Expenditures to Maintain Service Levels</b>	<b>154,494</b>	<b>166,099</b>	<b>175,347</b>
<b>Prior Year Revenue Budget</b>	<b>(96,406)</b>	<b>(100,053)</b>	<b>(104,352)</b>
Current Revenue Changes*	(1,258)	(3,457)	(4,109)
Revenue Changes Associated with Efficiencies and Cost Savings	0	0	0
<b>Total Revenues</b>	<b>(97,664)</b>	<b>(103,510)</b>	<b>(108,461)</b>
<b>Net Expenditures to Maintain Services</b>	<b>56,831</b>	<b>62,589</b>	<b>66,886</b>
<b>Current Year Net Tax Levy</b>	<b>56,831</b>	<b>62,589</b>	<b>66,886</b>
<b>Increase in Net Tax Levy</b>	<b>2,113</b>	<b>1,172</b>	<b>116</b>
<b>Net Changes to Maintain Current Service Levels</b>	<b>2,113</b>	<b>1,172</b>	<b>116</b>
<b>Increases/(Decreases) to Operationalize Prior Decisions</b>			
Annualization of Previous Years Budget Decisions - Revenue	(296)	(17)	(5)
Annualization of Previous Years Budget Decisions - Expenses	3,287	51	51
<b>Changes to Operationalize Prior Decisions</b>	<b>2,991</b>	<b>34</b>	<b>46</b>
<b>Net Expenditure to Maintain Current Service Levels and Operationalize Prior Decisions</b>	<b>59,822</b>	<b>62,622</b>	<b>66,932</b>
Proposed New Initiatives & New Revenues - Revenue	(2,094)	(825)	1,648
Proposed New Initiatives & New Revenues - Expenses	3,689	4,972	3,870
<b>Proposed New Initiatives &amp; New Revenues</b>	<b>1,595</b>	<b>4,147</b>	<b>5,518</b>
<b>Proposed Total Expenditures Budget</b>	<b>161,470</b>	<b>171,122</b>	<b>179,268</b>
<b>Proposed Total Revenues Budget</b>	<b>(100,053)</b>	<b>(104,352)</b>	<b>(106,818)</b>
<b>Proposed Net Budget</b>	<b>61,417</b>	<b>66,770</b>	<b>72,450</b>

Note: Numbers may not balance due to rounding.

\* 2014 includes a \$1.5M reduction to draw on Provincial Gas Tax

### 3.1 Changes to Maintain Current Service Levels and Operationalize Prior Decisions

The following two tables identify the major changes in the costs to maintain existing service levels and the cost increases arising from prior decisions. Detailed explanations of changes to 2014 as well as the proposed Full Time Equivalent Staffing by Program can be found in Appendix 1.

#### Proposed Changes to Maintain Current Service Levels

Description (\$000's)	FTE	2014 Proposed Budget (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)
<b>Labour and Benefits</b>	<b>(1.0)</b>	<b>1,823</b>	<b>3,095</b>	<b>2,157</b>
<b>Other Cost Increases</b>				
Diesel increase @ \$0.10 per litre	0.0	1,748	1,703	1,702
CAD/AVL Maintenance	0.0	250	(570)	0
Removal of one time MiWay operator uniform increase in 2013	0.0	(400)	0	0
Removal of VCOMM budget added in 2013	0.0	(150)	0	0
Other Changes	0.0	127	401	366
<b>Other Cost Increases</b>	<b>0.0</b>	<b>1,575</b>	<b>1,534</b>	<b>2,068</b>
<b>Efficiencies and Cost Savings</b>				
IT Maintenance Allocations	0.0	(27)	0	0
<b>Efficiencies and Cost Savings</b>	<b>0.0</b>	<b>(27)</b>	<b>0</b>	<b>0</b>
<b>Current Revenue Changes</b>				
Transit Fare Increase	0.0	(1,576)	(1,891)	(1,576)
Revenue increase based on a 2% increase in ridership	0.0	(1,439)	(1,470)	(1,500)
Revenue increase based on an additional 1% increase in ridership	0.0	0	(730)	(730)
Reduction to draw on PGTRF	0.0	1,100	800	0
Reduction to draw for one time MiWay operator uniform increase in 2013	0.0	400	0	0
Other Changes	0.0	257	(166)	(303)
<b>Current Revenue Changes</b>	<b>0.0</b>	<b>(1,258)</b>	<b>(3,457)</b>	<b>(4,109)</b>
<b>Total Changes to Maintain Current Service Levels</b>	<b>(1.0)</b>	<b>2,113</b>	<b>1,172</b>	<b>116</b>

Note: Numbers may not balance due to rounding.

## Proposed Changes to Operationalize Prior Decisions

Description (\$000's)	FTE	2014 Proposed Budget (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)
<b>Annualization of Prior Years Operating Cost Decisions</b>				
BR#27 - 2013 Transitway Operations and Maintenance	0.0	1,878	0	0
BR#42 - 2013 Service Congestion and Overcrowding	0.0	682	24	31
BR#160 - 2013 Service Growth - 1%	0.0	430	10	15
<b>Annualization of Prior Years Operating Cost Decisions</b>	<b>0.0</b>	<b>2,991</b>	<b>34</b>	<b>46</b>
<b>Operating Impact of New Capital Projects</b>				
<b>Operating Impact of New Capital Projects</b>	<b>0.0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Changes to Operationalize Prior Decisions</b>	<b>0.0</b>	<b>2,991</b>	<b>34</b>	<b>46</b>

Note: Numbers may not balance due to rounding.

### 3.2 Proposed New Initiatives and New Revenues

The following table presents the costs by budget request for proposed new initiatives and proposed new revenues. Detailed descriptions of each budget request can be found in Appendix 2.

#### Proposed New Initiatives and New Revenues

Description (\$ 000's)	BR #	FTE	2014 Proposed Budget (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)	2014 to 2016 Capital (\$000's)
<b>New Initiatives</b>						
Hanlan Water Project*	552	0.0	0	0	0	0
Transitway Operations and Maintenance	724	19.0	196	1,171	1,395	39,765
Service Growth - 1%	725	27.0	439	1,000	1,115	0
Service Congestion and Overcrowding	726	55.0	960	1,976	2,251	0
Hurontario LRT	945	5.0	0	0	758	0
<b>Total New Initiatives</b>		<b>106.0</b>	<b>1,595</b>	<b>4,147</b>	<b>5,518</b>	<b>39,765</b>
<b>New Revenues</b>						
<b>Total New Revenues</b>		<b>0.0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total New Initiatives and New Revenues</b>		<b>106.0</b>	<b>1,595</b>	<b>4,147</b>	<b>5,518</b>	<b>39,765</b>

Note: Numbers may not balance due to rounding.

\* 18 contract FTEs will be added in 2014 then eliminated in 2016, fully recoverable from the Region of Peel.

The following table outlines the 2012 actual costs, 2013 approved budget and proposed 2014 Budget and Forecasts for the remaining three years, by major expense and revenue categories.

#### Proposed Budget by Category

Description (\$000's)	2012 Actuals (\$000's)	2013 Budget (\$000's)	2014 Proposed Budget (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)
<b>Total Expenditures before Administrative and Support Costs</b>					
Labour Costs	107,472	115,461	122,147	128,819	133,768
Other Operating Costs	31,346	33,575	37,192	40,128	43,284
<b>Total Expenditures</b>	<b>138,818</b>	<b>149,036</b>	<b>159,339</b>	<b>168,947</b>	<b>177,052</b>
Total Revenues	(93,260)	(96,406)	(100,053)	(104,352)	(106,818)
<b>Net Expenditures before Administrative and Support Costs</b>	<b>45,558</b>	<b>52,630</b>	<b>59,286</b>	<b>64,594</b>	<b>70,234</b>
Administrative and Support Costs	2,439	2,088	2,131	2,175	2,216
<b>Net Budget</b>	<b>47,997</b>	<b>54,718</b>	<b>61,417</b>	<b>66,770</b>	<b>72,450</b>

Note: Numbers may not balance due to rounding.

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### **3.3 Highlights of Proposed Capital Program Budget**

#### **2014 Capital Budget Highlights include the following:**

- \$3 million to purchase six growth buses;
- \$2.5 million for farebox refurbishment;
- \$2.1 million for capital bus maintenance (i.e. engines, transmissions);
- \$640,000 for bus signs, mini terminals/bus loops, and bus stops & signs;
- \$465,000 for facility repairs;
- \$24.8 million for the Mississauga Transitway construction; and
- \$3 million for the Dundas Street corridor study.

#### **2015 to 2023 Capital Forecast Highlights include the following:**

- \$180.4 million to replace 346 buses;
- \$21.5 million for Capital bus maintenance (i.e. engines, transmissions);
- \$19 million for the construction of a second downtown bus terminal;
- \$12 million to purchase 24 growth buses;
- \$5.5 million for the construction of a Kipling Subway Inter-Regional Terminal;
- \$3 million for the design of a third bus storage/maintenance facility;
- \$3 million for the Malton storage/maintenance facility expansion and improvement;
- \$3 million for bus signs, mini terminals/bus loops, and bus stops and signs;
- \$2.5 million for farebox refurbishment;
- \$2 million for the replacement of the Maintenance Management System;
- \$15 million for the Mississauga Transitway construction; and
- \$1.8 million for the bridge rehabilitation at the Cooksville GO Station.



### 3.4 Capital Program

This section summarizes the forecast 10 year capital requirements for this service. The following table presents the forecast by major program. The next table summarizes the sources of financing for the capital forecast. A detailed listing of 2014 to 2016 projects is contained in Appendix 3 and 4.

#### Proposed Capital Program

Program Expenditures (\$000's)	2014 Proposed Budget (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)	2017 Forecast (\$000's)	2018-2023 Forecast (\$000's)	Total 2014-2023 (\$000's)
Buildings	465	6,440	10,740	10,440	3,240	31,325
Buses	7,600	4,600	13,930	14,030	183,905	224,065
Higher Order Transit	27,765	10,000	6,800	0	0	44,565
On-street Facilities	640	640	290	425	1,875	3,870
Other Transit	0	1,250	2,500	250	1,550	5,550
Vehicles and Equipment	225	395	445	315	2,315	3,695
<b>Total Expenditures</b>	<b>36,695</b>	<b>23,325</b>	<b>34,705</b>	<b>25,460</b>	<b>192,885</b>	<b>313,070</b>

Note: Numbers may not balance due to rounding.

#### Proposed Capital Program (continued)

Program Funding (\$000's)	2014 Proposed Budget (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)	2017 Forecast (\$000's)	2018-2023 Forecast (\$000's)	Total 2014-2023 (\$000's)
Gas Tax	24,199	13,055	26,045	24,059	185,366	272,724
Development Charges	2,496	270	3,660	1,401	7,520	15,347
Debt	10,000	10,000	5,000	0	0	25,000
<b>Total Funding</b>	<b>36,695</b>	<b>23,325</b>	<b>34,705</b>	<b>25,460</b>	<b>192,885</b>	<b>313,070</b>

Note: Numbers may not balance due to rounding.

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# Performance Measures

## 4.1 Balanced Scorecard

A Balanced Scorecard identifies and measures four key areas of an organization's performances; Financial, Customers, Employees, and Business processes. By paying attention to all four areas, an organization can retain balance in its performance and ensure that it is moving towards the attainment of its goals.

About the Measures for MiWay:

### Financial Measures

*Ridership* is the total number of paid trips. The emphasis on paid trips is to differentiate between all trips taken by customers (includes transfers) and trips for which a fare is paid; with every paid fare customers are entitled to travel for two hours within Mississauga and neighbouring systems.

*Municipal operating contribution per capita* is the amount that the City contributes to MiWay per City of Mississauga resident.

*Revenue to cost (R/C) ratio* is the percentage of cost recovered through the fare box.

### Customer Measures

*Information requests* are trip planning requests resolved through MiWay call centre.

*Self-service options* include CityLink which is an interactive phone service that provides next bus information, Click n' Ride which is an on-line trip planning service, as well as MiWay's Mobile Site and App which makes information available through Smart Phones.

*Resolution rate* is the rate of success in which customers' inquiries received are handled within standard response time.

### Employee Measures

*Employee engagement* is measured through the bi-annual employee engagement survey which is a proxy to employee engagement and level of job satisfaction.

*Preventable accidents/100,000 kilometres* measures on-street accidents by 100,000 kilometres; MiWay bus operators drive about 30 million kilometres a year.

*Lost Time Frequency* measures the number of Lost Time Incidents that occurred over a specific time period based on number of hours worked.

### Business Process Measures

*Schedule adherence* refers to the percentage buses are on time within a range of three minutes ahead or up to seven minutes late from posted schedule (This is MiWay's first on-street performance indicator made possible by MiWay's Intelligent Transportations System (ITS) program).

*Fleet availability* is a ratio that tracks if the buses required to comply with plan service to the public were available. A large ratio would mean excess capacity and a ratio too close to one would mean a high risk of service interruption due to mechanical and bus availability issues.

*Boarding per trip* measures the number of times a customer needs to board a bus to reach their destination; for example, a ratio equal to one means customers need to board only one bus to reach their destination.

Measures for MiWay (Mississauga Transit)	2010 (Actual)	2011 (Actual)	2012 (Actual)	2013 (Planned)	2014 (Planned)	2015 (Planned)	2016 (Planned)
<b>Financial:</b>							
Revenue Ridership	31,083,100	33,448,800	34,761,500	35,456,700	36,165,900	36,889,200	37,627,000
Municipal Operating Contribution per Capita	\$69	\$81	\$80	\$85	\$90	\$90	\$95
Revenue to Cost Ratio	47%	46%	45%	45%	45%	46%	47%
<b>Customer:</b>							
Customer Contact (Feedback & Information Requests)	408,612	465,834	443,046	447,476	451,951	456,470	461,035
Self-Service Option (CityLink, Clickn'Ride, Mobile Site)	6,298,200	7,485,200	7,673,300	7,826,700	7,983,300	8,143,000	8,305,800
Customer Contact Resolution Rate	96%	84%	87%	90%	92%	92%	94%
<b>Employees/Innovation:</b>							
Corporate Employee Satisfaction Survey (conducted every 2 years; Transit Statistic)	63%	n/a	63.5%	n/a	65%	n/a	67%
Preventable Accidents/100,000 kms.	0.29	0.24	0.24	0.25	0.25	0.25	0.23
Lost Time Frequency (# of LTI / 200,000 hours)	18.3	16.4	14.9	15.0	15.0	15.0	15.0
<b>Internal Business Process:</b>							
Schedule Adherence (+3) min. / ( - ) 7 minutes	N/A	N/A	87%	90%	90%	95%	95%
Fleet Availability [above daily requirements]	N/A	1.13	1.16	1.13	1.12	1.10	1.08
Average No. of Transfers per Passenger Trip	1.47	1.47	1.45	1.45	1.45	1.47	1.50

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## **Appendices**

## Appendix 1: Details of Changes to Maintain Current Service Levels and Operationalize Prior Decisions

### Changes to Maintain Current Service Levels

Description	2013 Budget (\$000's)	2014 Proposed Budget (\$000's)	Change (\$000's)	Details
<b>Labour and Benefits</b>	<b>115,461</b>	<b>117,284</b>	<b>1,823</b>	Increase reflects negotiated union agreements, economic adjustment increases, labour adjustments and other fringe benefit changes.
<b>Other Cost Increases</b>				
Diesel Fuel Increase	16,340	18,088	1,748	Diesel fuel increase of \$0.10/litre
CAD/AVL Maintenance	320	570	250	Communication and "smart" bus related support/maintenance cost increases for various MiWay IT systems
Removal of one time MiWay operator uniform increase in 2013	819	419	(400)	Replace operators uniforms with new MiWay brand uniforms - funded via provincial gas tax
Removal of VCOMM budget added in 2013	150	0	(150)	Budget reduced to reflect prior year expenditure level
Other Changes	22,936	23,063	127	Other minor increases
<b>Total Other Cost Increases</b>	<b>40,565</b>	<b>42,140</b>	<b>1,575</b>	
<b>Efficiencies and Cost Savings</b>				
IT Maintenance Allocations	202	175	(27)	To reflect adjustments in IT maintenance agreements for 2014
<b>Total Efficiencies and Cost Savings</b>	<b>202</b>	<b>175</b>	<b>(27)</b>	
<b>Current Revenue Changes</b>				
Transit Fare Increase	(71,948)	(73,524)	(1,576)	2014 fare increase (\$0.10 cents/ticket, 9% UTM increase, \$4/monthly pass, \$3 monthly senior pass, Seniors \$0.05/tickets)
Revenue increase based on a 2% increase in ridership*	0	(1,439)	(1,439)	2% revenue increase for ridership growth
Reduction to draw on PGTRF	(18,081)	(16,981)	1,100	Reduced draw related to planned reduction in Provincial Gas Tax Reserve Fund reliance
Reduction to draw for one time MiWay operator uniform increase in 2013*	(400)	0	400	Replace operators uniforms with new MiWay brand uniforms - funded via provincial gas tax
Other Changes	(5,977)	(5,721)	257	Other minor decreases
<b>Total Current Revenue Changes</b>	<b>(96,406)</b>	<b>(97,664)</b>	<b>(1,258)</b>	
<b>Total Changes to Maintain Current Service Levels</b>	<b>59,822</b>	<b>61,935</b>	<b>2,113</b>	

Note: Numbers may not balance due to rounding.

### Changes to Operationalize Prior Decisions

Description (\$000's)	2013 Budget (\$000's)	2014 Proposed Budget (\$000's)	Change (\$000's)	Details
<b>Annualization of Previous Years Operating Cost Decisions</b>				
BR#27 - 2013 Transitway Operations and Maintenance*	0	1,878	1,878	Annualization of 18 operators, diesel fuel and minor maintenance items.
BR#42 - 2013 Service Congestion and Overcrowding*	0	682	682	Annualization of 18 operators, diesel fuel and minor maintenance items.
BR#160 - 2013 Service Growth - 1%*	0	430	430	Annualization of 9 operators, diesel fuel and minor maintenance items.
<b>Total Annualization of Previous Years Operating Cost Decisions</b>	<b>0</b>	<b>2,991</b>	<b>2,991</b>	
<b>Operating Impact of New Capital Projects</b>				
<b>Total Operating Impact of New Capital Projects</b>	<b>0</b>	<b>0</b>	<b>0</b>	
<b>Total Changes to Operationalize Prior Decisions</b>	<b>0</b>	<b>2,991</b>	<b>2,991</b>	
<b>Total Costs to Maintain Current Services Levels and Operationalize Prior Decisions</b>	<b>59,822</b>	<b>64,926</b>	<b>5,104</b>	

Note: Numbers may not balance due to rounding.

\*Budget is included in total - under a prior category.

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**Proposed Full Time Equivalent Staffing Distribution by Program**

Program	2013	2014	2015	2016
Business Development	53.6	54.6	55.6	55.6
Business Systems	19.0	19.0	19.0	19.0
Maintenance	185.2	186.2	186.2	185.2
Office of the Director	3.0	3.0	4.0	4.0
Operations	1,022.8	1,066.8	1,108.8	1,119.8
Transportation Project Office	6.0	6.0	6.0	11.0
<b>Total Service Distribution</b>	<b>1,289.6</b>	<b>1,335.6</b>	<b>1,379.6</b>	<b>1,394.6</b>

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## Appendix 2: Budget Requests

### Proposed 2014-2016 New Initiatives and New Revenues

Please see the Budget Requests for the 2014-2016 Business Planning Cycle with details to follow.

Description	BR #	Year
<b>New Initiatives</b>		
Hanlan Water Project	552	2014
Transitway Operations and Maintenance	724	2014
Service Growth - 1%	725	2014
Service Congestion and Overcrowding	726	2014
Hurontario LRT	945	2016



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Budget Request #: 552

**Proposed Initiative**  
Hanlan Water Project

**Department**  
Transportation & Works  
Department

**Service Area**  
Mississauga Transit

**Required Operating Investment**

Impacts (\$000s)	2014	2015	2016
Gross Expenditures	1,932.0	2,168.0	0.0
Reserves & Reserve Funds	0.0	0.0	0.0
User Fees & Other Revenues	1,932.0	2,168.0	0.0
Tax Levy Requirements	0.0	0.0	0.0
* Net Change in \$		0.0	0.0
FTEs	18.0	18.0	0.0

*\* Any net change that is negative, (in brackets), is a good thing. It means a reduction in expenditure or an increase in revenue.*

**Required Capital Investment**

Total Capital (\$000s)	2013 & Prior	2014	2015	2016	2017 & Beyond
Expenditures	0.0	0.0	0.0	0.0	0.0

**Why Staff Recommend this Initiative**

The construction of the Hanlan Feedermain and Mississauga City Centre watermain will have significant impacts on many roadways throughout the City over the next few years. Consequently the impact on MiWay services will also be considerable, impacting several major corridor routes.

### **Details of Service Change**

The Hanlan Water Project includes installing the 2.4 metres diameter Hanlan Feedermain and the 1.5 metres diameter Mississauga City Centre Subtransmission Watermain. Construction will be done in two ways: Open cut and Tunnelling. The construction route is divided into two sections: the South Section and the North Section.

The South Section includes the 2,400-mm Hanlan Feedermain between Lakeview Water Treatment Plant and the Dixie/Eastgate intersection.

The North Section includes the 2,400-mm Hanlan Feedermain between the Dixie/Eastgate intersection and Hanlan Reservoir and Pumping Station and the 1,500-mm Mississauga City Centre Subtransmission Main. Installing a section of the Mississauga City Centre (MCC) Subtransmission Main is also in the North Section. The watermain will travel south on Tomken Road from the Hanlan Reservoir and Pumping Station to Eastgate Parkway, then west on Eastgate Parkway to Cawthra Road and south on Cawthra Road to Burnhamthorpe Road.

The work is expected to begin in 2013, and will be completed in sections over the following two and a half to three years. Construction should be completed by mid-2016. Construction status will be monitored regularly and schedules will be revised accordingly.

### **Service Impact**

The construction will impact directly three transit routes (5-Dixie, 23-Lakeshore and 51-Tomken) which carry 14,500 passengers daily (eight per cent of total daily activities) for the entire duration of the construction. In addition, it will significantly impact another four east-west routes due to intersection work (3-Bloor, 26/76 Burnhamthorpe and 20-Rathburn), which together carry 20,700 passengers daily (12 per cent of total daily activities). All of the routes listed above are MiWay's core routes provide service along major arterial corridors and are currently operating at capacity. Thus, in order to accommodate the existing ridership demands and avoid incidents of overcrowding, it is crucial to provide existing passenger capacity and ensure current service frequencies continue.

An additional 18,000 service hours annually will be required to maintain the current level of service due to the traffic delays within the project area. As well, five temporary route supervisors will also be required to monitor the affected routes and maintain the current service reliability performance. These positions are temporary so if the impacts are less than anticipated the resources can be reduced.

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Budget Request #: 724

**Proposed Initiative**

Transitway Operations and  
Maintenance (Recommended  
Option)

**Department**

Transportation & Works  
Department

**Service Area**

Mississauga Transit

**Required Operating Investment**

Impacts (\$000s)	2014	2015	2016
Gross Expenditures	203.4	1,631.3	3,184.4
Reserves & Reserve Funds	0.0	0.0	0.0
User Fees & Other Revenues	7.0	264.0	422.0
Tax Levy Requirements	196.4	1,367.3	2,762.4
* Net Change in \$		1,170.9	1,395.1
FTEs	2.0	19.0	19.0

*\* Any net change that is negative, (in brackets), is a good thing. It means a reduction in expenditure or an increase in revenue.*

**Required Capital Investment**

Total Capital (\$000s)	2013 & Prior	2014	2015	2016	2017 & Beyond
Expenditures	100.0	0.0	0.0	0.0	0.0

**Why Staff Recommend this Initiative**

The Transitway will be opening in phases starting in 2014. There is a lot of infrastructure and projected increase in operations and a comprehensive maintenance and operations program is needed to ensure the success of the Transitway. The Transitway Project is a partnership between Canada, Ontario, Metrolinx and the City of Mississauga.

### **Details of Service Change**

Customers: The Transitway project will see the creation of a dedicated east-west transit corridor across Mississauga which will run along the Highway 403, Eastgate Parkway and Eglinton Avenue corridors, connecting Winston Churchill Boulevard to Highway 427. Once operational, Transitway services will complement and connect with local bus service, inter-regional transit service and the TTC.

The first segment of the Transitway is scheduled to open in 2014. The full Transitway will be operational in 2016. The new Transitway will be 12 kilometres in length, with 11 new stations and 23 new bridge/culvert structures. The City is responsible for funding seven kilometres of transitway as well as eight Stations. GO, a division of Metrolinx, is responsible for five kilometres of transitway and three stations. 15 buses have been acquired as part of the Transitway Project to support MiWay operations.

Option: 1. Re-route #107, #109 and #21; 2. Increase of 27,800 hours annually starting in October 2013; 3. Increase of 10,950 hours annually starting in July 2015, with a further annualization of 10,950 hours in 2016.

Risk Management: The Mississauga Transitway project is utilizing a comprehensive risk management program throughout the design and construction phase of the project. A commissioning phase for the Transitway will be developed for all users (transit service providers, maintenance staff, enforcement and emergency service providers) to mitigate risks.

### **Service Impact**

Maintenance and operating costs for the Transitway will cover: Roadway costs - maintenance of the Transitway by the City including winter and grounds maintenance and future roadway repair (a cost sharing agreement with GO Transit/Metrolinx for their five kilometres portion (2.5 kilometres for Transitway west and 2.5 kilometres for Transitway east) is being finalized); Parking lot and station costs - parking lots for Transitway east (350 spaces) and maintenance and operating costs for eight Transitway east stations; Staffing costs - MiWay bus operators (33 FTEs) and one-time training costs, enforcement and security officers (four FTEs), MiWay infrastructure coordinator (one FTE), engineering and works maintenance contract coordinator (one FTE).

Future capital costs of the Transitway will cover: Presto support, including acquisition of Presto units for the Transitway stations; asset management, including bridge condition surveys; and associated capital costs for vehicles for enforcement and security officers.

Future revenue from the Transitway will include: farebox revenue from new ridership (Transitway station advertising revenue not included at this time).

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Budget Request #: 725

**Proposed Initiative**

Service Growth – 1%

**Department**

Transportation & Works  
Department

**Service Area**

Mississauga Transit

**Required Operating Investment**

Impacts (\$000s)	2014	2015	2016
Gross Expenditures	489.5	1,599.8	2,834.0
Reserves & Reserve Funds	0.0	0.0	0.0
User Fees & Other Revenues	50.4	160.5	279.9
Tax Levy Requirements	439.1	1,439.3	2,554.1
* Net Change in \$		1,000.2	1,114.8
FTEs	9.0	18.0	27.0

\* Any net change that is negative, (in brackets), is a good thing. It means a reduction in expenditure or an increase in revenue.

**Required Capital Investment**

Total Capital (\$000s)	2013 & Prior	2014	2015	2016	2017 & Beyond
Expenditures	0.0	0.0	0.0	0.0	0.0

**Why Staff Recommend this Initiative**

To reduce the gap between demand and supply, an additional one per cent in transit service hours will provide MiWay a minimum ability to enhance peak hour and midday frequencies and bring them a bit more in line with customer expectations (expressed through the Customer Contact Systems records and in the latest Customer Satisfaction Survey). The requested one per cent will also support feeding the Transitway which, by end of the 2013-2016 Business Planning Cycle will be fully implemented.

**Details of Service Change**

The recently completed Customer Satisfaction Survey clearly states that residents expect better frequencies as the most important condition to embrace public transit and enable further growth.

BR#726 proposed some measures to moderate the negative effect of increased traffic congestion and overcrowding arising from increased ridership, but did nothing to reduce the gap between demand and supply.

Additional funding would be required to provide MiWay a minimum ability to enhance peak hour and midday frequencies and not only bring them just a bit more in line with clear customer expectations (expressed through the Customer Contact Systems records and in the latest Customer Satisfaction Survey), but also to fully support the massive investment on the Transitway which, by the end of the 2013-2016 business planning cycle should be fully implemented.

An additional one per cent annual increase in transit service hours would translate into 13,400 hours in 2013, 13,700 in 2014, 13,900 in 2015 and 14,200 in 2016.

**Service Impact**

The 13,400 additional service hours identified for 2013 are equivalent to 53 daily hours, all of them addressing weekday pressures, with no allocation reserved for weekend service considerations. That number of additional hours would allow MiWay to address current peak hour frequency pressures for up to two routes per year during the next business planning cycle. That is not enough to take care of the needs identified.

There is an expectation, though, that through ongoing service rationalization efforts on one hand, and through route realignments both pre and post Transitway implementation those needs could be mitigated, if not completely met. Failure to address the projected gap between demand and supply will result in a severe loss of service quality, causing unmanageable overcrowding pressures on our local system, discouraging residents from considering transit as a viable –reasonable- transportation alternative and effectively contributing to further traffic congestion, and leaving the Transitway infrastructure without adequate support to reap the full return on investment on that massive investment.

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Budget Request #: 726

**Proposed Initiative**

Service Congestion and  
Overcrowding

**Department**

Transportation & Works  
Department

**Service Area**

Mississauga Transit

**Required Operating Investment**

Impacts (\$000s)	2014	2015	2016
Gross Expenditures	1,064.2	3,261.9	5,754.8
Reserves & Reserve Funds	0.0	0.0	0.0
User Fees & Other Revenues	104.2	326.1	568.3
Tax Levy Requirements	960.0	2,935.8	5,186.5
* Net Change in \$		1,975.9	2,250.7
FTEs	18.0	36.0	55.0

*\* Any net change that is negative, (in brackets), is a good thing. It means a reduction in expenditure or an increase in revenue.*

**Required Capital Investment**

Total Capital (\$000s)	2013 & Prior	2014	2015	2016	2017 & Beyond
Expenditures	0.0	0.0	0.0	0.0	0.0

**Why Staff Recommend this Initiative**

Denial of service caused by overcrowding continues to erode our network's reliability on a daily basis. Changes in travel patterns and increased overall ridership levels are exerting added pressures on a system without the resources to respond appropriately and on a timely manner.

**Details of Service Change**

Incidences of reported overcrowding continue to be logged at the same pace as in previous years, as a result of higher ridership levels.

Speed of travel has been steadily deteriorating over the years as our City reached almost full development. The accelerated pace of growth in surrounding communities and the shift in employment patterns which made us a net importer of labour have resulted in progressive traffic congestion impairing service reliability and increasing travel times.

Indicators point to a sustained surge in demand for transit service in our City. The gap between demand and supply projected for the coming years must be managed by adding additional services hours. Even with the requested two per cent increase in service hours, the supply/demand gap will be widened by the end of 2016.

The two per cent adjustment would add 26,800 additional service hours in 2013, 27,300 in 2014, 27,900 in 2015, and 28,400 in 2016.

**Service Impact**

This request does not address true service growth, which would only be possible through the progressive launch of the Transitway operations supported by dedicated service improvement funding (both aspects are the subject of separate BR).

Failure to manage the projected gap between demand and supply will result in a severe loss of service quality, causing unmanageable overcrowding pressures on our system, discouraging residents from considering transit as a viable –reasonable- transportation alternative and effectively contributing to further traffic congestion.



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Budget Request #: 945

**Proposed Initiative**

Hurontario LRT

**Department**

Transportation & Works  
Department

**Service Area**

Mississauga Transit

**Required Operating Investment**

Impacts (\$000s)	2014	2015	2016
Gross Expenditures	0.0	0.0	757.7
Reserves & Reserve Funds	0.0	0.0	0.0
User Fees & Other Revenues	0.0	0.0	0.0
Tax Levy Requirements	0.0	0.0	757.7
* Net Change in \$		0.0	757.7
FTEs	0.0	0.0	5.0

*\* Any net change that is negative, (in brackets), is a good thing. It means a reduction in expenditure or an increase in revenue.*

**Required Capital Investment**

Total Capital (\$000s)	2013 & Prior	2014	2015	2016	2017 & Beyond
Expenditures	0.0	0.0	0.0	0.0	0.0

**Why Staff Recommend this Initiative**

Building upon the previous investment and anticipated completion of the Hurontario-Main Street Light Rail Transit Project (Preliminary Design and Transit Project Assessment Process), the next phase will require preparation for the eventual project construction and implementation.

**Details of Service Change**

Prior to establishing a project funding and management model for full implementation, various pre-emptive works can be initiated to maintain project momentum, understand and minimize implementation risks, and facilitate the timely construction. These items include establishing the backbone for a future Project Office to bridge the gap until full funding is achieved. A focus should be on maintaining community engagement while working on the development of the full implementation model. There is a need to prioritize and manage risk items such as initiating property acquisitions and addressing utility conflicts that can both significantly impact ultimate implementation timelines and costs. This unit should also manage the legal and procurement pieces required to fully initiate project development and navigate through the governmental funding/approval processes (i.e. P3 Canada).

**Service Impact**

Building upon the previous investment and anticipated completion of the Hurontario-Main Street Light Rail Transit Project (Preliminary Design and Transit Project Assessment Process), the next phase will require preparation for the eventual project funding, contracting, construction and implementation. Responsibilities will require overall Project Management (one FTE), Contract Management (two FTE), Legal (one FTE) and Procurement (one FTE). Responsibilities may also need to incorporate Communication and Realty activities.

### Appendix 3: Proposed 2014 Capital Program

#### Program: Buildings

Project Number	Project Name	Gross Cost (000's)	Recovery (000's)	Net Cost (000's)	Funding Sources
TWTR00196	Transit Facility Repairs - CCTT Washroom Upgrades	425	0	425	Federal Gas Tax Reserve Fund
TWTR00074	Transit Facility Repairs (Minor)	40	0	40	Federal Gas Tax Reserve Fund
<b>Subtotal</b>		<b>465</b>	<b>0</b>	<b>465</b>	

#### Program: Buses

Project Number	Project Name	Gross Cost (000's)	Recovery (000's)	Net Cost (000's)	Funding Sources
TWTR00079	Transit Farebox Refurbishment	2,500	0	2,500	Federal Gas Tax Reserve Fund
TWTR00066	Transit Capital Bus Maintenance - Major Component Rehabilitation/Replacement	2,100	0	2,100	Federal Gas Tax Reserve Fund
TWTR00067	Transit Bus Acquisitions - Growth	3,000	0	3,000	Transit Development Charges Reserve Fund & Federal Gas Tax Reserve Fund (Regional Allocation to City)
<b>Subtotal</b>		<b>7,600</b>	<b>0</b>	<b>7,600</b>	

#### Program: Higher Order Transit

Project Number	Project Name	Gross Cost (000's)	Recovery (000's)	Net Cost (000's)	Funding Sources
TWTR00065	Transit BRT - Construction	24,765	0	24,765	Debt Financing & Federal Public Transit Reserve Fund
TWTR00069	Transit Dundas Corridor Study	3,000	0	3,000	Move Ontario 2020 Higher Order Transit Reserve Fund
<b>Subtotal</b>		<b>27,765</b>	<b>0</b>	<b>27,765</b>	

**Program: On-street Facilities**

Project Number	Project Name	Gross Cost (000's)	Recovery (000's)	Net Cost (000's)	Funding Sources
TWTR00070	Transit Mini Terminals/Bays/Bus Loops - Replacement	100	0	100	Federal Gas Tax Reserve Fund
TWTR00072	Transit Bus Stops/Pads (Accessibility Plan) - Replacement	140	0	140	Federal Gas Tax Reserve Fund (Regional Allocation to City)
TWTR00071	Transit MiWay Signs	400	0	400	Federal Gas Tax Reserve Fund (Regional Allocation to City)
<b>Subtotal</b>		<b>640</b>	<b>0</b>	<b>640</b>	

**Program: Vehicles and Equipment**

Project Number	Project Name	Gross Cost (000's)	Recovery (000's)	Net Cost (000's)	Funding Sources
TWTR00073	Transit Capital Equipment Acquisition - Maintenance Section	145	0	145	Federal Gas Tax Reserve Fund
TWTR00205	Transit Change-Off Vehicle Acquisitions - Replacement	40	0	40	Federal Gas Tax Reserve Fund (Regional Allocation to City)
TWTR00078	Transit Security Vehicles & Equipment - Growth - BRT	40	0	40	Transit Development Charges Reserve Fund & Federal Gas Tax Reserve Fund (Regional Allocation to City)
<b>Subtotal</b>		<b>225</b>	<b>0</b>	<b>225</b>	
<b>Total Expenditures</b>		<b>36,695</b>	<b>0</b>	<b>36,695</b>	

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#### Appendix 4: Proposed 2015-2016 Capital Program

##### Program: Buildings

Sub-Program	2015 Forecast (\$000's)	2016 Forecast (\$000's)
Transit Minor Improvements	40	40
Transit New Construction	6,400	10,700
<b>Subtotal</b>	<b>6,440</b>	<b>10,740</b>

##### Program: Buses

Sub-Program	2015 Forecast (\$000's)	2016 Forecast (\$000's)
Bus Equipment	2,500	0
Bus Replacement	0	10,225
Bus-Major Maintenance	2,100	2,200
Fleet Expansion	0	1,505
<b>Subtotal</b>	<b>4,600</b>	<b>13,930</b>

##### Program: Higher Order Transit

Sub-Program	2015 Forecast (\$000's)	2016 Forecast (\$000's)
Bus Rapid Transit	10,000	5,000
Hurontario Corridor	0	1,800
<b>Subtotal</b>	<b>10,000</b>	<b>6,800</b>

##### Program: On-street Facilities

Sub-Program	2015 Forecast (\$000's)	2016 Forecast (\$000's)
Mini Terminals, Bay & Bus Loops	100	100
Passenger Shelters, Pads, Signs	540	190
<b>Subtotal</b>	<b>640</b>	<b>290</b>

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**Program: Other Transit**

Sub-Program	2015 Forecast (\$000's)	2016 Forecast (\$000's)
Transit Information Systems	1,000	2,500
Transit Surveys	250	0
<b>Subtotal</b>	<b>1,250</b>	<b>2,500</b>

**Program: Vehicles and Equipment**

Sub-Program	2015 Forecast (\$000's)	2016 Forecast (\$000's)
Transit Equipment	195	145
Transit Vehicles	200	300
<b>Subtotal</b>	<b>395</b>	<b>445</b>
<b>Total Expenditures</b>	<b>23,325</b>	<b>34,705</b>





# Parks and Forestry

## 2014-2016 Business Plan Update and 2014 Budget

City of Mississauga, Ontario, Canada

**6,700 ACRES** OF PARKLAND AND OPEN SPACE.  
**22 KM** OF PUBLICLY ACCESSIBLE LAKE ONTARIO SHORELINE.  
**522 PARKS**, **530** SPORTS FIELDS, **255** PLAYGROUNDS AND  
**225 KM** OF TRAILS.  
**1 MILLION** CITY OWNED TREES.





Last year the City of Mississauga undertook an extensive process to create a four year, 2013 through 2016, detailed Business Plan and Budget. Approved in December 2012, the 2013-2016 Business Plan and Budget outlines how and where the City plans to allocate resources to provide good value for taxpayers. Reviewed and updated annually, the four year plan is based on the City's four strategic priorities. 2014 marks the second year of Mississauga's four year Business Plan and Budget. For this "Update Year" staff have focused on primarily updating and presenting exceptions and amendments to the four year approved Service Area Business Plans, while still providing comprehensive financial information and forecasts.

The following summary document sets out a brief description of the Service Area, what has changed since writing the 2013-2016 Business Plan and Budget and performance measurements. The complete 2014-2016 Business Plan and Budget can be found on the City's website.

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## Table of Contents

<b>Existing Core Services .....</b>	<b>4</b>
1.1 Vision and Mission .....	4
1.2 Service Delivery Model .....	5
<b>Updates &amp; Accomplishments .....</b>	<b>7</b>
2.1 Updates .....	7
2.2 Accomplishments .....	14
2.3 Awards and Recognitions .....	16
<b>Proposed Budget .....</b>	<b>17</b>
3.1 Changes to Maintain Current Service Levels and Operationalize Prior Decisions .....	21
3.2 Proposed New Initiatives and New Revenues .....	23
3.3 Highlights of Proposed Capital Program Budget .....	25
3.4 Capital Program .....	26
<b>Performance Measures .....</b>	<b>27</b>
4.1 Balanced Scorecard .....	27
<b>Appendices .....</b>	<b>30</b>
Appendix 1: Details of Changes to Maintain Current Service Levels and Operationalize Prior Decisions .....	31
Appendix 2: Budget Requests .....	33
Appendix 3: Proposed 2014 Capital Program .....	52
Appendix 4: Proposed 2015-2016 Capital Program .....	56

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## Existing Core Services

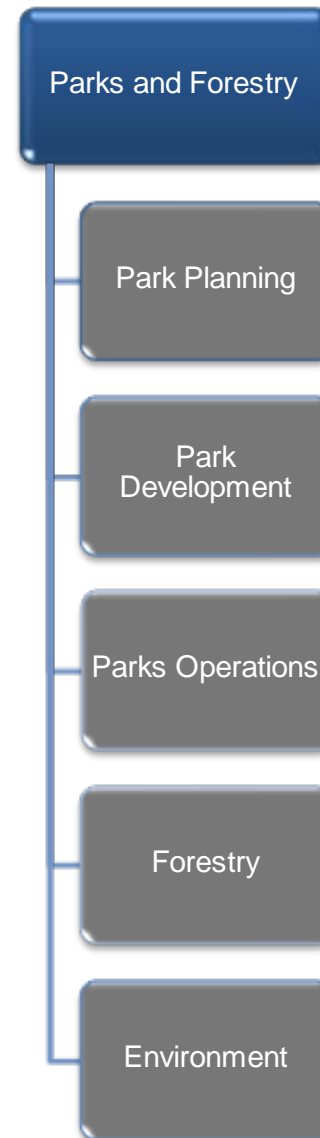
### 1.1 Vision and Mission

#### Vision

People choose Mississauga for its connected vibrant, outdoor public spaces, memorable experiences and recognize it as a leader in natural environment stewardship.

#### Mission

We are a dynamic team of staff, volunteers and partners working together to strengthen individuals, families, our communities and the environment through stewardship and by offering and encouraging lifelong learning, leisure and sustainable outdoor experiences.



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## 1.2 Service Delivery Model

The Parks and Forestry service area provides an integrated approach to the planning, design, construction and ongoing maintenance of Mississauga's Parks, natural areas and open space system. Services are delivered by a multidisciplinary team working cooperatively to meet the open space, outdoor recreational and environmental needs of the community.

### **Park Planning**

Park Planning is responsible for the provision and establishment of required parkland and recreational facilities within Mississauga. This includes the review and coordination of development applications pertaining to park issues, co-ordination of master plans and feasibility studies, acquisition of parkland and open space, strategic planning and policy/By-law reviews of specific parks and City-wide needs.

### **Park Development**

The Park Development Section provides comprehensive services on capital development projects related to parks and open space, streetscapes and community centres. This includes concept development and detailed designs, contract administration and construction of park developments, redevelopments and associated facilities.

Park Development also oversees the asset management program, which prioritizes capital investments, captures amenity lifecycle projections and ensures continued adherence to Public Sector Accounting Board (PSAB) reporting requirements.

### **Parks Operations**

Parks Operations is responsible for the ongoing care and maintenance of 6,700 acres (2,711 hectares) of parkland and open space, 255 playgrounds and 530 sports fields. Operations include horticulture maintenance, turf and sports maintenance, garbage and recycling collection, winter snow removal and the City's outdoor rink program.

Parks Operations is also responsible for the perpetual care and maintenance of 10 municipally owned cemeteries, two of which are currently active, and the operation of Lakefront Promenade and Credit Village Marinas.

### **Forestry**

Forestry consists of a diverse portfolio of responsibilities including the planting, inspection and maintenance of over one million City owned trees. In addition, Forestry is also responsible for ongoing vegetation management of boulevard areas and the protection and preservation of natural assets through enforcing applicable By-laws and supporting other service area programs. Forestry staff also oversees invasive species management, woodland restoration and community engagement, education and awareness.

### **Environment**

The Environment Division provides corporate environmental leadership using a decentralized approach to support, strengthen and champion the City's environmental actions.

We develop programs and policies to advance the City towards meeting its environmental goals, provide a central resource for environmental inquiries, assist in the coordination of environmental programs and services delivered by other or multiple service areas, and provide

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guidance and input on projects that have a significant environmental impact.

We work with the Environmental Advisory Committee and the Environmental Network Team to promote environmental best practices, provide advice on environmental issues and policy, and create a forum for the public to share information.

Community outreach is delivered at events in the community by staff and a team of volunteers, and through active social media (Twitter, Facebook and the Living Green Blog) with the help of community partners.

Service areas and community partners are engaged to annually report on the city's environmental performance on the Living Green Master Plan. Performance reporting also increases profile and recognition of initiatives to address environmental priorities.

Community Energy Planning plays a significant role in climate change adaptation and mitigation, including updates to the greenhouse gas emission inventories for the corporation and the community, prioritizing actions to reduce emissions, and long-term energy planning.



Parks and Forestry Staff

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# Updates & Accomplishments

## 2.1 Updates

### Development Charge Pressures

- From the 2013 to 2014 Capital Budget Cycle, the revenue forecast for Recreation Development Charges (DC) has dropped by 43 per cent to approximately \$32 million over the 10 year period. This decline in revenues can be attributed to a continued slow-down in large scale greenfield development, replaced with infill redevelopment and continued build out in City Centre, together representing a reduction in overall development activity;
- A greater number of development charges funded projects will be unfunded throughout the 10 year plan; and
- Potential impacts of DC projections and 2014 DC By-law update will affect the future funding of these new developments.

### Emerald Ash Borer (EAB) Management Plan

- \$5.6 million annual levy requested by staff, of which \$2.8 million was funded in 2013;
- \$2.8 million annualization of funding for EAB Management Plan from Special Purpose Levy is required to successfully continue the program and mitigate the risks associated with Emerald Ash Borer;
- Management approach is more cost effective than total removal and replacement of all City-owned ash trees;
- Continuation of the City's EAB Management Plan to preserve a percentage of City-owned Ash trees and to

- remove and replace declining or dead street and park trees one for one over the next 10 years; and
- Management plan includes ongoing detection and delineation work that will allow staff to monitor the spread of EAB and prioritize areas for tree removal.



Emerald Ash Borer

### Master Plan Reviews

Parks and Forestry undertakes master plans which advance the City's Strategic Plan through the delivery of parks and outdoor recreational services.

- By the end of 2013, the Credit River Parks Strategy and the Port Credit Harbour West Environmental Assessment will be complete, providing park concept development and programming direction for key waterfront and river

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corridor parks, and connections to nearby neighbourhoods;

- In early 2014, the Natural Heritage and Urban Forest Strategy will be completed, further strengthening City policies and operations which will assist to preserve, protect and enhance the City's natural areas and tree canopy;
- The expected completion of the Urban Forest Management Plan in early 2014 will focus on the operational, technical and tactical aspects required to implement strategies related to the planning, management, engagement and tracking of the City's urban forest. The Urban Forestry Management Plan is intended to protect, enhance, restore, expand and connect native biodiversity and the ecological services essential for a healthy community for present and future generations; and
- As part of the 2014 Future Directions update, the Downtown Growth Area Park Provision Strategy will provide recommendations to meet the parks and recreational needs within the downtown core and other intensification areas.



RBC Community Cleanup at Lakefront Promenade

### **Community Engagement**

Community Engagement and stewardship initiatives allow Parks and Forestry to enrich the community while enhancing our open space assets. In 2012, Parks and Forestry partnered with 3,549 volunteers performing 10,476 hours of community service. Community engagement highlights include:

- Over 150 volunteers with the Royal Bank of Canada provided 450 hours of cleaning and weeding along Waterfront Parks;
- Operation Clean Sweep a partnership with Safe City Mississauga, Peel Regional Police, Enersource and the City of Mississauga held cleanups and Sport Box/Rink Hut paintings which included 70 volunteers, including 15 youth from the Peel Regional Police, Youth in Policing Initiative a summer employment program to assist high school students in developing employment skills;
- A partnership with Peel Alternative School South, Heritage Mississauga and the City of Mississauga was developed that allowed for the development of an

- 
- Aboriginal Mural and three Hoarding Boards that celebrate the 100<sup>th</sup> anniversary of World War One; Hoarding boards were painted by Summer Camp participants and will be mounted on fencing surrounding the Arsenal lands;
- Volunteer MBC and the United Way of Peel continue to be vital partners for Community Engagement providing over 500 volunteers from different corporations for clean ups and park stewardship activities; and
  - Tree planting and stewardship initiatives for One Million Trees Mississauga have included 78 events with over 3,800 volunteers planting approximately 9,300 trees.

### **Continuous Improvement**

Parks and Forestry is continuously identifying opportunities to introduce or improve business processes to increase the efficiencies and effectiveness of our services as well as improve the value for tax dollar.

- The Forestry Mobile Solutions project is currently underway, with expected project completion in summer 2014. The solution will implement technological efficiencies to Forestry staff through data driven operations, improved analytics and decision making capabilities, as well as GPS capabilities for the City's urban forest;
- Capital Planning is in the process of developing a comprehensive 30 year lifecycle model of park assets that recommends efficiencies to maintain park assets in a state of good repair and incorporate solutions to extend lifecycle periods;
- Improving operational data and analytics to optimize resource allocation;

- Parks Operations continues to maximize the use of seasonal operations staff to deliver peak seasonal services in a cost effective manner;
- In 2013, Parks Operations implemented the provision of Recycling City-wide on a year round basis. Garbage receptacles are now accompanied with a recycling receptacle in all facilities; and
- The introduction of new LED technology has resulted in lower down time for pathway lighting and lit sports field assets.



*One Million Trees Mississauga*

### **Escalating costs**

Parks and Forestry is susceptible to rising, uncontrollable costs for raw materials, contractors and other commodities required for day to day operations. While innovative tools to contain variable costs are consistently researched and implemented, escalating operating costs will pose a challenge to maintain service levels given existing financial resources.

- Seed, fertilizer, sports paint and other raw materials costs have increased beyond the rate of inflation;



- 
- Special events and other community involvement initiatives require ongoing support from Parks Operations;
  - Increased costs for the ongoing care and maintenance of destination parkland;
  - Cost implications of environmentally friendly materials (e.g. salt management, fertilizer);
  - Increased costs of enhanced service levels (e.g. longer splash pad operating hours);
  - Cemetery abandonments would require City to assume responsibility for ongoing care and maintenance;
  - Escalating transportation costs (e.g. vehicles, fuel and repairs);
  - Irrigation systems at end of lifecycle and in need of replacement for turf, sports and horticulture assets;
  - Strategy to expand lifespans and minimize replacement costs; and
  - Contractor costs for tree plantings and boulevard maintenance are anticipated to increase in the coming years.

### **Service Delivery**

Mississauga's changing demographics require Parks and Forestry to consistently monitor trends to adapt to the open space needs of residents.

- Increased public expectation for year round park amenities, including public washroom use and increased numbers of comfort stations, outdoor fitness equipment, park benches and other passive amenities;
- Variable weather conditions have resulted in earlier than anticipated seasonal park amenity openings (e.g. sports fields, tennis courts, spray pads), with maintenance operations not scheduled;

- Increased resident concern about infrastructure deterioration and maintaining assets in a state of good repair;
- Increased use of destination parkland has resulted in increased maintenance costs for garbage and litter maintenance, particularly in the downtown and waterfront;
- Decreasing land supply among cemetery operators have resulted in staff reviewing the end of life needs of the community through the feasibility of a new, municipally owned cemetery;
- Identifying and mitigating the impacts of wildlife management within parks and natural areas;
- Increased opportunities for naturalization projects;
- Public expectation for snow maintenance in public facilities;
- Weekend and after hours maintenance provisions for litter pickup, sports field maintenance and special events; and
- Expanded requirements for new and emerging sports (e.g. cricket, field hockey) and passive outdoor recreation.



Riverwood Enabling Garden

### Legislative Changes

- Adaptation to *Funeral, Burial and Cremation Services Act* has resulted in additional record keeping requirements;
- The *Cosmetic Pesticide Ban Act* has resulted in a significant increase in labour and operating materials to maintain existing turf and vegetation health. Proactive measures are required to maintain our turf assets in a state of good repair;
- Introduction and adaptation of Integrated Accessibility Standards Regulations (IASR) requires training and modifications to park furnishings to be inclusive to all residents; and
- Implementation of backflow preventers in Parks to comply with provincial legislation.

### Extreme Weather Conditions

- Increases in storm related damages to Parks including pathway washouts, playground, sports field and turf damage;
- Existing staff resources are required to address increased storm related damage and mitigation works during both regular and after hours;
- Algae growth leading to deterioration of public shoreline enjoyment;
- Lack of precipitation year round have resulted in conditions favourable to invasive species development and low water levels and sediment accumulation that impacts Marina Operations;
- Drought impact on turf, vegetation and future tree health; and
- Occupational health and safety impacts on outdoor employees.



2012 Report on Living Green

## Environment

The Environment Division was created and the appointment of a Director occurred in October of 2012. The following is a summary of activities and trends identified in the first year.

### Living Green Master Plan

- The first progress report on the Living Green Master Plan (LGMP) was released in April of 2013 indicating that 65 per cent of the actions were either complete or underway;
- Second annual LGMP progress report is scheduled for release in the spring of 2014;
- Environment will continue to provide a leadership role to encourage and support implementation of the LGMP Action Plan;
- Environmental performance reporting will improve over time by setting targets, expanding baseline data and establishing trends;
- Environment participates on over 30 internal and external project teams, organizations, and committees;

- Demand for Community Gardens from Mississauga residents exceeds current program capacity;
- Local municipalities typically fund Community Gardens and support the local food economy;
- Sustainable funding is needed to expand the existing community garden program; and
- Exploration of other local food economy opportunities is required.

### Climate Change

- There is increased public awareness of local impacts of climate change and the need for municipalities to take action;
- Environics 2012 survey shows that Mississauga residents support funding for renewable energy, reduction of greenhouse gas emissions and improved air quality; and
- Environment will continue to provide a leadership role to encourage and support implementation of actions in the Peel Climate Change Strategy.

### Community Outreach – Environmental

- 1,495 residents participated in phase two of the Let Your Green Show awareness campaign committing 2,386 actions and saving 38 million litres of water per year;
- There is growing need to deliver consistent and expanded outreach to the community in order to better profile and gain recognition of the City's environmental initiatives;
- How the public accesses information is changing including increased use of social media;
- Updating Living Green website and expanded use of social media will make it easier for residents to find out how to get involved in environmental activities;

- Expanded environmental outreach and volunteer program is required to engage more of the community;
- Expanded scope of the current Earth Days program to include more ways residents can get involved in environmental action;
- Community environmental recognition and networking event in spring of 2014 to acknowledge the work happening in Mississauga to advance the Living Green Master Plan and other environmental strategic priorities;
- Phase three of Let Your Green Show – Give Your Car a Break will launch in the spring of 2014 with expanded partnerships;
- Employee environmental awareness program to get more employees involved in environmental action is needed;
- Strengthen and expand partnerships to leverage program delivery and environmental outreach; and
- Environmental Advisory Committee/Culture partnership for new environmentally themed public art installation.

#### **Waste Diversion**

- The City lags behind other municipalities on waste management. A new waste diversion plan is underway to develop a long-term cost effective, efficient and standardized way to maximize reduction and diversion of wastes generated by City operations and the public; and
- Implementation of the waste diversion plan will result in simple, convenient and consistent waste collection and disposal.

#### **Community Energy Planning**

- Municipal involvement has increased in provincial long term energy planning;
- Updated corporate and community greenhouse gas emission inventories are being completed;
- Interim greenhouse gas emission reduction targets will be established to help achieve long term goal;
- Phase two of the Greening Our Fleet program will recommend future mix of technology and fleet management practices;
- A growing number of municipalities have Integrated Community Energy Plans (ICEP);
- ICEP's play a significant role in climate change adaptation and mitigation;
- There is a need to increase the knowledge and understanding of the role and benefit of long term community energy planning;
- An energy map for Mississauga will be completed to show where and how energy is used; and
- Energy map and greenhouse gas inventories will inform priority climate change adaptation and mitigation actions.



FIT Program Rooftop Solar Project

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## 2.2 Accomplishments

Parks and Forestry's achievements reflect its vision of protecting, restoring and enhancing Mississauga's natural features and commitment to the City's strategic pillars of Move, Belong, Connect, Prosper and Green. Recent highlights include:

### Partnerships:

- Riverwood enabling garden partnership with Riverwood Conservancy;
- Streetsville Square redevelopment funding secured through 880's group and CIIF Fund;
- Region of Peel Partnership for a replacement bridge at the former Harris Farm (P-505);
- Official opening of Scholars' Green phase one, and ongoing negotiations for the development of Scholars' Green phase two;
- Partnership agreement with Loyola Secondary School and the Dufferin-Peel Catholic District School Board for the development and operation of a shared use artificial turf football field and synthetic track;
- Funding secured in partnership with Conker Construction for the redevelopment of Cooksville Four Corners;
- Region of Peel partnership with Jack Darling Memorial Park Leash Free Zone; and
- Stewardship agreements in place with Cranberry Ratepayers Association for the maintenance and upkeep of gardens at Ben Machree Park and the Riverwood Conservancy.



Lakefront Promenade Spray Pad

### Acquisitions, Developments and Redevelopments

- Park Planning has acquired approximately seven hectares (17 acres) of park and greenbelt lands in 2012 and 2013;
- Park Planning reviewed over 160 cash-in-lieu of parkland enquiries on behalf of the Community Services Department in 2012;
- The completion of the Credit River Parks Strategy will support the sustainable recreational use, conservation, management of growth of over 600 hectares (1,500 acres) of parkland adjacent to the Credit River over the next 25 years;
- Completion of the Port Credit Harbour West Environmental Assessment for Marina Park, Port Credit Memorial Park West and J.C. Saddington Park;
- Lake Wabukayne Lookout;
- Riverwood Conservancy Enabling Garden (MacEwan Terrace Garden);
- Spray Pad Redevelopment (Lakefront Promenade);

- Playground Redevelopment (Jon Clipperton Park); and
- Accessibility Improvements (Jim Murray Park).



Credit Village Marina

### Enhancing the Urban Forest

- Community engagement programs, including One Million Trees Mississauga, the Commemorative Tree Program, the Significant Tree Program and various Stewardship Programs provide the opportunity for residents to assist in the enhancement of the City's tree canopy cover and natural areas;
- Mutually beneficial partnerships between Parks and Forestry and organizations such as Credit Valley and Halton Conservations and the Toronto and Region Conservation Authority allow the City to enhance existing programs through resource sharing to enhance the natural environment;
- The enactment of the *Private Tree Protection By-law* improves the ability for Forestry to preserve the City's tree canopy;

- 1.95 acres (0.79 hectares) of City owned lands have been reclaimed through encroachment management; and
- Implementation of invasive species management programs including Gypsy Moth and Giant Hogweed, along with continued partnerships with the Canadian Food Inspection Agency to identify and mitigate future species infestation.



Credit River

### Strategic Environmental Leadership

- There is broader recognition of the Environment Division and increased number of requests;
- An environmental decision making tool is included in corporate Project Plan used by all major City projects; and
- Environment influenced the change to proactive enforcement of Idling Control By-law and environmental certification of the internal print shop.



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### Community Outreach - Environmental

- Volunteers completed 475 hours of outreach at 60 community events between 2012 and 2013;
- The Let Your Green Show campaign was launched Region-wide resulting in increased resident participation and environmental benefits;
- The first Let Your Green Show Greenest Ward Celebration was held to recognize Ward 1's achievement in winning the Grow Local/Eat Local challenge;
- A new partnership with the Region of Peel was established to promote drinking tap water including city facilities joining the Blue W program; and
- Launched social media channels including the City's first blog and dedicated environmental Twitter account (@MiLivingGreen).

### Community Energy Planning

- Council resolution was passed to support rooftop solar projects in Mississauga and resulted in the province offering Feed-In-Tariff contracts; and
- Analyzed the "Greening Our Fleet" program confirming environmental and financial success of phase one.

## 2.3 Awards and Recognitions

- 2013 Mississauga Urban Design Award of Excellence: Lakeside Park;
- 2013 APEX Award for Publication Excellence Non Profit Category – Let Your Green Show Campaign (phase one);
- 2013 Mississauga Living Green Ecogarden Award added to Streetscape Glorious Gardens Contest;
- 2013 Greenest Ward Award – Use Less Water challenge awarded to Ward 1;
- 2012 Greenest Ward Award – Grow Local/Eat Local challenge awarded to Ward 1; and
- 2011 Friends of the Credit Conservation Award Certificate of Merit for the Living Green Master Plan.



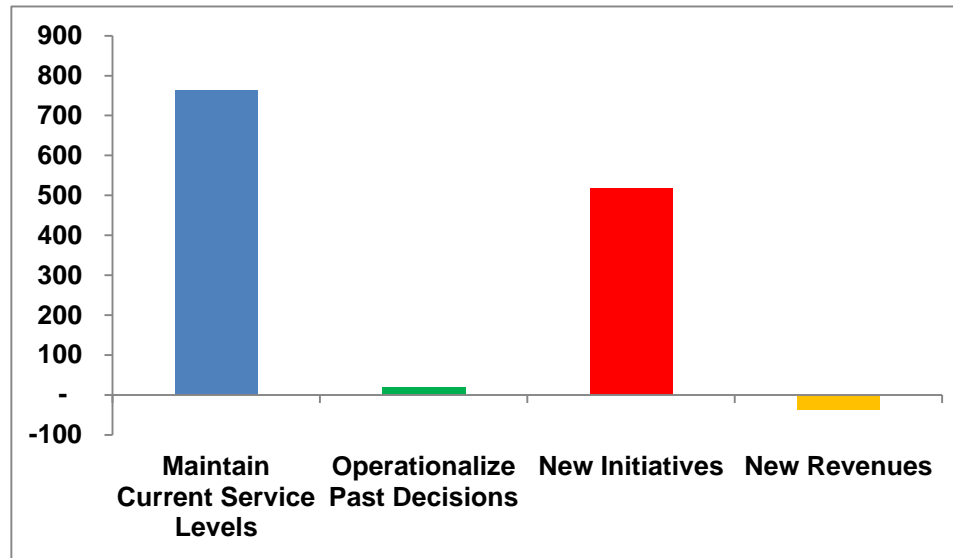
2011 Friends of the Credit Conservation Award

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## Proposed Budget

This part of the Business plan sets out the financial resources required to deliver the proposed 2014-2016 Business Plan. Information is provided by major expenditure and revenue category as well as by program. The costs to maintain existing service levels and operationalize prior decisions are identified separately from proposed changes. The prior year budget for 2013 was \$30,564,000 and the proposed budget for 2014 is \$31,825,000.

The Operating Budget changes for 2014 are broken down in the chart below:



### Total Changes to Maintain Current Service Levels

Labour and benefits cost increases reflect economic adjustments, labour adjustments and other fringe benefit modifications.

Other cost increases include utility costs for water, electricity and heat along with fuel increases associated with Parks and Forestry vehicles and equipment. As well, cost increases are included for Forestry equipment repairs, materials and supplies including fertilizer, grass seed and sports paint and realty taxes for the JJ Plaus Pier. Other cost increases include the office lease for 201 City Centre Drive and the operational support costs for the Environment Division.

These cost increases are partially offset by the implementation of the Remodelling for the Future Organizational Review for Parks and Forestry, a reduction in printing expenses for the Environment Division, realty tax savings through various agreements across the City and other miscellaneous reductions in Parks and Forestry expenditures. While efficiencies realized for the 2014



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budget will not adversely impact residents and customers, it will become increasingly difficult to achieve future efficiencies without detrimental impacts to existing service levels.

Current revenue changes reflect revenue increases from park permits, forestry, cemetery, marina and sports field fees which are used to offset annual operating costs. Revenue increases are also included as a result of the implementation of a new cemetery database in 2013.

### **Total Changes to Operationalize Prior Decisions**

The annualized costs of one permanent position within Parks Operations are reflected in the first quarter of 2014.

### **Total New Initiatives and Revenues**

In 2014, Parks and Forestry will begin the development of a comprehensive long term lifecycle model for all Parks and Forestry and Recreation assets valued at over \$145 million, which will forecast future replacements, identify trends and issues and monitor operating/maintenance costs. Parkland growth costs represent the operating costs of maintaining newly developed and redeveloped parkland. Parkland growth costs are to ensure that parks remain adequately staffed and resources are available to maintain current service levels. Cemeteries will conduct archaeological assessments at five cemeteries to continue to ensure that cemetery records remain accurate as per the *Funeral, Burial and Cremation Services Act* and to validate existing records information. In addition, it is anticipated that \$20,000 in revenues will be realized as part of this assessment. Cemeteries will also begin realizing annual revenues of \$35,000 through the addition of new columbaria to meet the end of life needs for residents.

Parks will improve waste management service levels and divert waste generation and contamination outcomes through the acquisition and purchase of new recycling receptacles and lids in all City parks along with dual stream receptacles in destination parks to meet the waste management objectives within parks of the City. The implementation of the Parks sign study, currently in progress, will unify the visual identity within the parks system to ensure a positive and memorable user experience. An extension of washroom dates in multiple destination parks to promote year-round use and support healthy active lifestyles within park environments.

The implementation costs of the Forestry Mobile Solutions project will begin in 2014, with a reduction in one staff scheduled for 2015.

The following table identifies the budgeted expenditures and revenues for 2013 to 2016 by major program within the service area, as well as 2012 actuals by programs.

Description	2012 Actuals (\$000's)	2013 Budget (\$000's)	2014 Proposed Budget (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)
<b>Expenditures to Deliver Current Services</b>					
Environment	494	721	711	987	1,143
Forestry	6,627	7,414	7,440	7,598	7,658
Park Planning & Development	2,400	2,818	3,105	3,190	3,149
Parks Operations	22,447	23,020	23,512	23,817	24,191
Divisional Support Services	417	412	435	446	456
<b>Total Expenditures</b>	<b>32,385</b>	<b>34,386</b>	<b>35,203</b>	<b>36,037</b>	<b>36,596</b>
<b>Revenues</b>	<b>(3,968)</b>	<b>(3,727)</b>	<b>(3,764)</b>	<b>(3,849)</b>	<b>(3,949)</b>
Transfers From Reserves and Reserve Funds	(31)	(95)	(95)	(95)	(95)
New Initiatives	0	0	516	367	6
New Revenues	0	0	(35)	0	0
<b>Proposed Net Budget Including New Initiatives &amp; New Revenues</b>	<b>28,386</b>	<b>30,564</b>	<b>31,825</b>	<b>32,461</b>	<b>32,558</b>
<b>Expenditures Budget - Changes by Year</b>			<b>2%</b>	<b>2%</b>	<b>2%</b>
<b>Proposed Net Budget - Changes by Year</b>			<b>4%</b>	<b>2%</b>	<b>0%</b>

Note: Numbers may not balance due to rounding.

The following table separates the financial requirements into those required to maintain current service levels; to operationalize prior decisions; and proposed new initiatives and new revenues. More details are provided in sections 3.1 and 3.2.

Description	2014 Proposed Budget (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)
<b>Prior Year Total Expenditures Budget</b>	<b>34,386</b>	<b>35,719</b>	<b>36,405</b>
<b>Increases/(Decreases) to Maintain Current Service Levels</b>			
Labour and Benefits	531	447	374
Other Cost Increases	522	210	166
Efficiencies and Cost Savings	(254)	(339)	(349)
<b>Total Expenditures to Maintain Service Levels</b>	<b>35,185</b>	<b>36,037</b>	<b>36,596</b>
<b>Prior Year Revenue Budget</b>	<b>(3,822)</b>	<b>(3,894)</b>	<b>(3,944)</b>
Current Revenue Changes	(37)	(50)	(100)
<b>Total Revenues</b>	<b>(3,859)</b>	<b>(3,944)</b>	<b>(4,044)</b>
<b>Net Expenditures to Maintain Services</b>	<b>31,326</b>	<b>32,094</b>	<b>32,552</b>
<b>Net Changes to Maintain Current Service Levels</b>	<b>762</b>	<b>268</b>	<b>91</b>
<b>Increases/(Decreases) to Operationalize Prior Decisions</b>			
Annualization of Previous Years Budget Decisions - Expenses	18	0	0
<b>Changes to Operationalize Prior Decisions</b>	<b>18</b>	<b>0</b>	<b>0</b>
<b>Net Expenditure to Maintain Current Service Levels and Operationalize Prior Decisions</b>	<b>31,344</b>	<b>32,094</b>	<b>32,552</b>
Proposed New Initiatives & New Revenues - Revenue	(35)	0	0
Proposed New Initiatives & New Revenues - Expenses	516	367	6
<b>Proposed New Initiatives &amp; New Revenues</b>	<b>481</b>	<b>367</b>	<b>6</b>
<b>Proposed Total Expenditures Budget</b>	<b>35,719</b>	<b>36,405</b>	<b>36,602</b>
<b>Proposed Total Revenues Budget</b>	<b>(3,894)</b>	<b>(3,944)</b>	<b>(4,044)</b>
<b>Proposed Net Budget</b>	<b>31,825</b>	<b>32,461</b>	<b>32,558</b>

Note: Numbers may not balance due to rounding.

### 3.1 Changes to Maintain Current Service Levels and Operationalize Prior Decisions

The following two tables identify the major changes in the costs to maintain existing service levels and the cost increases arising from prior decisions. Detailed explanations of changes to 2014 as well as the proposed Full Time Equivalent Staffing by Program can be found in Appendix 1.

#### Proposed Changes to Maintain Current Service Levels

Description	FTE	2014 Proposed Budget (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)
<b>Labour and Benefits</b>	<b>0.0</b>	<b>531</b>	<b>447</b>	<b>374</b>
<b>Other Cost Increases</b>				
Utility Increases	0.0	150	98	105
Contractor, Equipment, Material and Supplies	0.0	119	50	
Fuel Increases	0.0	50	50	50
201 City Centre Lease Increases	0.0	85	3	3
Other Changes	0.0	118	9	7
<b>Other Cost Increases</b>	<b>0.0</b>	<b>522</b>	<b>210</b>	<b>166</b>
<b>Efficiencies and Cost Savings</b>				
Remodeling for the Future	(0.2)	(111)	0	0
Vehicle Rental Reduction	0.0	(69)	0	0
Eliminate Park Planner	(1.0)	0	0	(102)
Other Changes	0.0	(75)	(339)	(247)
<b>Efficiencies and Cost Savings</b>	<b>(1.2)</b>	<b>(254)</b>	<b>(339)</b>	<b>(349)</b>
<b>Current Revenue Changes</b>				
Increase Fees	0.0	(12)	(50)	(100)
Other Revenue Increases	0.0	(25)	0	0
<b>Current Revenue Changes</b>	<b>0.0</b>	<b>(37)</b>	<b>(50)</b>	<b>(100)</b>
<b>Total Changes to Maintain Current Service Levels</b>	<b>(1.2)</b>	<b>762</b>	<b>268</b>	<b>91</b>

Note: Numbers may not balance due to rounding.

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**Proposed Changes to Operationalize Prior Decisions**

Description	FTE	2014 Proposed Budget (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)
<b>Annualization of Prior Years Operating Cost Decisions</b>				
Annualization of Prior Years Operating Cost Decisions	0.0	18	0	0
<b>Annualization of Prior Years Operating Cost Decisions</b>	<b>0.0</b>	<b>18</b>	<b>0</b>	<b>0</b>
<b>Operating Impact of New Capital Projects</b>				
Operating Impact of New Capital Projects	0.0	0	0	0
<b>Total Changes to Operationalize Prior Decisions</b>	<b>0.0</b>	<b>18</b>	<b>0</b>	<b>0</b>

Note: Numbers may not balance due to rounding.

### 3.2 Proposed New Initiatives and New Revenues

The following table presents the costs by budget request for proposed new initiatives and proposed new revenues. Detailed descriptions of each budget request can be found in Appendix 2.

#### Proposed New Initiatives and New Revenues

Description	BR #	FTE	2014 Proposed Budget (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)	2014 to 2016 Capital (\$000's)
<b>New Initiatives</b>						
Parkland Growth	741	5.3	217	308	24	0
Waste Diversion Plan	809	1.0	104	26	(18)	0
Community Outreach - Environmental	706	1.0	84	20	2	0
Community Gardens	705	0.0	75	0	0	0
Forestry Mobile Solutions	769	(1.0)	18	(85)	(2)	0
Extension of Parks Washroom Dates	748	0.0	18	0	0	0
Mississauga Integrated Community Energy Plan	810	0.0	0	100	0	0
Lifecycle Replacement	771	0.0	0	0	0	232
<b>Total New Initiatives</b>		<b>6.3</b>	<b>516</b>	<b>367</b>	<b>6</b>	<b>232</b>
<b>New Revenues</b>						
Additional Cemetery Interment Options	797	0.0	(35)	0	0	0
<b>Total New Revenues</b>		<b>0.0</b>	<b>(35)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total New Initiatives and New Revenues</b>		<b>6.3</b>	<b>481</b>	<b>367</b>	<b>6</b>	<b>232</b>

Note: Numbers may not balance due to rounding.

The following table outlines the 2012 actual costs, 2013 approved budget and proposed 2014 Budget and Forecasts for the remaining three years, by major expense and revenue categories.

#### Proposed Budget by Category

Description	2012 Actuals (\$000's)	2013 Budget (\$000's)	2014 Proposed Budget (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)
<b>Total Expenditures before Administrative and Support Costs</b>					
Labour Costs	21,668	23,155	23,861	24,403	24,669
Other Operating Costs	9,736	10,365	10,959	11,093	11,017
<b>Total Expenditures</b>	<b>31,404</b>	<b>33,520</b>	<b>34,820</b>	<b>35,496</b>	<b>35,686</b>
Total Revenues	(3,999)	(3,822)	(3,894)	(3,944)	(4,044)
<b>Net Expenditures before Administrative and Support Costs</b>	<b>27,405</b>	<b>29,698</b>	<b>30,926</b>	<b>31,552</b>	<b>31,642</b>
Administrative and Support Costs	981	866	899	909	916
<b>Net Budget</b>	<b>28,386</b>	<b>30,564</b>	<b>31,825</b>	<b>32,461</b>	<b>32,558</b>

Note: Numbers may not balance due to rounding.

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### 3.3 Highlights of Proposed Capital Program Budget

In 2014, Capital funding has been allotted for the construction of the Lakeshore/ RoyalWindsor off-road Trail, development of Malton Village Park, addition to Erindale Park (3669 Mississauga Road), multi-year funding for the construction of Park 508 (Hancock Property) and continued support of the One Million Tree Program.

A Park and Sport Field maintenance program has been developed to maximize the lifespan of assets and minimize service disruptions and costly emergency replacements. The 2014 projects include: Barbertown pedestrian bridge replacement; Lakefront Promenade pathway rehabilitation; Erindale Park pathway erosion control; Park & Street Tree replacements; Spray Pad rehabilitations; and Sport Field redevelopments.

From 2015 through 2018, \$6.8 million has been allocated for the development of the first phase of Park 459, a destination park located in the Churchill Meadows area. Also, the Lakeshore/Royal Windsor Trail will continue construction through 2016 following the Cycling Master Plan recommendations.

In 2016, Scholar's Green North (Park 507) is scheduled to commence following the second phase of the Sheridan College development and continue through 2018 at a total cost of \$3.3 million.

The Vehicles and Equipment Program includes lifecycle replacement necessary to conduct day to day operations, along with new equipment required for the ongoing care and maintenance of newly developed parkland.

The Emerald Ash Borer Management Program continues throughout the 10 year forecast to mitigate the highly invasive insect while preserving a percentage of City Ash trees and replacing others. From 2014 to 2016, a total of \$14.2 million has been allotted for EAB related tree removal, tree replacement and treatment.



### 3.4 Capital Program

This section summarizes the forecast 10 year capital requirements for this service. The following table presents the forecast by major program. The next table summarizes the sources of financing for the capital forecast. A detailed listing of 2014 to 2016 projects is contained in Appendix 3 and 4.

#### Proposed Capital Program

Program Expenditures	2014 Proposed Budget (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)	2017 Forecast (\$000's)	2018-2023 Forecast (\$000's)	Total 2014-2023 (\$000's)
City Wide Facilities	1,718	4,683	3,585	3,041	20,144	33,172
Park Facility Installation	781	1,762	245	139	1,754	4,682
Park Redevelopment	1,568	1,255	451	1,744	2,467	7,485
Parkland Acquisition	7,500	21,947	15,000	4,000	66,000	114,447
Parkland Development	1,696	1,158	1,059	2,600	2,600	9,112
Parks Operations	1,967	122	380	545	2,032	5,045
Sports Field Maintenance	718	138	90	379	2,077	3,401
Urban Forestry	4,674	5,578	8,642	9,792	33,880	62,568
Vehicles, Equipment	470	369	490	490	2,770	4,589
<b>Total Expenditures</b>	<b>21,091</b>	<b>37,012</b>	<b>29,943</b>	<b>22,731</b>	<b>133,724</b>	<b>244,501</b>

Note: Numbers may not balance due to rounding.

#### Proposed Capital Program (continued)

Program Funding	2014 Proposed Budget (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)	2017 Forecast (\$000's)	2018-2023 Forecast (\$000's)	Total 2014-2023 (\$000's)
Recoveries from Others	95	138	90	0	0	323
Cash In Lieu	7,974	23,232	15,515	4,100	68,445	119,266
Development Charges	3,248	5,352	3,504	4,769	13,028	29,902
Tax	5,830	2,889	2,703	4,893	20,909	37,223
Emerald Ash Borer Reserve Fund	2,922	4,224	7,038	8,291	26,062	48,539
Other	1,021	1,177	1,092	677	5,280	9,248
<b>Total Funding</b>	<b>21,091</b>	<b>37,012</b>	<b>29,943</b>	<b>22,731</b>	<b>133,724</b>	<b>244,501</b>

Note: Numbers may not balance due to rounding.

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## Performance Measures

### 4.1 Balanced Scorecard

A balanced scorecard is an assessment of the financial and non-financial measures of performance, and focuses on these processes to achieve an organization's priorities. Balanced scorecard metrics used for Parks and Forestry include the following:

#### Financial Measures

*Gross Parks Maintenance Cost per Acre* is the average per acre cost of Parks Operations services, calculated by dividing gross expenditures by the total amount of City owned parkland. Gross maintenance costs per acre is an important measure to review the total costs of inputs required to provide the service, and are a valuable tool in benchmarking across neighbouring municipalities.

*Gross Forestry Cost per Capita* measures the total expenditures for services provided by the Forestry Section with the exception of the Emerald Ash Borer Management Plan. It is calculated by dividing gross expenditures by population. Gross cost represents the tax based funding supporting the services per person before recoveries or additional revenues on an annual basis.

#### Customer Measures

*Public Open Space* measures the percentage of public open space versus the total area of the City.

*People Engaged in Environmental Outreach* is the number of residents who have attended events where there has been environmental outreach activities. This measure demonstrates the level of environmental outreach being delivered by the Environment Division and the opportunity to

deliver key messages and engage directly with large numbers of the community.

*Residents who overwhelming agree that funding environmental initiatives focused on improving air quality, using renewable energy and reducing greenhouse gas emissions is important* identifies what percentage of the population of Mississauga rank funding these initiatives as either very or somewhat important and helps the City prioritize environmental initiative funding. This measure is an indicator of residents' commitment to the environment.

*Service Requests Resolved by Parks and Forestry* measures the completed service requests initially received through the 311 Citizen Contact Centre pertaining to Parks and Forestry. Service requests are responded to on a reactive basis. A reduction in the number of service requests resolved by Parks and Forestry indicates a proactive approach to the maintenance and upkeep of our assets, as well-maintained infrastructure is less likely to generate service requests than assets in need of repair.

#### Employees/Innovation

*Employee Overall Satisfaction* is the key to achieving success in a service based organization and is grounded in the approach, attitude and outputs of employees. The City understands the benefit of being recognized as an "employer of choice". Employee satisfaction measurement is part of the city culture and provides employees with the opportunity to provide insight and direction for future opportunities. The results are based on the bi-annual Employee Engagement Survey conducted by Metrics@Work.

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*Staff who Completed Employee Engagement Survey* reflects the number of staff within the Service Area who completed the Metrics@Work survey.

**Internal Business Process**

*Parks and Forestry Service Requests Resolved within Standard* represent the percentage of service requests from the 311 Citizen Contact Centre resolved within established standards provided to the public. Response times reflect the commitment to responding to resident inquiries as quickly and efficiently as possible.

*New Trees Planted per Year* measures the total output of various tree planting initiatives across the City, through community engagement initiatives along with street and park tree programs.

*Living Green Master Plan Actions Underway, In Progress, or Complete* is the percentage of actions in the Living Green Master Plan that are being implemented. This measure demonstrates the city's commitment to environmental sustainability.

Measures for Parks and Forestry	2010 (Actual)	2011 (Actual)	2012 (Actual)	2013 (Planned)	2014 (Planned)	2015 (Planned)	2016 (Planned)
<b>Financial:</b>							
Gross Parks Maintenance Cost per Acre	\$2,912	\$3,092	\$3,339	\$3,408	\$3,436	\$3,432	\$3,489
Gross Forestry Cost per Capita	\$7.61	\$7.68	\$8.93	\$9.95	\$9.93	\$10.02	\$9.97
<b>Customer:</b>							
Public Open Space	10.14%	10.15%	10.15%	10.18%	10.3%	10.45%	10.5%
People Engaged in Environmental Outreach	N/A	N/A	110,000	310,000	500,000	750,000	1,000,000
Residents who overwhelmingly agree that funding environmental initiatives is important:							
Improving Air Quality	N/A	N/A	82%	85%	85%	85%	85%
Using Renewable Energy	N/A	N/A	79%	80%	82%	82%	82%
Reducing Greenhouse Gas Emissions	N/A	N/A	76%	78%	80%	80%	80%
Service Requests Resolved by Parks and Forestry	7,059	6,555	7,564	7,200	7,100	7,000	7,000
<b>Employees/Innovation:</b>							
Employee Overall Satisfaction	N/A	N/A	69%	69%	75%	75%	75%
Staff who Completed Employee Engagement Survey	N/A	N/A	71%	71%	80%	80%	80%
<b>Internal Business Process:</b>							
Parks and Forestry Service Requests Resolved Within Standard	94%	91%	89%	95%	95%	95%	95%
New Trees Planted per Year	26,364	25,826	34,900	35,000	35,000	35,000	35,000
Living Green Master Plan Actions Underway, In Progress, or Complete	N/A	N/A	65%	81%	94%	100%	100%

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## **Appendices**

## Appendix 1: Details of Changes to Maintain Current Service Levels and Operationalize Prior Decisions

### Changes to Maintain Current Service Levels

Description	2013 Budget (\$000's)	2014 Proposed Budget (\$000's)	Change (\$000's)	Details
<b>Labour and Benefits</b>	<b>23,155</b>	<b>23,686</b>	<b>531</b>	Increase reflects negotiated union agreements, economic adjustment increases, labour adjustments and other fringe benefit changes.
<b>Other Cost Increases</b>				
Utility Increases	1,247	1,398	150	Increases reflect new parkland utility requirements and projected utility cost increases.
Contractor, Equipment, Material and Supplies	5,224	5,343	119	Cost increases for the maintenance of parks equipment, operating materials and supplies.
Fuel Increases	325	375	50	Cost increases as a result of increased fuel unit costs to Parks and Forestry vehicles and equipment.
201 City Centre Lease Increases	393	478	85	Cost increases reflects office space lease cost increases.
Other Changes	1,254	1,372	118	Other changes reflect budget increases to IT Maintenance allocation and Business Support Allocation.
<b>Total Other Cost Increases</b>	<b>8,444</b>	<b>8,966</b>	<b>522</b>	
<b>Efficiencies and Cost Savings</b>				
Remodeling for the Future	0	(111)	(111)	Labour savings primarily as a result of the implementation of Remodelling for the Future Organizational Review.
Vehicle Rental Reduction	2,787	2,718	(69)	Cost savings as a result of the elimination of Parks and Forestry rental vehicles through a rationalization of existing inventory.
Other Changes	0	(75)	(75)	Various small reductions to miscellaneous operating accounts within the Parks and Forestry Division.
<b>Total Efficiencies and Cost Savings</b>	<b>2,787</b>	<b>2,533</b>	<b>(254)</b>	
<b>Current Revenue Changes</b>				
Increase Fees	(3,620)	(3,632)	(12)	Revenue changes as a result of fee increases
Cemetery Annualization from System Upgrade	(201)	(226)	(25)	Revenue changes as a result of additional lot sales identified through the implementation of a new database.
<b>Total Current Revenue Changes</b>	<b>(3,822)</b>	<b>(3,859)</b>	<b>(37)</b>	
<b>Total Changes to Maintain Current Service Levels</b>	<b>30,564</b>	<b>31,326</b>	<b>762</b>	

Note: Numbers may not balance due to rounding.

### Changes to Operationalize Prior Decisions

Description	2013 Budget (\$000's)	2014 Proposed Budget (\$000's)	Change (\$000's)	Details
<b>Annualization of Previous Years Operating Cost Decisions</b>				
<b>Total Annualization of Previous Years Operating Cost Decisions</b>	0	0	0	
<b>Operating Impact of New Capital Projects</b>				
Annualization of Prior Years Operating Cost Decisions	0	18	18	
<b>Total Operating Impact of New Capital Projects</b>	0	18	18	
<b>Total Changes to Operationalize Prior Decisions</b>	0	18	18	
<b>Total Costs to Maintain Current Services Levels and Operationalize Prior Decisions</b>	30,564	31,344	780	

Note: Numbers may not balance due to rounding.

### Proposed Full Time Equivalent Staffing Distribution by Program

Program	2013	2014	2015	2016
Environment	5.0	7.7	7.7	7.0
Forestry	50.4	50.4	49.4	49.4
Park Planning & Development	31.8	32.8	32.5	30.8
Parks Operations	273.2	275.2	278.2	278.3
Divisional Support Services	2.0	2.0	2.0	2.0
<b>Total Service Distribution</b>	<b>362.4</b>	<b>368.1</b>	<b>369.7</b>	<b>367.5</b>

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## Appendix 2: Budget Requests

### Proposed 2014-2016 New Initiatives and New Revenues

Please see the Budget Requests for the 2014-2016 Business Planning Cycle with details to follow.

Description	BR #	Year
<b>New Initiatives</b>		
Community Gardens	705	2014
Community Outreach - Environmental	706	2014
Parkland Growth	741	2014
Extension of Parks Washroom Dates	748	2014
Forestry Mobile Solutions	769	2014
Lifecycle Replacement	771	2014
Waste Diversion Plan	809	2014
Mississauga Integrated Community Energy Plan	810	2015
<b>New Revenues</b>		
Additional Cemetery Interment Options	797	2014



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Budget Request #: 705

**Proposed Initiative**

Community Gardens

**Department**

Community Services Department

**Service Area**

Parks & Forestry

**Required Operating Investment**

Impacts (\$000s)	2014	2015	2016
Gross Expenditures	75.0	75.0	75.0
Reserves & Reserve Funds	0.0	0.0	0.0
User Fees & Other Revenues	0.0	0.0	0.0
Tax Levy Requirements	75.0	75.0	75.0
* Net Change in \$		0.0	0.0
FTEs	0.0	0.0	0.0

*\* Any net change that is negative, (in brackets), is a good thing. It means a reduction in expenditure or an increase in revenue.*

**Required Capital Investment**

Total Capital (\$000s)	2013 & Prior	2014	2015	2016	2017 & Beyond
Expenditures	0.0	0.0	0.0	0.0	0.0

**Why Staff Recommend this Initiative**

The existing community garden program requires sustainable funding to expand. This initiative feeds Mississauga residents in need with the assistance of volunteer labour; provides a local food source; reduces transportation related greenhouse gas emissions associated with food delivery; and through teaching and learning components creates an opportunity to build lifetime interest and foster good behaviours related to the environment and healthy living.

### **Details of Service Change**

Currently, no specific City funding exists for community gardens in Mississauga.

Since 2006, Ecosource, a local environmental non-profit, has developed community garden pilot projects in Mississauga resulting in four publicly accessible community gardens and one teaching garden located within City parks. These pilot projects have been very successful, but in order to meet the demand for future community gardens Ecosource requires sustainable funding. The existing gardens are maintained and programmed by Ecosource in collaboration with the City, community groups and volunteers. Parks and Forestry assists with site selection, provides mulch, and in some cases labour and water for irrigation.

This initiative will fund Ecosource through the City's Community Grant program to create new community gardens through a one year agreement with the objective of turning into a multi-year funding agreement. The funds will also allow Ecosource to ensure existing community gardens are maintained and programmed. Ecosource will be able to leverage these funds for additional investment in the community garden program.

Presently, approximately 500-600 residents are engaged per community garden. Mississauga has one garden per 100,000 residents. By comparison, Toronto has two; Calgary has four; Vancouver has over 10. All of these municipalities contribute financially (either through grants or capital funds) to the start-up and maintenance of community gardens.

### **Service Impact**

This initiative allows the creation of three community gardens each year of the funding agreement (initially in under-served wards and expanding until every neighbourhood has access to at least one community garden) along with the on-going maintenance of existing ones. The type and scope of each new garden will be tailored to suit the needs and engagement levels of the particular neighbourhood. Each will have multiple community workshops and events engaging a large number of residents and community groups.

By funding community gardens, the City will be investing in community development and social capital; educating and engaging youth; improving neighbourhood security; improving local ecology and sustainability; increasing community health; and building capacity and impact to other programs (Mississauga Living Green, One Million Trees, Youth Plan, Agricultural Heritage program).

Approximately, 45 per cent of neighbourhoods in Peel are low or very low income. The existing four gardens produce \$22,000 of food each year. 110 families have a plot. Each family saves \$150 each growing season. Food banks receive approximately \$2,000 in produce donations.

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Budget Request #: 706

**Proposed Initiative**

Community Outreach-Environmental

**Department**

Community Services Department

**Service Area**

Parks & Forestry

**Required Operating Investment**

Impacts (\$000s)	2014	2015	2016
Gross Expenditures	84.2	103.8	105.3
Reserves & Reserve Funds	0.0	0.0	0.0
User Fees & Other Revenues	0.0	0.0	0.0
Tax Levy Requirements	84.2	103.8	105.3
* Net Change in \$		19.5	1.6
FTEs	1.0	1.0	1.0

*\* Any net change that is negative, (in brackets), is a good thing. It means a reduction in expenditure or an increase in revenue.*

**Required Capital Investment**

Total Capital (\$000s)	2013 & Prior	2014	2015	2016	2017 & Beyond
Expenditures	0.0	0.0	0.0	0.0	0.0

**Why Staff Recommend this Initiative**

A full time Community Outreach - Environmental Coordinator will allow a consistent level of environmental outreach to occur in Mississauga. Strong and effective outreach reaches the community on a level that corporate communication strategies alone cannot achieve. Knowledge and understanding of existing programs and services is required to maximize participation and effectiveness.

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*Budget Request #: 706*

**Details of Service Change**

One full time Community Outreach - Environmental Coordinator is required to implement the outreach components of a growing number of internal and external environmental programs including the Green Champions (part of internal employee engagement), community environmental recognition event, Earth Hour, Earth Days, Let Your Green Show and other programs developed by existing Environmental Specialists. Promotes local environmental initiatives, innovation trends and builds community connections. This initiative includes staffing Living Green displays at community events and creating small environmental fair-like "earth markets". Also works with Downtown21 to develop components of permanent downtown "earth market."

To-date, Environment has coordinated smaller scale environmental events and attends approximately 60 events per year using existing staff and volunteers.

**Service Impact**

A full time Community Outreach - Environmental Coordinator will allow for a consistent level of environmental outreach to occur in Mississauga in collaboration and partnership with other agencies (Region of Peel, Conservation Authorities, etc.). Environmental Specialist staff that normally delivers outreach on a small scale can be used more effectively on program development.

Opportunities to leverage corporate sponsorship and business partner relationships will be optimized to expand reach activities, community engagement and reduce operating costs over time. Bigger and more frequent community environmental events will be undertaken (e.g. New environmental recognition event requested by EAC for 2014).

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Budget Request #: 741

**Proposed Initiative**

Parkland Growth

**Department**

Community Services Department

**Service Area**

Parks & Forestry

**Required Operating Investment**

Impacts (\$000s)	2014	2015	2016
Gross Expenditures	217.2	524.8	549.3
Reserves & Reserve Funds	0.0	0.0	0.0
User Fees & Other Revenues	0.0	0.0	0.0
Tax Levy Requirements	217.2	524.8	549.3
* Net Change in \$		307.6	24.4
FTEs	2.3	5.2	5.3

*\* Any net change that is negative, (in brackets), is a good thing. It means a reduction in expenditure or an increase in revenue.*

**Required Capital Investment**

Total Capital (\$000s)	2013 & Prior	2014	2015	2016	2017 & Beyond
Expenditures	0.0	0.0	0.0	0.0	0.0

**Why Staff Recommend this Initiative**

To meet public expectations of the maintenance levels for parks and open space.

---

*Budget Request #: 741*

**Details of Service Change**

Highlights of new parkland additions anticipated over the duration of this Business Plan include:

- 2014: Bell Gardener Estate (Fusion), Loyola Secondary School, Erindale Village Hall, Pheasant Run PS and trails along the BRT Corridor;
- 2015: Park 302 Parkway Belt, Malton Village Park, Willow Glen PS, Union Gas Lands and Royal Windsor Corridor Trail; and
- 2016: 2007 Lakeshore Road West.

Parkland growth costs are calculated using a fixed, per hectare cost using information derived from Hansen, Parks and Forestry's maintenance management system. Costs per hectare are broken down by the park classification (Destination, Community, Greenbelt) to ensure that appropriate resources are in place to meet park maintenance needs.

**Service Impact**

Required resources for the operationalization of new parkland ensures that new parks are maintained to the standards of existing outdoor facilities.

---

Budget Request #: 748

**Proposed Initiative**

Extension of Parks Washroom Dates

**Department**

Community Services Department

**Service Area**

Parks & Forestry

**Required Operating Investment**

Impacts (\$000s)	2014	2015	2016
Gross Expenditures	18.0	18.0	18.0
Reserves & Reserve Funds	0.0	0.0	0.0
User Fees & Other Revenues	0.0	0.0	0.0
Tax Levy Requirements	18.0	18.0	18.0
* Net Change in \$		0.0	0.0
FTEs	0.0	0.0	0.0

*\* Any net change that is negative, (in brackets), is a good thing. It means a reduction in expenditure or an increase in revenue.*

**Required Capital Investment**

Total Capital (\$000s)	2013 & Prior	2014	2015	2016	2017 & Beyond
Expenditures	0.0	0.0	0.0	0.0	0.0

**Why Staff Recommend this Initiative**

Promotes year round park use and healthy active lifestyles, meets resident demand.

---

*Budget Request #: 748*

**Details of Service Change**

This initiative extends the washroom dates available to park users by implementing year round washroom cleanings for Marina Park, Lakefront Promenade, Erindale Park and Lake Aquitaine. Funding is for one cleaning per day for an additional 160 days per year for these high traffic usage areas.

**Service Impact**

Increases in washroom availability will meet the demand of the community, who have consistently called for increased services to promote the all-season use of parks. These changes will meet resident demand for increased levels of services in areas including washrooms. This initiative will also contribute towards continuing to meet resident expectations of providing quality park experiences.



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Budget Request #: 769

**Proposed Initiative**

Forestry Mobile Solutions

**Department**

Community Services Department

**Service Area**

Parks & Forestry

**Required Operating Investment**

Impacts (\$000s)	2014	2015	2016
Gross Expenditures	18.0	(67.4)	(69.2)
Reserves & Reserve Funds	0.0	0.0	0.0
User Fees & Other Revenues	0.0	0.0	0.0
Tax Levy Requirements	18.0	(67.4)	(69.2)
* Net Change in \$		(85.4)	(1.7)
FTEs	0.0	(1.0)	(1.0)

*\* Any net change that is negative, (in brackets), is a good thing. It means a reduction in expenditure or an increase in revenue.*

**Required Capital Investment**

Total Capital (\$000s)	2013 & Prior	2014	2015	2016	2017 & Beyond
Expenditures	141.0	0.0	0.0	0.0	0.0

**Why Staff Recommend this Initiative**

Continuous improvement initiatives, leveraging technological solutions for cost containment strategies.

**Details of Service Change**

Forestry staff are responsible for the maintenance of 250,000 street trees along with all trees in parks, and natural areas. Staff are tasked with By-law Enforcement and assisting in the preservation of over one million privately owned trees, responding to service requests, completing inspections and maintaining over 300 hectares of boulevards. Contract administrators oversee multimillion dollar contracts for work completed on City trees. Forestry inspectors currently utilize in-field solutions to complete daily tasks. Increases in service requests, additional contract administration duties and Encroachment Management require Forestry to leverage technology to increase productivity, improve response times and improve inventory management while maximizing current resources. An enhanced mobile solution allows for the automation of several tasks performed manually by staff. This initiative includes:

- Migration to Hansen 8 for boulevard work performed by contractors. Information would be automated on work completed against the City's boulevards. Maintenance data allows staff to monitor costs, ensure efficient resource allocation and monitor maintenance levels; and
- In-field solutions for Forestry staff. The ability for staff to conduct work in the field would allow for an increase in staff productivity. This includes issuing mobile hardware, wireless access and mobile printers for staff to update labour information, resolve service requests, generate work orders and issue permits.

**Service Impact**

Service improvements through a reduction in staff travel times between site visits and returning to their workstation would be realized. Productivity improvements would also be realized as staff would be able to issue permits and Notices of Contraventions utilizing data entered and automated in both Hansen Trees2Go and MAX. Through these various service delivery and productivity improvements, Forestry would be able to reduce 1.0 FTE through attrition.

---

Budget Request #: 771

**Proposed Initiative**

Lifecycle Replacement

**Department**

Community Services Department

**Service Area**

Parks & Forestry

**Required Operating Investment**

Impacts (\$000s)	2014	2015	2016
Gross Expenditures	0.0	0.0	0.0
Reserves & Reserve Funds	0.0	0.0	0.0
User Fees & Other Revenues	0.0	0.0	0.0
Tax Levy Requirements	0.0	0.0	0.0
* Net Change in \$		0.0	0.0
FTEs	1.0	0.7	0.0

*\* Any net change that is negative, (in brackets), is a good thing. It means a reduction in expenditure or an increase in revenue.*

**Required Capital Investment**

Total Capital (\$000s)	2013 & Prior	2014	2015	2016	2017 & Beyond
Expenditures	0.0	150.0	82.0	0.0	0.0

**Why Staff Recommend this Initiative**

To ensure that Parks and Forestry and Recreation continues to efficiently manage capital priorities and assets, and continues to provide necessary due diligence required to maintain public safety in the city's park system and provide well-functioning Recreation program equipment.

---

*Budget Request #: 771*

**Details of Service Change**

This request will implement a comprehensive long-term Lifecycle Replacement Program for all Parks and Forestry and Recreation assets to guide future replacement needs.

This program will collect a detailed inventory of all assets, condition index, estimated replacement date, and replacement costing for Park and Recreation assets to provide improved decision making capabilities while maximizing limited capital resources. It will provide tools for analysis, priority setting and decision making and will drive the Divisional Capital Budgets. The program will also monitor assets over time and promote preventative maintenance programs to reach maximum lifespans.

This is a joint initiative with the Recreation Division to maximize Corporate IT resources to deliver a replacement model for Recreation and Community Centre assets.

**Service Impact**

This initiative will provide detailed information to operating divisions and decision makers to improve the prioritization and forecasting of future capital spending and capital planning. This program will maximize the use of existing City enterprise software and provide linkages to other Departmental IT resources.

---

Budget Request #: 809

**Proposed Initiative**

Waste Diversion Plan

**Department**

Community Services Department

**Service Area**

Parks & Forestry

**Required Operating Investment**

Impacts (\$000s)	2014	2015	2016
Gross Expenditures	103.8	129.5	111.2
Reserves & Reserve Funds	0.0	0.0	0.0
User Fees & Other Revenues	0.0	0.0	0.0
Tax Levy Requirements	103.8	129.5	111.2
* Net Change in \$		25.6	(18.3)
FTEs	1.7	1.7	1.0

*\* Any net change that is negative, (in brackets), is a good thing. It means a reduction in expenditure or an increase in revenue.*

**Required Capital Investment**

Total Capital (\$000s)	2013 & Prior	2014	2015	2016	2017 & Beyond
Expenditures	0.0	0.0	0.0	0.0	0.0

**Why Staff Recommend this Initiative**

This initiative is required to implement the Waste Diversion Plan which will provide a long-term cost effective, efficient and standardized way to maximize waste reduction and diversion of wastes generated by City operations and the public at all City owned/leased and operated facilities, buildings, parks, properties and roadways. Other municipalities have seen their waste diversion programs fail without dedicated staff to ensure full and ongoing implementation.

---

*Budget Request #: 809*

### **Details of Service Change**

This is a phased initiative. A Waste and Recycling Coordinator and two students will be added to coordinate and complement work of existing staff.

Phase 1-Plan and Early Wins (Fall 2013/Winter 2014)

Prior to hiring a Waste and Recycling Coordinator, existing staff will:

- Develop a Waste Diversion Plan for Leadership Team approval;
- Pilot battery recycling at Central Library and one community centre;
- Install signage in community centres and libraries to promote recycling;
- Install recycling containers in all arena dressing rooms;
- Ensure recycling containers are accessible to all meeting rooms;
- Pilot awareness campaign in Civic Centre (diversion rate measured before and after); and
- Ensure cleaning staff dispose of waste and recyclables properly.

Phase 2-Develop Implementation Plan and Increase Audits (2014/2015)

The Waste and Recycling Coordinator will develop an implementation plan for the Waste Diversion Plan and work in collaboration with Facilities and Property Management to have students conduct waste audits in the summers of 2014 and 2015. The Coordinator will establish how the plan will be implemented by ensuring procedures, protocols, standards etc., are established

Phase 3-Implement Plan (2015 & beyond)

Starting in 2015, the Coordinator will lead the first full year of implementation of the plan. In future years, the coordinator will ensure ongoing implementation in order for the plan to become "business as usual" and incorporate continuous improvement.

### **Service Impact**

The Coordinator will develop an implementation program that includes established protocols, standards, contract requirements and awareness strategies that are transferable to multiple facility and location requirements. This initiative will also increase waste diversion, develop potential revenue streams and increase public and employee education regarding waste diversion. This work requires a Waste and Recycling Coordinator to establish and champion the program across all departments and then monitor, maintain and improve the program over the long term. The Coordinator will also ensure that education regarding the plan is part of the program in order to make it a highly visible and easy to use service.

This initiative may have capital budget implications for various service areas to purchase standardized containers and other items.

---

Budget Request #: 810

**Proposed Initiative**

Mississauga Integrated Community Energy Plan

**Department**

Community Services Department

**Service Area**

Parks & Forestry

**Required Operating Investment**

Impacts (\$000s)	2014	2015	2016
Gross Expenditures	0.0	100.0	100.0
Reserves & Reserve Funds	0.0	0.0	0.0
User Fees & Other Revenues	0.0	0.0	0.0
Tax Levy Requirements	0.0	100.0	100.0
* Net Change in \$		100.0	0.0
FTEs	0.0	0.0	0.0

*\* Any net change that is negative, (in brackets), is a good thing. It means a reduction in expenditure or an increase in revenue.*

**Required Capital Investment**

Total Capital (\$000s)	2013 & Prior	2014	2015	2016	2017 & Beyond
Expenditures	0.0	0.0	0.0	0.0	0.0

**Why Staff Recommend this Initiative**

Establishing a Mississauga Integrated Community Energy Plan will provide a long-term plan to govern how energy will be used, transmitted, and generated in the city. It will give local energy stakeholders, including the City, a united vision of the future and the steps to get there. It will be a key piece to increasing local energy conservation and implementing climate change mitigation and adaptation strategies that benefit Mississauga as a whole.

### **Details of Service Change**

Staff are currently doing climate change work such as updating our Community Greenhouse Gas inventory, identifying priority areas for action, setting interim GHG reduction targets and energy mapping that will lay the groundwork for developing a Mississauga Integrated Community Energy Plan (MICEP).

The Plan will be developed and implemented through a series of partnerships, led by the City of Mississauga, and governed by an energy stakeholder Task Force (including local utilities, board of trade, school boards, etc.). The City and partners will come together using information available from all of the partners to plan and strategize on the city's energy future. The MICEP will govern energy usage, transmission and generation in the city based on work already being performed by the city and other partners.

\$100,000 is required for a consultant to be hired in early 2015 to develop a MICEP over 2015-2016. This project would seek funding from the Federation of Canadian Municipalities (FCM's) Green Municipal Fund as well as from project partners. This amount is the City's projected share and MICEP is assumed to be co-funded among the partners.

### **Service Impact**

A MICEP will consider future energy solutions ranging from district energy systems to smarter power grids; from integration of renewable energy to capturing biogas from waste and wastewater to power vehicles and heat homes; and from innovative urban design and planning to leadership and governance. A MICEP will provide benefits to the community on many levels, such as:

- A reduced carbon footprint and energy use; -Increased green building stock;
- A more local, sustainable, reliable and stable energy supply;
- Common energy vision/plan for Mississauga that puts the city in a better position to capitalize on new provincial/federal energy initiatives or legislation; and
- Attract businesses, create jobs and increase economic competitiveness (Approx. \$1.8-billion spent on energy in the city in 2012).

MICEP will be developed under the governance of a Task Force, with input from the partners, relevant city departments, and the public. Once developed, partners would lead implementation as appropriate to their expertise, reporting back to the Task Force against performance indicators and targets. The Task force would remain in place providing ongoing leadership and direction.



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Budget Request #: 797

**Proposed Initiative**

Additional Cemetery Interment  
Options

**Department**

Community Services Department

**Service Area**

Parks & Forestry

**Required Operating Investment**

Impacts (\$000s)	2014	2015	2016
Gross Expenditures	0.0	0.0	0.0
Reserves & Reserve Funds	0.0	0.0	0.0
User Fees & Other Revenues	35.0	35.0	35.0
Tax Levy Requirements	(35.0)	(35.0)	(35.0)
* Net Change in \$		0.0	0.0
FTEs	0.0	0.0	0.0

*\* Any net change that is negative, (in brackets), is a good thing. It means a reduction in expenditure or an increase in revenue.*

**Required Capital Investment**

Total Capital (\$000s)	2013 & Prior	2014	2015	2016	2017 & Beyond
Expenditures	50.0	0.0	0.0	0.0	0.0

**Why Staff Recommend this Initiative**

Meeting the end of life needs of residents who wish to be interned in their own community, as well as a source of generating revenue.

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*Budget Request #: 797*

**Details of Service Change**

The City has seen a significant increase in the number of cremation interments over the past decade, primarily due to increased land scarcity and changing cultural and demographic preferences. Since installing a Columbarium at Streetsville Public Cemetery in 2009, approximately 43 per cent of Columbarium niches have already been sold. Continuing land supply constraints will also limit the number of traditional in-ground burial options available in the coming years across the Greater Toronto Area. There is therefore a need for Parks staff to respond with a proactive approach to increasing demand for cremation interments. The installation of two new columbaria, located at Streetsville and Erindale Cemeteries will respond to the increased demand and community pressure to allow residents the opportunity for a final resting place within their community.

**Service Impact**

This request increases the Cemetery options available to residents. Installation of the columbaria would occur in 2013, with revenues beginning to be generated in 2014. Assumption is that all columbaria niches will be sold out over a period of 10 years with total revenues generated to be approximately \$350,000.

### Appendix 3: Proposed 2014 Capital Program

#### Program: City Wide Facilities

Project Number	Project Name	Gross Cost (000's)	Recovery (000's)	Net Cost (000's)	Funding Sources
CMPF00269	Planning and Development Studies - Lifecycle Replacement	150	0	150	Capital Reserve Fund
CMPF00325	Site investigations, appraisals, audits & small value acquisitions	100	0	100	Cash-in-lieu of Parkland Dedication Reserve Fund
CMPF00404	Bicycle/Pedestrian System - Multi-Use Trails - Maintenance - Erindale Park (P_060)	224	0	224	Capital Reserve Fund
CMPF00405	Bicycle/Pedestrian System - Multi-Use Trails - Construction - Various Locations	922	0	922	Capital Reserve Fund / Recreation Development Charges Reserve Fund
CMPF00407	Bicycle/Pedestrian System -Construction- Sawmill Valley Trail - Bird Property Link (ORT17A)	221	0	221	Capital Reserve Fund / Recreation Development Charges Reserve Fund
CMPF00417	Bicycle/Pedestrian System_Const_E. Hydro One East CorridorTrail_Etobicoke Creek-BRT(ORT11A)	62	0	62	Capital Reserve Fund / Recreation Development Charges Reserve Fund
CMPF03008	Bicycle/Pedestrian System_Desg&Const_LakeviewCorridorTrail_Lakeshore Road to QEW(ORT20A)	40	0	40	Capital Reserve Fund / Recreation Development Charges Reserve Fund
<b>Subtotal</b>		<b>1,718</b>	<b>0</b>	<b>1,718</b>	

#### Program: Park Facility Installation

Project Number	Project Name	Gross Cost (000's)	Recovery (000's)	Net Cost (000's)	Funding Sources
CMPF00275	Sports Fields (New) - 2 Tennis Courts - Whiteoaks Park (P_003)	291	0	291	Parks-Other Developer Contributions Reserve Fund
CMPF00920	Play Equipment Expansion (New) - Design and Const - Inclusive Playground - Rivergrove Park	409	0	409	Capital Reserve Fund / Recreation Development Charges Reserve Fund
CMPF03024	Play Equipment (New) - New Play equipment - Meadowvale Conservation Area (P_328)	81	0	81	Capital Reserve Fund / Recreation Development Charges Reserve Fund
<b>Subtotal</b>		<b>781</b>	<b>0</b>	<b>781</b>	

**Program: Park Redevelopment**

Project Number	Project Name	Gross Cost (000's)	Recovery (000's)	Net Cost (000's)	Funding Sources
CMPF00141	Bridges & Underpasses - Historical Bridge Rehabilitation - Not Yet Named (P_306) - Barbertown Bridge	421	0	421	Capital Reserve Fund
CMPF00384	Playground Redevelopment - Various Sites	950	0	950	Capital Reserve Fund
CMPF00442	Bridges & Underpasses - Repair approaches, decks and railings - Various Community Parks	126	0	126	Capital Reserve Fund
CMPF00611	Glen Erin Dr to Meadowvale Tw Ctr - pathway lighting install - Lake Aquitaine	71	0	71	Capital Reserve Fund
<b>Subtotal</b>		<b>1,568</b>	<b>0</b>	<b>1,568</b>	

**Program: Parkland Acquisition**

Project Number	Project Name	Gross Cost (000's)	Recovery (000's)	Net Cost (000's)	Funding Sources
CMPF00256	Community Parkland - Acquisition of F_410	7,500	0	7,500	Cash-in-lieu of Parkland Dedication Reserve Fund
<b>Subtotal</b>		<b>7,500</b>	<b>0</b>	<b>7,500</b>	

**Program: Parkland Development**

Project Number	Project Name	Gross Cost (000's)	Recovery (000's)	Net Cost (000's)	Funding Sources
CMPF00469	Community Parks - Design & Construction - Not Yet Named F_408	41	0	41	Capital Reserve Fund / Recreation Development Charges Reserve Fund
CMPF00473	Community Parks - Construction - Malton Village Park (P_270)	661	0	661	Capital Reserve Fund / Recreation Development Charges Reserve Fund
CMPF00475	Community Parks - Basic Development - Construction - Not Yet Named F_301	310	0	310	Capital Reserve Fund / Recreation Development Charges Reserve Fund
CMPF00480	Community Parks - Park Development - Construction - Not Yet Named P_508	600	0	600	Capital Reserve Fund / Recreation Development Charges Reserve Fund
CMPF03022	Community Parks - Design & Construction of Bridge - Not Yet Named (P_505) (Harris Property)	84	0	84	Capital Reserve Fund / Recreation Development Charges Reserve Fund
<b>Subtotal</b>		<b>1,696</b>	<b>0</b>	<b>1,696</b>	

**Program: Parks Operations**

Project Number	Project Name	Gross Cost (000's)	Recovery (000's)	Net Cost (000's)	Funding Sources
CMPF00230	Park Maintenance - South Common Satellite Depot- Design and Construction	374	0	374	Capital Reserve Fund
CMPF00365	Water Services - Various Neighbourhood Parks	58	0	58	Capital Reserve Fund
CMPF00374	Pathway Reconstruction - Various Locations	464	0	464	Capital Reserve Fund
CMPF00593	Park Maintenance - Various Locations	481	0	481	Capital Reserve Fund
CMPF03000	Park Maintenance - Recycling and Garbage Collection Program - Various Community Parks	90	0	90	Capital Reserve Fund
CMPF04079	Huron Park Gazebo (new)- Design and Construction	500	0	500	2009 Special Capital Projects Reserve Fund
<b>Subtotal</b>		<b>1,967</b>	<b>0</b>	<b>1,967</b>	

**Program: Sports Field Maintenance**

Project Number	Project Name	Gross Cost (000's)	Recovery (000's)	Net Cost (000's)	Funding Sources
CMPF00392	Tennis Court Maintenance - Tennis court colour coat application - Various Locations	95	95	0	Donations- General
CMPF00560	Lit Sport Field Maintenance - Various Locations	570	0	570	Capital Reserve Fund
CMPF00984	Unlit Sport Field Maintenance - Various Locations	53	0	53	Capital Reserve Fund
<b>Subtotal</b>		<b>718</b>	<b>95</b>	<b>622</b>	

**Program: Urban Forestry**

Project Number	Project Name	Gross Cost (000's)	Recovery (000's)	Net Cost (000's)	Funding Sources
CMPF00287	Encroachment Management - Surveying and Removal of Encroachments - Various Locations	77	0	77	Capital Reserve Fund
CMPF00296	Emerald Ash Borer Management Program	2,922	0	2,922	Emerald Ash Borer Reserve Fund
CMPF00334	Street Tree Plantings - New Subdivisions & Road Reconstruction - Various Locations	730	0	730	Contributions Reserve Fund - Tree Planting
CMPF00514	Conservation Authority Plantings - Greenbelt plantings - Various Locations	51	0	51	Capital Reserve Fund
CMPF00627	Park Trees - Replacement of dead or vandalized park trees	88	0	88	Capital Reserve Fund
CMPF00925	Playground Trees - Plant new Trees around	30	0	30	Capital Reserve Fund
CMPF00968	Community Tree Planting - Million Tree Program - Various Locations	176	0	176	Capital Reserve Fund
CMPF00977	Street Tree Plantings - Tree Replacements - Various Locations	600	0	600	Capital Reserve Fund
<b>Subtotal</b>		<b>4,674</b>	<b>0</b>	<b>4,674</b>	

**Program: Vehicles, Equipment**

Project Number	Project Name	Gross Cost (000's)	Recovery (000's)	Net Cost (000's)	Funding Sources
CMPF00633	Vehicles & Equipment - Growth Related Equipment - Parks	180	0	180	Capital Reserve Fund / Public Works Development Charges Reserve Fund
CMPF00634	Vehicles & Equipment - Non-Growth Related Equipment - Parks & Forestry	290	0	290	Capital Reserve Fund
<b>Subtotal</b>		<b>470</b>	<b>0</b>	<b>470</b>	
<b>Total Expenditures</b>		<b>21,091</b>	<b>95</b>	<b>20,995</b>	

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#### Appendix 4: Proposed 2015-2016 Capital Program

##### Program: City Wide Facilities

Sub-Program	2015 Forecast (\$000's)	2016 Forecast (\$000's)
Bicycle/Pedestrian System	3,436	1,654
City Centre Development	880	1,171
Planning and Development Studies	282	100
Riverwood Park Development	85	415
Waterfront Development	0	246
<b>Subtotal</b>	<b>4,683</b>	<b>3,585</b>

##### Program: Park Facility Installation

Sub-Program	2015 Forecast (\$000's)	2016 Forecast (\$000's)
Outdoor Basketball	0	57
Play Equipment	504	0
Sports Field	158	189
Washrooms	1,100	0
<b>Subtotal</b>	<b>1,762</b>	<b>245</b>

##### Program: Park Redevelopment

Sub-Program	2015 Forecast (\$000's)	2016 Forecast (\$000's)
Bridges & Underpasses	704	71
Parks Improvements	551	0
<b>Subtotal</b>	<b>1,255</b>	<b>451</b>

##### Program: Parkland Acquisition

Sub-Program	2015 Forecast (\$000's)	2016 Forecast (\$000's)
Community Parkland	2,971	14,000
Greenbelt Acquisition	18,976	1,000
<b>Subtotal</b>	<b>21,947</b>	<b>15,000</b>

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**Program: Parkland Development**

Sub-Program	2015 Forecast (\$000's)	2016 Forecast (\$000's)
Community Parks	1,158	1,059
<b>Subtotal</b>	<b>1,158</b>	<b>1,059</b>

**Program: Parks Operations**

Sub-Program	2015 Forecast (\$000's)	2016 Forecast (\$000's)
Cemetery Improvements	122	0
Other Park Improvements	0	380
<b>Subtotal</b>	<b>122</b>	<b>380</b>

**Program: Sports Field Maintenance**

Sub-Program	2015 Forecast (\$000's)	2016 Forecast (\$000's)
Tennis Court Maintenance	138	90
<b>Subtotal</b>	<b>138</b>	<b>90</b>

**Program: Urban Forestry**

Sub-Program	2015 Forecast (\$000's)	2016 Forecast (\$000's)
Conservation Authority Planting	77	77
Forest Management	4,224	7,038
Parks Tree Planting	0	250
Street Tree Planting - New Subdivisions	636	636
Street Tree Planting - Road Reconstruction	41	41
Street Tree Planting - Replacement	600	600
<b>Subtotal</b>	<b>5,578</b>	<b>8,642</b>

**Program: Vehicles, Equipment**

Sub-Program	2015 Forecast (\$000's)	2016 Forecast (\$000's)
Vehicles & Equipment	369	490
<b>Subtotal</b>	<b>369</b>	<b>490</b>
<b>Total Expenditures</b>	<b>37,012</b>	<b>29,943</b>







# Mississauga Library

## 2014-2016 Business Plan Update and 2014 Budget

City of Mississauga, Ontario, Canada



- 18 LIBRARY LOCATIONS.
- 1.3 MILLION LIBRARY ITEMS IN MULTIPLE FORMATS.
- 443 PUBLIC-USE COMPUTERS.
- 5 MILLION ANNUAL VISITS.



Last year the City of Mississauga undertook an extensive process to create a four year, 2013 through 2016, detailed Business Plan and Budget. Approved in December 2012, the 2013-2016 Business Plan and Budget outlines how and where the City plans to allocate resources to provide good value for taxpayers. Reviewed and updated annually, the four year plan is based on the City's four strategic priorities. 2014 marks the second year of Mississauga's four year Business Plan and Budget. For this "Update Year" staff have focused on primarily updating and presenting exceptions and amendments to the four year approved Service Area Business Plans, while still providing comprehensive financial information and forecasts.

The following summary document sets out a brief description of the Service Area, what has changed since writing the 2013-2016 Business Plan and Budget and performance measurements. The complete 2014-2016 Business Plan and Budget can be found on the City's website.

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## Table of Contents

<b>Existing Core Services .....</b>	<b>4</b>
1.1 Vision and Mission .....	4
1.2 Service Delivery Model .....	5
<b>Updates &amp; Accomplishments .....</b>	<b>6</b>
2.1 Updates .....	6
2.2 Accomplishments .....	6
2.3 Awards and Recognitions .....	8
<b>Proposed Budget .....</b>	<b>9</b>
3.1 Changes to Maintain Current Service Levels and Operationalize Prior Decisions .....	13
3.2 Proposed New Initiatives and New Revenues .....	14
3.3 Highlights of Proposed Capital Program Budget .....	16
3.4 Capital Program .....	17
<b>Performance Measures .....</b>	<b>18</b>
4.1 Balanced Scorecard .....	18
<b>Appendices .....</b>	<b>20</b>
Appendix 1: Details of Changes to Maintain Current Service Levels and Operationalize Prior Decisions .....	21
Appendix 2: Budget Requests .....	23
Appendix 3: Proposed 2014 Capital Program .....	28
Appendix 4: Proposed 2015-2016 Capital Program .....	29

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## Existing Core Services

### 1.1 Vision and Mission

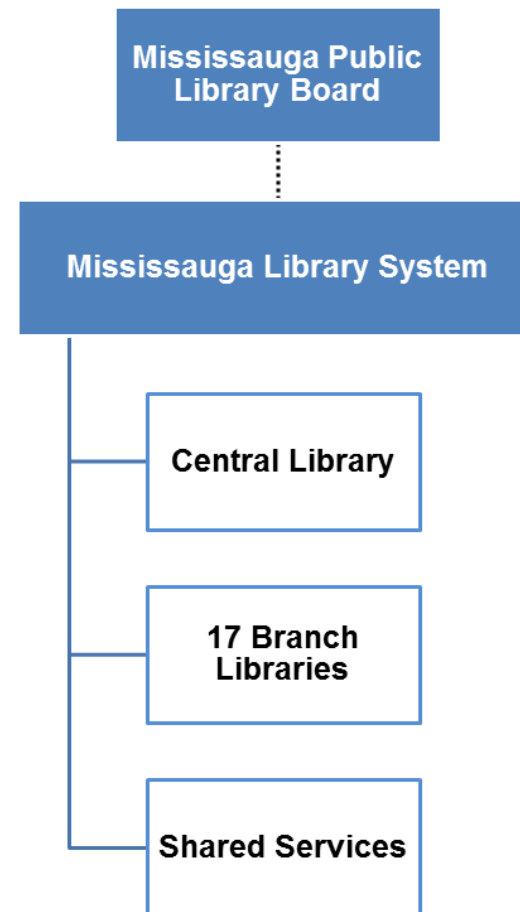
The Mississauga Library Board oversees the fulfillment of the library's mission and vision. Library staff work hard to plan and deliver quality services and programs that respond to our community's needs today and into the future.

#### Vision

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

#### Mission

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



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## 1.2 Service Delivery Model

The Mississauga Public Library Board oversees the strategic direction of the Library, setting priorities as directed by the *Public Libraries Act*. Volunteer citizen and Council members meet 10 times a year to plan and continually evaluate the Library's progress. The Board operates in an integrated way with the City of Mississauga through the Community Services Department.

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

The Library's interactive website provides 24 hours a day, seven days a week access to its full inventory of services and programs available, from the library catalogue to downloadable content to special collections, while leveraging evolving technologies for all Mississaugans.

The Library's Shared Services team provides a range of services that support the library and its customers including marketing and community development, web services and social media, business and financial planning, and library systems administration and support. In addition the acquisition, processing, cataloguing and distribution of library materials are handled by this section.

The Library works closely with a number of City departments (Human Resources, Information Technology, Facilities and Property Management, Legal Services, Finance, and

Communications) that support the delivery of library services and ensure a thorough response to staff and public needs.

In today's complex society, no organization can succeed alone. The Library reaches out to schools (both local school boards, the French school, private schools, colleges, the university and daycares), to community agencies (Peel Literacy Guild, Museums, multicultural groups, health agencies), and to businesses of all sizes (as sponsors, donors, partners). The development of partnerships is on-going. Every year, new relationships are built – and the many successful ones are celebrated.



Source: iStock.com

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# Updates & Accomplishments

## 2.1 Updates

- Self-Checkout (RFID) project will commence in the fourth quarter of 2013 with a completion date in 2015 for all 18 library locations;
- Completion of the final phases of the Library's new Online Catalogue at the end of 2013;
- Central Library's Redevelopment Study will be completed in September 2013;
- Woodlands Library relocation to be completed by mid-2014; and
- Relocation of Meadowvale Library with Meadowvale Community Centre is planned for completion in mid-2016. The design phase is nearing completion.

## 2.2 Accomplishments

### **Fostering dynamic opportunities for youth:**

- Teen Advisory Groups meet regularly at most locations and use Youth Movement funding to support their activities; and
- In six months, over 6,000 youth attended meetings and other library programs.

### **Public Library/School Library cooperation:**

- Grade 4 Read to Succeed program rolled out to all schools offering an orientation to library services and registration for a library card; and
- This year, close to 500 students from 18 schools, with the highest level of participation in the program met at the Great Hall to hear presentations by authors Allan

Stratton and Hugh Brewster. The program is generously supported by the Friends of the Library.



Grade 4 Read to Succeed Event  
Authors: Allan Stratton and Hugh Brewster

### **Nurturing innovation and supporting STEM (Science Technology, Engineering and Math):**

- Central Library has worked with Rick Hansen Secondary School in introducing an extremely popular Robotics program for school-aged children; and
- The enthusiastic response led to the creation of two First Lego League teams which were the first community teams to enter competition in Ontario.



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**Increased focus on providing electronic resources and support to customers:**

- An eBook support team handles numerous queries from the public, as well as providing help sheets and training for this increasingly popular service.

**Zinio magazine service:**

- The library is offering customers access to the Zinio streaming magazine services; and
- Customers have access to 50 popular magazine titles in real time with full colour and detail.

**Expansion of literacy through play initiatives:**

- Toys and puzzles designed to engage children in literacy concepts have been introduced at all locations.

**Computer buddies programming:**

- This intergenerational program provides learning opportunities for older adults and meaningful volunteer experiences for youth.

**Expansion of services to Newcomers:**

- Through a partnership with Scotiabank, “*All About your Library*” brochures were printed in Mississauga’s top 10 languages; and
- A revamped newsletter now has almost 17,000 subscribers.



Source: iStock.com



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### 2.3 Awards and Recognitions

2012 Governor General's Medals in Architecture and a Mississauga Urban Design Award of Excellence.

- Awarded to RDH for the Lakeview, Port Credit and Lorne Park Library projects.



Lakeview Library



Lorne Park Library

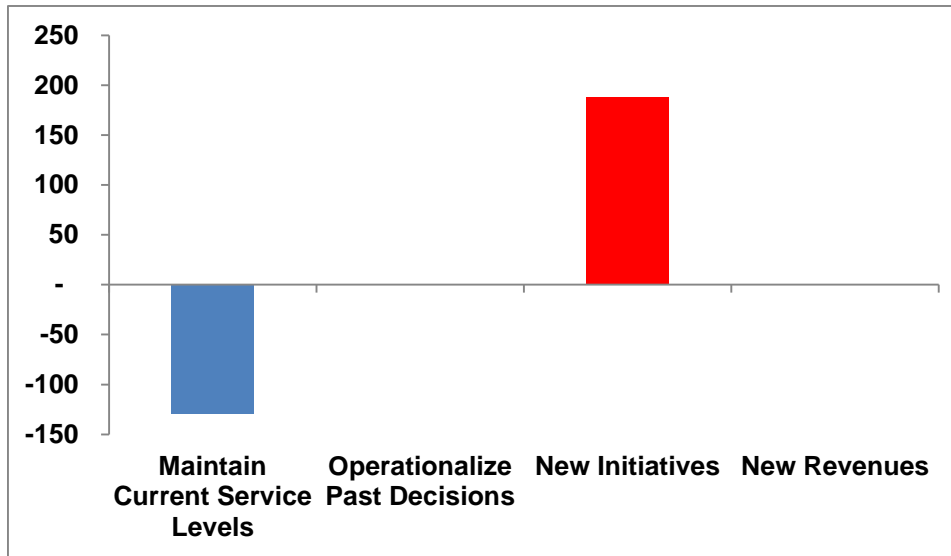


Port Credit Library

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## Proposed Budget

This part of the Business plan sets out the financial resources required to deliver the proposed 2014-2016 Business Plan. Information is provided by major expenditure and revenue category as well as by program. The costs to maintain existing service levels and operationalize prior decisions are identified separately from proposed changes. The prior year budget for 2013 was \$24,417,000 and the proposed budget for 2014 is \$24,476,000.



### Total Changes to Maintain Current Service Levels

Increased costs for utilities \$83,000 and a decline in fines revenue \$160,000 are offset by (\$259,000) in efficiencies. Library labour and benefits for 2014 reflect economic adjustments and fringe benefit changes of (\$123,000).

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### **Total New Initiatives and Revenues**

In 2014, the operating budget is proposing an expansion of Sunday Service to include 10 additional weeks of Sunday hours at all locations. Sundays are the second busiest open day of the week for Mississauga Libraries with Saturday afternoons being the busiest.

In 2014, the operating budget is proposing to undertake proactive annual inspections for bed bugs at all library locations. This approach represents a mitigation strategy that will help retain the public's confidence in the Mississauga Library System and ensure the public will continue to make full use of the Library's spaces and resources.

The following table identifies the budgeted expenditures and revenues for 2013 to 2016 by major program within the service area, as well as 2012 actuals by programs.

Description	2012 Actuals	2013 Budget	2014 Proposed	2015 Forecast	2016 Forecast
<b>Expenditures to Deliver Current Services</b>					
Central Library Services	4,431	4,947	4,704	4,552	4,384
Public Services	12,969	13,141	13,052	13,404	13,687
Support Services	9,053	8,661	8,703	8,891	9,029
<b>Total Expenditures</b>	<b>26,453</b>	<b>26,749</b>	<b>26,460</b>	<b>26,848</b>	<b>27,100</b>
<b>Revenues</b>	<b>(2,210)</b>	<b>(2,332)</b>	<b>(2,172)</b>	<b>(2,130)</b>	<b>(2,093)</b>
New Initiatives	0	0	188	0	0
<b>Proposed Net Budget Including New Initiatives &amp; New Revenues</b>	<b>24,244</b>	<b>24,417</b>	<b>24,476</b>	<b>24,718</b>	<b>25,007</b>
<b>Expenditures Budget - Changes by Year</b>			-1%	1%	1%
<b>Proposed Net Budget - Changes by Year</b>			0%	1%	1%

Note: Numbers may not balance due to rounding.

The following table separates the financial requirements into those required to maintain current service levels; to operationalize prior decisions; and proposed new initiatives and new revenues. More details are provided in sections 3.1 and 3.2.

Description	2014 Proposed Budget (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)
<b>Prior Year Total Expenditures Budget</b>	<b>26,749</b>	<b>26,648</b>	<b>26,848</b>
<b>Increases/(Decreases) to Maintain Current Service Levels</b>			
Labour and Benefits	(123)	431	460
Other Cost Increases	93	51	66
Efficiencies and Cost Savings	(259)	(282)	(274)
<b>Total Expenditures to Maintain Service Levels</b>	<b>26,460</b>	<b>26,848</b>	<b>27,100</b>
<b>Prior Year Revenue Budget</b>	<b>(2,332)</b>	<b>(2,172)</b>	<b>(2,130)</b>
Current Revenue Changes	160	42	37
<b>Total Revenues</b>	<b>(2,172)</b>	<b>(2,130)</b>	<b>(2,093)</b>
<b>Net Expenditures to Maintain Services</b>	<b>24,288</b>	<b>24,718</b>	<b>25,007</b>
<b>Net Changes to Maintain Current Service Levels</b>	<b>(129)</b>	<b>243</b>	<b>289</b>
<b>Net Expenditure to Maintain Current Service Levels and Operationalize Prior Decisions</b>	<b>24,288</b>	<b>24,718</b>	<b>25,007</b>
Proposed New Initiatives & New Revenues - Expenses	188	0	0
<b>Proposed New Initiatives &amp; New Revenues</b>	<b>188</b>	<b>0</b>	<b>0</b>
<b>Proposed Total Expenditures Budget</b>	<b>26,648</b>	<b>26,848</b>	<b>27,100</b>
<b>Proposed Total Revenues Budget</b>	<b>(2,172)</b>	<b>(2,130)</b>	<b>(2,093)</b>
<b>Proposed Net Budget</b>	<b>24,476</b>	<b>24,718</b>	<b>25,007</b>

Note: Numbers may not balance due to rounding.

### 3.1 Changes to Maintain Current Service Levels and Operationalize Prior Decisions

The following table identifies the major changes in the costs to maintain existing service levels and the cost increases arising from prior decisions. Detailed explanations of changes to 2014 as well as the proposed Full Time Equivalent Staffing by Program can be found in Appendix 1.

#### Proposed Changes to Maintain Current Service Levels

Description	FTE	2014 Proposed Budget (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)
<b>Labour and Benefits</b>	<b>0.0</b>	<b>(123)</b>	<b>431</b>	<b>460</b>
<b>Other Cost Increases</b>				
Increase in utilities cost	0.0	83	46	61
Other Cost Increases	0.0	10	6	5
<b>Other Cost Increases</b>	<b>0.0</b>	<b>93</b>	<b>51</b>	<b>66</b>
<b>Efficiencies and Cost Savings</b>				
Efficiencies due to Self Check-Out implementation	(5.0)	(259)	(282)	(274)
<b>Efficiencies and Cost Savings</b>	<b>(5.0)</b>	<b>(259)</b>	<b>(282)</b>	<b>(274)</b>
<b>Current Revenue Changes</b>				
Fine revenues reduction	0.0	160	42	37
<b>Current Revenue Changes</b>	<b>0.0</b>	<b>160</b>	<b>42</b>	<b>37</b>
<b>Total Changes to Maintain Current Service Levels</b>	<b>(5.0)</b>	<b>(129)</b>	<b>243</b>	<b>289</b>

Note: Numbers may not balance due to rounding.

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### 3.2 Proposed New Initiatives and New Revenues

The following table presents the costs by budget request for proposed new initiatives and proposed new revenues. Detailed descriptions of each budget request can be found in Appendix 2.

#### Proposed New Initiatives and New Revenues

Description	BR #	FTE	2014 Proposed Budget (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)	2014 to 2016 Capital (\$000's)
<b>New Initiatives</b>						
Sunday services-additional 10 weeks	817	1.7	123	0	0	0
Facility Needs - Bed Bug Prevention	1127	0.0	65	0	0	0
<b>Total New Initiatives</b>		<b>1.7</b>	<b>188</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>New Revenues</b>						
<b>Total New Revenues</b>		<b>0.0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total New Initiatives and New Revenues</b>		<b>1.7</b>	<b>188</b>	<b>0</b>	<b>0</b>	<b>0</b>

Note: Numbers may not balance due to rounding.

The following table outlines the 2012 actual costs, 2013 approved budget and proposed 2014 Budget and Forecasts for the remaining three years, by major expense and revenue categories.

**Proposed Budget by Category**

Description	2012 Actuals (\$000's)	2013 Budget (\$000's)	2014 Proposed Budget (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)
<b>Total Expenditures before Administrative and Support Costs</b>					
Labour Costs	20,668	20,878	20,619	20,768	20,954
Other Operating Costs	5,061	5,202	5,350	5,395	5,456
<b>Total Expenditures</b>	<b>25,729</b>	<b>26,080</b>	<b>25,968</b>	<b>26,163</b>	<b>26,410</b>
Total Revenues	(2,210)	(2,332)	(2,172)	(2,130)	(2,093)
<b>Net Expenditures before Administrative and Support Costs</b>	<b>23,519</b>	<b>23,748</b>	<b>23,796</b>	<b>24,033</b>	<b>24,317</b>
Administrative and Support Costs	724	669	679	685	690
<b>Net Budget</b>	<b>24,244</b>	<b>24,417</b>	<b>24,476</b>	<b>24,718</b>	<b>25,007</b>

Note: Numbers may not balance due to rounding.



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### **3.3 Highlights of Proposed Capital Program Budget**

#### **Collection Growth Initiative**

The Library's collection size has fallen below the standard per capita, due to higher-than-anticipated growth in the City in the past five years. This multi-year initiative approved in the previous business plan provides a targeted return of the collection to an appropriate size to support the City's population.

The initial phase of the project commenced in 2011 enabling the enhancement of a number of relevant collections including children's materials, e-books, large print, and multilingual and junior DVDs. In 2014, a request for \$442,000 will purchase approximately 31,000 items.

#### **Relocation of Meadowvale Library**

The relocation of the Meadowvale Library from leased space to a permanent location as part of the Meadowvale Community Centre redevelopment will provide access to shared spaces, enable joint programming opportunities and increase foot traffic to the library.

The library project is funded primarily by development charges and will result in the elimination of \$400,000 annual lease cost, and is scheduled to be completed during the next four-year business plan period, with an anticipated reopening mid-2016. The design phase is nearing completion.

#### **Central Library Redevelopment**

The Central Library building is 22 years old. The Feasibility Study approved in 2012 will be completed in September 2013 recommending options to revitalize and optimize the size and use of Central Library, including ensuring accessibility and building systems lifecycle requirements are met.

#### **Library Lighting**

Lighting is an essential component in the provision of Library Services and in meeting accessibility guidelines. Three libraries have been determined to have lighting levels below accepted industry standards (IENSA – Illuminating Engineering Society of North America).

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### 3.4 Capital Program

This section summarizes the forecast 10 year capital requirements for this service. The following table presents the forecast by major program. The next table summarizes the sources of financing for the capital forecast. A detailed listing of 2014 to 2016 projects is contained in Appendix 3 and 4.

#### Proposed Capital Program

Program Expenditures	2014 Proposed Budget (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)	2017 Forecast (\$000's)	2018-2023 Forecast (\$000's)	Total 2014-2023 (\$000's)
Buildings	925	8,000	7,323	200	100	16,548
Materials & Equipment	1,224	1,076	126	126	716	3,267
<b>Total Expenditures</b>	<b>2,149</b>	<b>9,076</b>	<b>7,449</b>	<b>326</b>	<b>816</b>	<b>19,815</b>

Note: Numbers may not balance due to rounding.

#### Proposed Capital Program (continued)

Program Funding	2014 Proposed Budget (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)	2017 Forecast (\$000's)	2018-2023 Forecast (\$000's)	Total 2014-2023 (\$000's)
Tax	1,031	6,376	5,358	146	816	13,726
Development Charges	1,118	2,700	2,091	180	0	6,089
<b>Total Funding</b>	<b>2,149</b>	<b>9,076</b>	<b>7,449</b>	<b>326</b>	<b>816</b>	<b>19,815</b>

Note: Numbers may not balance due to rounding.

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# Performance Measures

## 4.1 Balanced Scorecard

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

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

About the measures for Library Services:

### Financial Measures

*Expenditures per capita* are lower on average than similar benchmarked library systems, indicating that Mississauga Library provides good value to its taxpayers.

*Expenditures per capita on library materials* is a key measure of a library's provision of materials to serve the local population. The Library's per capita expenditure on collection materials has been declining in recent years and a trend that is anticipated to continue. At \$3.25 per capita (2012) this measure is the lowest amongst national comparator libraries, with an average is \$6.28 per capita. The 2011-2014 business plan included an initiative to increase collection funding levels, but has been deferred in this business plan.

### Customer Service Measures

Customers are at the core of library services and there are numerous measurements of performance in this area.

These measures are collected and submitted annually to the Province of Ontario and the Canadian Urban Libraries Council.

*Visits, circulation, computer use, electronic database use and program attendance* are all similar to and in some cases above the national average.

### Employee Measures

*Employee satisfaction* is measured through the every three years Employee Satisfaction results from the 2012 survey for the Library were at 69.1 per cent as compared to the City's overall satisfaction score of 67.6 per cent.

### Business Processes Measures

*Collection size* is anticipated to remain at or decline slightly from current levels over the next four years, as the growth-related collection development program has been deferred.

*Space per capita* remains at 0.54 square feet per capita through the course of this plan, slightly under the provision standard.

Measures for Library Services	2010 (Actual)	2011 (Actual)	2012 (Actual)	2013 (Planned)	2014 (Planned)	2015 (Planned)	2016 (Planned)
<b>Financial:</b>							
Expenditure per capita	\$34.09	\$34.52	\$35.70*	\$35.41	\$36.12	\$36.85	\$37.58
Expenditure per capita – library materials	\$3.32	\$3.17	\$3.25	\$3.32	\$3.38	\$3.45	\$3.52
<b>Customer (000's):</b>							
Visits	4,225	4,753	4,515	4,605	4,697	4,791	4,887
Circulation	7,614	7,725	7,302	7,448	7,597	7,749	7,904
In-library use of Materials	1,606	1,935	1,486	1,516	1,546	1,577	1,608
Reference Inquiries	417	337	310	304	298	292	286
Computer Use	614	638	626	639	651	664	678
Electronic Uses (visits to website)	825	730	815	831	848	865	882
Program Attendance	67	118	138	141	144	146	149
<b>Employees/Innovation:</b>							
Employee satisfaction – grand average	71.5	71.5	69.1	74.5	75.0	75.0	75.0
<b>Internal Business Process:</b>							
Collection size (000's)	1,310	1,330	1,330	1,330	1,330	1,330	1,330
Space per capita (sq. ft.)	0.56	0.54	0.54	0.54	0.54	0.54	0.54

\*Expenditures include allocations

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## **Appendices**

## Appendix 1: Details of Changes to Maintain Current Service Levels and Operationalize Prior Decisions

### Changes to Maintain Current Service Levels

Description	2013 Budget (\$000's)	2014 Proposed Budget (\$000's)	Change (\$000's)	Details
<b>Labour and Benefits</b>	<b>20,619</b>	<b>20,496</b>	<b>(123)</b>	Increase reflects negotiated union agreements, economic adjustment increases, labour adjustments and other fringe benefit changes.
<b>Other Cost Increases</b>				
Increase in utilities cost	1,002	1,084	83	Increases to Utilities.
Other Cost Increases	669	679	10	Other changes reflect budget increases to IT Maintenance allocation and Business Support Allocation.
<b>Total Other Cost Increases</b>	<b>1,671</b>	<b>1,763</b>	<b>93</b>	
<b>Efficiencies and Cost Savings</b>				
Efficiencies due to Self Check-Out implementation	259	0	(259)	Elimination of 5 full time equivalent positions.
<b>Total Efficiencies and Cost Savings</b>	<b>259</b>	<b>0</b>	<b>(259)</b>	
<b>Current Revenue Changes</b>				
Fine revenues decline	(869)	(709)	160	Fines revenues are expected to decline due to implementation of electronic notification system.
<b>Total Current Revenue Changes</b>	<b>(869)</b>	<b>(709)</b>	<b>160</b>	
<b>Total Changes to Maintain Current Service Levels</b>	<b>21,680</b>	<b>21,550</b>	<b>(129)</b>	

Note: Numbers may not balance due to rounding.

### Changes to Operationalize Prior Decisions

Description	2013 Budget (\$000's)	2014 Proposed Budget (\$000's)	Change (\$000's)	Details
<b>Annualization of Previous Years Operating Cost Decisions</b>				
Total Annualization of Previous Years Operating Cost Decisions	0	0	0	
<b>Operating Impact of New Capital Projects</b>				
Total Operating Impact of New Capital Projects	0	0	0	
Total Changes to Operationalize Prior Decisions	0	0	0	
Total Costs to Maintain Current Services Levels and Operationalize Prior Decisions	21,680	21,550	(129)	

Note: Numbers may not balance due to rounding.

### Proposed Full Time Equivalent Staffing Distribution by Program

Program	2013	2014	2015	2016
Central Library Services	72.7	71.2	70.2	69.2
Public Services	212.8	211.0	208.0	206.0
Divisional Support Services	39.0	39.0	39.0	38.0
<b>Total Service Distribution</b>	<b>324.5</b>	<b>321.2</b>	<b>317.2</b>	<b>313.2</b>

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## Appendix 2: Budget Requests

### Proposed 2014-2016 New Initiatives and New Revenues

In 2014, expansion of Sunday Service to include 10 additional weeks of Sunday hours at all locations, results in a budget request of \$123,000.

In 2014, proactive annual inspections for bed bugs at all library locations with a contingency for follow up inspections if needed including equipment replacement for bed bug prevention, results in a budget request of \$65,000.

Description	BR #	Year
<b>New Initiatives</b>		
Sunday service expansion	817	2013
Facility Needs - Bed Bug Prevention	1127	2014



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Budget Request #: 817

**Proposed Initiative**

Sunday Service Expansion

**Department**

Community Services Department

**Service Area**

Mississauga Library

**Required Operating Investment**

Impacts (\$000s)	2014	2015	2016
Gross Expenditures	123.0	123.0	123.0
Reserves & Reserve Funds	0.0	0.0	0.0
User Fees & Other Revenues	0.0	0.0	0.0
Tax Levy Requirements	123.0	123.0	123.0
* Net Change in \$		0.0	0.0
FTEs	1.7	1.7	1.7

*\* Any net change that is negative, (in brackets), is a good thing. It means a reduction in expenditure or an increase in revenue.*

**Required Capital Investment**

Total Capital (\$000s)	2013 & Prior	2014	2015	2016	2017 & Beyond
Expenditures	0.0	0.0	0.0	0.0	0.0

**Why Staff Recommend this Initiative**

One of the keys in developing and maintaining a strong customer base in the Library is providing services that support the Youth demographic. Aligning the provision of Sunday service to support the needs of Youth throughout the school year is key to achieving this.

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*Budget Request #: 817*

**Details of Service Change**

- Extend Sunday service at all locations by 10 weeks, for total of 36 weeks Sunday service through year;
- Add five weeks after Labour Day and five weeks after Victoria Day; and
- Coincides with school year.

**Service Impact**

- Currently, 26 weeks of Sunday service provides no service for 10 weeks of the school year;
- Current service level does not support focus on Youth and attracting this market to Library services; and
- Would better-meet demand for Sunday service across all customer groups.

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Budget Request #: 1127

**Proposed Initiative**

Facility Needs - Bed Bug Prevention

**Department**

Community Services Department

**Service Area**

Mississauga Library

**Required Operating Investment**

Impacts (\$000s)	2014	2015	2016
Gross Expenditures	65.0	65.0	65.0
Reserves & Reserve Funds	0.0	0.0	0.0
User Fees & Other Revenues	0.0	0.0	0.0
Tax Levy Requirements	65.0	65.0	65.0
* Net Change in \$		0.0	0.0
FTEs	0.0	0.0	0.0

\* Any net change that is negative, (in brackets), is a good thing. It means a reduction in expenditure or an increase in revenue.

**Required Capital Investment**

Total Capital (\$000s)	2013 & Prior	2014	2015	2016	2017 & Beyond
Expenditures	0.0	0.0	0.0	0.0	0.0

**Why Staff Recommend this Initiative**

- Highly used public spaces, like libraries, have occurrences of bed bugs from time to time;
- Proactive implementation of annual inspections for bed bugs is recommended; and
- Mitigation strategy is important to maintain the public's confidence.

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*Budget Request #: 1127*

**Details of Service Change**

\$65,000 request includes one annual inspection for every library location with a contingency for follow up inspections if needed and equipment replacement for bed bug prevention.

**Service Impact**

The absence of proactive inspections could erode the public's confidence in the public library. This could lead to a decreased use of the library's facilities, including the circulation of library materials.

### Appendix 3: Proposed 2014 Capital Program

#### Program: Buildings

Project Number	Project Name	Gross Cost (000's)	Recovery (000's)	Net Cost (000's)	Funding Sources
CMLS00015	Construction of Meadowvale Branch	800	0	800	Capital Reserve Fund/Library Development Charges Reserve Fund
CMLS00056	Library Lighting Levels increase	125	0	125	Capital Reserve Fund
<b>Subtotal</b>		<b>925</b>	<b>0</b>	<b>925</b>	

#### Program: Materials & Equipment

Project Number	Project Name	Gross Cost (000's)	Recovery (000's)	Net Cost (000's)	Funding Sources
CMLS00006	Self-Serve Technology- Workstation Rollout-cash flow funding	656	0	656	Capital Reserve Fund
CMLS00017	Book carts, Specialized Shelving, Desks/ Work Stations	126	0	126	Capital Reserve Fund
CMLS00037	Library Collection Increases to reflect the growth in City	442	0	442	Capital Reserve Fund/Library Development Charges Reserve Fund
<b>Subtotal</b>		<b>1,224</b>	<b>0</b>	<b>1,224</b>	
<b>Total Expenditures</b>		<b>2,149</b>	<b>0</b>	<b>2,149</b>	

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#### Appendix 4: Proposed 2015-2016 Capital Program

##### Program: Buildings

Sub-Program	2015 Forecast (\$000's)	2016 Forecast (\$000's)
LIB New Construction	3,000	2,323
LIB Renovations	5,000	5,000
<b>Subtotal</b>	<b>8,000</b>	<b>7,323</b>

##### Program: Materials & Equipment

Sub-Program	2015 Forecast (\$000's)	2016 Forecast (\$000's)
LIB Programme Equipment Replacement	1,076	126
<b>Subtotal</b>	<b>1,076</b>	<b>126</b>
<b>Total Expenditures</b>	<b>9,076</b>	<b>7,449</b>





# Business Services

## 2014-2016 Business Plan Update and 2014 Budget

City of Mississauga, Ontario, Canada



**300,000** INQUIRIES TO 311 CALL CENTRE.  
CITY'S **AAA** CREDIT RATING.  
**250** EMERGING LEADERS SUCCESSFULLY PARTICIPATED  
IN THE LEADERSHIP READINESS PROGRAM.  
**207,250** ACTIVE TAX ACCOUNTS.





Last year the City of Mississauga undertook an extensive process to create a four year, 2013 through 2016, detailed Business Plan and Budget. Approved in December 2012, the 2013-2016 Business Plan and Budget outlines how and where the City plans to allocate resources to provide good value for taxpayers. Reviewed and updated annually, the four year plan is based on the City's four strategic priorities. 2014 marks the second year of Mississauga's four year Business Plan and Budget. For this "Update Year" staff has focused on primarily updating and presenting exceptions and amendments to the four year approved Service Area Business Plans, while still providing comprehensive financial information and forecasts.

The following summary document sets out a brief description of the Service Area, what has changed since writing the 2013-2016 Business Plan and Budget and performance measurements. The complete 2014-2016 Business Plan and Budget can be found on the City's website.

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## Table of Contents

<b>Existing Core Services .....</b>	<b>4</b>
1.1 Vision and Mission .....	4
1.2 Service Delivery Model .....	5
<b>Updates &amp; Accomplishments .....</b>	<b>6</b>
2.1 Updates .....	6
2.2 Accomplishments .....	7
2.3 Awards and Recognitions .....	9
<b>Proposed Budget .....</b>	<b>10</b>
3.1 Changes to Maintain Current Service Levels and Operationalize Prior Decisions.....	14
3.2 Proposed New Initiatives and New Revenues .....	16
3.3 Highlights of Proposed Capital Program Budget .....	18
3.4 Capital Program .....	19
<b>Performance Measures .....</b>	<b>20</b>
4.1 Balanced Scorecard .....	20
<b>Appendices .....</b>	<b>24</b>
Appendix 1: Details of Changes to Maintain Current Service Levels and Operationalize Prior Decisions .....	25
Appendix 2: Budget Requests .....	27
Appendix 3: Proposed 2014 Capital Program .....	34
Appendix 4: Proposed 2015-2016 Capital Program .....	35

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# Existing Core Services

## 1.1 Vision and Mission

### Vision

To be the service provider of choice.

### Mission

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

Business Services provides quality advice, primary support and essential support services to front-line service areas within the City of Mississauga, as well as direct services to residents and local businesses of Mississauga. The areas of expertise focus on revenue, taxation, collections, materiel management, financial planning, budgeting, investments, financial services including: accounts payable; payroll; accounting; human resources services including: recruitment; compensation and benefits; talent management; labour relations; health and safety programs; corporate communications including: public relations; marketing; creative services; and customer service through the internet, telephone (via Citizen Contact Centre) and in person (via service counters).

Partnerships with internal and external clients are utilized to develop and implement comprehensive programs that ensure excellent, effective and efficient service delivery to Business Services' customers and clients.



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## 1.2 Service Delivery Model

Business Services is a team of four interrelated groups within the City of Mississauga that collaborate with all City Service Areas. The contribution and distinct nature of each of these sections is outlined below:

- Revenue & Materiel Management provides tax billing and accounting, tax rebates, tax appeals, property assessment review and analysis, central stores, collections, cashiers, purchasing, and departmental IT Services;
- Finance delivers corporate and departmental financial services, accounting, payroll, accounts payable functions, financial planning & policy and investment management;
- Human Resources (HR) develops and implements corporate human resources strategies, and provides support to departmental line management and staff in the areas of staffing & recruitment, compensation & benefits, employee & labour relations, employee health, safety, and talent management & organizational development; and
- Communications provides overall corporate insight and leadership on communications standards and policies. The division delivers service in areas of public relations, corporate marketing and program promotions, and creative services. In addition, Communications provides responsive, seamless and easily accessible customer service through the City's 311 Citizen Contact Centre.



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# Updates & Accomplishments

## 2.1 Updates

### Revenue & Materiel Management

- Implemented revisions to final tax bills to identify amount of tax levy allocated to infrastructure renewal and to Emerald Ash Borer Program;
- Analyzed the impact of property reassessment and reported findings to Council. No recommended changes in the City tax ratios and tax policies; and
- Engaged Management Consulting group to assist in developing a process for obtaining prompt payment discounts from vendors. This will require modifications to vendor contract and the receipt of invoice process, planned to be implemented in 2014.

### Finance

- Initiated a workforce planning review in 2013 for the Finance division to better serve clients and stakeholders;
- Undertaking an update of the City's development charges by-law to maximize growth related capital cost recovery; and
- Started the process of updating financial policies to support the development of a Long Term Financial Plan, including the Budget Control and the Reserve and Reserve Fund policies.

### Human Resources

- Implemented a Mental Health awareness and education campaign to support a healthy workplace;
- Implemented new HR organization structure which includes an HR Shared Services unit;

- Completed a recruitment process review to identify process improvements opportunities;
- Refreshed the City's Job Evaluation program strengthening process controls and establishing a regular job review cycle;
- Launched an improved Succession Planning Program to better manage leadership succession in the Corporation;
- Implemented significant improvements to the *Employee Long Service Awards* program; and
- Contributed to development of the first National Standards on Psychological Health & Safety in the workplace.

### Communications

- Promoted and embedded the Communications Master Plan vision and standards through meetings, workshops and training sessions as well as through enhancements of the City's web site and access to 311 online services;
- Re-aligned its Division to focus on the Master Plan outcomes: Public Affairs, is now Corporate Communications and the 311 Call Centre is now the 311 Citizen Contact Centre. In addition, one new staff position was added to focus on online citizen engagement and two-way digital communications; and
- Started a Brand Research Project to understand current perceptions of Mississauga and review the existing Visual Identity Program with the intent of refreshing the overall City brand and developing a complementary downtown brand.

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## 2.2 Accomplishments

### Revenue & Materiel Management

- Held one tax sale in 2013;
- Facilitated the procurement of the Food and Beverage point of sale (POS) equipment;
- Successfully implemented the Tax System (TXM) upgrade in 2013;
- Developed *New Contract Management Guidebook* for use by all departments; and
- Designed and implemented new “Flexible Format” method for complex procurements that greatly reduces risk and helps ensure best fit solutions.

### Finance

- Successfully guided the City on its first undertaking of debt. This effort culminated in the issuance of a \$50 million Installment Debenture, providing the budgeted debt financing requirements for the 2012 and 2013 Capital Budgets. The debentures will be repaid over 10 years with a favourable average yield to maturity of 2.765 per cent;
- Successfully implemented a new integrated budget system using Team Budget software. The new system will eliminate duplication thereby freeing up time for financial analysis and longer term financial planning priorities;
- Implemented the Elimination of the Penny program in all City facilities in 2013; and
- Continued to grow the City PCard program by expanding the program to also pay selected vendors by credit card rather than by cheque.

### Human Resources

- Completed successful negotiations for most of the union collective agreements;
- Completed a HR administration process review identifying close to 100 process improvement opportunities. (Process improvement implementation is in progress);
- Developed and implemented the AODA Integrated Standards e-learning training to meet compliance; and
- Implemented the 2012 Employee Engagement Survey for all full-time employees including logistics, results roll-out, and action planning.



2012 Employee Engagement Survey Logo

### Communications

- Completed Phase One (Corporate Communications – formerly Public Affairs) and Phase Two (Citizen Contact Centre – formerly Call Centre) of the re-alignment of resources as per the Communications Master Plan;
- Distribution of 180-200 news releases per year with almost 100 per cent pick-up, delivery of nine media training sessions per year and daily (255 days per year) media monitoring;

- 
- Development and implementation of large city-wide Communication and Marketing plans such as Inspiration Port Credit, Emerald Ash Borer, and Mississauga Celebration Square – Summer is Big;
  - Co-ordination and support of seven corporate events including the official openings of MacEwan Terrace Gardens; Cooksville Four Corners and Scholars' Green and administration of nine corporate policies;
  - Support of two large, six medium and 10 small Survey and Market Research projects per year;
  - Support of 38 large, 135 medium and 227 small Creative Design projects per year;
  - Introduced 311 online services via the City's web site; and
  - The 311 Citizen Contact Centre operates from 7:00 a.m. to 7:00 p.m., Monday to Friday, excluding holidays, and handles an average of 300,000 telephone and email inquiries annually. Currently, 84 per cent of the calls are answered within 30 seconds, and 84 per cent of inquiries are handled without having to be transferred to another business area or requiring the resident to come into the Civic Centre for further information.



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## 2.3 Awards and Recognitions

### Finance

- Received the Government Finance Officers Association awards for Budgeting for the 23<sup>rd</sup> year and Financial Reporting for the 14<sup>th</sup> consecutive year; and
- Maintained AAA credit rating from Standard and Poors.

### Human Resources

- The City of Mississauga was selected as one of Canada's best employers for new Canadians in 2013. The City has received this designation three years in a row. It acknowledges our City's efforts to assist new Canadians in making the transition to a new workplace and a new life in Canada, and demonstrates our commitment to investing in the best talent through participation in a number of mentoring and internship programs aimed at new Canadians.

### Communications

- Requests received from more than 50 organizations for the Communications Master Plan;
- Received the 2013 Social Good Design Award for their project, "Monster Fitness Circuit" and was recognized by Applied Arts, Canada's Visual Communications Magazine with the 2013 Applied Arts Design Award; and
- Received the Applied Arts Award for 'Design Thinkers 2012' and was published in the July/August issue of Applied Arts.



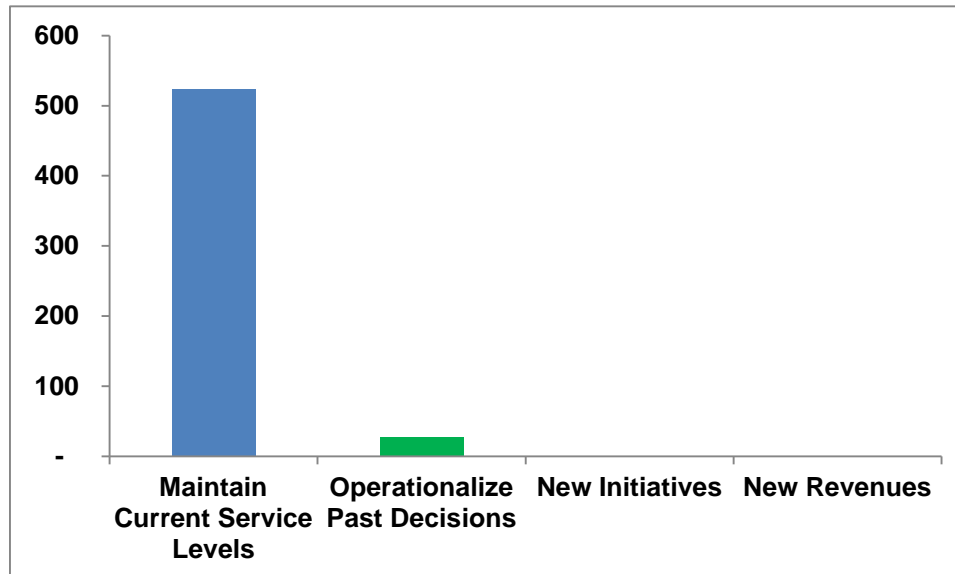
2013 Social Good Design Award for the "Monster Fitness Circuit" project, awarded to the City of Mississauga's Creative Services Team. Design decals can be found on Celebration Square



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## Proposed Budget

This part of the Business plan sets out the financial resources required to deliver the proposed 2014-2016 Business Plan. Information is provided by major expenditure and revenue category as well as by program. The costs to maintain existing service levels and operationalize prior decisions are identified separately from proposed changes. The prior year budget for 2013 was \$24,959,000 and the proposed budget for 2014 is \$25,509,000, for a total proposed change of \$550,000.



### Total Changes to Maintain Current Service Levels

Labour cost increases reflect economic adjustments and other changes, such as fringe benefit changes, for a total of \$608,000.

Other cost increases of \$170,000 are mainly due to lease agreement costs at 201 City Centre Drive of \$106,000 and Phase two of the Communications Master Plan for Branding, and Ethnic Media and Advertising strategy, of \$45,000. These cost increases are more than offset by a number of cost cutting initiatives totalling \$256,000, such as reduction of temporary labour and elimination of various operating budget reserve expenses, used for one-time cost items.

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Current revenue changes include rate increases for Tax Certificate and New Account Adjustment Fees, offset by reductions in Transfers from Reserves.

**Total Changes to Operationalize Prior Decisions**

The annualized cost of \$22,000 for a Digital On-line Specialist approved in the Communications division is included in 2014.

**Total New Initiatives and Revenues**

The HR division has three new initiatives requesting resources. In 2014, the HR division is looking to create operating efficiencies by automating its administrative processes and forms with a capital request of \$583,000, requiring one contracted Business Analyst (one FTE) in 2014 and future operating impacts of \$60,000 for annual maintenance costs starting in 2015.

Finance will be investigating new SAP financial modules to enhance business areas such as revenues, asset management and investments beginning in 2014 and 2015.

In 2015, there is a capital request of \$530,000 to cover the cost of an electronic recruiting/tracking system and two contracted positions: a Project Leader and a Business Analyst (two FTEs for one year). Also in 2015, HR has the only operating budget request of \$100,000 to implement the results of a health assessment to be performed in 2013-2014.

The following table identifies the budgeted operating expenditures and revenues for 2013 to 2016 by major program within the service area, as well as 2012 actuals by programs.

Description	2012 Actuals (\$000's)	2013 Budget (\$000's)	2014 Proposed Budget (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)
<b>Expenditures to Deliver Current Services</b>					
Communications	4,565	5,039	5,182	5,210	5,256
Finance	4,449	7,001	7,213	7,330	7,421
Human Resources	7,623	8,144	8,225	8,311	8,532
Revenue and Materiel Management	6,238	6,561	6,673	6,741	6,786
<b>Total Expenditures</b>	<b>22,874</b>	<b>26,744</b>	<b>27,292</b>	<b>27,592</b>	<b>27,994</b>
<b>Revenues</b>	<b>(1,825)</b>	<b>(1,531)</b>	<b>(1,713)</b>	<b>(1,713)</b>	<b>(1,713)</b>
Transfers From Reserves and Reserve Funds	(23)	(253)	(70)	(26)	(26)
New Initiatives	0	0	0	160	0
<b>Proposed Net Budget Including New Initiatives &amp; New Revenues</b>	<b>21,026</b>	<b>24,960</b>	<b>25,509</b>	<b>26,013</b>	<b>26,256</b>
<b>Expenditures Budget - Changes by Year</b>			<b>2%</b>	<b>1%</b>	<b>1%</b>
<b>Proposed Net Budget - Changes by Year</b>			<b>2%</b>	<b>2%</b>	<b>1%</b>

Note: Numbers may not balance due to rounding.

The following table separates the financial requirements into those required to maintain current service levels; to operationalize prior decisions; and proposed new initiatives and new revenues. More details are provided in sections 3.1 and 3.2.

Description	2014 Proposed Budget (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)
<b>Prior Year Total Expenditures Budget</b>	<b>26,744</b>	<b>27,292</b>	<b>27,752</b>
<b>Increases/(Decreases) to Maintain Current Service Levels</b>			
Labour and Benefits	608	561	470
Other Cost Increases	170	(4)	29
Efficiencies and Cost Savings	(256)	(257)	(256)
<b>Total Expenditures to Maintain Service Levels</b>	<b>27,265</b>	<b>27,592</b>	<b>27,994</b>
<b>Prior Year Revenue Budget</b>	<b>(1,784)</b>	<b>(1,783)</b>	<b>(1,739)</b>
Current Revenue Changes	(11)	44	0
Revenue Changes Associated with Efficiencies and Cost Savings	13	0	0
<b>Total Revenues</b>	<b>(1,783)</b>	<b>(1,739)</b>	<b>(1,739)</b>
<b>Net Expenditures to Maintain Services</b>	<b>25,482</b>	<b>25,853</b>	<b>26,255</b>
<b>Current Year Net Tax Levy</b>	<b>25,482</b>	<b>25,853</b>	<b>26,255</b>
<b>Increase in Net Tax Levy</b>	<b>523</b>	<b>343</b>	<b>243</b>
<b>Net Changes to Maintain Current Service Levels</b>	<b>523</b>	<b>343</b>	<b>243</b>
<b>Increases/(Decreases) to Operationalize Prior Decisions</b>			
Annualization of Previous Years Budget Decisions - Expenses	22	0	0
Operating Impact of New Capital Projects - Expenses	5	0	0
<b>Changes to Operationalize Prior Decisions</b>	<b>27</b>	<b>0</b>	<b>0</b>
<b>Net Expenditure to Maintain Current Service Levels and Operationalize Prior Decisions</b>	<b>25,509</b>	<b>25,853</b>	<b>26,255</b>
Proposed New Initiatives & New Revenues - Expenses	0	160	0
<b>Proposed New Initiatives &amp; New Revenues</b>	<b>0</b>	<b>160</b>	<b>0</b>
<b>Total Special Purpose Levy</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Proposed Total Expenditures Budget</b>	<b>27,292</b>	<b>27,752</b>	<b>27,994</b>
<b>Proposed Total Revenues Budget</b>	<b>(1,783)</b>	<b>(1,739)</b>	<b>(1,739)</b>
<b>Proposed Net Budget</b>	<b>25,509</b>	<b>26,013</b>	<b>26,255</b>

Note: Numbers may not balance due to rounding.

### 3.1 Changes to Maintain Current Service Levels and Operationalize Prior Decisions

The following two tables identify the major changes in the costs to maintain existing service levels and the cost increases arising from prior decisions. Detailed explanations of changes to 2014 as well as the proposed Full Time Equivalent Staffing by Program can be found in Appendix 1.

#### Proposed Changes to Maintain Current Service Levels

Description	FTE	2014 Proposed Budget (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)
<b>Labour and Benefits</b>	<b>0.0</b>	<b>608</b>	<b>561</b>	<b>470</b>
<b>Other Cost Increases</b>				
201 City Centre Dr. Lease Cost Increase	0.0	106	4	4
Transfer to Reserve-Communications Master Plan	0.0	45	(45)	0
Other Changes	0.0	19	37	26
<b>Other Cost Increases</b>	<b>0.0</b>	<b>170</b>	<b>(4)</b>	<b>29</b>
<b>Efficiencies and Cost Savings</b>				
Temporary Labour Reductions	(6.4)	(100)	(87)	(3)
Operating Budget Reserve Expenses	0.0	(96)	0	0
Increase Creative Services Recoveries	0.0	(34)	(17)	0
Efficiencies and Cost Savings	0.0	0	(154)	(253)
Other Changes	0.0	(26)	0	0
<b>Efficiencies and Cost Savings</b>	<b>(6.4)</b>	<b>(256)</b>	<b>(257)</b>	<b>(256)</b>
<b>Current Revenue Changes</b>				
Tax Certificate Fees	0.0	(62)	0	0
Interest On Outstanding Accounts Receivable	0.0	(60)	0	0
New Account Adjustment Fees	0.0	(47)	0	0
Other Fees	0.0	(14)	0	0
Operating Budget Reserve Reductions	0.0	96	0	0
Transfer from Reserve Reductions	0.0	87	44	0
<b>Current Revenue Changes</b>	<b>0.0</b>	<b>1</b>	<b>44</b>	<b>0</b>
<b>Total Changes to Maintain Current Service Levels</b>	<b>(6.4)</b>	<b>523</b>	<b>343</b>	<b>243</b>

Note: Numbers may not balance due to rounding.

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**Proposed Changes to Operationalize Prior Decisions**

Description	FTE	2014 Proposed Budget (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)
<b>Annualization of Prior Years Operating Cost Decisions</b>				
Digital On-line Specialist	0.0	22	0	0
<b>Annualization of Prior Years Operating Cost Decisions</b>	<b>0.0</b>	<b>22</b>	<b>0</b>	<b>0</b>
<b>Operating Impact of New Capital Projects</b>				
City Mobile Application Maintenance	0.0	5	0	0
<b>Operating Impact of New Capital Projects</b>	<b>0.0</b>	<b>5</b>	<b>0</b>	<b>0</b>
<b>Total Changes to Operationalize Prior Decisions</b>	<b>0.0</b>	<b>27</b>	<b>0</b>	<b>0</b>

Note: Numbers may not balance due to rounding.

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### 3.2 Proposed New Initiatives and New Revenues

The following table presents the costs by budget request for proposed new initiatives and proposed new revenues. Detailed descriptions of each budget request can be found in Appendix 2.

#### Proposed New Initiatives and New Revenues

Description	BR #	FTE	2014 Proposed Budget (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)	2014 to 2016 Capital (\$000's)
<b>New Initiatives</b>						
HR Processes & Forms Automation	561	0.0	0	60	0	583
e-Recruit Applicant Tracking System Renewal	565	0.0	0	0	0	530
Employee Wellness Program Assessment	671	0.0	0	100	0	0
<b>Total New Initiatives</b>		<b>0.0</b>	<b>0</b>	<b>160</b>	<b>0</b>	<b>1,113</b>
<b>New Revenues</b>						
<b>Total New Revenues</b>		<b>0.0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total New Initiatives and New Revenues</b>		<b>0.0</b>	<b>0</b>	<b>160</b>	<b>0</b>	<b>1,113</b>

Note: Numbers may not balance due to rounding.

The following table outlines the 2012 actual costs, 2013 approved budget and proposed 2014 Budget and Forecasts for the remaining three years, by major expense and revenue categories.

**Proposed Budget by Category**

Description	2012 Actuals (\$000's)	2013 Budget (\$000's)	2014 Proposed Budget (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)
<b>Total Expenditures before Administrative and Support Costs</b>					
Labour Costs	20,376	23,827	24,367	24,855	25,324
Other Operating Costs	2,013	2,537	2,550	2,513	2,280
<b>Total Expenditures</b>	<b>22,389</b>	<b>26,364</b>	<b>26,917</b>	<b>27,368</b>	<b>27,604</b>
Total Revenues	(1,848)	(1,784)	(1,783)	(1,739)	(1,739)
<b>Net Expenditures before Administrative and Support Costs</b>	<b>20,541</b>	<b>24,580</b>	<b>25,134</b>	<b>25,629</b>	<b>25,865</b>
Administrative and Support Costs	485	379	375	384	391
<b>Net Budget</b>	<b>21,026</b>	<b>24,960</b>	<b>25,509</b>	<b>26,013</b>	<b>26,256</b>

Note: Numbers may not balance due to rounding.



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### 3.3 Highlights of Proposed Capital Program Budget

Capital budget details for 2014 can be found in Appendix 3.

In 2014, Revenue & Materiel Management division is requesting capital projects to Upgrade of the Central Cashiers System (\$326,000), and the Implementation of Electronic Tax Bills which will allow the city to send out e-bills via Canada Post (\$50,000); Human Resources division is implementing the HR Administration Processes and Forms Automation project (\$583,000) which will provide more self-service capabilities. The 311 Citizen Contact Centre requires a replacement of its Knowledge Base System to provide increased functionality and to allow information to be accessible by citizens on the web anywhere, any time, on any device (\$100,000). With the completion of two projects in 2013, Finance is reducing two contracted positions (a Project Leader for the Integrated Budgeting System and an Analyst for Stormwater Study) in 2014.

In 2015, Human Resources is requesting an e-Recruit solution critical in addressing issues and achieving goals identified in the Human Resources Recruitment Process review (\$530,000). Also in 2015, the Employee Survey project would enable the City to assess current working conditions in order to ensure that it remains competitive in the marketplace (\$100,000).

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### 3.4 Capital Program

This section summarizes the forecast 10 year capital requirements for this service. The following table presents the forecast by major program. The next table summarizes the sources of financing for the capital forecast. A detailed listing of 2014 to 2016 projects is contained in Appendix 3 and 4.

#### Proposed Capital Program

Program Expenditures	2014 Proposed Budget (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)	2017 Forecast (\$000's)	2018-2023 Forecast (\$000's)	Total 2014-2023 (\$000's)
Communications-Administration	145	0	0	0	0	145
Finance-Administration	0	150	415	147	1,580	2,292
Human Resources-Administration	516	697	0	0	200	1,413
Revenue & Materiel Management-Administration	376	0	0	0	0	376
<b>Total Expenditures</b>	<b>1,037</b>	<b>847</b>	<b>415</b>	<b>147</b>	<b>1,780</b>	<b>4,226</b>

Note: Numbers may not balance due to rounding.

#### Proposed Capital Program (continued)

Program Funding	2014 Proposed Budget (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)	2017 Forecast (\$000's)	2018-2023 Forecast (\$000's)	Total 2014-2023 (\$000's)
Development Charges	0	0	0	0	720	720
Tax	992	747	415	147	860	3,161
Other	45	100	0	0	200	345
<b>Total Funding</b>	<b>1,037</b>	<b>847</b>	<b>415</b>	<b>147</b>	<b>1,780</b>	<b>4,226</b>

Note: Numbers may not balance due to rounding.

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# Performance Measures

## 4.1 Balanced Scorecard

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

By paying attention to all four areas an organization can retain balance to its performance and know that it is moving towards the attainment of its goals.

About the Measures for Business Services:

### Financial Measures

*City's Credit Rating* measures the financial health and financial stability of the organization. Mississauga's rating of AAA is in the top 20 per cent of municipalities that have received credit ratings. Of those Canadian municipalities Standard and Poor's rates, only seven have an AAA rating.

*Business Services Cost as a percentage of City Wide Operating Costs* measures the allocation of costs to service support and how these changes as City services and related costs expand. Business Services' gross operating costs are divided by gross total City operating costs.

*Investment Portfolio Yield* measures the annual total return on the City's investments. In 2011, the City's 5.1 per cent return was 3.2 percentage points higher than the 1.9 per cent return on the Benchmark Portfolio.

*Benchmark Portfolio Yield* is an equal weighting of 90 Day Government of Canada Treasury Bills and a balanced portfolio of the DEX Domestic Government Bond Index and the DEX High Grade Corporate Bond Index.

### Customer Measures

*City Property Tax Rate Increase from Prior Year* measures potential future tax rate impacts on residents and businesses. The City's tax increase in 2012 was comparable to other GTA municipalities. The City's property taxes on a detached two storey home are among the lowest in the GTA.

*311 Service Level Target* is the number of calls answered within a specific time. The 311 Citizen Contact Centre objective is to answer 80 per cent of calls in 30 seconds or less. The Institute of Citizen-Centred Services (ICCS) publishes benchmarks for access to government services across Canada and the acceptable time to wait on hold before speaking to a person is 30 seconds. The 311 Citizen Contact Centre is meeting this expectation.

*311 First Call Resolution (FCR) Rate* is the percentage of calls that are handled "one and done" in the Call Centre and do not require a service request to the business area. The benchmark identified by the Institute of Citizen-Centred Services (ICCS) states that you should only have to speak to a maximum of two people in order to get service, although one person is preferred for FCR. The 311 Citizen Contact Centre objective is that 87 per cent of the total calls are handled "one and done," and the call centre is meeting this rate.

### Employee Measures

*Employee Satisfaction with City of Mississauga* measures City employee satisfaction with the City as an employer. Employee satisfaction with the City was 73 per cent which is 5.5 per cent higher than the average satisfaction level of employees in other municipalities of 67.5 per cent. This is based on the 2012 Employee Survey conducted by Metrics@Work.

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*Employee Turnover* measures the percentage of permanent City employees that leave the City every year. In 2012, staff turnover decreased by 0.6 per cent to 3.8 per cent from 4.4 per cent in 2011. Based on survey data collected by the 2012 Human Resources Benchmarking Network, average staff turnover for Ontario municipalities was 4 per cent. Higher levels of employee turnover are expected over the next few years due to employee retirement. This measure does not capture temporary contract turnover, or internal transfers.

*Average Total Lost Time Hours per Employee* measures the actual total lost time for all employees eligible for the City's Income Replacement Program. The Corporation as a whole has had a decrease in total lost time of 5.9 per cent (i.e. 5.99 hours per employee) from 2011 to 2012. There is a goal to continue this trend in the years 2013 to 2016.

*Succession Program Participants* measures the number of employees actively preparing and training to improve skills in anticipation of future leadership turnover in the City. Over the next few years effective succession planning will be critical as increases in retirement and turnover are projected. In 2012 an enhanced process was introduced to identify and review high potential at all staff levels. The City's succession planning program is expected to grow to approximately 130 participants by 2014.

#### **Business Process Measures**

*Taxes Receivable Collection Rate* measures the percentage of taxes collected by the City. The comparable Greater Toronto Area average in 2010 was 92.9 per cent. The City of Mississauga is well above this average at 95 per cent. Data for 2011 are not available yet.

*Average Time to Fill Vacancies (days)* measures the efficiency of replacing vacant staff on a City wide basis. In 2012, the average time to fill vacancies was 53 days. The 2012 Human Resources Benchmarking Network indicates the average time to fill for Ontario municipalities was 56.6 days. Process changes implemented as a result of a recent recruitment process review should reduce time to fill in the future.

*311 Citizen Contact Centre Service Request Error Rate* measures the percentage of errors in service requests sent to business units. Examples include incorrect addresses or client information such as tax roll number and parking ticket numbers. Of those calls that result in a service request, the objective is to maintain an error rate below five.

Measures for Business Services	2010 (Actual)	2011 (Actual)	2012 (Actual)	2013 (Actual)	2014 (Planned)	2015 (Planned)	2016 (Planned)
<b>Financial:</b>							
City's Credit Rating	AAA	AAA	AAA	AAA	AAA	AAA	AAA
Business Services' cost as a percentage of City Wide Operating Costs*	3.7%	3.7%	3.7%	4.0%	4.0%	4.0%	4.0%
Investment Portfolio Yield	5.2%	5.1%	4.5%	3.8%	3.8%	4.0%	4.0%
Benchmark Portfolio Yield	3.1%	1.9%	2.2%	n/a	n/a	n/a	n/a
<b>Customer:</b>							
City Property Tax Rate Increase from Prior Year	2.3%	5.8%	7.2%	6.8%	Council Established Target	Council Established Target	Council Established Target
311 Service Level Target	72%	61%	84%	80%	80%	80%	80%
311 First Call Resolution Rate	93%	90%	84%	90%	90%	90%	90%
<b>Employee:</b>							
Employee Satisfaction with City of Mississauga	74.5%	74.5%	73.0%	73.0%	73.0%	75.0%	75.0%
Employee Turnover	2.9%	4.4%	3.8%	4.9%	5.8%	6.3%	6.2%
Average Total Lost Time Hours per Employee (all Benefit Streams)	90	101	95	90	85	79	71
Succession Program Participants	85	85	37	90	130	130	130

\*Reflects Finance restructuring in 2013

Measure for Business Services	2010 (Actual)	2011 (Actual)	2012 (Actual)	2013 (Actual)	2014 (Planned)	2015 (Planned)	2016 (Planned)
<b>Business Process:</b>							
Taxes Receivable Collection Rate	95%	97%	96.9%	96.2%	96.3%	96.3%	96.3%
Average Time to Fill Vacancies (days)	47	42	53	40	35	35	35
311 Call Centre Service Request Error Rate	1%	1%	2%	2%	2%	2%	2%

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## **Appendices**

## Appendix 1: Details of Changes to Maintain Current Service Levels and Operationalize Prior Decisions

### Changes to Maintain Current Service Levels

Description	2013 Budget (\$000's)	2014 Proposed Budget (\$000's)	Change (\$000's)	Details
<b>Labour and Benefits</b>	<b>22,499</b>	<b>23,108</b>	<b>608</b>	Increase reflects negotiated union agreements, economic adjustment increases, labour adjustments and other fringe benefit changes.
<b>Other Cost Increases</b>				
Lease/Building Rental	129	234	106	Lease agreement at 201 City Centre Drive
Transfer to Reserves	33	78	45	Phase 2 of Communications Master Plan
Other Cost Increases	2,631	2,649	19	Other includes Departmental Services Allocation
<b>Total Other Cost Increases</b>	<b>2,793</b>	<b>2,962</b>	<b>170</b>	
<b>Efficiencies and Cost Savings</b>				
Temporary Labour	1,263	1,163	(100)	Reduction of various temporary positions
Operating Budget Reserve Expenses	96	(0)	(96)	Elimination of various operating budget reserve expenses
Creative Services Recoveries	(76)	(110)	(34)	Increase to align with actuals
Other Changes	103	77	(26)	Miscellaneous efficiencies and cost savings
<b>Total Efficiencies and Cost Savings</b>	<b>1,386</b>	<b>1,130</b>	<b>(256)</b>	
<b>Current Revenue Changes</b>				
Tax Certificate Fees	(324)	(386)	(62)	Rate increase
Interest On Outstanding Accounts Receivable	0	(60)	(60)	Increase to align with actuals
New Account Adjustment Fees	(75)	(122)	(47)	Rate increase
Other Fees	(1,202)	(1,216)	(14)	Increase to align with actuals
Operating Budget Reserve Reductions	(96)	0	96	Elimination of various operating budget reserve transfers
Transfer from Reserve Reductions	(87)	0	87	Decrease to align with actuals
<b>Total Current Revenue Changes</b>	<b>(1,784)</b>	<b>(1,783)</b>	<b>1</b>	
<b>Total Changes to Maintain Current Service Levels</b>	<b>24,894</b>	<b>25,417</b>	<b>523</b>	

Note: Numbers may not balance due to rounding.



### Changes to Operationalize Prior Decisions

Description	2013 Budget (\$000's)	2014 Proposed Budget (\$000's)	Change (\$000's)	Details
<b>Annualization of Previous Years Operating Cost Decisions</b>				
Annualization of Labour	66	88	22	Annualization of Digital On-line Specialist (BR 105)
<b>Total Annualization of Previous Years Operating Cost Decisions</b>	<b>66</b>	<b>88</b>	<b>22</b>	
<b>Operating Impact of New Capital Projects</b>				
Equipment-Maintenance	0	5	5	City Mobile Application Maintenance (BR 105)
<b>Total Operating Impact of New Capital Projects</b>	<b>0</b>	<b>5</b>	<b>5</b>	
<b>Total Changes to Operationalize Prior Decisions</b>	<b>66</b>	<b>93</b>	<b>27</b>	
<b>Total Costs to Maintain Current Services Levels and Operationalize Prior Decisions</b>	<b>24,960</b>	<b>25,509</b>	<b>549</b>	

Note: Numbers may not balance due to rounding.

### Proposed Full Time Equivalent Staffing Distribution by Program

Program	2013	2014	2015	2016
Communications	55.6	55.6	55.2	55.2
Finance	67.8	65.8	65.3	65.3
Human Resources	66.5	66.5	68.0	65.0
Revenue & Materiel Management	68.1	68.1	67.1	66.1
<b>Total Service Distribution</b>	<b>258.0</b>	<b>256.0</b>	<b>255.6</b>	<b>251.6</b>

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## Appendix 2: Budget Requests

### Proposed 2014-2016 New Initiatives and New Revenues

Please see the Budget Requests for the 2014-2016 Business Planning Cycle with details to follow.

Description	BR #	Year
<b>New Initiatives</b>		
Human Resources Administrative Processes & Forms Automation	561	2014
e-Recruit Applicant Tracking System Renewal/Replacement	565	2015
Employee Wellness Program	671	2015

---

Budget Request #: 561

**Proposed Initiative**

HR Admin Processes & Forms  
Automation

**Department**

Corporate Services Department

**Service Area**

Business Services

**Required Operating Investment**

Impacts (\$000s)	2014	2015	2016
Gross Expenditures	0.0	60.0	60.0
Reserves & Reserve Funds	0.0	0.0	0.0
User Fees & Other Revenues	0.0	0.0	0.0
Tax Levy Requirements	0.0	60.0	60.0
* Net Change in \$		60.0	0.0
FTEs	1.0	1.0	0.0

*\* Any net change that is negative, (in brackets), is a good thing. It means a reduction in expenditure or an increase in revenue.*

**Required Capital Investment**

Total Capital (\$000s)	2013 & Prior	2014	2015	2016	2017 & Beyond
Expenditures	0.0	516.3	66.7	0.0	0.0

**Why Staff Recommend this Initiative**

Managing employee related activity and information involves a high volume of labour intensive HR transaction processes. The following are five drivers behind the need for HR administrative processes and forms automation:

1. Supporting the City's "People Strategy" 2. Managing HR Division Sustainability/Workload Concerns 3. Achieving ROI on City's SAP Investment 4. Improving HR Division Operating Efficiency and 5. Enabling the HR Division to Shift Focus From Transactional to Strategic Issues.

### **Details of Service Change**

Paper flows in HR processes are time and space consuming, inefficient, costly and frustrating for internal and external stakeholders. The City's current use of Infopath electronic forms bypasses use of inter-office mail and manages the transaction approval process; however currently:

- Does not populate forms with base data available from SAP;
- Does not update SAP with newly captured data;
- Does not enforce City HR policies and business rules;
- Requires duplicate keying into SAP after transaction approval;
- Requires hardcopy printing of electronic forms for HR employee files; and
- Is not user friendly.

The following HR administrative processes and transactions would be automated through this initiative.

1. Position Management Processes (Position requisition, change, reorganization);
2. Employee Placement Process (Hires, promotions, demotions and transfers);
3. Employee Change Process (Pay Rate Changes, Terminations, Retirements);
4. Performance Management Process (PMP);
5. Leave of Absence Administration Process;
6. Benefits Administration Processes (Enrollment, Changes);
7. Requests for Time Off (Vacation, Lieu Time, Floaters etc.);
8. Request to Work Overtime;
9. Personal Information Change;
10. Employee Paid Days (EPD) Administration; and
11. Alternate Work Arrangements (AWA) Administration.

Note: The solution here can enable the automation for other employee related forms used by Finance, Material Management e.g. Mileage, expense etc.

### **Service Impact**

Technology has emerged to enable organizations to automate HR processes and tasks, making them paperless. By having SAP HCM and Infopath forms already installed at the City, the Corporation already has access the required technologies. Depending on the final approved project scope and number of HR processes and forms to be automated this project may be up to two years in duration. The resources required to implement automated HR transaction processes and forms would be primarily labour costs in the form of:

1. Professional services of two SharePoint Application Developers for a total of \$150,000;
2. One HR Business Analyst at \$100,000 per year; and
3. ESS and MSS licenses for all employees \$333,000 and \$60,000 yearly maintenance cost.

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Budget Request #: 565

**Proposed Initiative**

e-Recruit Applicant Tracking System  
Renewal / Replacement

**Department**

Corporate Services Department

**Service Area**

Business Services

**Required Operating Investment**

Impacts (\$000s)	2014	2015	2016
Gross Expenditures	0.0	0.0	0.0
Reserves & Reserve Funds	0.0	0.0	0.0
User Fees & Other Revenues	0.0	0.0	0.0
Tax Levy Requirements	0.0	0.0	0.0
* Net Change in \$		0.0	0.0
FTEs	0.0	2.0	0.0

*\* Any net change that is negative, (in brackets), is a good thing. It means a reduction in expenditure or an increase in revenue.*

**Required Capital Investment**

Total Capital (\$000s)	2013 & Prior	2014	2015	2016	2017 & Beyond
Expenditures	0.0	0.0	530.0	0.0	0.0

**Why Staff Recommend this Initiative**

The City's contract for the Workopolis e-Recruit solution recently expired; however a temporary contract extension has been negotiated while the Corporation determines whether the current system will be renewed or replaced. In order to address issues and achieve goals identified in the Recruitment Process review it is critical that an appropriate e-Recruit solution be implemented in 2015.

---

*Budget Request #: 565*

**Details of Service Change**

Human Resources (HR) is requesting funding for a single system to enhance the use of technology in the recruitment process and specifically for internal and external applicant tracking and recruitment management. Currently the City has two recruitment administration processes. All internal hiring is conducted through the use of Inside Mississauga, Infopath forms and manual administration. This is in contrast to competitions that are posted externally which are administered through the Corporate Works (Workopolis) system. Human Resources requires the implementation of a technology solution for the recruitment of internal and external candidates that interfaces to SAP and automates the hiring process.

The City has a contract with Workopolis which will end on December 31, 2014.

**Service Impact**

Implementing a technology solution for recruitment of internal and external candidates that interfaces to SAP and automates the hiring process.

Cost is \$300,000 for the application solution, \$100,000 for backfill of HR staff, \$100,000 for Project Leader and \$30,000 for training.

The request for an e-Recruit Applicant Tracking System will positively impact the corporation through opportunities for streamlining and standardization of recruitment and to create a future recruitment state that includes a more effective and efficient use of human resources recruitment services provided to the Business Units.

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Budget Request #: 671

**Proposed Initiative**

Employee Wellness Program

**Department**

Corporate Services Department

**Service Area**

Business Services

**Required Operating Investment**

Impacts (\$000s)	2014	2015	2016
Gross Expenditures	0.0	100.0	100.0
Reserves & Reserve Funds	0.0	0.0	0.0
User Fees & Other Revenues	0.0	0.0	0.0
Tax Levy Requirements	0.0	100.0	100.0
* Net Change in \$		100.0	0.0
FTEs	0.0	0.0	0.0

\* Any net change that is negative, (in brackets), is a good thing. It means a reduction in expenditure or an increase in revenue.

**Required Capital Investment**

Total Capital (\$000s)	2013 & Prior	2014	2015	2016	2017 & Beyond
Expenditures	0.0	0.0	0.0	0.0	0.0

**Why Staff Recommend this Initiative**

To provide a “healthy” working environment to support individual employee health, maximizing productivity and ensuring the Corporation continues to lead the industry in its employee practices. Specific benefits of an Employee Wellness program include enhanced recruitment and retention of healthy employees, reduced healthcare costs, decreased rates of illness and injuries, reduced employee absenteeism, improved employee relations and engagement and increased productivity.

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*Budget Request #: 671*

**Details of Service Change**

Implement a Healthy Workplace (Wellness) Strategy which supports organization health and employee well-being. To accomplish this, an Organizational Health Assessment will be completed in the late fall of 2013 to assess the Corporation's current organizational and individual wellness initiatives and related policies and practices as well as determine future employee wellness needs.

**Service Impact**

We are identifying a business planning budget placeholder in the amount of \$100,00 to assist Human Resources (HR) in implementing the results of the Organizational Health Assessment which we anticipate will allow us to deliver a robust Employee Wellness Program. At this early stage we are unsure if the funds would be required for program implementation or staff resources. For example, the \$100,000 could be used for to hire a temporary HR Wellness Consultant or an external consultant.



### Appendix 3: Proposed 2014 Capital Program

#### Program: Administration-Communications

Project Number	Project Name	Gross Cost (000's)	Recovery (000's)	Net Cost (000's)	Funding Sources
CPBS00016	Communication Master Plan Branding-Phase 2	20	0	20	Reserve for General Contingency
CPBS00017	Communication Master Plan Implementation-Phase 2-Ethnic Media and Advertising Strategy	25	0	25	Reserve for General Contingency
CPBS00023	Knowledge Base System Replacement-Call Centre-2014	100	0	100	Capital Reserve Fund
<b>Subtotal</b>		<b>145</b>	<b>0</b>	<b>145</b>	

#### Program: Administration-Human Resources

Project Number	Project Name	Gross Cost (000's)	Recovery (000's)	Net Cost (000's)	Funding Sources
CPBS00001	HR Admin Processes & Forms Automation-BR 561	516	0	516	Capital Reserve Fund
<b>Subtotal</b>		<b>516</b>	<b>0</b>	<b>516</b>	

#### Program: Administration-Revenue and Materiel Management

Project Number	Project Name	Gross Cost (000's)	Recovery (000's)	Net Cost (000's)	Funding Sources
CPBS00011	Implement Electronic Tax Bills	50	0	50	Capital Reserve Fund
CPBS00013	Upgrade of Central Cashiers System	326	0	326	Capital Reserve Fund
<b>Subtotal</b>		<b>376</b>	<b>0</b>	<b>376</b>	
<b>Total Expenditures</b>		<b>1,037</b>	<b>0</b>	<b>1,037</b>	

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#### Appendix 4: Proposed 2015-2016 Capital Program

##### Program: Administration-Finance

Sub-Program	2015 Forecast (\$000's)	2016 Forecast (\$000's)
Business Services-Applications	150	415
<b>Subtotal</b>	<b>150</b>	<b>415</b>

##### Program: Administration-Human Resources

Sub-Program	2015 Forecast (\$000's)	2016 Forecast (\$000's)
Business Services-Applications	597	0
Business Services-Others	100	0
<b>Subtotal</b>	<b>697</b>	<b>0</b>
<b>Total Expenditures</b>	<b>847</b>	<b>415</b>

## **Departmental Business Services**

## Departmental Business Services

### Existing Core Services

#### 1.0 Vision and Mission

Departmental Business Services (DBS) provides for the overall information technology and other administrative functions for each of four City departments. These costs are fully allocated out to service areas to accurately reflect the cost of each service.

#### 2.0 Service Delivery Model

Corporate Services DBS supports Information Technology Services, Facilities and Property Management Services, Legislative Services and (Corporate) Business Services (Human Resources, Revenue and Materiel Management, Finance and Communications).

Community Services DBS supports Recreation Services, Parks and Forestry Services, Fire and Emergency Services, Library Services and Arts and Culture Services.

Transportation and Works DBS supports Roads, Storm Drainage and Watercourses Services, Transit Services and Regulatory Services.

Planning and Building DBS supports Land Development Services.



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## Required Resources

### 3.0 Human Resources

#### Proposed Full Time Equivalent Staffing Distribution by Program

Program	2013	2014	2015	2016
Corporate Services - Departmental Business Support	8.0	8.0	8.0	8.0
Community Services - Departmental Business Support	19.5	19.5	19.5	19.5
Planning & Building - Departmental Business Support	30.3	30.7	30.7	30.7
Transportation & Works - Departmental Business Support	34.3	33.8	33.8	33.8
<b>Total Service Distribution</b>	<b>92.1</b>	<b>92.0</b>	<b>92.0</b>	<b>92.0</b>

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## Proposed Budget

This part of the Business plan sets out the financial resources required to deliver the proposed 2014-2016 Business Plan. The total cost of Departmental Business Services is fully allocated out to service areas they support.

### 4.0 Proposed New Initiatives and New Revenues

There are no new initiatives or revenues for Departmental Business Services for the 2014-2016 Business Planning Cycle.

The following table sets out the proposed 2014 Budget and Forecasts for the remaining two years, by program.

### 5.0 Proposed Budget by Program

Description	2012 Actuals (\$000's)	2013 Budget (\$000's)	2014 Proposed Budget (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)
<b>Expenditures to Deliver Current Services</b>					
Corporate Services - Departmental Business Support	0	0	0	0	0
Community Services - Departmental Business Support	0	0	0	0	0
Planning & Building - Departmental Business Support	238	260	260	260	260
Transportation & Works - Departmental Business Support	42	1	1	1	1
<b>Total Expenditures</b>	<b>280</b>	<b>261</b>	<b>261</b>	<b>261</b>	<b>261</b>
<b>Revenues</b>	<b>(280)</b>	<b>(261)</b>	<b>(261)</b>	<b>(261)</b>	<b>(261)</b>
<b>Proposed Net Budget Including New Initiatives, New Revenues &amp; Special Purpose Levy Initiatives</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

<b>Expenditures Budget - Changes by Year</b>			<b>0%</b>	<b>0%</b>	<b>0%</b>
<b>Proposed Net Budget - Changes by Year</b>			<b>0%</b>	<b>0%</b>	<b>0%</b>

Note: Numbers may not balance due to rounding.

The following table sets out the proposed 2014 Budget and Forecasts for the remaining two years, by major expense and revenue categories.

#### 6.0 Proposed Budget by Category

Description (\$000's)	2012 Actuals (\$000's)	2013 Budget (\$000's)	2014 Proposed Budget (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)
<b>Total Expenditures before Administrative and Support Costs</b>					
Labour Costs	10,061	8,625	8,760	8,953	9,114
Other Operating Costs	823	748	778	718	658
<b>Total Expenditures</b>	<b>10,883</b>	<b>9,373</b>	<b>9,538</b>	<b>9,671</b>	<b>9,772</b>
Total Revenues	(281)	(261)	(261)	(261)	(261)
<b>Net Expenditures before Administrative and Support Costs</b>	<b>10,602</b>	<b>9,112</b>	<b>9,277</b>	<b>9,410</b>	<b>9,512</b>
Administrative and Support Costs	(10,602)	(9,112)	(9,277)	(9,410)	(9,512)
<b>Net Budget</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Note: Numbers may not balance due to rounding.



# Facilities and Property Management 2014-2016 Business Plan Update and 2014 Budget

City of Mississauga, Ontario, Canada

MANAGE AN INVENTORY OF APPROXIMATELY **27,000** FACILITY  
SYSTEMS IN **5.3** MILLION SQ FT OF BUILDING SPACE.  
CARRY OUT APPROXIMATELY **9,000** FACILITY MAINTENANCE  
INSPECTIONS ANNUALLY.  
RESPOND TO APPROXIMATELY **9,300** SECURITY  
INCIDENTS ANNUALLY.  
MANAGE APPROXIMATELY **600** UTILITY ACCOUNTS.





Last year the City of Mississauga undertook an extensive process to create a four year, 2013 through 2016, detailed Business Plan and Budget. Approved in December 2012, the 2013-2016 Business Plan and Budget outlines how and where the City plans to allocate resources to provide good value for taxpayers. Reviewed and updated annually, the four year plan is based on the City's four strategic priorities. 2014 marks the second year of Mississauga's four year Business Plan and Budget. For this "Update Year" staff have focused on primarily updating and presenting exceptions and amendments to the four year approved Service Area Business Plans, while still providing comprehensive financial information and forecasts.

The following summary document sets out a brief description of the Service Area, what has changed since writing the 2013-2016 Business Plan and Budget and performance measurements. The complete 2014-2016 Business Plan and Budget can be found on the City's website.

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## Table of Contents

<b>Existing Core Services .....</b>	<b>4</b>
1.1 Vision and Mission .....	4
1.2 Service Delivery Model .....	5
<b>Updates &amp; Accomplishments .....</b>	<b>6</b>
2.1 Updates .....	6
2.2 Accomplishments .....	7
2.3 Awards and Recognitions .....	10
<b>Proposed Budget .....</b>	<b>11</b>
3.1 Changes to Maintain Current Service Levels and Operationalize Prior Decisions.....	15
3.2 Highlights of Proposed Capital Program Budget .....	18
3.3 Capital Program .....	19
<b>Performance Measures .....</b>	<b>20</b>
4.1 Balanced Scorecard .....	20
<b>Appendices .....</b>	<b>22</b>
Appendix 1: Details of Changes to Maintain Current Service Levels and Operationalize Prior Decisions .....	23
Appendix 2: Budget Requests .....	25
Appendix 3: Proposed 2014 Capital Program .....	26
Appendix 4: Proposed 2015-2016 Capital Program .....	29

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# Existing Core Services

## 1.1 Vision and Mission

### Vision

The Vision of Corporate Services, which is fully embraced by the Facilities and Property Management Division, is “Partnering for Success.” This statement captures the basic philosophy of the department that we work together with the other departments of the city to provide excellent service to our common customer – the taxpayer.

### Mission

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



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## 1.2 Service Delivery Model

Facilities and Property Management (FPM) incorporates all the various components of a successful property management organization within one integrated team.

From facility conception and design to retirement of an asset – cradle to grave – FPM sections oversee the acquisition of land through Realty Services; project design, development and management and ongoing asset capital life cycle management through Facilities Planning & Development; provide utilities in a cost effective manner and review and implement energy management designs and initiatives through Energy Management; meet the space accommodation requirements of the corporation through Space Planning; provide ongoing asset and facility maintenance and repairs through Facilities Maintenance; ensure the safety and security of assets, visitors and staff through Corporate Security; and, plan and implement Accessibility improvements to improve access to city facilities for staff and the community.

A blended service delivery model is used, employing a mix of internal and external resources. At present, the relative proportions of in-house delivery methods versus the use of external resources is 75 per cent in-house to 25 per cent outsourced (contracted). This blend is carefully managed by routinely conducting operational and strategic planning to rationalize requirements as well as make decisions that provide the best value for dollar in supporting the daily, annual and longer term peaks and valleys of demand for services to support city wide business requirements.

A breakdown between in-house and external resources is as follows:

### **In-House Services (75 per cent operating budget):**

- Preventative maintenance (HVAC, hoists, electrical panels, etc.);
- Primary service request response and emergency demand response;
- Capital project planning;
- Project management: consultant/contractor oversight (design and construction);
- Real estate negotiations; and
- Security services.

### **Contracted Services (25 per cent operating budget):**

- Preventative maintenance (life safety: elevators, sprinklers, fire alarms, etc.);
- Emergency/non-emergency demand maintenance;
- Specialized technical services;
- Construction/construction management; and
- Appraisals.

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## Updates & Accomplishments

### 2.1 Updates

#### New Legislation

The new *Regional Municipality of Peel By-law 20-2013* smoking prohibition for playgrounds, outdoor recreation facilities and within nine meters of municipal building entrances came into effect September 2, 2013. Communication efforts to the community will be critical as there are limited municipal staff resources available to respond to complaints or actively enforce these new by-laws.

#### Mississauga Transitway

As part of the Mississauga Transitway Phase One, four stations along the Transitway are scheduled to be completed in the near future: Central Parkway Station, Cawthra Station, Tomken Station and Dixie Station. Maintaining these facilities, along with the additional eight to be added later, will increase responsibility on Security and Facilities Maintenance along with the further requirement for lifecycle maintenance within the Asset Management Program.

#### Aging Infrastructure

As the City's infrastructure ages it is becoming challenging to maintain facilities in the state that Mississauga residents have come to expect. Over 70 per cent of City facilities are 15 years or older and require maintenance of lifecycle systems including critical mechanical and electrical components. With limited funding available for lifecycle maintenance the recently established asset management system helps prioritize the most critical systems that can be

addressed within the allocated funding. In addition to the existing portfolio, new assets being acquired or built are putting additional pressure on the existing lifecycle budget.



Corporate Security Staff at the Safe City Mississauga Neighbours Night Out Event

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## 2.2 Accomplishments

FPM has developed a solid foundation in partnering successfully with other services and provides multiple services and guidance in all aspects of property management.

In support of the city's strategic objectives under the "Belong" Pillar, FPM contributed in the following ways:

- Responsible for the lease of the historic Adamson house in Port Credit to an established private school;
- Successfully negotiated an agreement with the Peel District School Board to purchase Pheasant Run school property to be divided and sold to Heart House Hospice for the development of a new hospice facility in Mississauga with the balance to be used to enhance city parkland;
- Played an active role in advancing the planned phase two development and construction of a new Sheridan College building on city owned land in the core;
- The Security Community Outreach program took part in local community events, activities and public forums, providing presentations and workshops to promote a partnership approach to crime prevention and awareness of graffiti vandalism. It provides an opportunity for the City to raise public awareness, gain support, engage community members, promote successes, deliver calls for action, and inspire behavioral change;
- Approved Mississauga's 10<sup>th</sup> Annual Accessibility Plan;
- Hosted the Annual National Access Awareness Event – Promotion Exclusion to All alongside the Accessible Advisory Committee. This event included Exceptional

Accessible Customer Service Awards to staff including one for Parks staff that drew up a plan to make some of the tables in the picnic shelters more accessible which allows a picnic shelter to accommodate 20 people in wheelchairs at once;

- The "Understanding the Integrated Accessibility Standards Regulations (IASR) – Breaking Down Barriers" was distributed to staff through the eLearning program; and
- Ongoing accessibility improvements include 17 new automatic door operators within various locations of the Civic Centre installed in 2013.



Members of the Accessible Advisory Committee speaking at the National Access Awareness Event



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Furthering the “Connect” Pillar of the Strategic Plan and in pursuit of the goal of creating great public spaces, FPM:

- Completed the \$5.3 million Holcim Waterfront Estate Redevelopment;



Harding House at Holcim Waterfront Estate

- Completed the \$4.9 million construction of Fire Station 106 in partnership with the Region of Peel which is another example of the synergies of two agencies meeting collective facility and service goals;
- Completed the \$2.8 million Frank McKechnie Community Centre Retrofit and Renovation;
- Completed the \$1.2 million renovation of South Common Pool;

- Completed the \$1.2 million construction of the C Café in the Civic Centre;



C Café, Civic Centre

- Completed the \$530,000 renovation of the C Banquet Facility on the 12<sup>th</sup> Floor Civic Centre;
- Consolidated the Culture Division staff into one location at 201 City Centre Drive;
- Consolidated Celebration Square staff to Central Library overlooking the square;
- Facilities Maintenance implemented field computing utilizing computer tablets to perform daily work order tasks. This initiative will save over 10,000 sheets of paper that would require administrative processing annually other benefits include improved efficiencies and allow real time monitoring of work being performed, improving timely service level monitoring;

- Design is underway for the \$37 million Meadowvale Community Centre and Library Redevelopment;
- Design and Construction underway for the \$10.7 million River Grove Community Centre Redevelopment;
- Design is underway for the construction of the \$5.9 million Fire Station 119 in partnership with the Region of Peel;
- Design and Construction underway for the \$4.6 million Don Mclean Westacres Outdoor Pool as part of the CIIF grant program; and
- Design and Construction underway for the \$4 million Woodlands Library Redevelopment.



Rendering of Woodlands Library

In support of the city's "Green" Pillar of the Strategic Plan to become a more environmentally sustainable community, FPM:

- Implemented the Energy Benchmarking, Energy Awareness and Re-commissioning (EBEAR) Program as a corporate priority in 2013 to improve energy performance in City owned and operating facilities through:
  - Energy Benchmarking compares a facilities energy use index to other facilities of the same type;
  - Energy Awareness trains and informs facility staff and users on how energy resources are being used in a facility;
  - Re-commissioning identifies less than optimal performance in a facility's existing equipment and control systems, and makes necessary modifications to save energy and cost;
- Launched the first-ever Dollars to \$ense training workshop series on energy-efficient facility operation. The workshop was jointly sponsored by Natural Resources Canada (NRCan), Ontario Power Authority (OPA) and Enbridge;
- Secured grants worth approximately \$145,000 for energy efficiency projects from Enbridge and Enersource;
- Specific energy initiatives include:
  - Re-commissioning six facilities in 2013; identifying low cost/no cost operational improvements to ensure optimal building operations to obtain energy savings;



- Continue the use of light-emitting diode (LED) lighting technologies for arenas, tennis courts, pathway and parking lots; and
- Incorporated energy efficient design for the Meadowvale Community Centre and Library Redevelopment as well as Fire Station 119 in pursuing Leadership in Energy and Environment Design (LEED) certification. Both facilities will target achieving a LEED silver status incorporating numerous green technologies such as green roofs and water conservation.



Solar Panels at Hershey Centre

## 2.3 Awards and Recognitions

- South Branch Libraries won the Award of Excellence for Urban Design Awards;
- Clarkson Pool won the Facility of Merit Award from Athletic Business Magazine;
- Finalist in the Community Energy Conservation Awards by the Ontario Power Authority;
- Mississauga won the Employer of the Year Award by the International Right of Way Association (IRWA) for the continued contribution to the IRWA by Realty Services Staff; and
- Fire Station 106 received the Award of Excellence for the 2013 Urban Design Awards.

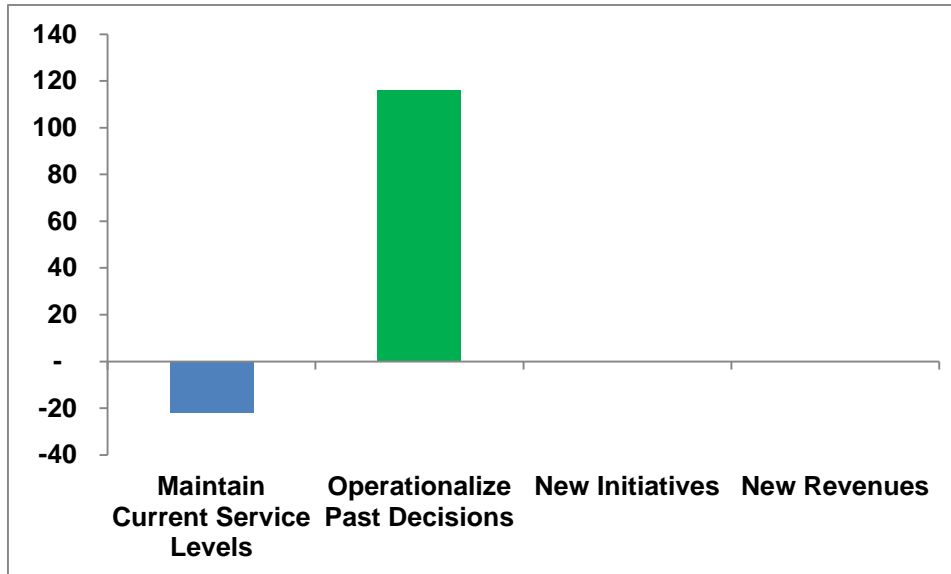


Fire Station 106 – Joint Facility with Peel Paramedic Service

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## Proposed Budget

This part of the Business plan sets out the financial resources required to deliver the proposed 2014-2016 Business Plan. Information is provided by major expenditure and revenue category as well as by program. The costs to maintain existing service levels and operationalize prior decisions are identified separately from proposed changes. The prior year budget for 2013 was \$20,049,000 and the proposed budget for 2014 is \$20,144,000 for a total proposed budget change of \$95,000.



### Total Changes to Maintain Current Service Levels

Facilities and Property Management continues to work towards balancing uncontrollable cost pressures with funding efficiencies and cost savings throughout its operation. The 2014 Labour and Benefits budget will increase by \$120,000 from the previous year's budget. The increase reflects economic adjustment, performance pay and legislated and insured benefit cost increase. An increase in expenses of \$167,000 is due primarily to increases in utilities rates plus other miscellaneous cost increase. Efficiencies and cost savings amounting to \$213,000 and revenue increases of \$96,000 offset any increases in labour and expenses. The efficiencies and cost savings are due to the elimination of the Green Power (Bullfrog) budget (\$170,000) and the annualization of reduction of one permanent position. The revenue increase is mainly due to additional lease income.

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**Total Changes to Operationalize Prior Decisions**

There will be an increase of \$116,000 associated with the annualization of two MiWay Security Officers approved in 2013.

The following table identifies the budgeted expenditures and revenues for 2013 to 2016 by major program within the service area, as well as 2012 actuals by programs.

Description	2012 Actuals (\$000's)	2013 Budget (\$000's)	2014 Proposed Budget (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)
<b>Expenditures to Deliver Current Services</b>					
Building Maintenance	6,510	6,522	6,573	6,504	6,396
Building Operations	3,101	3,112	3,159	3,209	3,258
Capital Project Management and Space Planning	2,109	2,108	2,032	2,106	2,118
FPM Divisional Support Service	1,175	1,131	1,130	1,096	1,110
Realty Services	1,096	1,252	1,293	1,322	1,346
Security	3,254	3,657	3,755	3,805	3,866
Utilities	2,223	2,635	2,667	2,812	2,966
<b>Total Expenditures</b>	<b>19,468</b>	<b>20,417</b>	<b>20,608</b>	<b>20,854</b>	<b>21,058</b>
<b>Revenues</b>	<b>(454)</b>	<b>(368)</b>	<b>(464)</b>	<b>(464)</b>	<b>(464)</b>
<b>Proposed Net Budget Including New Initiatives &amp; New Revenues</b>	<b>19,014</b>	<b>20,049</b>	<b>20,144</b>	<b>20,390</b>	<b>20,594</b>
<b>Expenditures Budget - Changes by Year</b>			<b>1%</b>	<b>1%</b>	<b>1%</b>
<b>Proposed Net Budget - Changes by Year</b>			<b>0%</b>	<b>1%</b>	<b>1%</b>

Note: Numbers may not balance due to rounding.

The following table separates the financial requirements into those required to maintain current service levels; to operationalize prior decisions; and proposed new initiatives and new revenues. More details are provided in section 3.1.

Description	2014 Proposed Budget (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)
<b>Prior Year Total Expenditures Budget</b>	<b>20,417</b>	<b>20,608</b>	<b>20,854</b>
<b>Increases/(Decreases) to Maintain Current Service Levels</b>			
Labour and Benefits	120	316	271
Other Cost Increases	167	141	150
Efficiencies and Cost Savings	(213)	(211)	(217)
<b>Total Expenditures to Maintain Service Levels</b>	<b>20,492</b>	<b>20,854</b>	<b>21,058</b>
<b>Prior Year Revenue Budget</b>	<b>(368)</b>	<b>(464)</b>	<b>(464)</b>
Current Revenue Changes	(96)	0	0
<b>Total Revenues</b>	<b>(464)</b>	<b>(464)</b>	<b>(464)</b>
<b>Net Expenditures to Maintain Services</b>	<b>20,028</b>	<b>20,390</b>	<b>20,594</b>
<b>Current Year Net Tax Levy</b>	<b>20,028</b>	<b>20,390</b>	<b>20,594</b>
<b>Increase in Net Tax Levy</b>	<b>(21)</b>	<b>246</b>	<b>204</b>
<b>Net Changes to Maintain Current Service Levels</b>	<b>(22)</b>	<b>246</b>	<b>204</b>
<b>Increases/(Decreases) to Operationalize Prior Decisions</b>			
Annualization of Previous Years Budget Decisions - Expenses	116	0	0
<b>Changes to Operationalize Prior Decisions</b>	<b>116</b>	<b>0</b>	<b>0</b>
<b>Net Expenditure to Maintain Current Service Levels and Operationalize Prior Decisions</b>	<b>20,144</b>	<b>20,390</b>	<b>20,594</b>
<b>Proposed New Initiatives &amp; New Revenues</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Special Purpose Levy</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Proposed Total Expenditures Budget</b>	<b>20,608</b>	<b>20,854</b>	<b>21,058</b>
<b>Proposed Total Revenues Budget</b>	<b>(464)</b>	<b>(464)</b>	<b>(464)</b>
<b>Proposed Net Budget</b>	<b>20,144</b>	<b>20,390</b>	<b>20,594</b>

Note: Numbers may not balance due to rounding.

### 3.1 Changes to Maintain Current Service Levels and Operationalize Prior Decisions

The following two tables identify the major changes in the costs to maintain existing service levels and the cost increases arising from prior decisions. Detailed explanations of changes to 2014 as well as the proposed Full Time Equivalent Staffing by Program can be found in Appendix 1.

#### Proposed Changes to Maintain Current Service Levels

Description	FTE	2014 Proposed Budget (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)
<b>Labour and Benefits</b>	<b>0.0</b>	<b>120</b>	<b>316</b>	<b>271</b>
<b>Other Cost Increases</b>				
Utilities cost increase	0.0	158	134	138
Other miscellaneous changes	0.0	9	7	12
<b>Other Cost Increases</b>	<b>0.0</b>	<b>167</b>	<b>141</b>	<b>150</b>
<b>Efficiencies and Cost Savings</b>				
Elimination of the Green Power (Bullfrog) budget	0.0	(170)	0	0
Annualization of reduction of 1 permanent position	0.0	(43)	0	0
Reduction of building maintenance cost	0.0	0	(140)	0
Reduction of temporary labour budget	(0.7)	0	(50)	0
Reduction of overtime budget	0.0	0	(21)	0
Reduction of 1 permanent position	(1.0)	0	0	(49)
Reduction of building maintenance cost	0.0	0	0	(167)
<b>Efficiencies and Cost Savings</b>	<b>(1.7)</b>	<b>(213)</b>	<b>(211)</b>	<b>(217)</b>
<b>Current Revenue Changes</b>				
Lease revenue increase based on agreements signed	0.0	(88)	0	0
Other miscellaneous changes	0.0	(8)	0	0
<b>Current Revenue Changes</b>	<b>0.0</b>	<b>(96)</b>	<b>0</b>	<b>0</b>
<b>Total Changes to Maintain Current Service Levels</b>	<b>(1.7)</b>	<b>(22)</b>	<b>246</b>	<b>204</b>

Note: Numbers may not balance due to rounding.

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**Proposed Changes to Operationalize Prior Decisions**

Description	FTE	2014 Proposed Budget (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)
<b>Annualization of Prior Years Operating Cost Decisions</b>				
Annualization of two MiWay security officers in 2014 (new positions approved starting Sept 2013 )	0.0	116	0	0
<b>Annualization of Prior Years Operating Cost Decisions</b>	<b>0.0</b>	<b>116</b>	<b>0</b>	<b>0</b>
<b>Operating Impact of New Capital Projects</b>	<b>0.0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Changes to Operationalize Prior Decisions</b>	<b>0.0</b>	<b>116</b>	<b>0</b>	<b>0</b>

Note: Numbers may not balance due to rounding.

The following table outlines the 2012 actual costs, 2013 approved budget and proposed 2014 Budget and Forecasts for the remaining three years, by major expense and revenue categories.

**Proposed Budget by Category**

Description	2012 Actuals (\$000's)	2013 Budget (\$000's)	2014 Proposed Budget (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)
<b>Total Expenditures before Administrative and Support Costs</b>					
Labour Costs	12,369	13,242	13,435	13,680	13,902
Other Operating Costs	7,817	7,920	7,921	7,915	7,892
<b>Total Expenditures</b>	<b>20,186</b>	<b>21,162</b>	<b>21,356</b>	<b>21,595</b>	<b>21,794</b>
Total Revenues	(454)	(368)	(464)	(464)	(464)
<b>Net Expenditures before Administrative and Support Costs</b>	<b>19,732</b>	<b>20,794</b>	<b>20,892</b>	<b>21,131</b>	<b>21,330</b>
Administrative and Support Costs	(718)	(745)	(749)	(742)	(736)
<b>Net Budget</b>	<b>19,014</b>	<b>20,049</b>	<b>20,144</b>	<b>20,390</b>	<b>20,594</b>

Note: Numbers may not balance due to rounding.



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### **3.2 Highlights of Proposed Capital Program Budget**

#### **Capital Construction & Improvement**

Investment of \$159,000 in accessibility improvements including way finding signage and automatic door openers around Civic Centre.

#### **Facility Services**

Investment of \$1.8 million cash flowed over two years primarily on energy management efficiencies which will lead to utility consumption savings and pay off capital investment over the life of the assets:

- Re-commissioning various sites for energy efficiency improvements;
- City Wide Energy Audit;
- Light replacements at various parking lots; and
- LED light retrofits at various arenas.

#### **Lifecycle Maintenance**

There will be an investment of \$9.4 million cash flowed over two years in life cycle maintenance of building systems. Focus to be on major building systems critical to the operations at various facilities. Highlights of the 2014 life cycle maintenance program include:

- Roof Replacements at various sites including Civic Centre, Central Library and Central Parkway Transit;
- Structural/foundation repairs at City Centre Transit Terminal;
- Air Handling unit at Erin Mills Twin Arena;
- Park pathway life cycle replacements at various sites;
- Health & safety furniture requirements as recommended by Employee Health Services; and
- Various Security lifecycle replacements.

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### 3.3 Capital Program

This section summarizes the forecast 10 year capital requirements for this service. The following table presents the forecast by major program. The next table summarizes the sources of financing for the capital forecast. A detailed listing of 2014 to 2016 projects is contained in Appendix 3 and 4.

#### Proposed Capital Program

Program Expenditures	2014 Proposed Budget (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)	2017 Forecast (\$000's)	2018-2023 Forecast (\$000's)	Total 2014-2023 (\$000's)
Capital Construction & Improvement	159	530	1,010	1,010	6,060	8,769
Facility Services	1,216	1,484	701	701	4,204	8,305
Lifecycle	7,343	29,001	35,942	22,793	220,251	315,331
<b>Total Expenditures</b>	<b>8,718</b>	<b>31,015</b>	<b>37,653</b>	<b>24,504</b>	<b>230,515</b>	<b>332,405</b>

Note: Numbers may not balance due to rounding.

#### Proposed Capital Program (continued)

Program Funding	2014 Proposed Budget (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)	2017 Forecast (\$000's)	2018-2023 Forecast (\$000's)	Total 2014-2023 (\$000's)
Tax	8,718	31,015	37,653	24,504	230,515	332,405
<b>Total Funding</b>	<b>8,718</b>	<b>31,015</b>	<b>37,653</b>	<b>24,504</b>	<b>230,515</b>	<b>332,405</b>

Note: Numbers may not balance due to rounding.

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# Performance Measures

## 4.1 Balanced Scorecard

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

By paying attention to all four areas an organization can retain balance to its performance and know that it is moving towards the attainment of its goals.

About the Measures for FPM:

### Financial Measures

*Average Maintenance Cost per Square Meter* identifies the spending for the facility portfolio (that includes pathway lighting) on a basis which takes into account inventory growth. This measurement assists in identifying capital priorities as well as current level base budget requirements.

### Customer Measures

Meet *Service Level Response* Standard 80 per cent of the time which allows for the monitoring of response times to service levels that have been developed and published in 2010 and will begin reporting on in 2011. This indicator allows us to monitor facility and program impacts as well as customer satisfaction through communication and timely response.

*Respond to Security dispatches* within 17 minutes which is an important measurement for staff and public safety. In 2009 as a result of an Economy, Efficiency, Effectiveness (E3) review, it was identified that 17 minutes was the average response time for Security and is adequate. This planned service level is identified as 100 per cent as

anything less will indicate a requirement for additional resources or improved processes.

### Employee Measures

Maintain 75 per cent or Greater *Employee Satisfaction Rating for Job related Technical Training and Development* is a measurement of FPM's commitment to staff development and is benchmarked through the Employee Survey which is completed every two years.

### Business Process Measures

*Electricity Consumption per Square Meter (KWH), Water Consumption per Square Meter, Natural Gas Consumption per Square Meter* all measure the utility consumption for city facilities and is reported annually. This allows staff to look into the trends and correct issues as required. These measurements can be benchmarked with other similar facilities internally.

*Square Meter Maintained per FTE* is an indicator of internal resources supporting city facilities based on square meter maintained per full time equivalent (FTE) staff person. This measurement assists FPM in balancing internal and external resources to maintain adequate response for maintenance based on identified service levels.

Measures for Facilities and Property Management	2010 (Actual)	2011 (Actual)	2012 (Actual)	2013 (Planned)	2014 (Planned)	2015 (Planned)	2016 (Planned)
<b>Financial:</b>							
Average Maintenance Cost per Square Meter	\$12.00	\$12.71	\$13.54	\$13.54	\$13.54	\$13.54	\$13.54
<b>Customer:</b>							
Meet Service Level Response standard 80% of the time	80%	80%	80%	80%	80%	80%	80%
Average Response Time for Security Dispatches	17 Min	17 Min	17 Min	17 Min	17 Min	17 Min	17 Min
<b>Employees/Innovation:</b>							
Maintain 75% or Greater Employee Satisfaction Rating for Job related Technical Training and Development	73%	73%	74.3%	74.3%	75%	75%	75%
<b>Internal Business Process:</b>							
Electricity Consumption per Square Meter (KWH)	170.36	173.23	162.73	156.77	155.20	153.65	152.11
Water M3 Consumption per Square Meter	1.62	1.65	2.05	1.78	1.78	1.75	1.73
Natural Gas M3 Consumption per Square Meter	20.39	22.48	18.65	19.23	19.04	18.85	18.66
Square Meter Maintained per FTE	50	52	50	50	50	50	50

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## **Appendices**

## Appendix 1: Details of Changes to Maintain Current Service Levels and Operationalize Prior Decisions

### Changes to Maintain Current Service Levels

Description	2013 Budget (\$000's)	2014 Proposed Budget (\$000's)	Change (\$000's)	Details
<b>Labour and Benefits</b>	<b>13,199</b>	<b>13,319</b>	<b>120</b>	Increase reflects negotiated union agreements, economic adjustment increases, labour adjustments and other fringe benefit changes.
<b>Other Cost Increases</b>				
Estimated utilities cost increase	1,983	2,141	158	Increase reflects estimated rate increases.
Other Changes	5,022	5,031	9	Minor changes in various items.
<b>Total Other Cost Increases</b>	<b>7,005</b>	<b>7,172</b>	<b>167</b>	
<b>Efficiencies and Cost Savings</b>				
Elimination of the Green Power (Bullfrog) budget	170	0	(170)	Though the Green Power budget would be eliminated, the City will continue to endorse and support energy efficiency through the implementation of the EBEAR Program (Energy Benchmarking, Energy Awareness and Retro-commissioning).
Annualization of reduction of 1 permanent position	43	0	(43)	Half year labour cost savings in 2014.
<b>Total Efficiencies and Cost Savings</b>	<b>213</b>	<b>0</b>	<b>(213)</b>	
<b>Current Revenue Changes</b>				
Lease revenue increase based on agreements signed	(320)	(408)	(88)	Additional lease agreements signed.
Miscellaneous Revenue increase	(48)	(55)	(8)	Other Revenue changes.
<b>Total Current Revenue Changes</b>	<b>(368)</b>	<b>(463)</b>	<b>(96)</b>	
<b>Total Changes to Maintain Current Service Levels</b>	<b>20,049</b>	<b>20,028</b>	<b>(22)</b>	

Note: Numbers may not balance due to rounding.

### Changes to Operationalize Prior Decisions

Description	2013 Budget (\$000's)	2014 Proposed Budget (\$000's)	Change (\$000's)	Details
<b>Annualization of Previous Years Operating Cost Decisions</b>				
Annualization of two MiWay Enforcement officers approved in 2013	0	116	116	Two positions approved in 2013. Annualized cost for 9 months in 2014.
<b>Total Annualization of Previous Years Operating Cost Decisions</b>	<b>0</b>	<b>116</b>	<b>116</b>	
<b>Operating Impact of New Capital Projects</b>				
<b>Total Changes to Operationalize Prior Decisions</b>	<b>0</b>	<b>116</b>	<b>116</b>	
<b>Total Costs to Maintain Current Services Levels and Operationalize Prior Decisions</b>	<b>20,049</b>	<b>20,144</b>	<b>95</b>	

Note: Numbers may not balance due to rounding.

### Proposed Full Time Equivalent Staffing Distribution by Program

Program	2013	2014	2015	2016
Building Maintenance	33.0	33.0	33.0	33.0
Building Operations	39.6	39.6	39.6	39.6
Capital Project Management and Space Planning	33.0	33.0	33.0	32.0
FPM Divisional Support Service	8.0	8.0	7.3	7.3
Realty Services	10.0	10.0	10.0	10.0
Security	54.7	54.7	54.7	54.7
Utilities	4.0	4.0	4.0	4.0
<b>Total Service Distribution</b>	<b>182.3</b>	<b>182.3</b>	<b>181.6</b>	<b>180.6</b>

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## **Appendix 2: Budget Requests**

### **Proposed 2014-2016 New Initiatives and New Revenues**

There are no new initiatives or new revenues.



### Appendix 3: Proposed 2014 Capital Program

#### Program: Capital Construction & Improvement

Project Number	Project Name	Gross Cost (000's)	Recovery (000's)	Net Cost (000's)	Funding Sources
CPFP00123	2014-Accessibility	159	0	159	Facility Repairs and Renovations Reserve Fund
<b>Subtotal</b>		<b>159</b>	<b>0</b>	<b>159</b>	

#### Program: Facility Services

Project Number	Project Name	Gross Cost (000's)	Recovery (000's)	Net Cost (000's)	Funding Sources
CPFP00140	City Wide Energy Audit - Cash Flowed	244	0	244	Facility Repairs and Renovations Reserve Fund
CPFP00142	Parking Lot LED Lighting - Various Locations - Cash Flowed	242	0	242	Facility Repairs and Renovations Reserve Fund
CPFP00143	Energy Management - Recommissions - Cash Flowed	108	0	108	Facility Repairs and Renovations Reserve Fund
CPFP00144	LED Lighting Retrofit - Various Recreation Facilities	314	0	314	Facility Repairs and Renovations Reserve Fund
CPFP00145	Energy Management-Variou Initiatives	141	0	141	Facility Repairs and Renovations Reserve Fund
CPFP00507	2014 Furniture	168	0	168	Capital Reserve Fund
<b>Subtotal</b>		<b>1,216</b>	<b>0</b>	<b>1,216</b>	

#### Program: Lifecycle

Project Number	Project Name	Gross Cost (000's)	Recovery (000's)	Net Cost (000's)	Funding Sources
CPFP00168	2014 Security-Lifecycle Replacement-Variou Locations	153	0	153	Facility Repairs and Renovations Reserve Fund
CPFP00197	Compressor and Chiller Replacement-Tomken Twin Arena	106	0	106	Facility Repairs and Renovations Reserve Fund
CPFP00198	Skylight and Roof Replacement-Central Library North Atrium - Cash Flowed	257	0	257	Facility Repairs and Renovations Reserve Fund
CPFP00199	Roof Replacement-Civic Centre - Cash Flowed	711	0	711	Facility Repairs and Renovations Reserve Fund

**Program: Lifecycle (Cont'd)**

Project Number	Project Name	Gross Cost (000's)	Recovery (000's)	Net Cost (000's)	Funding Sources
CPFP00200	Sprinkler Replacement-Civic Centre	152	0	152	Facility Repairs and Renovations Reserve Fund
CPFP00201	Cooling Unit Replacement-Civic Centre Computer Room	212	0	212	Facility Repairs and Renovations Reserve Fund
CPFP00202	Platform Surface Replacement-City Centre Transit Terminal	351	0	351	Facility Repairs and Renovations Reserve Fund
CPFP00203	Roof Replacements-Various Locations	1,809	0	1,809	Facility Repairs and Renovations Reserve Fund
CPFP00204	Various Emergency Repairs 2014	530	0	530	Facility Repairs and Renovations Reserve Fund
CPFP00229	Compressor Replacement-Meadowdale Four Rinks	75	0	75	Facility Repairs and Renovations Reserve Fund
CPFP00230	Boiler Replacement-Hershey Arena	81	0	81	Facility Repairs and Renovations Reserve Fund
CPFP00231	Electrical Repairs-Various Locations	51	0	51	Facility Repairs and Renovations Reserve Fund
CPFP00232	Parapet Window Replacements-Mississauga Valley Community Centre	65	0	65	Facility Repairs and Renovations Reserve Fund
CPFP00233	Refrigeration Piping Replacement-Carmen Corbasson Community Centre	92	0	92	Facility Repairs and Renovations Reserve Fund
CPFP00234	Pathway Lighting - Various Parks - Cash Flowed	323	0	323	Facility Repairs and Renovations Reserve Fund
CPFP00236	Sprinkler Replacement-Erin Mills Twin Arena	117	0	117	Facility Repairs and Renovations Reserve Fund
CPFP00237	Air Handling Unit Replacements-Erin Mills Twin Arena	461	0	461	Facility Repairs and Renovations Reserve Fund
CPFP00238	Mechanical Replacements-Various Works Locations	325	0	325	Facility Repairs and Renovations Reserve Fund
CPFP00239	Exhaust System Replacements-Various Fire Stations	179	0	179	Facility Repairs and Renovations Reserve Fund
CPFP00240	Kitchen Equipment Replacement-Civic Centre	128	0	128	Facility Repairs and Renovations Reserve Fund
CPFP00241	Interior Finishes-River Grove Community Centre-North Area - Cash Flowed	334	0	334	Facility Repairs and Renovations Reserve Fund

Project Number	Project Name	Gross Cost (000's)	Recovery (000's)	Net Cost (000's)	Funding Sources
CPFP00242	Heating, Ventilation, Air Conditioning Replacement (2 units)-Frank McKechnie Community Centre	122	0	122	Facility Repairs and Renovations Reserve Fund
CPFP00243	Parking Lot Lighting - Various Locations	198	0	198	Facility Repairs and Renovations Reserve Fund
CPFP00246	Structural Repairs-Variou s Locations	182	0	182	Facility Repairs and Renovations Reserve Fund
CPFP00346	2014 Inspections-VFA Assessments-Variou s Locations - Cash Flowed	332	0	332	Facility Repairs and Renovations Reserve Fund
<b>Subtotal</b>		<b>7,343</b>	<b>0</b>	<b>7,343</b>	
<b>Total Expenditures</b>		<b>8,718</b>	<b>0</b>	<b>8,718</b>	

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#### Appendix 4: Proposed 2015-2016 Capital Program

##### Program: Capital Construction & Improvement

Sub-Program	2015 Forecast (\$000's)	2016 Forecast (\$000's)
Accessibility	530	530
Relocation & Office Accommodation	0	480
<b>Subtotal</b>	<b>530</b>	<b>1,010</b>

##### Program: Facility Services

Sub-Program	2015 Forecast (\$000's)	2016 Forecast (\$000's)
Energy Management	1,367	530
Furniture New	64	64
Security New	53	53
Signage	0	54
<b>Subtotal</b>	<b>1,484</b>	<b>701</b>

##### Program: Lifecycle

Sub-Program	2015 Forecast (\$000's)	2016 Forecast (\$000's)
Emergency	530	530
Equipment	0	0
Furniture	0	254
Inspections	438	106
Maintenance	27,701	34,886
Security	332	166
<b>Subtotal</b>	<b>29,001</b>	<b>35,942</b>
<b>Total Expenditures</b>	<b>31,015</b>	<b>37,653</b>





# Recreation

## 2014-2016 Business Plan Update and 2014 Budget

City of Mississauga, Ontario, Canada



**12.4** MILLION VISITORS TO RECREATION FACILITIES.  
**25** ICE RINKS, **18** POOLS AND **11** MAJOR COMMUNITY CENTRES.  
**23,314** REGISTERED COURSES OFFERING **2** MILLION HOURS OF  
RECREATION PROGRAMMING.  
**1.3** MILLION VISITS TO DROP-IN RECREATION CLASSES.



Last year the City of Mississauga undertook an extensive process to create a four year, 2013 through 2016, detailed Business Plan and Budget. Approved in December 2012, the 2013-2016 Business Plan and Budget outlines how and where the City plans to allocate resources to provide good value for taxpayers. Reviewed and updated annually, the four year plan is based on the City's four strategic priorities. 2014 marks the second year of Mississauga's four year Business Plan and Budget. For this "Update Year" staff have focused on primarily updating and presenting exceptions and amendments to the four year approved Service Area Business Plans, while still providing comprehensive financial information and forecasts.

The following summary document sets out a brief description of the Service Area, what has changed since writing the 2013-2016 Business Plan and Budget and performance measurements. The complete 2014-2016 Business Plan and Budget can be found on the City's website.

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## Table of Contents

<b>Existing Core Services .....</b>	<b>4</b>
1.1 Vision and Mission .....	4
1.2 Service Delivery Model .....	5
<b>Updates &amp; Accomplishments .....</b>	<b>6</b>
2.1 Updates .....	6
2.2 Accomplishments .....	6
2.3 Awards and Recognitions .....	7
<b>Proposed Budget .....</b>	<b>8</b>
3.1 Changes to Maintain Current Service Levels and Operationalize Prior Decisions .....	12
3.2 Proposed New Initiatives and New Revenues .....	14
3.3 Highlights of Proposed Capital Program Budget .....	16
3.4 Capital Program .....	17
<b>Performance Measures .....</b>	<b>18</b>
4.1 Balanced Scorecard .....	18
<b>Appendices .....</b>	<b>20</b>
Appendix 1: Details of Changes to Maintain Current Service Levels and Operationalize Prior Decisions .....	21
Appendix 2: Budget Requests .....	25
Appendix 3: Proposed 2014 Capital Program .....	41
Appendix 4: Proposed 2015-2016 Capital Program .....	42



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# Existing Core Services

## 1.1 Vision and Mission

### Vision

Recreation is made up of a dynamic team of staff, volunteers and partners committed to strengthening individuals, families and the community by offering and encouraging life-long learning, leisure and sustainable recreation experiences.

### Mission

Keeping Mississauga Healthy, Active and Connected.



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## 1.2 Service Delivery Model

Services are delivered by a multidisciplinary team working cooperatively to meet the recreation needs of the community.

- The Business Planning section is responsible for developing and reviewing business propositions, soliciting and negotiating partnerships where appropriate, project management for critical strategic projects, conducting research for new and innovative projects and coordinating the budgetary management, monitoring and reporting;
- The Community Development section is responsible for managing the process for affiliation and recognition of community group status, building partnerships to develop community program capacity, offering support to sport, cultural and service organizations and administering the Division's Fee Assistance Program;
- Community Recreation is responsible for delivering registration and drop in aquatic, fitness/active living, camp, arena and general interest programming. In addition this area administers and supports contracts with residents and community groups for facility and sport field rentals, manages and operates two 18 hole and one nine hole golf course and manages and operates three food and beverage outlets;
- Facility Operations is responsible for providing a clean environment and ensuring all equipment is well maintained at all Recreation facilities. In addition to the delivery of day to day customer service, this area also coordinates and supports facility rental and banquet services while ensuring compliance with all legislative requirements; and

- Support Services is responsible for managing the recreation program registration and facility bookings process, developing promotional and external communication campaigns to build program awareness, maintaining and reviewing compliance standards with both corporate policies and legislation and providing operational management and support.



Walmart-At-Play participants

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# Updates & Accomplishments

## 2.1 Updates

### **Building Our Future:**

- Redeveloped River Grove Community Centre to reopen in July 2014;
- Community consultation for Meadowvale Community Centre redevelopment is complete. Building to close July 2014 for 24 months; and
- Holcim Waterfront Estates opens fall of 2013 to accommodate banquets, corporate events and staff training.

### **Quality at Play:**

- City of Mississauga has received funding from the Ministry of Culture and Sport for the implementation of HIGH FIVE®, a national quality assurance initiative for children's program.

### **Healthy Citizens:**

- Implementation of Heart Wise programs assisting those looking to improve their heart health;
- Redevelopment of two fitness centres to better accommodate growing needs of existing and future fitness members; and
- Adding a therapy pool at Meadowvale Community Centre to support new aqua therapy services in that community.

### **Focus on Utilization:**

- New Ice Allocation Policy will drive greater use and revenues at City arenas; and
- Meeting Room Task Group to be formed to reposition Community spaces in the market.

## 2.2 Accomplishments

### **Maple Leaf Sports and Entertainment/RONA Foundation “Team Up”**

- \$50,000 donation to help refurbish the Malton Arena

### **Community Infrastructure Improvement Fund**

- Successful in obtaining \$990,000 in federal funding for the redevelopment of the Westacres Outdoor Pool.

### **Sport Plan/Sport Tourism Strategy**

- Council endorsed the Sport Plan which includes 40 recommendations to be implemented over a five year period;
- Sport Tourism Strategy to focus on attracting high impact events into the City; and
- Sport Tourism Coordinator funded through a renegotiation of the Mississauga Toronto West Tourism agreement.

### **On-line Spot Ice Bookings**

- Introduction of on-line spot ice rentals has had a positive impact on overall hours booked.

### **Frank McKechnie Pool Re-Opening**

- Improved on-deck and in-water customer experience with the installation of new air handling and heating system.

### **Erindale Village Hall**

- Purchase of historic hall provides access to residents for programs and rentals in a heritage facility.

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## 2.3 Awards and Recognitions

### Youth Friendly Community Designation

- The City of Mississauga received GOLD Youth Friendly Community Builder Designation from the Play works organization.

### Clarkson Community Centre Pool – Facility of Merit Award

- Pool Design wins Facility of Merit Award for the City of Mississauga community centre revitalization initiative.

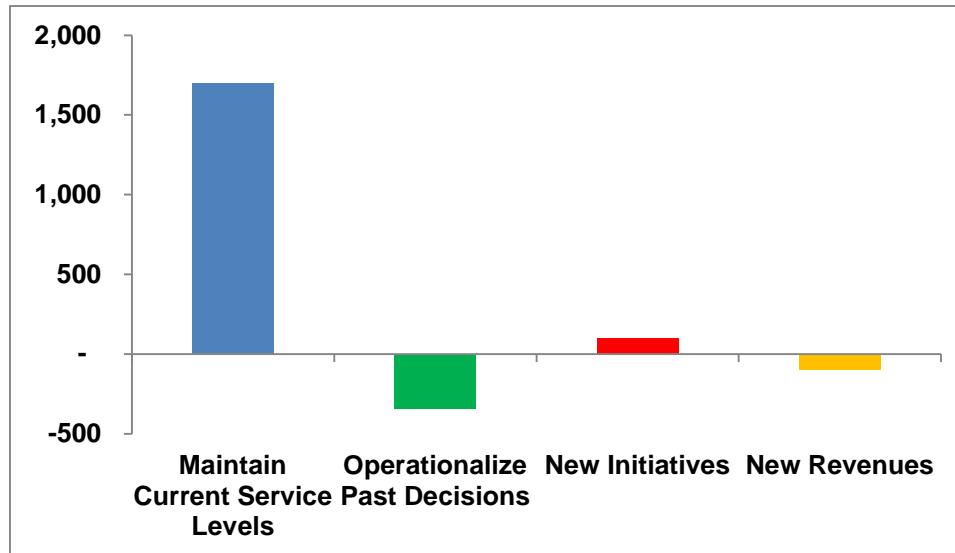


Clarkson Community Centre Pool

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## Proposed Budget

This part of the Business Plan sets out the financial resources required to deliver the proposed 2014-2016 Business Plan. Information is provided by major expenditure and revenue category as well as by program. The costs to maintain existing service levels and operationalize prior decisions are identified separately from proposed changes. The prior year budget for 2013 was \$19,845,000 and the proposed budget for 2014 is \$21,201,000.



### Total Changes to Maintain Current Service Levels

Recreation works diligently towards balancing cost pressures such as labour, utility increases, lease space increases and direct cost allocations with finding efficiencies and cost savings throughout its operation (i.e. recreation program efficiencies, scheduling efficiencies and improved facility maintenance).

The impact of maintaining current service levels for Recreation is \$1.697 million.

### Total Changes to Operationalize Prior Decisions

There are four approved capital projects resulting in a \$343,000 net improvement in the 2014 operating budget:

- \$189,000 operating savings as a result of the closure of Meadowvale Community Centre in 2014 for redevelopment;

- 
- \$80,000 operating improvement due to the re-opening of River Grove Community Centre;
  - \$77,000 revenue increase as a result of the completion of the irrigation system replacement at Lakeview Golf Course; and
  - \$3,000 incremental increase at Holcim Waterfront Estate.

### **Total New Initiatives and Revenues**

Recreation has identified three new initiatives for 2014. Of these, only one has an operating budget impact.

2014 funding request of \$100,000 will be used to support the implementation of Mississauga's Sport Plan. The plan will provide guidance to staff and community sport organizations for delivering quality sport programs in Mississauga over the next five years. It will focus on developing community partnerships, public engagement and investments that will ultimately enhance sport delivery throughout Mississauga.

To support the objectives outlined in the Council approved Sport Tourism Strategy, the hiring of a Sport Tourism Coordinator will provide a single point of contact, offering a coordinated and strategic approach to attracting high profile events to the City and promoting the City as a sport tourism destination. Existing funds provided to the Mississauga Toronto West Tourism Association will support this new position.

Recreation will also be implementing a national accreditation program known as HIGH FIVE®. This program is Canada's only comprehensive accreditation system for organizations providing recreation and sport programs to children aged six to 12 years. Grant funding has been received from the Ontario Sport and Recreation Communities Fund to support the training to all front line instructors in the principles of healthy child development.

Recreation will be implementing three new revenue generating initiatives in 2014:

- (\$55,000) through Title Naming Rights initiatives;
- (\$23,000) through Non-resident Surcharge on Sport Groups; and
- (\$20,000) through an Affiliated Group application fee.

The following table identifies the budgeted expenditures and revenues for 2013 to 2016 by major program within the service area, as well as 2012 actuals by programs.

Description	2012 Actuals (\$000's)	2013 Budget (\$000's)	2014 Proposed Budget (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)
<b>Expenditures to Deliver Current Services</b>					
Recreation Facilities and Programs	42,315	42,890	42,592	43,515	44,580
Divisional Support Services	8,745	8,919	9,049	9,203	9,208
Golf and Hershey Centre	12,564	12,930	13,223	13,439	13,658
<b>Total Expenditures</b>	<b>63,624</b>	<b>64,740</b>	<b>64,864</b>	<b>66,157</b>	<b>67,446</b>
<b>Revenues</b>	<b>(43,345)</b>	<b>(44,895)</b>	<b>(43,665)</b>	<b>(44,533)</b>	<b>(45,248)</b>
Transfers From Reserves and Reserve Funds	(64)	0	0	0	0
New Initiatives	0	0	100	35	(54)
New Revenues	0	0	(98)	(38)	0
<b>Proposed Net Budget Including New Initiatives &amp; New Revenues</b>	<b>20,216</b>	<b>19,845</b>	<b>21,201</b>	<b>21,622</b>	<b>22,144</b>
<b>Expenditures Budget - Changes by Year</b>			<b>0%</b>	<b>2%</b>	<b>2%</b>
<b>Proposed Net Budget - Changes by Year</b>			<b>7%</b>	<b>2%</b>	<b>2%</b>

Note: Numbers may not balance due to rounding.

The following table separates the financial requirements into those required to maintain current service levels; to operationalize prior decisions; and proposed new initiatives and new revenues. More details are provided in sections 3.1 and 3.2.

Description	2014 Proposed Budget (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)
<b>Prior Year Total Expenditures Budget</b>	<b>64,740</b>	<b>64,964</b>	<b>66,193</b>
<b>Increases/(Decreases) to Maintain Current Service Levels</b>			
Labour and Benefits	853	647	542
Other Cost Increases	694	550	584
Efficiencies and Cost Savings	(454)	(627)	(627)
<b>Total Expenditures to Maintain Service Levels</b>	<b>65,833</b>	<b>65,535</b>	<b>66,692</b>
<b>Prior Year Revenue Budget</b>	<b>(44,895)</b>	<b>(43,763)</b>	<b>(44,571)</b>
Current Revenue Changes	604	(150)	(150)
<b>Total Revenues</b>	<b>(44,291)</b>	<b>(43,913)</b>	<b>(44,721)</b>
<b>Net Expenditures to Maintain Services</b>	<b>21,542</b>	<b>21,622</b>	<b>21,971</b>
<b>Net Changes to Maintain Current Service Levels</b>	<b>1,697</b>	<b>421</b>	<b>349</b>
<b>Increases/(Decreases) to Operationalize Prior Decisions</b>			
Operating Impact of New Capital Projects - Revenue	626	(620)	(527)
Operating Impact of New Capital Projects - Expenses	(969)	623	754
<b>Changes to Operationalize Prior Decisions</b>	<b>(343)</b>	<b>3</b>	<b>227</b>
<b>Net Expenditure to Maintain Current Service Levels and Operationalize Prior Decisions</b>	<b>21,199</b>	<b>21,625</b>	<b>22,198</b>
Proposed New Initiatives & New Revenues - Revenue	(98)	(38)	0
Proposed New Initiatives & New Revenues - Expenses	100	35	(54)
<b>Proposed New Initiatives &amp; New Revenues</b>	<b>3</b>	<b>(3)</b>	<b>(54)</b>
<b>Proposed Total Expenditures Budget</b>	<b>64,964</b>	<b>66,193</b>	<b>67,392</b>
<b>Proposed Total Revenues Budget</b>	<b>(43,763)</b>	<b>(44,571)</b>	<b>(45,248)</b>
<b>Proposed Net Budget</b>	<b>21,201</b>	<b>21,622</b>	<b>22,144</b>

Note: Numbers may not balance due to rounding.



### 3.1 Changes to Maintain Current Service Levels and Operationalize Prior Decisions

The following two tables identify the major changes in the costs to maintain existing service levels and the cost increases arising from prior decisions. Detailed explanations of changes to 2014 as well as the proposed Full Time Equivalent Staffing by Program can be found in Appendix 1.

#### Proposed Changes to Maintain Current Service Levels

Description	FTE	2014 Proposed Budget (\$000's)	2015 Forecast (\$000)	2016 Forecast (\$000)
<b>Labour and Benefits</b>	<b>0.0</b>	<b>853</b>	<b>647</b>	<b>542</b>
<b>Other Cost Increases</b>				
Utility Increase	0.0	327	475	511
Hershey Centre Management Services Harmonized Sales Tax Cost	0.0	100	0	0
201 City Center Lease Increase	0.0	84	3	3
Pylon Sign Maintenance	0.0	40	0	0
Conversion of Long Term Contract Employees to Full Time	0.0	18	0	0
SMG Agreement Renewal-Customer Service	7.0	0	0	0
Other Changes	0.0	125	72	71
<b>Other Cost Increases</b>	<b>7.0</b>	<b>694</b>	<b>550</b>	<b>584</b>
<b>Efficiencies and Cost Savings</b>				
Recreation Program Efficiencies	(0.9)	(136)	0	0
SMG Agreement Renewal/Customer Service Transition	0.0	(80)	0	0
Improved Facility Maintenance	(0.7)	(86)	0	0
Customer Service Schedule Efficiencies	(2.0)	(85)	0	0
Product Service Purchasing Efficiencies	0.0	(40)	0	0
Hershey Centre Food and Beverage Efficiencies	0.0	(15)	0	0
Concessions Contract Efficiencies	0.0	(13)	0	0
Efficiency Future Place Holder	0.0	0	(627)	(627)
<b>Efficiencies and Cost Savings</b>	<b>(3.6)</b>	<b>(454)</b>	<b>(627)</b>	<b>(627)</b>
<b>Current Revenue Changes</b>				
Recreation Program Fee Increase	0.0	(125)	(150)	(150)
Meeting Room Revenue Pressure	0.0	240	0	0
Arena Revenue Pressure	0.0	200	0	0

### Proposed Changes to Maintain Current Service Levels (Cont'd)

Description	FTE	2014 Proposed Budget (\$000's)	2015 Forecast (\$000)	2016 Forecast (\$000)
<b>Current Revenue Changes (Cont'd)</b>				
Lakeview Golf Revenue Pressure	0.0	140	0	0
Food Services Revenue Pressure	0.0	100	0	0
OHL Rental Space Pressure	0.0	54	0	0
Mississauga Gymnastics Lease Agreement	0.0	20	0	0
Other Revenue Increases	0.0	(25)	0	0
<b>Current Revenue Changes</b>	<b>0.0</b>	<b>604</b>	<b>(150)</b>	<b>(150)</b>
<b>Total Changes to Maintain Current Service Levels</b>	<b>3.4</b>	<b>1,697</b>	<b>421</b>	<b>349</b>

Note: Numbers may not balance due to rounding.

### Proposed Changes to Operationalize Prior Decisions

Description	FTE	2014 Proposed Budget (\$000's)	2015 Forecast (\$000)	2016 Forecast (\$000)
<b>Annualization of Prior Years Operating Cost Decisions</b>				
<b>Annualization of Prior Years Operating Cost Decisions</b>	<b>0.0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Operating Impact of New Capital Projects</b>				
Meadowvale Community Center Redevelopment Closure Impacts	(7.5)	(189)	(261)	225
River Grove Community Center Redevelopment Closure Impacts	14.0	(80)	262	0
Lakeview Golf Course - Reversal of 2013 Shutdown for Sprinkler Upgrade	0.0	(77)	0	0
Bell Gairdner Estate Banquet and Conference	1.0	3	2	2
<b>Operating Impact of New Capital Projects</b>	<b>7.5</b>	<b>(343)</b>	<b>3</b>	<b>227</b>
<b>Total Changes to Operationalize Prior Decisions</b>	<b>7.5</b>	<b>(343)</b>	<b>3</b>	<b>227</b>

Note: Numbers may not balance due to rounding.

### 3.2 Proposed New Initiatives and New Revenues

The following table presents the costs by budget request for proposed new initiatives and proposed new revenues. Detailed descriptions of each budget request can be found in Appendix 2.

#### Proposed New Initiatives and New Revenues

Description	BR #	FTE	2014 Proposed Budget (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)	2014 to 2016 Capital (\$000's)
<b>New Initiatives</b>						
Mississauga Sports Plan Implementation	806	0.0	100	0	0	0
Sports Tourism Co-ordinator-Cost Share with Toronto Tourism	733	1.0	0	0	0	0
2016 Ontario Summer Games	734	2.0	0	100	21	0
Community Centre Transition to Hansen	791	(2.0)	0	(65)	0	252
E-Recreation Guide Strategy	821	0.0	0	0	(75)	0
<b>Total New Initiatives</b>		<b>1.0</b>	<b>100</b>	<b>35</b>	<b>(54)</b>	<b>252</b>
<b>New Revenues</b>						
Title Naming Rights	731	0.0	(55)	0	0	0
Non Resident Surcharge on Sports Groups	736	0.0	(23)	(18)	0	0
Affiliated Group Charge Backs	737	0.0	(20)	(20)	0	0
<b>Total New Revenues</b>		<b>0.0</b>	<b>(98)</b>	<b>(38)</b>	<b>0</b>	<b>0</b>
<b>Total New Initiatives and New Revenues</b>		<b>1.0</b>	<b>3</b>	<b>(3)</b>	<b>(54)</b>	<b>252</b>

Note: Numbers may not balance due to rounding.

The following table outlines the 2012 actual costs, 2013 approved budget and proposed 2014 Budget and Forecasts for the remaining three years, by major expense and revenue categories.

**Proposed Budget by Category**

Description	2012 Actuals (\$000's)	2013 Budget (\$000's)	2014 Proposed Budget (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)
<b>Total Expenditures before Administrative and Support Costs</b>					
Labour Costs	41,353	41,719	42,065	43,287	44,509
Other Operating Costs	21,076	22,478	22,374	22,369	22,338
<b>Total Expenditures</b>	<b>62,429</b>	<b>64,197</b>	<b>64,438</b>	<b>65,656</b>	<b>66,847</b>
Total Revenues	(43,408)	(44,895)	(43,763)	(44,571)	(45,248)
<b>Net Expenditures before Administrative and Support Costs</b>	<b>19,020</b>	<b>19,302</b>	<b>20,676</b>	<b>21,085</b>	<b>21,599</b>
Administrative and Support Costs	1,195	544	526	537	545
<b>Net Budget</b>	<b>20,216</b>	<b>19,845</b>	<b>21,201</b>	<b>21,622</b>	<b>22,144</b>

Note: Numbers may not balance due to rounding.

---

### **3.3 Highlights of Proposed Capital Program Budget**

2014 Capital funding is primarily directed towards the redevelopment of both River Grove Community Centre and Meadowvale Community Centre. Meadowvale redevelopment funding continues through to 2017 with a total forecast of \$25.9 million (2014-2017).

Starting in 2015 funding has been identified for a Community Recreation Facility partnership located on Park 459 in the Churchill Meadows area. The City's funding share represents one-third of the total cost and is forecasted at \$10.6 million.

Recreation's State of Good Repair funding is vital to maintaining existing service levels with respect to program equipment as well as ensuring our facilities maintain a suitable building infrastructure standard. The 2014 forecast for this funding category is \$1.075 million. The 10 year forecast for the State of Good Repair funding is forecasted at \$35.5 million as Recreation has included two major lifecycle maintenance projects totalling \$24.5 million (Iceland Arena in 2020 and South Common Community Centre in 2021).

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### 3.4 Capital Program

This section summarizes the forecast 10 year capital requirements for this service. The following table presents the forecast by major program. The next table summarizes the sources of financing for the capital forecast. A detailed listing of 2014 to 2016 projects is contained in Appendix 3 and 4.

#### Proposed Capital Program

Program Expenditures	2014 Proposed Budget (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)	2017 Forecast (\$000's)	2018-2023 Forecast (\$000's)	Total 2014-2023 (\$000's)
City Wide Recreation	8,159	16,697	10,712	6,338	27,790	69,696
Vehicles, Equipment	915	670	1,030	577	3,470	6,662
<b>Total Expenditures</b>	<b>9,074</b>	<b>17,367</b>	<b>11,742</b>	<b>6,915</b>	<b>31,260</b>	<b>76,358</b>

Note: Numbers may not balance due to rounding.

#### Proposed Capital Program (continued)

Program Funding	2014 Proposed Budget (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)	2017 Forecast (\$000's)	2018-2023 Forecast (\$000's)	Total 2014-2023 (\$000's)
Cash In Lieu	5,667	14,801	6,036	612	15,000	42,114
Development Charges	0	662	4,200	3,826	0	8,687
Tax	1,354	1,413	1,507	1,622	16,260	22,156
Debt	2,053	492	0	856	0	3,401
<b>Total Funding</b>	<b>9,074</b>	<b>17,367</b>	<b>11,742</b>	<b>6,915</b>	<b>31,260</b>	<b>76,358</b>

Note: Numbers may not balance due to rounding.

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# Performance Measures

## 4.1 Balanced Scorecard

The Balanced Scorecard identifies four key areas for evaluation and reporting to determine the level of the organization's performance. These four areas are: Financial, Customers, Employees/Innovation and Learning and Internal Business Processes.

By monitoring and managing the results of all four areas an organization can retain balance in its performance and know that it is moving towards the accomplishing its objectives.

### Financial Measures

*Cost Recovery* represents the percentage of the total gross cost that Recreation recovers through various rates and user fees. It represents the percentage of cost, including utility costs, not supported through the general property tax base.

*Gross Operating Cost* is the total operating cost to deliver recreation programs divided by the total population. It indicates the cost of service before user fees and other revenue streams generated by the service.

### Customer Measures

*Total participant hours of recreation programs delivered annually per 1,000 persons* quantifies the level of recreation programming available to residents.

*Overall customer satisfaction* is determined through the online evaluation survey of program participants. Upon completion all participants in a Recreation programs are

asked to complete an online survey. The survey information is automatically tabulated and the results are used to identify participant satisfaction, look for areas of improvement and to determine potential new programming opportunities.

### Employee/Innovation Measures

*Per cent of Total Transactions Completed Online* is a percentage representing the number of program registrations completed online. Online registration is highlighted within the Recreation Division's balanced scorecard as it innovatively allows customers to register from any location where the internet is accessible, providing the customer a faster, more convenient experience while reducing the cost of mailing documents or paper resulting from an in-person registration

### Business Process Measures

*Employee job related/technical training and development measurement* is based on the Employee Engagement Survey conducted every two years by Metrics@Work. The figure represents the degree to which employees feel they have the necessary training and skills to perform their regular roles and responsibilities.

*The number of individuals that are trained internally* through the Standards and Training group to ensure staff are qualified and certified to perform the duties of their position.

Measures for Recreation	2010 (Actual)	2011 (Actual)	2012 (Actual)	2013 (Planned)	2014 (Planned)	2015 (Planned)	2016 (Planned)
<b>Financial:</b>							
Cost Recovery	71.4%	70.2%	68.8%	69.5%	69.5%	69.5%	69.5%
Gross Operating Cost for Recreation Facilities Per Person (MPMP)	\$54.94	\$57.11	\$57.02	\$59.33	\$60.70	\$62.09	\$63.52
<b>Customer:</b>							
Participant Hours of Recreation Programs per 1,000 Persons (MPMP)	9,638.12	9,928.61	10,312.1	10,000	10,000	10,000	10,000
Overall Customer Satisfaction (Internal Survey)	85%	87%	88%	89%	90%	90%	90%
<b>Employees/ Innovation:</b>							
Percentage of Total Annual Transactions Completed Online	49%	53%	55%	60%	65%	65%	65%
<b>Internal Business Process:</b>							
Job Related/Technical Training and Development (Employee Survey)	75%	75%	75%	78%	79%	80%	80%
Individual In-House Enrolments in T&D Courses	5,697	5,769	6,878	6,000	6,000	6,000	6,000



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## **Appendices**

## Appendix 1: Details of Changes to Maintain Current Service Levels and Operationalize Prior Decisions

### Changes to Maintain Current Service Levels

Description	2013 Budget (\$000's)	2014 Proposed Budget (\$000)	Change (\$000's)	Details
<b>Labour and Benefits</b>	<b>40,239</b>	<b>41,093</b>	<b>853</b>	Increase reflects economic adjustment increases, labour adjustments and other fringe benefit changes.
<b>Other Cost Increases</b>				
Utility Increase	7,028	7,355	327	Increase in utility rates for supply and delivery charges.
Harmonized Sales Tax (HST) Increase	0	100	100	Hershey Centre Management Services HST cost.
201 City Center Lease	105	190	84	Increase in Lease costs for 201 City Centre Drive.
Pylon Sign Maintenance	50	90	40	
Conversion of Two Long Term Contract Employees to Full Time	201	219	18	
Other Changes	544	668	125	Represents increase in direct allocations.
Other Costs	11,441	11,441	0	
<b>Total Other Cost Increases</b>	<b>19,369</b>	<b>20,063</b>	<b>694</b>	
<b>Efficiencies and Cost Savings</b>				
Recreation Program Efficiencies	531	395	(136)	Efficiencies realized through pro-active cost and labour management.
SMG Agreement Renewal/Customer Service Transition	3,157	3,077	(80)	Savings realized through new agreement.
Improved Facility Maintenance	515	429	(86)	Efficiencies realized through pro-active maintenance program.
Customer Service Schedule Efficiencies	803	719	(85)	Efficiencies realized through pro-active labour management.
Product/Service Purchasing Efficiencies	89	49	(40)	Savings realized through pro-active cost management.
Hershey Centre Food and Beverage Efficiencies	15	0	(15)	Savings realized through pro-active cost management.
Concessions Contract Efficiencies	13	0	(13)	Efficiencies realized through pro-active cost management.
<b>Total Efficiencies and Cost Savings</b>	<b>5,123</b>	<b>4,669</b>	<b>(454)</b>	

### Changes to Maintain Current Service Levels (Cont'd)

Description	2013 Budget (\$000's)	2014 Proposed Budget (\$000)	Change (\$000's)	Details
<b>Current Revenue Changes</b>				
Recreation Program Fee Increase	(14,734)	(14,859)	(125)	Various program and rental fee increases
Meeting Room Revenue Pressure	(1,825)	(1,585)	240	Adjust to historical trend of actuals
Arena Revenue Pressure	(8,884)	(8,684)	200	Adjust to historical trend of actuals
Lakeview Golf Pressure	(1,989)	(1,849)	140	Adjust to historical trend of actuals
Food Services Revenue Pressure	(863)	(763)	100	Adjust for sales volume at Library kiosk
OHL Rental Space Pressure	(243)	(189)	54	
Mississauga Gymnastics Lease Agreement	(277)	(257)	20	Adjust as per lease agreement
Other Revenue Increases	(100)	(125)	(25)	
Other Revenue	(15,980)	(15,980)	0	
<b>Total Current Revenue Changes</b>	<b>(44,895)</b>	<b>(44,291)</b>	<b>604</b>	
<b>Total Changes to Maintain Current Service Levels</b>	<b>19,837</b>	<b>21,534</b>	<b>1,697</b>	

Note: Numbers may not balance due to rounding.

### Changes to Operationalize Prior Decisions

Description	2013 Budget (\$000's)	2014 Proposed Budget (\$000's)	Change (\$000's)	Details
<b>Annualization of Previous Years Operating Cost Decisions</b>				
<b>Total Annualization of Previous Years Operating Cost Decisions</b>	0	0	0	
<b>Operating Impact of New Capital Projects</b>				
Meadowvale Community Center Redevelopment Closure Impacts	189	0	(189)	Meadowvale Community Center will be scheduled to be closed for redevelopment in 2014 for 26 months.
Lakeview Golf Course-Sprinkler Upgrade	0	(77)	(77)	Reversal of revenue pressure at Lakeview for irrigation system replacement.
River Grove Closure Impacts	(181)	(261)	(80)	River Grove Center was closed in 2013 for redevelopment and will re-open in 2014.
Bell Gairdner Estate Banquet and Conference	0	3	3	Represents one full time equivalent to start July 1, 2014, partially offset with revenues.
<b>Total Operating Impact of New Capital Projects</b>	8	(335)	(343)	
<b>Total Changes to Operationalize Prior Decisions</b>	8	(335)	(343)	
<b>Total Costs to Maintain Current Services Levels and Operationalize Prior Decisions</b>	19,845	21,199	1,353	

Note: Numbers may not balance due to rounding.

### Proposed Full Time Equivalent Staffing Distribution by Program

Program	2013	2014	2015	2016
Recreation Facilities and Programs	607.3	594.7	605.7	614.2
Divisional Support Services	79.0	79.0	77.0	77.0
Golf and Hershey Centre	69.9	76.9	76.9	76.9
<b>Total Service Distribution</b>	<b>756.2</b>	<b>750.6</b>	<b>759.6</b>	<b>768.1</b>

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## Appendix 2: Budget Requests

### Proposed 2014-2016 New Initiatives and New Revenues (Budget Requests)

Please see the Budget Requests for the 2014-2016 Business Planning Cycle with details to follow.

Description	BR #	Year
<b>New Initiatives</b>		
Mississauga Sports Plan Implementation	806	2014
Sports Tourism Co-ordinator-Cost Share with Toronto Tourism	733	2014
2016 Ontario Summer Games	734	2015
Community Centre Transition to Hansen	791	2015
E-Recreation Guide Strategy	821	2016
<b>New Revenues</b>		
Title Naming Rights	731	2014
Non Resident Surcharge on Sports Groups	736	2014
Affiliated Group Charge Backs	737	2014

---

Budget Request #: 806

**Proposed Initiative**

Mississauga Sport Plan  
Implementation

**Department**

Community Services  
Department

**Service Area**

Recreation

**Required Operating Investment**

Impacts (\$000s)	2014	2015	2016
Gross Expenditures	100.0	100.0	100.0
Reserves & Reserve Funds	0.0	0.0	0.0
User Fees & Other Revenues	0.0	0.0	0.0
Tax Levy Requirements	100.0	100.0	100.0
* Net Change in \$		0.0	0.0
FTEs	0.0	0.0	0.0

*\* Any net change that is negative, (in brackets), is a good thing. It means a reduction in expenditure or an increase in revenue.*

**Required Capital Investment**

Total Capital (\$000s)	2013 & Prior	2014	2015	2016	2017 & Beyond
Expenditures	0.0	0.0	0.0	0.0	0.0

**Why Staff Recommend this Initiative**

The Mississauga Sport Plan provides direction and recommendations to support the sustainability and growth of sport in Mississauga over the next five years. The vision is for Mississauga to have a dynamic and collaborative sport system that enables all residents to enjoy sport to the extent of their interests and abilities.

### **Details of Service Change**

Forty per cent of the funding will be directed towards implementing recommendations that are the responsibility of the City, which include:

- Reviewing the governance model and strategic plan for the Mississauga Sport Council;
- Developing a physical literacy action plan;
- Developing and delivering sport programs that increase participation for communities of interest; and
- Undertaking a facility and utilization analysis to determine the types and number of facilities required to meet current and future needs.

The remaining 60 per cent will supplement the annual Mississauga Sport Council grant to assist the Council in executing the following recommendations:

- Developing an incentive program to increase volunteerism in community sport;
- Building a database of volunteers and resources to support local sport;
- Hosting a Sport Summit focused on showcasing sport; and
- Developing a long-term vision and strategic plan for the Mississauga Sport Hall of Fame.

### **Service Impact**

Funding is required to implement the recommendations contained within the Mississauga Sport Plan. Executing the Plan will be a shared responsibility between the City of Mississauga and the Mississauga Sport Council.

---

*Budget Request #: 733*

**Proposed Initiative**

Sport Tourism Coordinator - Cost  
Share with Toronto Tourism

**Department**

Community Services  
Department

**Service Area**

Recreation

**Required Operating Investment**

Impacts (\$000s)	2014	2015	2016
Gross Expenditures	0.0	0.0	0.0
Reserves & Reserve Funds	0.0	0.0	0.0
User Fees & Other Revenues	0.0	0.0	0.0
Tax Levy Requirements	0.0	0.0	0.0
* Net Change in \$		0.0	0.0
FTEs	1.0	1.0	1.0

*\* Any net change that is negative, (in brackets), is a good thing. It means a reduction in expenditure or an increase in revenue.*

**Required Capital Investment**

Total Capital (\$000s)	2013 & Prior	2014	2015	2016	2017 & Beyond
Expenditures	0.0	0.0	0.0	0.0	0.0

**Why Staff Recommend this Initiative**

This position aligns with the Mississauga Sport Plan and Sport Tourism Strategy recommendations.



---

*Budget Request #: 733*

**Details of Service Change**

This position will advance the following key objectives:

- Attract new high impact events to the City;
- Champion the Community Excitement and Awareness Campaign for the Pan Am/Para Pan Games;
- Coordinate internal and external plans and logistics associated with the City's involvement in the Pan Am/Para Pan Games;
- Chair the bid committee for the Ontario Summer Games;
- Market the City as a Sport Tourism Destination; and
- Build relationships with various tourism sectors including Mississauga Toronto West Tourism, Sport Council, Board of Trade, Hoteliers, and the Mississauga Tourism Advisory Panel.

The existing grant that the City provides to the Toronto Convention and Visitor Association will be reduced to totally offset the cost of this FTE (Grade F).

**Service Impact**

This position supports the objectives outlined in the Sport Tourism Strategy by providing a single point of contact that will be responsible for ensuring there is a coordinated and strategic approach to attracting high profile events to the City and promoting the City as a sport tourism destination of choice and event-friendly city.

---

Budget Request #: 734

**Proposed Initiative**

2016 Ontario Summer Games

**Department**

Community Services  
Department

**Service Area**

Recreation

**Required Operating Investment**

Impacts (\$000s)	2014	2015	2016
Gross Expenditures	0.0	100.4	121.1
Reserves & Reserve Funds	0.0	0.0	0.0
User Fees & Other Revenues	0.0	0.0	0.0
Tax Levy Requirements	0.0	100.4	121.1
* Net Change in \$		100.4	20.6
FTEs	0.0	1.0	2.0

*\* Any net change that is negative, (in brackets), is a good thing. It means a reduction in expenditure or an increase in revenue.*

**Required Capital Investment**

Total Capital (\$000s)	2013 & Prior	2014	2015	2016	2017 & Beyond
Expenditures	0.0	0.0	0.0	0.0	0.0

**Why Staff Recommend this Initiative**

The Mississauga Sport Plan and the Sport Tourism Strategy identify the 2016 Ontario Summer Games as a key priority for the City of Mississauga to pursue and bid on.

**Details of Service Change**

General Manager is required to work cooperatively with the Games Chairperson, and the Games Organizing Committee to develop the overall Games strategy. They will also act as primary liaison to Games Organizing Committee Chairperson. They will perform the role of Games Manager leading and coordinating all Games functions including:

- Management of volunteer recruitment and development;
- Support to all volunteer and staff led Games Committees; and
- Management of games operations, including liaison with accommodations services, transportation services, sport competition and venues, food suppliers and the Sport Alliance of Ontario.

**Service Impact**

The Mississauga Sport Plan recommends that the City of Mississauga pursue hosting multi-sport games. More specifically the Sport Tourism Strategy identifies the Ontario Summer Games as an event the City should consider bidding on. Supporting and securing the Ontario Summer Games will achieve both community and economic benefits for the city including increased economic activity, enhanced municipal profile and community capacity, civic pride, family and community cohesion, and tax revenue.

---

Budget Request #: 791

**Proposed Initiative**

Community Centre Transition to  
Hansen

**Department**

Community Services  
Department

**Service Area**

Recreation

**Required Operating Investment**

Impacts (\$000s)	2014	2015	2016
Gross Expenditures	0.0	(65.0)	(65.0)
Reserves & Reserve Funds	0.0	0.0	0.0
User Fees & Other Revenues	0.0	0.0	0.0
Tax Levy Requirements	0.0	(65.0)	(65.0)
* Net Change in \$		(65.0)	0.0
FTEs	0.0	(2.0)	(2.0)

*\* Any net change that is negative, (in brackets), is a good thing. It means a reduction in expenditure or an increase in revenue.*

**Required Capital Investment**

Total Capital (\$000s)	2013 & Prior	2014	2015	2016	2017 & Beyond
Expenditures	1,000.0	0.0	251.7	0.0	0.0

**Why Staff Recommend this Initiative**

This project aligns with the Divisional Business Plan with respect to increasing asset management through the leveraging of technology. At the same time it creates a degree of operating efficiencies and improved tools for labour management within Recreation.

---

*Budget Request #: 791*

**Details of Service Change**

The initiative would consist of two phases. The initial phase would include the development and implementation of Hansen Activity timesheets for Recreation facility operations staff, while the second would include the implementation of the mobile applications across the division. The system will provide valuable and detailed data collection and reporting measures, and identify detailed information on total job costing including human resource allocation, provide documentation to support risk management and litigation, provide up to date work management indicators and allow for better management of labour costs against facility assets.

**Service Impact**

There should be no noticeable external impact with respect to the service levels provided to customers and residents visiting Recreation facilities. However, this initiative would improve the efficiency of providing that level of service through measuring labour allocation against benchmarked service levels.

---

Budget Request #: 821

**Proposed Initiative**

E-Recreation Guide Strategy

**Department**

Community Services  
Department

**Service Area**

Recreation

**Required Operating Investment**

Impacts (\$000s)	2014	2015	2016
Gross Expenditures	0.0	0.0	(75.0)
Reserves & Reserve Funds	0.0	0.0	0.0
User Fees & Other Revenues	0.0	0.0	0.0
Tax Levy Requirements	0.0	0.0	(75.0)
* Net Change in \$		0.0	(75.0)
FTEs	0.0	0.0	0.0

*\* Any net change that is negative, (in brackets), is a good thing. It means a reduction in expenditure or an increase in revenue.*

**Required Capital Investment**

Total Capital (\$000s)	2013 & Prior	2014	2015	2016	2017 & Beyond
Expenditures	215.0	0.0	0.0	0.0	0.0

**Why Staff Recommend this Initiative**

This initiative achieves two critical objectives, creating efficiencies and cost savings while increasing Recreation's online presence in a positive, dynamic and customer focused manner, as such it is an excellent example of continuous improvement.

**Details of Service Change**

This initiative is part of the long term strategy to replace the current print version of the Active Guide with a new online search tool that would allow customers and residents to create their own 'customized' guide. The development of an online search tool would allow residents to dynamically search recreation programs and manage their client accounts. Once this tool is functional and ready for use the print guide will be phased out and replaced with the tool and supported by a new marketing strategy. The search tool will allow customers and residents, using a number of dynamic criteria, to search all programs and services offered at Recreation facilities. It would also allow users to be able to save their search results and request alerts on any changes for upcoming courses. This search tool would be linked to CLASS and Connect2Rec to allow individuals to register and process payment for programs and services.

**Service Impact**

This initiative will decrease the cost of communications by \$75,000 and features a migration to greater web based communications for Recreation customers. Over the course of the 2013-2016 Business plan electronic communication channels will be put in place along with a revised marketing strategy to provide the customer more options for them to access information on rates, programs and services offered by Recreation. It will make it easier for customers to find information and purchase and register for Recreation activities.

---

Budget Request #: 731

**Proposed Initiative**

Title Naming Rights

**Department**

Community Services  
Department

**Service Area**

Recreation

**Required Operating Investment**

Impacts (\$000s)	2014	2015	2016
Gross Expenditures	0.0	0.0	0.0
Reserves & Reserve Funds	0.0	0.0	0.0
User Fees & Other Revenues	55.0	55.0	55.0
Tax Levy Requirements	(55.0)	(55.0)	(55.0)
* Net Change in \$		0.0	0.0
FTEs	0.0	0.0	0.0

*\* Any net change that is negative, (in brackets), is a good thing. It means a reduction in expenditure or an increase in revenue.*

**Required Capital Investment**

Total Capital (\$000s)	2013 & Prior	2014	2015	2016	2017 & Beyond
Expenditures	0.0	0.0	0.0	0.0	0.0

**Why Staff Recommend this Initiative**

These three initiatives have the potential to bring in an additional \$55,000 in new revenue to the Recreation Division.



---

*Budget Request #: 731*

**Details of Service Change**

Family Day Naming Rights - A new opportunity which was created based on the successful Family Day naming experiences orchestrated by other municipalities. Mississauga's Family Day now averages 7,000 participants through sport drop-in programs, public swims and skates, kindergym activities and other family-friendly events at all our major community centers. Family Day naming will generate \$20,000 annually.

Bell Gairdner Estate and Banquet Centre is currently undergoing a substantial renovation which when completed will be a premier destination venue for weddings, corporate events and conferences. Naming of this site will generate \$25,000 in annual revenues.

Wi-Fi Landing - With over 500,000 annual visitors to the home page, this is a terrific new opportunity to acquire naming rights to the home page with estimated revenue of \$10,000 per year.

**Service Impact**

It is anticipated that these three initiatives will provide \$55,000 in new annual revenue to the Recreation Division.

---

Budget Request #: 736

**Proposed Initiative**

Non Resident Surcharge on Sport Groups

**Department**

Community Services  
Department

**Service Area**

Recreation

**Required Operating Investment**

Impacts (\$000s)	2014	2015	2016
Gross Expenditures	0.0	0.0	0.0
Reserves & Reserve Funds	0.0	0.0	0.0
User Fees & Other Revenues	22.5	40.5	40.5
Tax Levy Requirements	(22.5)	(40.5)	(40.5)
* Net Change in \$		(18.0)	0.0
FTEs	0.0	0.0	0.0

*\* Any net change that is negative, (in brackets), is a good thing. It means a reduction in expenditure or an increase in revenue.*

**Required Capital Investment**

Total Capital (\$000s)	2013 & Prior	2014	2015	2016	2017 & Beyond
Expenditures	0.0	0.0	0.0	0.0	0.0

**Why Staff Recommend this Initiative**

The introduction of a non-resident surcharge for indoor sport groups will provide the City with an additional \$22,500 in annual revenue for 2014. In 2015 an additional \$18,000 per year will be generated through non-resident surcharge for outdoor sport groups.

---

*Budget Request #: 736*

**Details of Service Change**

Groups would be required to pay a surcharge of \$90 per player for indoor sport starting in 2014 and \$45 per player for outdoor sport starting in 2015.

The principle reason for indoor in 2014 is that implementation would occur in summer/fall for MHL with minimal impact to the organization's budget planning process. Such impacts could not be avoided in 2014 for outdoor organizations so implementation of outdoor will occur in the spring of 2015.

**Service Impact**

To facilitate the introduction of the non-resident surcharge the Community Group Support Program Policy will need to be amended to reflect this budgetary request.

---

Budget Request #: 737

**Proposed Initiative**

Affiliated Group Chargebacks

**Department**

Community Services  
Department

**Service Area**

Recreation

**Required Operating Investment**

Impacts (\$000s)	2014	2015	2016
Gross Expenditures	0.0	0.0	0.0
Reserves & Reserve Funds	0.0	0.0	0.0
User Fees & Other Revenues	20.0	40.0	40.0
Tax Levy Requirements	(20.0)	(40.0)	(40.0)
* Net Change in \$		(20.0)	0.0
FTEs	0.0	0.0	0.0

*\* Any net change that is negative, (in brackets), is a good thing. It means a reduction in expenditure or an increase in revenue.*

**Required Capital Investment**

Total Capital (\$000s)	2013 & Prior	2014	2015	2016	2017 & Beyond
Expenditures	0.0	0.0	0.0	0.0	0.0

**Why Staff Recommend this Initiative**

This is now an industry standard for affiliated and community groups enrolled in Community Group Support programs.

---

*Budget Request #: 737*

**Details of Service Change**

By adding a registration fee, groups will become more engaged in the renewal process, staff will be able to better determine service levels, maintain liaison status and the groups will be more invested in the overall program.

**Service Impact**

Over \$1 million in services is provided to 305 groups on an annual basis, vis-à-vis insurance, discount on room rates, promotion, use of parks services, and staff liaison time. Currently Recreation Services provides this range of services to community groups at no cost to them. Oakville and Brampton charge a registration fee for their groups to be part of their programs, and therefore this is an industry standard that we will be adopting.

### Appendix 3: Proposed 2014 Capital Program

#### Program: City Wide Recreation

Project Number	Project Name	Gross Cost (000's)	Recovery (000's)	Net Cost (000's)	Funding Sources
CMRC00005	Meadowvale CC renovation - design & construction	1,947	0	1,947	Cash-in-lieu of Parkland Dedication Reserve Fund
CMRC00005	Meadowvale CC renovation - design & construction	2,053	0	2,053	Debt Financing
CMRC00009	Lakeview GC - Upgrade Irrigation System	54	0	54	Capital Reserve Fund
CMRC00018	River Grove CC renovation - Design & Construction	3,720	0	3,720	Cash-in-lieu of Parkland Dedication Reserve Fund
CMRC00074	Renovations and rehabilitation projects	325	0	325	Facility Repairs and Renovations Reserve Fund
CMRC00083	Various Lakeview Golf Course Maintenance	30	0	30	Capital Reserve Fund
CMRC00090	Various BraeBen Golf Course Maintenance	30	0	30	Capital Reserve Fund
<b>Subtotal</b>		<b>8,159</b>	<b>0</b>	<b>8,159</b>	

#### Program: Vehicles, Equipment

Project Number	Project Name	Gross Cost (000's)	Recovery (000's)	Net Cost (000's)	Funding Sources
CMRC00028	Hershey POS replacement	125	0	125	Capital Reserve Fund
CMRC00063	Program Furniture and Equipment	510	0	510	Capital Reserve Fund
CMRC00072	Self Service Kiosks -New	100	0	100	Capital Reserve Fund
CMRC00102	Lifecycle Replacement - Fitness Equipment	180	0	180	Capital Reserve Fund
<b>Subtotal</b>		<b>915</b>	<b>0</b>	<b>915</b>	
<b>Total Expenditures</b>		<b>9,074</b>	<b>0</b>	<b>9,074</b>	

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#### Appendix 4: Proposed 2015-2016 Capital Program

##### Program: City Wide Recreation

Sub-Program	2015 Forecast (\$000's)	2016 Forecast (\$000's)
Recreation Facilities Improvements	16,697	10,712
<b>Subtotal</b>	<b>16,697</b>	<b>10,712</b>

##### Program: Vehicles, Equipment

Sub-Program	2015 Forecast (\$000's)	2016 Forecast (\$000's)
Vehicles & Equipment	670	1,030
<b>Subtotal</b>	<b>670</b>	<b>1,030</b>
<b>Total Expenditures</b>	<b>17,367</b>	<b>11,742</b>



# Information Technology

## 2014-2016 Business Plan Update and 2014 Budget

City of Mississauga, Ontario, Canada



**55** CITY LOCATIONS WITH FREE PUBLIC WI-FI.  
**9** MILLION UNIQUE VISITS TO THE CITY'S WEBSITE.  
**597 KM** OF CITY OWNED FIBRE  
CONNECTING **92** CITY SITES.





Last year the City of Mississauga undertook an extensive process to create a four year, 2013 through 2016, detailed Business Plan and Budget. Approved in December 2012, the 2013-2016 Business Plan and Budget outlines how and where the City plans to allocate resources to provide good value for taxpayers. Reviewed and updated annually, the four year plan is based on the City's four strategic priorities. 2014 marks the second year of Mississauga's four year Business Plan and Budget. For this "Update Year" staff have focused on primarily updating and presenting exceptions and amendments to the four year approved Service Area Business Plans, while still providing comprehensive financial information and forecasts.

The following summary document sets out a brief description of the Service Area, what has changed since writing the 2013-2016 Business Plan and Budget and performance measurements. The complete 2014-2016 Business Plan and Budget can be found on the City's website.

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## Table of Contents

<b>Existing Core Services .....</b>	<b>4</b>
1.1 Vision and Mission .....	4
1.2 Service Delivery Model .....	5
<b>Updates &amp; Accomplishments .....</b>	<b>6</b>
2.1 Updates .....	6
2.2 Accomplishments .....	6
2.3 Awards and Recognitions .....	7
<b>Proposed Budget .....</b>	<b>9</b>
3.1 Changes to Maintain Current Service Levels and Operationalize Prior Decisions .....	13
3.2 Proposed New Initiatives and New Revenues .....	15
3.3 Highlights of Proposed Capital Program Budget .....	17
3.4 Capital Program .....	19
<b>Performance Measures .....</b>	<b>20</b>
4.1 Balanced Scorecard .....	20
<b>Appendices .....</b>	<b>22</b>
Appendix 1: Details of Changes to Maintain Current Service Levels and Operationalize Prior Decisions .....	23
Appendix 2: Budget Requests .....	25
Appendix 3: Proposed 2014 Capital Program .....	28
Appendix 4: Proposed 2015-2016 Capital Program .....	30

# Existing Core Services

## 1.1 Vision and Mission

### Vision

To support the City's overall strategic pillars of move, connect, prosper, belong and green through our work in the IT plan's four strategies of Government, Business, Workplace and Infrastructure.

### Mission

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

The IT Plan 2.0 has four key strategies and areas of focus to ensure continued alignment with City strategic objectives and operational needs as defined through the Business Planning Process:

#### Government 2.0

*A focus on open government, self- service and mobile apps to improve access and provide services more efficiently*

#### Business 2.0

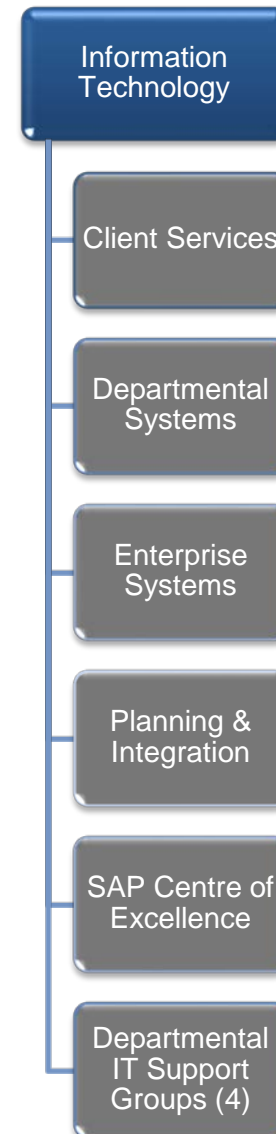
*A focus on asset inventory, asset management, financials and decision support to get the best return on investment.*

#### Workplace 2.0

*A focus on collaboration and workforce mobility to be more efficient and responsive.*

#### Infrastructure 2.0

*A focus on IT lifecycle replacement and security program to improve communications and secure our environment.*





Technology changes constantly along with customer expectations and the operational needs to provide City Services in an efficient and innovative manner. Having a technology vision and integrating this into the business planning process and service delivery is essential to the City's ability to deliver and sustain key City Services.

## 1.2 Service Delivery Model

The Information Technology service area operates out of Corporate Services and is responsible for the planning, development, maintenance and overall management of Mississauga's technology infrastructure, applications, systems and related assets.

Technology is employed to support City Services and New Initiatives that enable service delivery and public access to services in our City facilities, open spaces and through self-serve options. Examples of self-serve access include the City's website eCity, Connect2Rec for recreation registration and Click'n'Ride for Transit.

Life Cycle management of technology infrastructure assets is accomplished through a number of capital and operational activities including: infrastructure and application planning, new application development or purchase, infrastructure and application maintenance and repair, and IT service management such as help desk response.

The City partners with other agencies on a Public Sector Network (PSN), a fibre optic network that provides connectivity between all City facilities for voice and data communications. The PSN significantly reduces the telecommunications cost for the City on an annual basis.

Information Technology also maintains a WiFi network that provides wireless connection for both the public and city operations. Through a recent partnership with Sheridan College, WiFi access has been expanded significantly and includes secure connection for Sheridan Students in our facilities as well.

IT provides 24-7 emergency services to support the operational needs of City service areas.

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# Updates & Accomplishments

## 2.1 Updates

### Legislation:

- The Integrated Accessibility Standards Regulation (IASR) will have impacts on the City's external and internal websites and system and application procurements.

### Operating Pressures:

Most City Services require technology in the provision of services or to provide direct service to customers. In 2013 there are some key initiatives that require significant technology improvements and growth to meet the objectives of the service. The following are a few that are happening in 2013:

- Implementation of Advanced Transportation Management System (ATMS) in Transportation and Works and potential system and interface impacts;
- Implementation of Admin Penalty System changes to avoid stranded parking ticket revenue due to provincial court backlogs;
- Implementation of storm water billing involving Region of Peel system procurement and changes;
- Implementation of infrastructure for the Transitway stations scheduled to open in 2014; and
- Implementation of mobility and mobile applications will be introduced for public access and for staff in the field and as a mobile workforce.

## 2.2 Accomplishments

The implementation of Digital Signage in Recreation and Library facilities for advertising revenues and program information was successfully completed in June.

The Library's main system was upgraded to Sirsi Dynix's Symphony and Enterprise systems in December 2012. This involved changes to the public catalogue, telephone notification system and applications used for circulation. This also added images of book covers to the public catalogue. Some initial challenges in the implementation are being resolved focussing on customer facing features as the priority.

A new web portal was implemented as an extension of the 311 Citizen Contact Centre enabling self-serve as an option for items the call centre already handles. The web portal is also mobile device capable as well as adaptable to other user devices such as tablets and smartphones.

The City's main website [www.mississauga.ca](http://www.mississauga.ca) is in its final stages of migration to a new technology platform that fully supports mobile enabling the introduction of more apps such as the MiWay app.

Many new upgrades and features have been introduced to improve efficiencies in collaboration and office automation including Microsoft Office, SharePoint (document and information sharing) and Lync (instant messaging, video and telephone conferencing). Work is continuing on this rollout which will transform how employees work together.

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A complete review of the IT Service Area (IT e3 Review) was completed and approved by Leadership Team in March 2013 with 10 key recommendations to be implemented over a three year period.

### 2.3 Awards and Recognitions

With technology as an essential resource to service delivery it often is recognized directly and indirectly as new initiatives are implemented.

- In the summer of 2012 Wireless Mississauga and the partnership between the City and Sheridan College IT was recognized during the official opening of the new Park Common;



- The City replaced its Storage Area Network (SAN) which houses the City's critical data. A recent article in the MISA Interface, a publication for all municipalities across Canada recognized the City's implementation as innovative and cost effective;
- In the spring of 2012 the City of Mississauga made a presentation on the Collaboration Project at the Annual MISA conference in Waterloo. The presentation had the highest attendance and received very positive feedback as well as several follow up meetings with peer municipalities who wanted to learn more about out

projects and successes. The Collaboration Project also was the recipient of the Team Effectiveness Award in the 2012 Corporate Awards for Excellence;



- The City of Mississauga's Cultural Resource Mapping tool was recognized with a prestigious Excellence in Municipal Systems – Service to Citizens award by the Municipal Information Systems Association (MISA) at its annual conference on May 29, 2012. Launched in May 2012, the map contains information such as arts and culture businesses, community cultural organizations, cultural spaces and facilities, public art, heritage properties, festivals and events, local artists and other related cultural resources. Over 50 community groups, culture organizations and other community stakeholders participated in the development of the project;

MISSISSAUGA  
CULTURE  
ON THE MAP

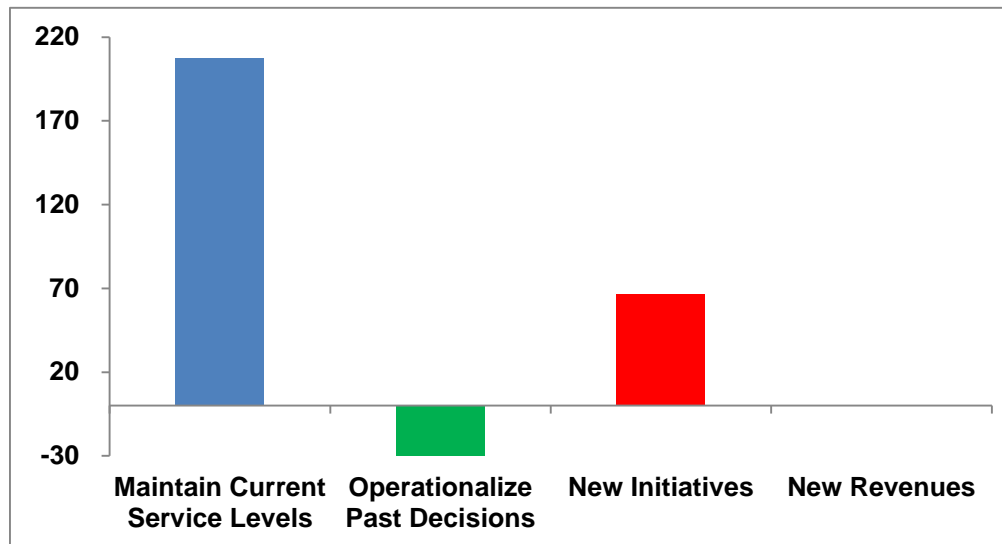
- 
- The Sheridan Computer Resource Centre project also received the Partnership Award as part of the 2012 Corporate Awards for Excellence which demonstrated community partnership and technology coming together to enhance services to the public; and
  - At the Association of Municipalities of Ontario (AMO) the Premier of Ontario spoke and recognized the Public Sector Network (PSN) as a best practice in public sector partnerships.

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## Proposed Budget

This part of the Business plan sets out the financial resources required to deliver the proposed 2014-2016 Business Plan. Information is provided by major expenditure and revenue category as well as by program. The costs to maintain existing service levels and operationalize prior decisions are identified separately from proposed changes. The prior year budget for 2013 was \$17,742,000 and the proposed budget for 2014 is \$17,985,000, an increase of \$243,000.

The Operating Budget changes for 2014 are broken down in the chart below:



### Total Changes to Maintain Current Service Levels

The IT service area seeks to balance uncontrollable cost pressures by finding efficiencies and cost savings throughout its operation. Due to emerging pressures from labour and other price increases, the IT cost for delivering current service levels increases by \$419,000 in 2014. Through continuous improvement initiatives and successful negotiations of maintenance contracts, the IT service area is expected to generate \$189,000 of cost savings and efficiencies in 2014. As part of contractual agreements with other municipalities for support, IT intends to increase external recoveries from Fire Dispatch and Tax Application Systems (TXM) to generate additional \$23,000 revenue in 2014. Overall, the FTE for this service in 2014 is a net reduction of 4.8.



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### **Total Changes to Operationalize Prior Decisions**

Activities related to 2013 Business Plan Initiative; the Bring Your Own Device (BYOD) is expected to generate additional \$30,000 in savings in 2014.

### **Total New Initiatives and Revenues**

Information Technology has proposed a modification to the SAP Enterprise Reporting (Decision Support System) Implementation initiative for 2014. This proposal increases the operating budget pressure in 2014 by \$67,000 due to increasing staff resources. The initiative will introduce an enterprise decision support system based on dashboards that monitor and report on priority issues. In 2012 four service areas dashboards are being built to address priorities for Transit (Fare Media Conversion), Recreation (recreation participation), Land Development (cost recovery) and Legislative Services (addressing some legislative service levels). In addition, a new dashboard that reports on Lost Time Reporting will be rolled out City-wide as a proactive management tool.

#### **Modified Initiatives:**

The modified initiative is listed below.

1. SAP Enterprise Reporting (Decision Support) Implementation: \$64,000 increase to the 2014 operating budget. The operating budget change is to convert the Project Leader for this initiative to a full time position who is currently funded from capital.

Two new initiatives are proposed to begin in 2014. The two new initiatives are aligned with IT's work to implement e3 recommendations that provide efficiencies and better align resources to deliver on the City's priorities and services.

#### **New Initiatives:**

1. IT Improve Customer Service Management: no increase to the 2014 operating budget and a \$150,000 allocation from the 2014 capital budget.

Current business and application support consumes significant time and resources and prevents City resources from leveraging the full potential of applications. The IT e3 report highlighted improving first call resolution as an initiative to provide IT services more efficiently and reducing the overall cost per help desk incident.

2. IT Improve Project Portfolio Management: no increase to the 2014 operating budget and a \$100,000 allocation from the 2014 capital budget.

IT spends between \$4 million and \$8 million annually on capital project and program initiatives to improve organization results and improve efficiency, effectiveness and economy at the City and maintain and improve the City's service to its employees and residents.

This initiative will put in place standardized processes for project portfolio and project management by partnering with the City's Project Management Office (PMSO) and developing the tools and processes as standards that can be adopted and implemented for all projects managed and delivered across the City.

The following table identifies the budgeted operating expenditures and revenues for 2013 to 2016 by major program within the service area, as well as 2012 actuals by programs.

Description	2012 Actuals (\$000's)	2013 Budget (\$000's)	2014 Proposed Budget (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)
<b>Expenditures to Deliver Current Services</b>					
Information Technology	17,049	18,305	18,505	18,769	19,064
<b>Total Expenditures</b>	<b>17,049</b>	<b>18,305</b>	<b>18,505</b>	<b>18,769</b>	<b>19,064</b>
<b>Revenues</b>	<b>(527)</b>	<b>(564)</b>	<b>(587)</b>	<b>(615)</b>	<b>(643)</b>
New Initiatives	0	0	67	120	60
<b>Proposed Net Budget Including New Initiatives &amp; New Revenues</b>	<b>16,521</b>	<b>17,742</b>	<b>17,985</b>	<b>18,275</b>	<b>18,481</b>
<b>Expenditures Budget - Changes by Year</b>			<b>1%</b>	<b>1%</b>	<b>2%</b>
<b>Proposed Net Budget - Changes by Year</b>			<b>1%</b>	<b>2%</b>	<b>1%</b>

Note: Numbers may not balance due to rounding.

The following table separates the financial requirements into those required to maintain current service levels; to operationalize prior decisions; and proposed new initiatives and new revenues. More details are provided in sections 3.1 and 3.2.

Description	2014 Proposed Budget (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)
<b>Prior Year Total Expenditures Budget</b>	<b>18,305</b>	<b>18,572</b>	<b>18,890</b>
<b>Increases/(Decreases) to Maintain Current Service Levels</b>			
Labour and Benefits	261	332	278
Other Cost Increases	158	95	118
Efficiencies and Cost Savings	(189)	(199)	(191)
<b>Total Expenditures to Maintain Service Levels</b>	<b>18,535</b>	<b>18,799</b>	<b>19,094</b>
<b>Prior Year Revenue Budget</b>	<b>(564)</b>	<b>(587)</b>	<b>(615)</b>
Current Revenue Changes	(23)	(28)	(28)
<b>Total Revenues</b>	<b>(587)</b>	<b>(615)</b>	<b>(643)</b>
<b>Net Expenditures to Maintain Services</b>	<b>17,949</b>	<b>18,185</b>	<b>18,451</b>
<b>Net Changes to Maintain Current Service Levels</b>	<b>207</b>	<b>199</b>	<b>176</b>
<b>Increases/(Decreases) to Operationalize Prior Decisions</b>			
Annualization of Previous Years Budget Decisions - Expenses	(30)	(30)	(30)
<b>Changes to Operationalize Prior Decisions</b>	<b>(30)</b>	<b>(30)</b>	<b>(30)</b>
<b>Net Expenditure to Maintain Current Service Levels and Operationalize Prior Decisions</b>	<b>17,919</b>	<b>18,155</b>	<b>18,421</b>
Proposed New Initiatives & New Revenues - Expenses	67	120	60
<b>Proposed New Initiatives &amp; New Revenues</b>	<b>67</b>	<b>120</b>	<b>60</b>
<b>Total Special Purpose Levy</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Proposed Total Expenditures Budget</b>	<b>18,572</b>	<b>18,890</b>	<b>19,123</b>
<b>Proposed Total Revenues Budget</b>	<b>(587)</b>	<b>(615)</b>	<b>(643)</b>
<b>Proposed Net Budget</b>	<b>17,985</b>	<b>18,275</b>	<b>18,481</b>

Note: Numbers may not balance due to rounding.

### 3.1 Changes to Maintain Current Service Levels and Operationalize Prior Decisions

The following two tables identify the major changes in the costs to maintain existing service levels and the cost increases arising from prior decisions. Detailed explanations of changes to 2014 as well as the proposed Full Time Equivalent Staffing by Program can be found in Appendix 1.

#### Proposed Changes to Maintain Current Service Levels

Description	FTE	2014 Proposed Budget (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)
<b>Labour and Benefits</b>	<b>(5.8)</b>	<b>261</b>	<b>332</b>	<b>278</b>
<b>Other Cost Increases</b>				
Building (201 City Centre Dr) Lease	0.0	82	3	3
IT Maintenance and License fees (VCOM and Other)	0.0	77	92	115
<b>Other Cost Increases</b>	<b>0.0</b>	<b>158</b>	<b>95</b>	<b>118</b>
<b>Efficiencies and Cost Savings</b>				
Various IT Maintenance (ES&S and Other)	0.0	(116)	(135)	(191)
Telephone and Mobile Services	0.0	(55)	(20)	0
Operating Materials, Office suppliers, Over Time and various Other charges	0.0	(17)	(44)	0
<b>Efficiencies and Cost Savings</b>	<b>0.0</b>	<b>(189)</b>	<b>(199)</b>	<b>(191)</b>
<b>Current Revenue Changes</b>				
Various External Recoveries (Fire Dispatch and TXM Fees)	0.0	(23)	(28)	(28)
<b>Current Revenue Changes</b>	<b>0.0</b>	<b>(23)</b>	<b>(28)</b>	<b>(28)</b>
<b>Total Changes to Maintain Current Service Levels</b>	<b>(5.8)</b>	<b>207</b>	<b>199</b>	<b>176</b>

Note: Numbers may not balance due to rounding.

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**Proposed Changes to Operationalize Prior Decisions**

Description	FTE	2014 Proposed Budget (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)
<b>Annualization of Prior Years Operating Cost Decisions</b>				
Annualization of savings generated through Bring Your Own Device (BYOD) initiative	0.0	(30)	(30)	(30)
<b>Annualization of Prior Years Operating Cost Decisions</b>	<b>0.0</b>	<b>(30)</b>	<b>(30)</b>	<b>(30)</b>
<b>Operating Impact of New Capital Projects</b>				
<b>Operating Impact of New Capital Projects</b>	<b>0.0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Changes to Operationalize Prior Decisions</b>	<b>0.0</b>	<b>(30)</b>	<b>(30)</b>	<b>(30)</b>

Note: Numbers may not balance due to rounding.

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### 3.2 Proposed New Initiatives and New Revenues

The following table presents the costs by budget request for proposed new initiatives and proposed new revenues. Detailed descriptions of each budget request can be found in Appendix 2.

#### Proposed New Initiatives and New Revenues

Description	BR #	FTE	2014 Proposed Budget (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)	2014 to 2016 Capital (\$000's)
<b>New Initiatives</b>						
SAP Enterprise Reporting (Decision Support System) Implementation	587	0.0	67	120	60	0
<b>Total New Initiatives</b>		<b>0.0</b>	<b>67</b>	<b>120</b>	<b>60</b>	<b>0</b>
<b>New Revenues</b>						
<b>Total New Revenues</b>		<b>0.0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total New Initiatives and New Revenues</b>		<b>0.0</b>	<b>67</b>	<b>120</b>	<b>60</b>	<b>0</b>

Note: Numbers may not balance due to rounding.

The following table outlines the 2012 actual costs, 2013 approved budget and proposed 2014 Budget and Forecasts for the remaining three years, by major expense and revenue categories.

#### Proposed Budget by Category

Description	2012 Actuals (\$000's)	2013 Budget (\$000's)	2014 Proposed Budget (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)
<b>Total Expenditures before Administrative and Support Costs</b>					
Labour Costs	12,852	13,947	14,274	14,590	14,926
Other Operating Costs	4,749	5,073	5,018	5,053	4,988
<b>Total Expenditures</b>	<b>17,602</b>	<b>19,020</b>	<b>19,292</b>	<b>19,643</b>	<b>19,914</b>
Total Revenues	(527)	(564)	(587)	(615)	(643)
<b>Net Expenditures before Administrative and Support Costs</b>	<b>17,074</b>	<b>18,456</b>	<b>18,705</b>	<b>19,029</b>	<b>19,271</b>
Administrative and Support Costs	(553)	(715)	(720)	(754)	(790)
<b>Net Budget</b>	<b>16,521</b>	<b>17,742</b>	<b>17,985</b>	<b>18,275</b>	<b>18,481</b>

Note: Numbers may not balance due to rounding.

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### **3.3 Highlights of Proposed Capital Program Budget**

The significant focus of the IT Capital Program Budget is asset lifecycle replacement of IT Infrastructure (Network, Voice Communication (VCOM) system, Servers, PCs, Applications, Peripherals) with a total proposed IT Capital Budget of \$5.8 million in 2014.

The replacement of the non-emergency Radio System and Network infrastructure represent a significant portion of the 2014 budget with \$1.4 million required for radio replacement and \$1.3 million for Network replacement.

The City has been one of 10 agencies to subscribe to the VCOM mobile radio system, a Motorola 800 MHz trunked radio system, for the past 13 years. The VCOM system has reached capacity and end of life support from the manufacturer. Council has approved funding to replace this system in a multi-year project spanning 2011 to 2014. The new system will enable public safety agency inter-operability and ensure future flexibility for growth for emergency and non-emergency use. The VCOM replacement system will require the entire City radio infrastructure to be replaced as well as the end-user subscriber radio equipment.

The Network Infrastructure connects staff from over 90 sites to all computer applications (i.e. email, voice, Library System, 311 Citizen Contact Centre, Fire Dispatch, etc.) running on the Civic Centre data centre. By second quarter of 2014, the Network core components that are at end of life support will be replaced. Following the network core replacement, 600 network access switches at the 90 sites will be replaced within a 12 to 18 month period. This lifecycle replacement will include fibre and wireless replacement, expansion and network security monitoring tools.



The following table highlights key lifecycle and state of good repair requirements proposed in the 2014 Capital Program Budget:

<b>Sub Program</b>	<b>Project</b>	<b>2014 Budget (\$000's)</b>
Network Infrastructure	VCOM Mobile Radio Replacement.	1,425
	Network Access Switch /Fibre Replacement and Expansion, Voice Mail Upgrade, B1 HVAC Upgrade, Phone Replacement.	1,775
PC/Notebook/Tablets/Monitors Replacement	<ul style="list-style-type: none"> <li>• Annual replacement of personal computers, monitors and field devices.</li> </ul>	880
Applications Replacement/Enhancement	<ul style="list-style-type: none"> <li>• 2014 Elections;</li> <li>• SAP Unplanned Legislative Changes and Enhancements;</li> <li>• Desktop Software Licenses; and</li> <li>• Library Public Printing System.</li> </ul>	515
Server Expansion	Server and backup expansion.	350
Applications - New	<ul style="list-style-type: none"> <li>• City Wide Minor Initiatives.</li> </ul>	150
Service Management	<ul style="list-style-type: none"> <li>• IT Service Management;</li> <li>• IT Project Portfolio Management;</li> <li>• Business Continuity and Disaster Recovery for IT systems; and</li> <li>• Audio Visual Equipment Replacement.</li> </ul>	600
Specialized IT Peripheral Equipment	Annual replacement of specialized peripherals (ie. receipt printers, bar code reader).	100
<b>Total</b>		<b>5,795</b>

Maintaining the City's IT Infrastructure and keeping it current are critical to the ongoing operations of all City Services. Specific lifecycle objectives are in place for key technology to ensure business continuity and efficient delivery of services.

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### 3.4 Capital Program

This section summarizes the forecast 10 year capital requirements for this service. The following table presents the forecast by major program. The next table summarizes the sources of financing for the capital forecast. A detailed listing of 2014 to 2016 projects is contained in Appendix 3 and 4.

#### Proposed Capital Program

Program Expenditures	2014 Proposed Budget (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)	2017 Forecast (\$000's)	2018-2023 Forecast (\$000's)	Total 2014-2023 (\$000's)
Applications	665	460	2,025	625	6,890	10,665
Infrastructure	4,150	2,545	565	4,350	9,895	21,505
PC Replacement & Peripherals	980	980	980	980	4,975	8,895
<b>Total Expenditures</b>	<b>5,795</b>	<b>3,985</b>	<b>3,570</b>	<b>5,955</b>	<b>21,760</b>	<b>41,065</b>

Note: Numbers may not balance due to rounding.

#### Proposed Capital Program (continued)

Program Funding	2014 Proposed Budget (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)	2017 Forecast (\$000's)	2018-2023 Forecast (\$000's)	Total 2014-2023 (\$000's)
Tax	5,795	3,985	3,570	5,955	21,760	41,065
<b>Total Funding</b>	<b>5,795</b>	<b>3,985</b>	<b>3,570</b>	<b>5,955</b>	<b>21,760</b>	<b>41,065</b>

Note: Numbers may not balance due to rounding.

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# Performance Measures

## 4.1 Balanced Scorecard

A balanced Scorecard identifies measures for four key areas for an organization's performance: Financial, Customer, Employee and Business Process.

By paying attention to all four areas an organization can retain balance to its performance and know that it is moving towards the attainment of its goals.

About the Measures for Information Technology:

### Financial Measures

*Total Cost of Ownership (Operating + Capital / #Users)* gives an overall cost of providing IT services on a per user (as of 2010, this is based on Active Directory Accounts) basis for year-over-year comparisons.

*Cost avoidance going to web self-services* measures the cost difference between offering service on the web versus other channels.

### Customer Measures

*Percentage First Call Resolution Help Desk Calls* measures the overall ability of the IT Help Desk to resolve help requests on first point of contact.

*The Total Number of Help Desk Calls* will measure the number of service requests by phone and email that are received that year.

### Employee Measures

*IT Training Provided to the Corporation* measures the total number of "classroom" hours of IT training offered by the City at our staff training facilities.

*Employee Job Satisfaction Value (IT Division)* conducted in Engagement Survey (2010 value 68.7 per cent). Job satisfaction is a key overall component of the bi-annual Employee Engagement Survey conducted by Metrics@Work.

### Business Process Measures

*City Website Unique Visits* measures the volume of use by citizens and businesses on the City's website.

Measures for Information Technology	2010 (Actual)	2011 (Actual)	2012 (Actual)	2013 (Planned)	2014 (Planned)	2015 (Planned)	2016 (Planned)
<b>Financial:</b>							
Total Cost of Ownership	\$5,600 (3,900 users)	\$6,130 (4,000 users)	\$5,955 (4,311 users)	\$6,024 (4,331 users)	\$5,602 (4,351 users)	\$5,274 (4,371 users)	\$5,486 (4,391 users)
Note: User account #'s revised upon completion of Active Directory Audit in 2011.							
Cost Avoidance – Web Self Service	\$1.73M	\$2.08M	\$2.29M	\$2.40M	\$2.52M	\$2.65M	\$2.78M
<b>Customer:</b>							
% First Call Resolution Help Desk Calls	32.5%	34.4%	38.8%	40%	45%	50%	50%
Total Help Desk Calls	27,138	24,447	24,140	25,000	25,000	25,000	25,000
<b>Employees/ Innovation:</b>							
Corporate IT Training Provided in Hours	274	273	196	325	275	275	275
Employee Job Engagement (IT Division Rating)	68.7%	68.7%	73.7%	73.7%	75.0%	75.0%	75.0%
<b>Internal Business Process:</b>							
City Website Unique Visits	7.6M	8.5M	9.4M	10.3M	11.3M	12.5M	13.7M
Note: Values for 2013 are extrapolated based on YTD numbers							

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## **Appendices**

## Appendix 1: Details of Changes to Maintain Current Service Levels and Operationalize Prior Decisions

### Changes to Maintain Current Service Levels

Description	2013 Budget (\$000's)	2014 Proposed Budget (\$000's)	Change (\$000's)	Details
<b>Labour and Benefits</b>	<b>13,947</b>	<b>14,207</b>	<b>261</b>	Increase reflects economic adjustment increases, labour adjustments and other fringe benefit changes.
<b>Other Cost Increases</b>				
Building Lease (201 City Centre Drive)	102	184	82	Increase due to expiration of 2013 rent holiday period.
IT Maintenance and License fees (VCOM and Other)	2,206	2,282	77	Increase reflects the projected maintenance contract cost increases.
<b>Total Other Cost Increases</b>	<b>2,308</b>	<b>2,466</b>	<b>158</b>	
<b>Efficiencies and Cost Savings</b>				
Various IT Maintenance (ES&S and Other)	1,173	1,056	(116)	Expected maintenance contract reduction for Election Software and Hardware systems and various other maintenance contracts.
Telephone and Mobile Services	558	503	(55)	Projected reduction in service contract cost for Cisco VOIP, Internet ISP and Bell 1FL.
Operating Materials, Office suppliers, Over Time and various Other charges	350	333	(17)	Savings due to continuous improvements.
<b>Total Efficiencies and Cost Savings</b>	<b>2,081</b>	<b>1,892</b>	<b>(189)</b>	
<b>Current Revenue Changes</b>				
Various External Recoveries (Fire Dispatch and TXM Fees)	(564)	(587)	(23)	Due to the contractual inflationary increase for Fire Dispatch and TXM fees recovery.
<b>Total Current Revenue Changes</b>	<b>(564)</b>	<b>(587)</b>	<b>(23)</b>	
<b>Total Changes to Maintain Current Service Levels</b>	<b>17,772</b>	<b>17,979</b>	<b>207</b>	

Note: Numbers may not balance due to rounding.

### Changes to Operationalize Prior Decisions

Description	2013 Budget (\$000's)	2014 Proposed Budget (\$000's)	Change (\$000's)	Details
<b>Annualization of Previous Years Operating Cost Decisions</b>				
Annualization of Prior Years Operating Cost Decisions	(30)	(60)	(30)	Annualization of savings generated through BYOD initiative.
<b>Total Annualization of Previous Years Operating Cost Decisions</b>	<b>(30)</b>	<b>(60)</b>	<b>(30)</b>	
<b>Operating Impact of New Capital Projects</b>				
<b>Total Operating Impact of New Capital Projects</b>	<b>0</b>	<b>0</b>	<b>0</b>	
<b>Total Changes to Operationalize Prior Decisions</b>	<b>(30)</b>	<b>(60)</b>	<b>(30)</b>	
<b>Total Costs to Maintain Current Services Levels and Operationalize Prior Decisions</b>	<b>17,742</b>	<b>17,919</b>	<b>177</b>	

Note: Numbers may not balance due to rounding.

### Proposed Full Time Equivalent Staffing Distribution by Program

Program	2013	2014	2015	2016
Information Technology	129.3	124.5	123.5	123.5
<b>Total Service Distribution</b>	<b>129.3</b>	<b>124.5</b>	<b>123.5</b>	<b>123.5</b>

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## Appendix 2: Budget Requests

### Proposed 2014-2016 New Initiatives and New Revenues

Please see the Budget Requests for the 2014-2016 Business Planning Cycle with details to follow.

Description	BR #	Year
<b>New Initiatives</b>		
SAP Enterprise Reporting (Decision Support System) Implementation	587	2014



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Budget Request #: 587

**Proposed Initiative**

SAP Enterprise Reporting (Decision Support System) Implementation

**Department**

Corporate Services Department

**Service Area**

Information Technology

**Required Operating Investment**

Impacts (\$000s)	2014	2015	2016
Gross Expenditures	66.6	186.9	246.5
Reserves & Reserve Funds	0.0	0.0	0.0
User Fees & Other Revenues	0.0	0.0	0.0
Tax Levy Requirements	66.6	186.9	246.5
* Net Change in \$		120.3	59.6
FTEs	0.0	0.0	0.0

\* Any net change that is negative, (in brackets), is a good thing. It means a reduction in expenditure or an increase in revenue.

**Required Capital Investment**

Total Capital (\$000s)	2013 & Prior	2014	2015	2016	2017 & Beyond
Expenditures	0.0	0.0	0.0	0.0	0.0

**Why Staff Recommend this Initiative**

This project has been proven to be successful, providing improved management information to the Corporation. Four of the 13 Service Area assessments are completed with projects underway for: Transit (Fare Media Types, Impact on Sales and Sales Trends), Recreation (Program Participation and Service Planning City-Wide, Line of Business and Facility), Land Development Services (Cost Recovery based on Planning Applications and Building Permit Applications) and Corporate Wide Attendance Management.

### **Details of Service Change**

The Citywide Enterprise Decision Support (EDS) program is built in collaboration with the City Strategy & Innovation Team to provide each Service Area with decision driven trending dashboards and measurement targets that includes clear governance and business processes, knowledge transfer, culture shift, clean consistent data and technology that quickly shows what is happening in the field. It is aligned to the Service Area vision, mission, goal, performance measurement and balanced scorecard with critical operational measures needed to make sound decisions. This will enable executives and front-line staff to make proactive decisions for tighter financial controls, resource allocation, business, and service adjustments to meet the changes in our community and run city business effectively, efficiently and economically. This BR is to convert two positions from contract to permanent to ensure this information can continue to be provided.

Gartner's latest annual survey of 1,959 CIOs worldwide from all industries was conducted in the fourth quarter of 2012 and represents CIO budget plans reported at that time. "The top three Government technology priorities in 2013 have all changed since 2012, with business intelligence and analytics moving from number five to the top spot. By placing analytics and business intelligence at the top of the list, government CIOs are addressing government's need to proactively manage programs and services," Gartner noted.

### **Service Impact**

The completion of the Attendance Management (Lost Time) dashboard clearly demonstrates that having the business processes, education of all supervisory staff, clean accurate data, the trending dashboard, target measurement and email alerts to proactively manage attendance of the largest cost to the city is required. Not having the Project Leader and Business Analyst to drive the EDS program, the current IT developer will only be able to maintain what is implemented to date and make minor modifications. Decision making will continue as is by utilizing existing tools using data that is not clean and varies based on time, who, what, where and how data was gathered, giving an inconsistent picture as to "how are we doing?" and losing opportunities for automation and inability to achieve best practices for how we measure and act on key business information. Having a Project Leader in 2014 and Business Analyst in 2015 in place will ensure that by 2016 the EDS processes, dashboards and measurement targets will be implemented for City-wide and Service Areas across departments and provide strategic balanced scorecards automated with publicly facing indicators to the citizens of Mississauga.

### Appendix 3: Proposed 2014 Capital Program

#### Program: Applications

Project Number	Project Name	Gross Cost (000's)	Recovery (000's)	Net Cost (000's)	Funding Sources
CPIT00151	Election System - 2014	80	0	80	Capital Reserve Fund
CPIT00175	Desktop Software Licenses-2014-2018	100	0	100	Capital Reserve Fund
CPIT00222	Replace Library Public Printing System-2014	235	0	235	Capital Reserve Fund
CPIT00228	SAP Unplanned Legislative Changes-2014	100	0	100	Capital Reserve Fund
CPIT00273	IT e3 City Wide Minor Projects - 2014	150	0	150	Capital Reserve Fund
<b>Subtotal</b>		<b>665</b>	<b>0</b>	<b>665</b>	

#### Program: Infrastructure

Project Number	Project Name	Gross Cost (000's)	Recovery (000's)	Net Cost (000's)	Funding Sources
CPIT00152	Server, SAN and Backup Replacement-2014	350	0	350	Capital Reserve Fund
CPIT00153	Network Fibre, Wireless Replacement 2014	215	0	215	Capital Reserve Fund
CPIT00167	Voice System Upgrade - 2014	210	0	210	Capital Reserve Fund
CPIT00190	Phone Replacements-2014-15	250	0	250	Capital Reserve Fund
CPIT00193	VCOM Radio Network Replacement	1,425	0	1,425	Capital Reserve Fund
CPIT00245	IT Service Management Program-2014-2015	150	0	150	Capital Reserve Fund
CPIT00247	Corporate AudioVisual Equipment Replacement-2014	100	0	100	Capital Reserve Fund
CPIT00256	Network Access Switches Replacement & Expansion 2014-15	800	0	800	Capital Reserve Fund
CPIT00261	Network Security Enhancement - 2014	100	0	100	Capital Reserve Fund
CPIT00272	IT e3 Project Portfolio Management	100	0	100	Capital Reserve Fund
CPIT00275	B1 Data Centre HVAC system upgrade	200	0	200	Capital Reserve Fund
CPIT00277	Business Continuity & Disaster Readiness for IT Systems 2014	250	0	250	Capital Reserve Fund
<b>Subtotal</b>		<b>4,150</b>	<b>0</b>	<b>4,150</b>	

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**Program: PC Replacement and Peripherals**

Project Number	Project Name	Gross Cost (000's)	Recovery (000's)	Net Cost (000's)	Funding Sources
CPIT00208	PC/Notebook/Tablets/Monitors Repl-2014	880	0	880	Capital Reserve Fund
CPIT00278	Specialized Peripheral Equipment 2014	100	0	100	Capital Reserve Fund
<b>Subtotal</b>		<b>980</b>	<b>0</b>	<b>980</b>	
<b>Total Expenditures</b>		<b>5,795</b>	<b>0</b>	<b>5,795</b>	

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#### Appendix 4: Proposed 2015-2016 Capital Program

##### Program: Applications

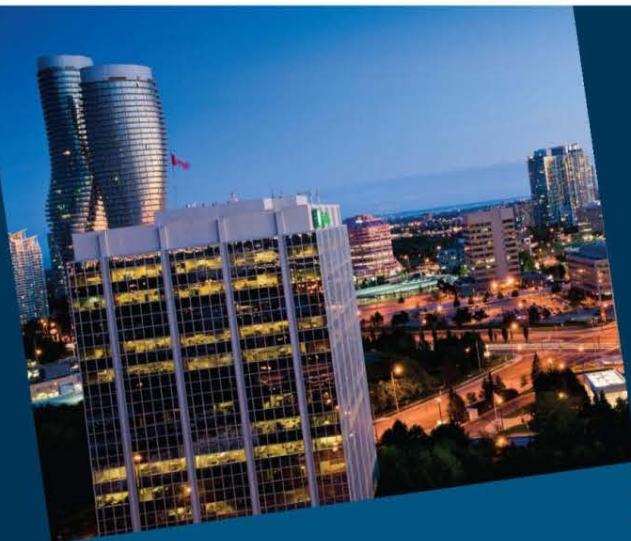
Sub-Program	2015 Forecast (\$000's)	2016 Forecast (\$000's)
IT Applications-New	260	150
IT Applications-Replacement/Enhancements	200	1,875
<b>Subtotal</b>	<b>460</b>	<b>2,025</b>

##### Program: Infrastructure

Sub-Program	2015 Forecast (\$000's)	2016 Forecast (\$000's)
IT Network Infrastructure	1,245	215
IT Server Expansion	810	350
IT Service Management	490	0
<b>Subtotal</b>	<b>2,545</b>	<b>565</b>

##### Program: PC Replacement & Peripherals

Sub-Program	2015 Forecast (\$000's)	2016 Forecast (\$000's)
IT PC/Notebook-Replacement/Maintenance	880	880
IT Peripherals	100	100
<b>Subtotal</b>	<b>980</b>	<b>980</b>
<b>Total Expenditures</b>	<b>3,985</b>	<b>3,570</b>



# Strategic Policy

## 2014-2016 Business Plan Update and 2014 Budget

City of Mississauga, Ontario, Canada



**100,000** CITIZENS ENGAGED IN THE DEVELOPMENT OF  
THE STRATEGIC PLAN.  
**8,000** SMALL BUSINESS CONTACTS ANNUALLY.  
**32,000** HOURS OF LEGAL ADVICE DELIVERED.  
**67** FORTUNE 500 COMPANIES HEADQUARTERED  
IN MISSISSAUGA.



Last year the City of Mississauga undertook an extensive process to create a four year, 2013 through 2016, detailed Business Plan and Budget. Approved in December 2012, the 2013-2016 Business Plan and Budget outlines how and where the City plans to allocate resources to provide good value for taxpayers. Reviewed and updated annually, the four year plan is based on the City's four strategic priorities. 2014 marks the second year of Mississauga's four year Business Plan and Budget. For this "Update Year" staff have focused on primarily updating and presenting exceptions and amendments to the four year approved Service Area Business Plans, while still providing comprehensive financial information and forecasts.

The following summary document sets out a brief description of the Service Area, what has changed since writing the 2013-2016 Business Plan and Budget and performance measurements. The complete 2014-2016 Business Plan and Budget can be found on the City's website.

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## Table of Contents

<b>Existing Core Services .....</b>	<b>4</b>
1.1 Vision and Mission .....	4
1.2 Service Delivery Model .....	5
<b>Updates &amp; Accomplishments .....</b>	<b>6</b>
2.1 Updates and Accomplishments .....	6
2.3 Awards and Recognitions .....	10
<b>Proposed Budget .....</b>	<b>11</b>
3.1 Changes to Maintain Current Service Levels and Operationalize Prior Decisions.....	15
3.2 Proposed New Initiatives and New Revenues.....	17
3.3 Highlights of Proposed Capital Program Budget .....	19
3.4 Capital Program .....	20
<b>Performance Measures .....</b>	<b>21</b>
4.1 Balanced Scorecard.....	21
<b>Appendices.....</b>	<b>24</b>
Appendix 1: Details of Changes to Maintain Current Service Levels and Operationalize Prior Decisions .....	25
Appendix 2: Budget Requests .....	27
Appendix 3: Proposed 2014 Capital Program .....	38
Appendix 4: Proposed 2015-2016 Capital Program .....	39



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# Existing Core Services

## 1.1 Vision and Mission

Effective and progressive change is not an overnight process. It takes strategic thought, solid policies, insight, creativity, great communication and time. The City of Mississauga is proud to hold the banner of “Leading Today for Tomorrow” as it speaks specifically to working strategically. Our plans, and many strategic actions and policies that arise out of them, help guide our services for the public and also focuses the City on meeting future needs in a well thought-out, proactive manner.

Strategic planning has always been a way of life at the City of Mississauga. Considerable effort is put into developing new strategies and revamping existing plans through a coordinated and innovative planning approach for the future of Mississauga to ensure that Mississauga is a leading municipality.

### Vision

We will champion and inspire strategic leadership in every aspect of The Corporation of the City of Mississauga.

### Mission

Strategic Policy exists to lead, support and promote innovation, collaboration, accountability and partnerships. We lead by example in strategic risk taking and ensure the City’s long term prosperity is protected.



## 1.2 Service Delivery Model

Strategic Policy work within the City of Mississauga is not conducted by a single staff group, but rather achieved by collaboration across all five City departments. Strategic policies regarding transportation are developed by Transportation and Works staff, land use policies are developed by Planning and Building staff, and so on. What is ultimately important is that all plans are fully co-ordinated and aligned.

Staff and services represented in this service area are positioned in the City Manager's Department. The writing of this plan reflects the collaborative nature of this service. Each area provides a very distinct service and demonstrates their contributions in each section of the plan.

Strategic Policy work touches every other plan, but in the interests of brevity, not every outcome or project that is touched by this service is referenced here. Rather we have focused on the areas we lead and for which we are most accountable.



Key Documents that shape our Business Plan
• Strategic Plan
• City Business Plan
• Downtown21 Master Plan
• Economic Development Strategy
• Inspiration Lakeview: A Vision
• Municipal Act, 2001
• Corporate Policies
• Audit Charter

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# Updates & Accomplishments

## 2.1 Updates and Accomplishments

This section includes Major Initiatives and Activities that have changed or have been updated since the approval of 2013-2016 Business Plan and Budget. Updates and accomplishments are listed by initiative below. Detailed descriptions of these initiatives can be found in the approved Business Plans on the City's website.

Strategic Policy has had many successes with performance measures demonstrating that the City has leading citizen satisfaction and employee engagement scores.

Here are some of the more recent reasons why this is the case:

### City Strategy and Innovations

- Delivered a four-year City Business Plan for Council's approval;
- Continue to chart the future course for Port Credit through advancing Inspiration Port Credit;
- Commencement of preliminary study of District Energy;
- Completion of internal Administrative Resource Review;
- Innovation Report Card published annually since 2011;
- Over 50 Innovation Workshops held involving more than 800 staff;
- Hosted annual Fall Innovation Series;
- Hosted International Association of Facilitators Event - showcasing facilitation to drive innovation;
- Completed the 'City Committees of Council Structure Review' which was approved by Council in April 2013.
- Advanced:

- Sheridan College Phase II;
- Downtown21 Implementation; and
- Inspiration Lakeview - Supplementary Environmental Investigations, Feasibility Study for Access to the Western Pier, Master Plan.
- Launched new collaboration tools for project teams;
- Provided project management training to over 300 staff in 2012;
- Completion of Animal Services e3 Review, Information Technology and Land Use e3 Review; and
- Eight new Corporate Policies created and 18 amended.



Downtown Mississauga

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### **Economic Development Office**

- In 2012, the Economic Development Office (EDO) was involved in activities that will result in \$3.2 million of new and retained taxable assessment. That represents both planned or under construction investments. In addition \$23 million of capital investment is projected to generate an increase in tax revenue over the next three years. This activity represents 2,200 – 2,600 new jobs created and retained in Mississauga;
- In 2012, 30 corporate calls were attended by members of the Economic Development team and senior executives of Mississauga companies to discuss current operations, future plans and assistance needed to do business in Mississauga. Often, Mayor McCallion and a member of Council accompanied EDO on these calls;
- International Investment continued to be a key objective for the Economic Development Office including joint participation with the Greater Toronto Marketing Alliance (GTMA) in an investment mission to Brazil with a focus on information communications technologies sector;
- The Pulse of the Local Economy Roundtable meetings continued to be held in 2012 providing a diverse group of local businesses with an opportunity to discuss the challenges, issues and opportunities available to them and help ensure that Mississauga continues to offer a supportive environment for local businesses;
- The Economic Development Office announced two new online interactive tools in 2012. The online downloadable business directory provides contact information for over 10,000 companies located in Mississauga. The second tool introduced was a customized online brochure. This feature is targeted to support commercial real estate and other professionals responsible for making location decisions;
- To support the start-ups and growth of local business and the creation of jobs in Mississauga, the Mississauga Business Enterprise Centre (MBEC) provided small business training, resources and guidance resulting in:
  - 35 businesses started;
  - 182 jobs created;
  - 102 consultations;
  - 274 business registrations; and
  - 5012 client inquires.
- In support of youth entrepreneurship, MBEC offered the Summer Company program which provides students with the opportunity to turn their ideas into business opportunities while developing professional skills. In 2012, the Summer Company program resulted in 12 business start-ups with a combined 13 new jobs created; and
- A new International Student Welcome to Mississauga Event was introduced in 2012 with invitations to our international students who are studying at Sheridan College (Mississauga campus) and University of Toronto Mississauga to city hall to welcome them to the City and provide information about Mississauga and the various city services. Over 100 students attended this event, representing over 20 international countries.

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### Internal Audit

- Successfully completed the External Quality Assurance Review required by the Institute of Internal Auditors (IIA) which showed that the Internal Audit Division “is well structured and progressive, where the IIA Standards are understood and where useful audit tools are implemented to deliver value –added internal audits”;
- Completed a Corporate Risk Assessment for 2014-2016 with the objective of providing management with an updated and better understanding of the level of risks for their services, as well as additional criteria for measuring risks;
- Preparation of a multi-year Internal Audit work plan is underway based on the results of the Corporate Risk Assessment;
- The Internal Audit Charter was updated and adopted by Council through By-law 0065-2013; and
- Audit coverage and consultation services are enhanced with the addition of one intermediate auditor (BR #125) approved for 2013.

### Legal Services

- Continued with the Transitway project with several contract issues respecting the first and second phase of construction;
- Provided significant training for City staff on preparing for and attending at the OMB;
- Successfully negotiated (with Strategic Community Initiatives), a second Site Access Agreement with Ontario Power Generation thereby permitting the next stage of the Inspiration Lakeview Project to move forward;

- Negotiated renewal of the City’s Insurance Program:
  - Bound coverage one month prior to the October 1, 2013 renewal date (Insurer’s rarely agree to terms more than one week before renewal);
  - No increase in rates – Market reports calling for increased rate between five per cent and 20 per cent due to the world catastrophic losses; and
  - Able to negotiate increased limits of coverage for Extra Expense and Debris removal – no additional cost.
- Rolled out Risk Management Information sessions to various Departments and Divisions throughout the City of Mississauga;
- Submitted a business plan to bring in-house one Insurance Claim Adjuster and overall reduce the Risk Management operating budget by \$100,000;
- Collected data respecting damage caused by the July 8 flood, and actively participated in responding to Councillors’ inquiries and submission of the ODRAP claim;
- *Provincial Offences Act* (POA) prosecutor seconded to lead the administrative penalties project, which will benefit the Provincial Offences Court by creating efficiencies and allowing time to schedule more serious matters for trial. Statistics demonstrated that the number of POA charges continue to increase as do the number of licensing tribunal matters;

- 
- Successfully worked with planning staff to resolve the majority of outstanding appeals to the Mississauga Official Plan;
  - Completed a significant review and update of all development-related agreements, with the objective of updating and streamlining processes and agreements, and staff will be trained on using the new agreements;
  - Participated in several significant steering committees including Downtown21, Inspiration Port Credit and Inspiration Lakeview; and
  - Participated in several presentations to staff and outside the Corporation respecting employment law challenges, public/private partnerships, procurement matters and participated in updating many corporate policies and procedures.



Port Credit

## 2.3 Awards and Recognitions

- Mary Ellen Bench awarded the Bruce Noble Award from the International Municipal Lawyers' Association (IMLA);
- City recognized by fDi Magazine's American Cities of the Future ranking for 2013/2014;
- Inspiration Port Credit online public engagement website has won the APEX Communications Awards of Excellence sponsored by Communications Concepts Inc;
- Karyn Stock-MacDonald, Business and Innovation Coach and the City of Mississauga Awarded the Gold Award from the Internal Association of Facilitators (IAF); and
- Featured in a Municipal World Magazine as a "truly innovative municipality."



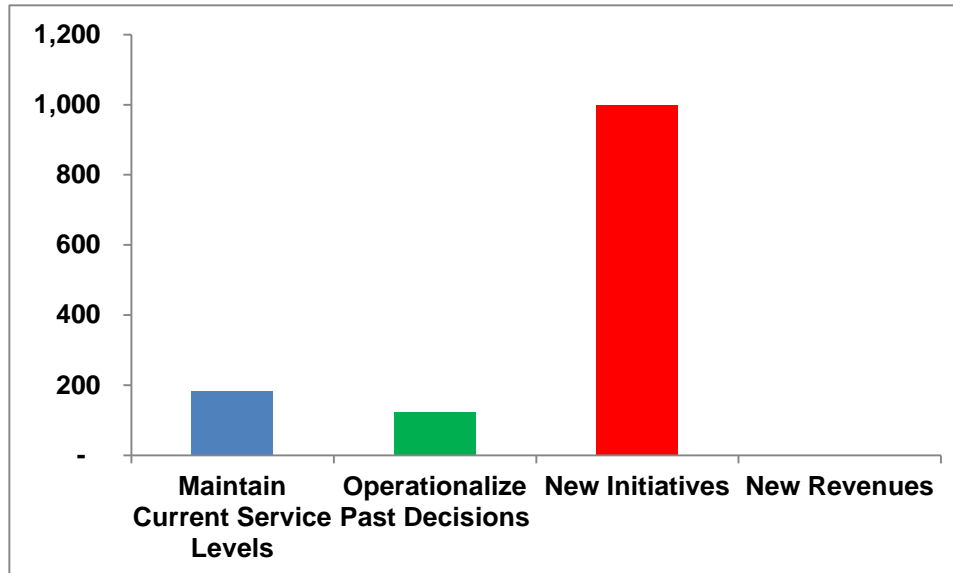
City of Mississauga Strategic Pillars



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## Proposed Budget

This part of the Business Plan sets out the financial resources required to deliver the proposed 2014-2016 Business Plan. Information is provided by major expenditure and revenue category as well as by program. The costs to maintain existing service levels and operationalize prior decisions are identified separately from proposed changes. The prior year budget for 2013 was \$11,211,000 and the proposed budget for 2014 is \$12,517,000.



### Total Changes to Maintain Current Service Levels

Strategic Policy labour increase reflects negotiated union agreements, economic adjustment increases, labour adjustments and other fringe benefit changes of \$175,000. There is an increase of \$100,000 in Professional Services under Legal Services. The increase reflects the growth of legal issues. However, there is a decrease-removal of reserve funding of Professional Services under Strategic Community Initiatives due to completion of the project in 2013. Total efficiencies found in insurance amount to \$116,000.



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**Total Changes to Operationalize Prior Decisions**

There were three 2013 decisions for staffing for a net of \$123,000: Environmental Lawyer, Intermediate Auditor and Legal Assistant.

**Total New Initiatives and Revenues**

In 2014 there is a \$1 million request for funding of the new Institute of Management and Innovation Complex at the University of Toronto Mississauga through a Special Purpose Levy. No new revenues occurred.

The following table identifies the budgeted expenditures and revenues for 2013 to 2016 by major program within the service area, as well as 2012 actuals by programs.

Description	2012 Actuals (\$000's)	2013 Budget (\$000's)	2014 Proposed Budget (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)
<b>Expenditures to Deliver Current Services</b>					
City Strategy & Innovations	3,204	3,130	2,920	2,957	3,354
Economic Development	1,640	1,974	2,015	3,033	3,154
Internal Audit	959	1,135	1,224	1,240	1,251
Legal Services	6,368	5,961	6,114	6,174	6,214
<b>Total Expenditures</b>	<b>12,171</b>	<b>12,201</b>	<b>12,274</b>	<b>13,403</b>	<b>13,972</b>
<b>Revenues</b>	<b>(482)</b>	<b>(385)</b>	<b>(409)</b>	<b>(409)</b>	<b>(409)</b>
Transfers From Reserves and Reserve Funds	(529)	(605)	(348)	(353)	(357)
New Initiatives	0	0	0	479	143
Special Purpose Levy	0	0	1,000	0	0
<b>Proposed Net Budget Including New Initiatives &amp; New Revenues</b>	<b>11,160</b>	<b>11,211</b>	<b>12,517</b>	<b>13,121</b>	<b>13,350</b>
<b>Expenditures Budget - Changes by Year</b>			<b>1%</b>	<b>9%</b>	<b>4%</b>
<b>Proposed Net Budget - Changes by Year</b>			<b>12%</b>	<b>5%</b>	<b>2%</b>

Note: Numbers may not balance due to rounding.

The following table separates the financial requirements into those required to maintain current service levels; to operationalize prior decisions; and proposed new initiatives and new revenues. More details are provided in sections 3.1 and 3.2.

Description	2014 Proposed Budget (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)
<b>Prior Year Total Expenditures Budget</b>	<b>12,201</b>	<b>13,274</b>	<b>13,882</b>
<b>Increases/(Decreases) to Maintain Current Service Levels</b>			
Labour and Benefits	175	245	205
Other Cost Increases	117	0	0
Efficiencies and Cost Savings	(343)	(115)	(115)
<b>Total Expenditures to Maintain Service Levels</b>	<b>12,150</b>	<b>13,403</b>	<b>13,972</b>
<b>Prior Year Revenue Budget</b>	<b>(990)</b>	<b>(757)</b>	<b>(762)</b>
Current Revenue Changes	7	(5)	(4)
Revenue Changes Associated with Efficiencies and Cost Savings	227	0	0
<b>Total Revenues</b>	<b>(757)</b>	<b>(762)</b>	<b>(766)</b>
<b>Net Expenditures to Maintain Services</b>	<b>11,394</b>	<b>12,642</b>	<b>13,206</b>
<b>Net Changes to Maintain Current Service Levels</b>	<b>183</b>	<b>125</b>	<b>86</b>
<b>Increases/(Decreases) to Operationalize Prior Decisions</b>			
Annualization of Previous Years Budget Decisions - Expenses	123	0	0
<b>Changes to Operationalize Prior Decisions</b>	<b>123</b>	<b>0</b>	<b>0</b>
<b>Net Expenditure to Maintain Current Service Levels and Operationalize Prior Decisions</b>	<b>11,517</b>	<b>12,642</b>	<b>13,206</b>
Proposed New Initiatives & New Revenues - Expenses	0	479	143
<b>Proposed New Initiatives &amp; New Revenues</b>	<b>0</b>	<b>479</b>	<b>143</b>
<b>UTM Funding</b>	<b>1,000</b>	<b>0</b>	<b>0</b>
<b>Total Special Purpose Levy</b>	<b>1,000</b>	<b>0</b>	<b>0</b>
<b>Proposed Total Expenditures Budget</b>	<b>13,274</b>	<b>13,882</b>	<b>14,115</b>
<b>Proposed Total Revenues Budget</b>	<b>(757)</b>	<b>(762)</b>	<b>(766)</b>
<b>Proposed Net Budget</b>	<b>12,517</b>	<b>13,121</b>	<b>13,350</b>

Note: Numbers may not balance due to rounding.

### 3.1 Changes to Maintain Current Service Levels and Operationalize Prior Decisions

The following two tables identify the major changes in the costs to maintain existing service levels and the cost increases arising from prior decisions. Detailed explanations of changes to 2014 as well as the proposed Full Time Equivalent Staffing by Program can be found in Appendix 1.

#### Proposed Changes to Maintain Current Service Levels

Description	FTE	2014 Proposed Budget (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)
<b>Labour and Benefits</b>	<b>0.0</b>	<b>175</b>	<b>245</b>	<b>205</b>
<b>Other Cost Increases</b>				
Professional Services - Legal Services	0.0	100	0	0
Other Changes	0.0	17	0	0
<b>Other Cost Increases</b>	<b>0.0</b>	<b>117</b>	<b>0</b>	<b>0</b>
<b>Efficiencies and Cost Savings</b>				
Insurance - reduce adjuster services	0.0	(116)	0	0
Removal of reserve funding - project completed in 2013	0.0	(217)	0	0
Other Changes	0.0	(10)	(115)	(115)
<b>Efficiencies and Cost Savings</b>	<b>0.0</b>	<b>(343)</b>	<b>(115)</b>	<b>(115)</b>
<b>Current Revenue Changes</b>				
Legal - various fee increases	0.0	(25)	0	0
Removal of reserve funding - project completed in 2013	0.0	217	0	0
Other Changes	0.0	42	(5)	(4)
<b>Current Revenue Changes</b>	<b>0.0</b>	<b>234</b>	<b>(5)</b>	<b>(4)</b>
<b>Total Changes to Maintain Current Service Levels</b>	<b>0.0</b>	<b>183</b>	<b>125</b>	<b>86</b>

Note: Numbers may not balance due to rounding.

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**Proposed Changes to Operationalize Prior Decisions**

Description	FTE	2014 Proposed Budget (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)
<b>Annualization of Prior Years Operating Cost Decisions</b>				
Annualization of three positions: Environmental Lawyer, Intermediate Auditor and Legal Assistant	0.0	123	0	0
<b>Annualization of Prior Years Operating Cost Decisions</b>	<b>0.0</b>	<b>123</b>	<b>0</b>	<b>0</b>
<b>Operating Impact of New Capital Projects</b>	<b>0.0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Changes to Operationalize Prior Decisions</b>	<b>0.0</b>	<b>123</b>	<b>0</b>	<b>0</b>

Note: Numbers may not balance due to rounding.

### 3.2 Proposed New Initiatives and New Revenues

The following table presents the costs by budget request for proposed new initiatives and proposed new revenues. Detailed descriptions of each budget request can be found in Appendix 2.

#### Proposed New Initiatives and New Revenues

Description	BR #	FTE	2014 Proposed Budget (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)	2014 to 2016 Capital (\$000's)
<b>New Initiatives</b>						
Life Sciences - Outreach Program	508	1.0	0	70	62	0
Lead Generation Program	519	0.0	0	40	0	0
Inspiration Lakeview	521	0.0	0	369	7	0
ICT - Outreach Program	520	1.0	0	0	74	0
<b>Total New Initiatives</b>		<b>2.0</b>	<b>0</b>	<b>479</b>	<b>143</b>	<b>0</b>
<b>Total New Revenues</b>		<b>0.0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total New Initiatives and New Revenues</b>		<b>2.0</b>	<b>0</b>	<b>479</b>	<b>143</b>	<b>0</b>

Note: Numbers may not balance due to rounding.

#### Proposed Special Purpose Levy Initiatives

Description	BR #	FTE	2014 Proposed Budget (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)	2014 to 2016 Capital (\$000's)
<b>Special Purpose Levy Initiatives</b>						
University of Toronto Mississauga (UTM) Capital Funding for new Institute of Management and Innovation Complex	989	0.0	1,000	0	0	0
<b>Total Special Purpose Levy Initiatives</b>		<b>0.0</b>	<b>1,000</b>	<b>0</b>	<b>0</b>	<b>0</b>

The following table outlines the 2012 actual costs, 2013 approved budget and proposed 2014 Budget and Forecasts for the remaining three years, by major expense and revenue categories.

#### Proposed Budget by Category

Description	2012 Actuals (\$000's)	2013 Budget (\$000's)	2014 Proposed Budget (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)
<b>Total Expenditures before Administrative and Support Costs</b>					
Labour Costs	9,415	9,972	10,285	10,959	11,295
Other Operating Costs	2,756	2,229	2,989	2,923	2,821
<b>Total Expenditures</b>	<b>12,171</b>	<b>12,201</b>	<b>13,274</b>	<b>13,882</b>	<b>14,115</b>
Total Revenues	(1,011)	(990)	(757)	(762)	(766)
<b>Net Expenditures before Administrative and Support Costs</b>	<b>11,160</b>	<b>11,211</b>	<b>12,517</b>	<b>13,121</b>	<b>13,350</b>
<b>Net Budget</b>	<b>11,160</b>	<b>11,211</b>	<b>12,517</b>	<b>13,121</b>	<b>13,350</b>

Note: Numbers may not balance due to rounding.

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### **3.3 Highlights of Proposed Capital Program Budget**

Strategic Policy is continuing its visioning with the Downtown21 Master Plan. The Downtown Infrastructure and Public Realm Plan project is to understand both the infrastructure below the ground and the corresponding public realm above the ground which is critical to ensuring the objectives for Downtown21 are achieved.

The Cooksville Vision 20/20 project will weave together the work that has been completed to date through other studies, into a comprehensive document that will describe the future for Downtown Cooksville.



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### 3.4 Capital Program

This section summarizes the forecast 10 year capital requirements for this service. The following table presents the forecast by major program. The next table summarizes the sources of financing for the capital forecast. A detailed listing of 2014 to 2016 projects is contained in Appendix 3 and 4.

#### Proposed Capital Program

Program Expenditures	2014 Proposed Budget (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)	2017 Forecast (\$000's)	2018-2023 Forecast (\$000's)	Total 2014-2023 (\$000's)
Strategic Community Initiatives	245	350	130	0		725
Policy Administration	0	25	0	0	50	75
<b>Total Expenditures</b>	<b>245</b>	<b>375</b>	<b>130</b>	<b>0</b>	<b>50</b>	<b>800</b>

Note: Numbers may not balance due to rounding.

#### Proposed Capital Program (continued)

Program Funding	2014 Proposed Budget (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)	2017 Forecast (\$000's)	2018-2023 Forecast (\$000's)	Total 2014-2023 (\$000's)
Tax	245	350	130	0	0	725
Other	0	25	0	0	50	75
<b>Total Funding</b>	<b>245</b>	<b>375</b>	<b>130</b>	<b>0</b>	<b>50</b>	<b>800</b>

Note: Numbers may not balance due to rounding.

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# Performance Measures

## 4.1 Balanced Scorecard

A Balanced Scorecard identifies measures for four key areas for the division's performance: Financial; Customers; Employees; and Business Processes. By examining all four areas, the division can retain balance to its performance and know that it is moving towards the attainment of its goals.

### Financial Measures

*Infrastructure Gap:* is defined as the difference between available resources and the amount of investment required to meet a City's core infrastructure needs. It is the total capital infrastructure investment required over a 10 year period compared to available revenues.

*External funding/annual total:* Measures the percentage of the external alternative funding such as grants from senior governments, borrowing and public-private partnerships-federal and provincial contributions, subsidies and recoveries

*Annual growth in tax base:* Tax rates in Mississauga are consistently lower than most Ontario municipalities. Mississauga Council is dedicated to keeping tax increases as low as possible.

### Customer Measures

*Number of public speaking engagements/board memberships:* shows the quantity of outreach the Strategic Policy is participating in outside of City Hall. This includes public forums, conferences and special presentations to name a few. This number does not include reports being presented.

*Resident Satisfaction with Mississauga* as a place to live measures the overall satisfaction of Mississauga residents with their city. These results are based on a poll conducted by Environics Research, featuring an analysis of public attitudes and issues of concern in the province of Ontario. Since most of the divisions within the Strategic Policy Service Area (including the City Manager's Office) influence, lead and/or set direction for the overall Corporation, it seems appropriate to use overall resident satisfaction as an outcome measure.

### Employees/Innovation Measures

*Strategic Leadership Index:* Inspiring strategic leadership and guiding strategic policy are main purposes of this service area. The results are based on the bi-annual Employee Engagement Survey conducted by Metrics@Work. The Strategic Leadership Index measures Strategic Leaders' (City Manager, Commissioners, and Directors) provision of vision, guidance, planning, decision making and commitment to quality.

*Innovation Index:* Every two years, the City undertakes an Employee Engagement Survey, conducted by Metrics@Work. This measure represents the average of all responses to the three innovation construct questions.

### Internal Business Process Measures

*Number of training/learning opportunities offered by Strategic Policy Staff* is a measure of the various workshops/training events held for City employees by the Strategic Policy staff. These examples include Innovation Workshops, Project Management trainings and workshops, Business Planning drop in sessions etc.

*Number of Business Improvement recommendations implemented:* Business Improvement has reviewed nine City

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services through the e3 Program and has completed a comprehensive review with recommendations for each of them. All of these recommendations are expected to create new value for the Corporation and community. Just as with the audit reports, the benefit from the Business Improvement recommendations is not only in the recommendations made, but in their effective implementation. Commitment to results is perhaps the most important requirement for ensuring that the benefits of these reports are realized.

*Annual Efficiencies Found:* Ensuring efficiency within the Corporation is an important function of this service area. The figures quoted are based on the efficiencies category used by Financial Services during budget preparation.

Measures for Strategic Policy	2010 (Actual)	2011 (Actual)	2012 (Actual)	2013 (Actual)	2014 (Planned)	2015 (Planned)	2016 (Planned)
<b>Financial:</b>							
Infrastructure Gap	\$77M	\$79M	\$82M	\$86M	\$91M	\$94M	\$97M
External funding/ Annual total	39%	40%	39%	38%	38%	37%	35%
Annual growth in tax base	3.9%	7.2%	8.4%	7%	6.2%	5.9%	5.5%
<b>Customer:</b>							
Number of public/ industry speaking engagements/ Board memberships	N/A	N/A	36	117	120	120	120
Resident satisfaction with Mississauga	82%	84%	96%	90%	90%	90%	90%
<b>Employees/Innovation:</b>							
Employee engagement scores: Strategic Leadership	61.2%	61.2%	57.2%	57.2%	60%	60%	60%
Employee engagement scores: Innovation	61.9%	61.9%	63.7%	63.7%	64%	64%	64%
<b>Internal Business Process:</b>							
Number of training/ learning opportunities offered by Strategic Policy staff	N/A	N/A	N/A	120	120	120	120
Number of Business Improvement recommendations implemented	23	8	15	34	12*	N/A	N/A
Annual Efficiencies Found (City wide)	\$1M	\$4M	\$3.4M	\$5.9M	\$7.9M	\$5.1M	\$3.3M

\*Program is changing

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## **Appendices**

## Appendix 1: Details of Changes to Maintain Current Service Levels and Operationalize Prior Decisions

### Changes to Maintain Current Service Levels

Description	2013 Budget (\$000's)	2014 Proposed Budget (\$000's)	Change (\$000's)	Details
<b>Labour and Benefits</b>	<b>9,729</b>	<b>9,904</b>	<b>175</b>	Increase reflects negotiated union agreements, economic adjustment increases, labour adjustments and other fringe benefit changes.
<b>Other Cost Increases</b>				
Professional Services - Legal Services	980	1,080	100	Increase reflects growth of legal issues.
Other Changes	1,148	1,165	17	
<b>Total Other Cost Increases</b>	<b>2,128</b>	<b>2,245</b>	<b>117</b>	
<b>Efficiencies and Cost Savings</b>				
Insurance	116	0	(116)	Reduction of adjuster services
Professional Services - Strategic Community Initiatives	217	0	(217)	Removal of reserve funding - project completed in 2013
Other Changes	11	0	(11)	
<b>Total Efficiencies and Cost Savings</b>	<b>343</b>	<b>0</b>	<b>(343)</b>	
<b>Current Revenue Changes</b>				
Legal - various fees	(175)	(200)	(25)	To reflect the various fee increases
Transfers from Reserves	(217)	0	217	Removal of reserve funding - project completed in 2013
Other Changes	(598)	(555)	43	
<b>Total Current Revenue Changes</b>	<b>(990)</b>	<b>(755)</b>	<b>234</b>	
<b>Total Changes to Maintain Current Service Levels</b>	<b>11,211</b>	<b>11,394</b>	<b>183</b>	

Note: Numbers may not balance due to rounding.

### Changes to Operationalize Prior Decisions

Description	2013 Budget (\$000's)	2014 Proposed Budget (\$000's)	Change (\$000's)	Details
<b>Annualization of Previous Years Operating Cost Decisions</b>				
Annualization of three positions	243	366	123	Environmental Lawyer, Intermediate Auditor and Legal Assistant
Other Changes	(243)	(243)	0	Required for balancing as opening balance is included in reported labour
<b>Total Annualization of Previous Years Operating Cost Decisions</b>	<b>0</b>	<b>123</b>	<b>123</b>	
<b>Total Operating Impact of New Capital Projects</b>	<b>0</b>	<b>0</b>	<b>0</b>	
<b>Total Changes to Operationalize Prior Decisions</b>	<b>0</b>	<b>123</b>	<b>123</b>	
<b>Total Costs to Maintain Current Services Levels and Operationalize Prior Decisions</b>	<b>11,211</b>	<b>11,517</b>	<b>306</b>	

Note: Numbers may not balance due to rounding.

### Proposed Full Time Equivalent Staffing Distribution by Program

Program	2013	2014	2015	2016
City Strategy & Innovations	24.1	24.5	24.5	24.5
Economic Development	14.5	14.5	15.5	16.5
Internal Audit	8.0	8.0	8.0	8.0
Legal Services	41.5	41.5	41.5	40.5
<b>Total Service Distribution</b>	<b>88.1</b>	<b>88.5</b>	<b>89.5</b>	<b>89.5</b>

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## Appendix 2: Budget Requests

### Proposed 2014-2016 New Initiatives and New Revenues

Please see the Budget Requests for the 2014-2016 Business Planning Cycle with details to follow.

Description	BR #	Year
<b>Special Purpose Levy</b>		
University of Toronto Mississauga (UTM) Capital Funding for new Institute of Management and Innovation Complex	989	2014
<b>New Initiatives</b>		
Life Sciences - Outreach Program	508	2015
Lead Generation Program	519	2015
Inspiration Lakeview	521	2015
ICT - Outreach Program	520	2016



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Budget Request #: 989

**Proposed Initiative**

University of Toronto Mississauga  
(UTM) Capital Funding for new  
Institute of Management and  
Innovation Complex

**Department**

City Manager's Department

**Service Area**

Strategic Policy

**Required Operating Investment**

Impacts (\$000s)	2014	2015	2016
Gross Expenditures	1,000.0	1,000.0	1,000.0
Reserves & Reserve Funds	0.0	0.0	0.0
User Fees & Other Revenues	0.0	0.0	0.0
Tax Levy Requirements	1,000.0	1,000.0	1,000.0
* Net Change in \$		0.0	0.0
FTEs	0.0	0.0	0.0

\* Any net change that is negative, (in brackets), is a good thing. It means a reduction in expenditure or an increase in revenue.

**Required Capital Investment**

Total Capital (\$000s)	2013 & Prior	2014	2015	2016	2017 & Beyond
Expenditures	0.0	0.0	0.0	0.0	0.0

**Why Staff Recommend this Initiative**

Staff have brought forward this BR at Council's direction for discussion as part of the Budget process. A report from staff was brought before Budget Committee in June 2013 responding to a deputation by the University of Toronto Mississauga (UTM) on May 15, 2013, requesting funding. Staff was directed to bring forward this item as part of the budget process later in 2013 as part of a special tax levy.

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*Budget Request #: 989*

**Details of Service Change**

This is a funding request only presented as an option for a special tax levy.

**Service Impact**

The report prepared by KPMG, for UTM, states that the summary of return to Mississauga is:

1. Financial recovery on investment 38 per cent;
2. Jobs created in Mississauga by incremental spending related to the Institute for Management and Innovation(IMI) is 101 FTEs;
3. Jobs created in Mississauga by capital spending on the Innovation Complex (IC) is 28 person years;
4. Labour and business income created in Mississauga by incremental spending related to IMI (annual, at steady state) is \$22.2 million; and
5. Labour and business income created in Mississauga by capital spending for the IC (total) is \$3.5 million.

The UTM deputation material and the staff report are available upon request.

---

Budget Request #: 508

**Proposed Initiative**

Life Sciences - Outreach Program

**Department**

City Manager's Department

**Service Area**

Strategic Policy

**Required Operating Investment**

Impacts (\$000s)	2014	2015	2016
Gross Expenditures	0.0	69.5	131.6
Reserves & Reserve Funds	0.0	0.0	0.0
User Fees & Other Revenues	0.0	0.0	0.0
Tax Levy Requirements	0.0	69.5	131.6
* Net Change in \$		69.5	62.1
FTEs	0.0	1.0	1.0

*\* Any net change that is negative, (in brackets), is a good thing. It means a reduction in expenditure or an increase in revenue.*

**Required Capital Investment**

Total Capital (\$000s)	2013 & Prior	2014	2015	2016	2017 & Beyond
Expenditures	0.0	0.0	0.0	0.0	0.0

**Why Staff Recommend this Initiative**

These are considered short term initiatives outlined in the Economic Development Master Plan. A new FTE, starting in 2015, is recommended to drive this program.

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*Budget Request #: 508*

**Details of Service Change**

This is an enhanced service initiative. In 2010, Council approved the new Economic Development Master Plan that verified the importance of the Life Sciences sector to the Mississauga economy. Several short-term actions were identified to attract and grow further investment in the Life Sciences sector in a proactive manner through relationship and strategic partnership development.

**Service Impact**

Will create business opportunities, employment and contribute to the fiscal well-being of the city.

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Budget Request #: 519

**Proposed Initiative**

Lead Generation Program

**Department**

City Manager's Department

**Service Area**

Strategic Policy

**Required Operating Investment**

Impacts (\$000s)	2014	2015	2016
Gross Expenditures	0.0	40.0	40.0
Reserves & Reserve Funds	0.0	0.0	0.0
User Fees & Other Revenues	0.0	0.0	0.0
Tax Levy Requirements	0.0	40.0	40.0
* Net Change in \$		40.0	0.0
FTEs	0.0	0.0	0.0

*\* Any net change that is negative, (in brackets), is a good thing. It means a reduction in expenditure or an increase in revenue.*

**Required Capital Investment**

Total Capital (\$000s)	2013 & Prior	2014	2015	2016	2017 & Beyond
Expenditures	0.0	0.0	0.0	0.0	0.0

**Why Staff Recommend this Initiative**

This funding will be required to implement short term actions identified in the Economic Development Master Plan.

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*Budget Request #: 519*

**Details of Service Change**

This is a new service initiative. As was identified in the Economic Development Master Plan, approved by Council in 2010, proactive business attraction and growth of a City's economy is a best practice in many large cities. Funding for a qualified lead generation program to start in 2015, would allow for early engagement and work with companies making site location decisions.

**Service Impact**

Will create business opportunities, employment and contribute to the fiscal well-being of the city.

---

Budget Request #: 521

**Proposed Initiative**

Inspiration Lakeview

**Department**

City Manager's Department

**Service Area**

Strategic Policy

**Required Operating Investment**

Impacts (\$000s)	2014	2015	2016
Gross Expenditures	0.0	369.4	376.8
Reserves & Reserve Funds	0.0	0.0	0.0
User Fees & Other Revenues	0.0	0.0	0.0
Tax Levy Requirements	0.0	369.4	376.8
* Net Change in \$		369.4	7.4
FTEs	0.0	0.0	0.0

*\* Any net change that is negative, (in brackets), is a good thing. It means a reduction in expenditure or an increase in revenue.*

**Required Capital Investment**

Total Capital (\$000s)	2013 & Prior	2014	2015	2016	2017 & Beyond
Expenditures	0.0	0.0	0.0	0.0	0.0

**Why Staff Recommend this Initiative**

Council endorsed the vision for Inspiration Lakeview in April 2011. Approval of the Master Plan is anticipated by 2014, at which point, Council can decide if further investments are warranted. This Budget Request estimates that additional studies and a permanent team dedicated to waterfront initiatives will be required to develop the waterfront into a world class sustainable community.

**Details of Service Change**

Mississauga's Strategic Plan, with the pillar "Prosper" states that "We will create a model sustainable creative community on the waterfront."

Mississauga's waterfront is one of our City's greatest assets and can become a regional, national and international model of sustainability. We have the opportunity of attracting employment and retail to a mixed-use community, complete with the spirit of arts and culture, a variety of housing options, and leisure and recreational assets.

2015: \$369,400 (operating) A staff team of a Strategic Leader, Project Manager and Researcher has been in place working with multiple partners including The Region of Peel, ONTARIO Power Generation (OPG), The Province, Credit Valley Conservation, Toronto and Region Conservation Authority and others to coordinate the portfolio of projects under the vision. Funding is anticipated to be required to keep this team in place to implement further actions that will be identified during the Master Planning process, the Feasibility Study for access to the Western Pier as directed by Council in 2011, the Lakeview Waterfront Connection and associated projects.

2015-2016: \$200,000 per year (capital) For the purposes of planning, a number of assumptions have been made that will be tested upon the conclusion of the Master Plan, including an allowance for future studies, for matters such as economic analysis, transportation, infrastructure studies and public realm plans that would be required to implement the Master Plan.

**Service Impact**

The City has made great progress in preparing a vision for the OPG property and the surrounding employment lands. The Province, OPG and the City are working in the spirit of cooperation through the Memorandum of Understanding on a Shared Vision. The Master Plan, with the support of the technical and planning studies, is the vehicle for developing the Shared Vision and must be completed prior to July 2014 at which time OPG is required to take a recommendation to its Board of Directors to determine the terms and structure of future ownership of the OPG site.

The community was highly engaged during the development of the Inspiration Lakeview vision and is looking to the City to provide leadership in proceeding with the next steps that will bring the Vision closer to reality (implementable visions with short and long term action plans). The City's work on the waterfront will result in significant public response.



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Budget Request #: 520

**Proposed Initiative**

ICT- Outreach Program

**Department**

City Manager's Department

**Service Area**

Strategic Policy

**Required Operating Investment**

Impacts (\$000s)	2014	2015	2016
Gross Expenditures	0.0	0.0	73.8
Reserves & Reserve Funds	0.0	0.0	0.0
User Fees & Other Revenues	0.0	0.0	0.0
Tax Levy Requirements	0.0	0.0	73.8
* Net Change in \$		0.0	73.8
FTEs	0.0	0.0	1.0

*\* Any net change that is negative, (in brackets), is a good thing. It means a reduction in expenditure or an increase in revenue.*

**Required Capital Investment**

Total Capital (\$000s)	2013 & Prior	2014	2015	2016	2017 & Beyond
Expenditures	0.0	0.0	0.0	0.0	0.0

**Why Staff Recommend this Initiative**

These are considered short term initiatives outlined in the Economic Development Master Plan. A new FTE, starting in 2016, is recommended to drive this program.

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*Budget Request #: 520*

**Details of Service Change**

This is an enhanced service initiative. In 2010, Council approved the new Economic Development Master Plan that verified the importance of the Information and communication technology (ICT) sector to the Mississauga economy. Since Mississauga is considered a technology-driven economy, the City's strengths in ICT affect other key sectors creating points of overlap and synergy. Several short-term actions were identified to attract and grow further investment in the ICT sector in a proactive manner through relationship and strategic partnership development.

**Service Impact**

Will create business opportunities, employment and contribute to the fiscal well-being of the city.

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### Appendix 3: Proposed 2014 Capital Program

#### Program: Strategic Community Initiatives

Project Number	Project Name	Gross Cost (000's)	Recovery (000's)	Net Cost (000's)	Funding Sources
COSP00011	Downtown Infrastructure and Public Realm Plan	70	0	70	Capital Reserve Fund
COSP003729	Cooksville Vision 20/20	175	0	175	Capital Reserve Fund
<b>Subtotal</b>		<b>245</b>	<b>0</b>	<b>245</b>	
<b>Total Expenditures</b>		<b>245</b>	<b>0</b>	<b>245</b>	

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#### Appendix 4: Proposed 2015-2016 Capital Program

##### Program: Strategic Community Initiatives

Sub-Program	2015 Forecast (\$000's)	2016 Forecast (\$000's)
Downtown Infrastructure and Public Realm Plan	350	130
<b>Subtotal</b>	<b>350</b>	<b>130</b>

##### Program: Policy Administration

Sub-Program	2015 Forecast (\$000's)	2016 Forecast (\$000's)
Insurance Actuarial Review	25	0
<b>Subtotal</b>	<b>25</b>	<b>0</b>
<b>Total Expenditures</b>	<b>375</b>	<b>130</b>





# Land Development Services

## 2014-2016 Business Plan Update and 2014 Budget

City of Mississauga, Ontario, Canada

**96%** OF ALL COMPLETE BUILDING PERMIT APPLICATIONS  
REVIEWED WITHIN LEGISLATIVE TIMELINES.  
**83,000** INSPECTIONS PERFORMED.  
OVER **17,000** CUSTOMERS SERVED AT THE PLANNING  
AND BUILDING CUSTOMER SERVICE CENTRE.



Last year the City of Mississauga undertook an extensive process to create a four year, 2013 through 2016, detailed Business Plan and Budget. Approved in December 2012, the 2013-2016 Business Plan and Budget outlines how and where the City plans to allocate resources to provide good value for taxpayers. Reviewed and updated annually, the four year plan is based on the City's four strategic priorities. 2014 marks the second year of Mississauga's four year Business Plan and Budget. For this "Update Year" staff have focused on primarily updating and presenting exceptions and amendments to the four year approved Service Area Business Plans, while still providing comprehensive financial information and forecasts.

The following summary document sets out a brief description of the Service Area, what has changed since writing the 2013-2016 Business Plan and Budget and performance measurements. The complete 2014-2016 Business Plan and Budget can be found on the City's website.

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## Table of Contents

<b>Existing Core Services .....</b>	<b>4</b>
1.1 Vision and Mission .....	4
1.2 Service Delivery Model .....	5
<b>Updates &amp; Accomplishments .....</b>	<b>8</b>
2.1 Updates .....	8
2.2 Accomplishments .....	8
2.3 Awards and Recognitions .....	9
<b>Proposed Budget .....</b>	<b>10</b>
3.1 Changes to Maintain Current Service Levels and Operationalize Prior Decisions.....	13
3.2 Highlights of Proposed Capital Program Budget .....	15
3.3 Capital Program .....	16
<b>Performance Measures .....</b>	<b>17</b>
4.1 Balanced Scorecard .....	17
<b>Appendices .....</b>	<b>19</b>
Appendix 1: Details of Changes to Maintain Current Service Levels and Operationalize Prior Decisions .....	20
Appendix 2: Budget Requests .....	23
Appendix 3: Proposed 2014 Capital Program .....	24
Appendix 4: Proposed 2015-2016 Capital Program .....	25



# Existing Core Services

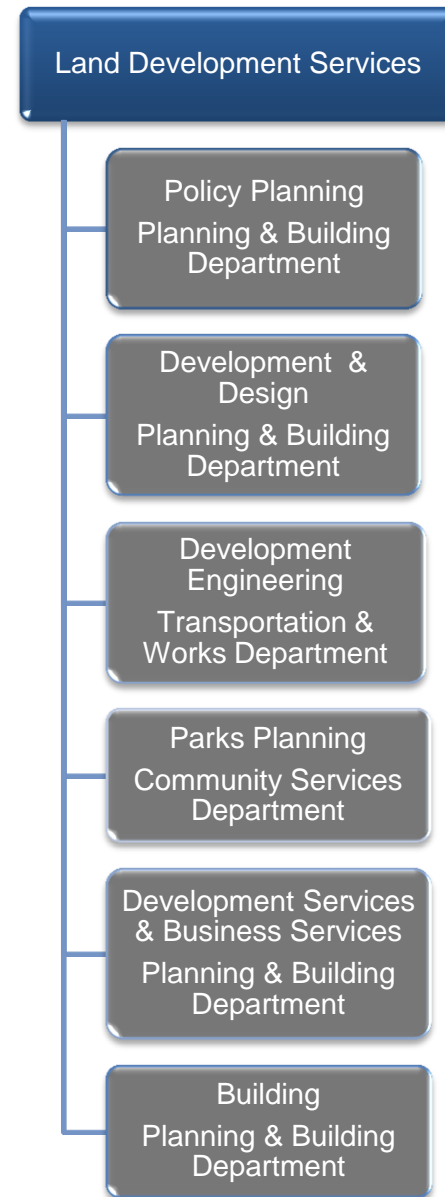
## 1.1 Vision and Mission

### Vision

To be a leader in providing community planning and building services to shape an innovative City where people choose to be.

### Mission

To provide quality customer service by facilitating legislated approval processes from the creation of policies, the designation of lands through the processing of development applications and building permits to building inspections to ensure the health, safety and well-being of the public.



## 1.2 Service Delivery Model

Land Development Services Area is comprised of six multi-disciplinary sections/divisions from three departments of the Corporation that are involved in all aspects of the land development approval process ranging from formulating policy and design frameworks to approving development applications, building permits and inspection services. These functions are carried out in accordance with the following relevant legislation: *Planning Act*, *Heritage Act*, *Condominium Act*, *Development Charges Act*, *Building Code Act*, *Ontario Building Code* and other applicable law.

Land Development Services has a number of linkages and dependencies with other City service areas including Roads, Storm Drainage and Watercourses, Recreation, Parks and Forestry, Strategic Policy and Arts and Culture.

The key responsibilities and deliverables of the five functions are listed below:

### Policy Framework

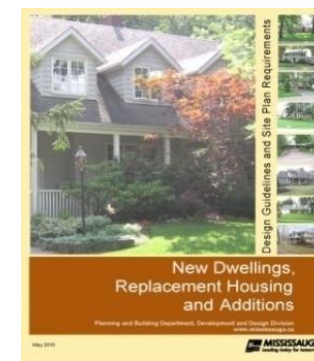
- Preparing and maintaining the Official Plan, city-wide policy studies, environmental policy planning and monitoring and implementing components of the Strategic Plan;
- Advising on planning initiatives in adjacent municipalities, as well as Federal, Provincial and Regional governments;
- Conducting community planning studies, area specific land use studies and parking policy initiatives; and
- Providing departmental and corporate data support including growth forecasts, census data analysis, employment surveys, brochures and newsletters.



New Official Plan embodies the goals and objectives of the Strategic Plan as it applies to land use.

### Design Framework

- Performing proactive design work, special studies and consultation including landscape, streetscape and urban design policy and master planning; and
- Providing design advice and information regarding design related matters to City Council, the public, developers, consultants and others.

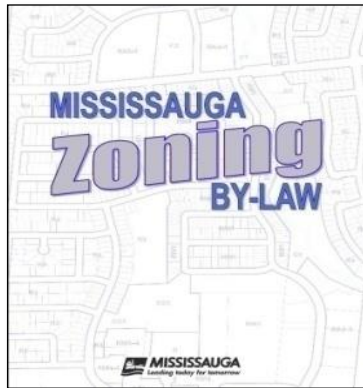


Guidelines and site plan requirements to assist homeowners, designers, architects and landscape architects.

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## Development Approvals

- Reviewing, processing and approving applications for development;
- Undertaking special studies that guide development;
- Providing application advice, facilitation of preliminary and pre-application meetings;
- Reviewing development engineering plans to ensure compliance with Ontario Provincial Standards, City of Mississauga Design Standards, and other applicable engineering requirements;
- Reviewing and finalizing Development and Servicing Agreements;
- Conducting landscape inspections; and
- Coordinating planning comments and providing clearances to Committee of Adjustment for land severances and variances.



First municipality in the GTA to have an Official Plan and a Zoning By-law that works together with provincial legislation to guide development.

## Building Approvals

- Ensuring compliance with the Building Code Act, the Ontario Building Code, the City's Zoning By-law, Sign By-law, and other applicable law;
- Reviewing zoning, architectural, structural and mechanical components of building permit applications;
- Processing applications for Zoning Certificates and sign permits; and
- Performing building permit and sign permit inspections.



Residential high density development under construction in the downtown core.

---

### **Business Services**

- Operating Planning and Building Customer Services Centre;
- Developing and maintaining web content and online services;
- Coordinating building permit approvals;
- Calculating and collecting development charges;
- Coordinating condominium approvals; and
- Supporting and developing the Mississauga Approval Xpress (MAX) system.



Planning and Building Customer Services Centre serves on average 75 customers per day.

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## Updates & Accomplishments

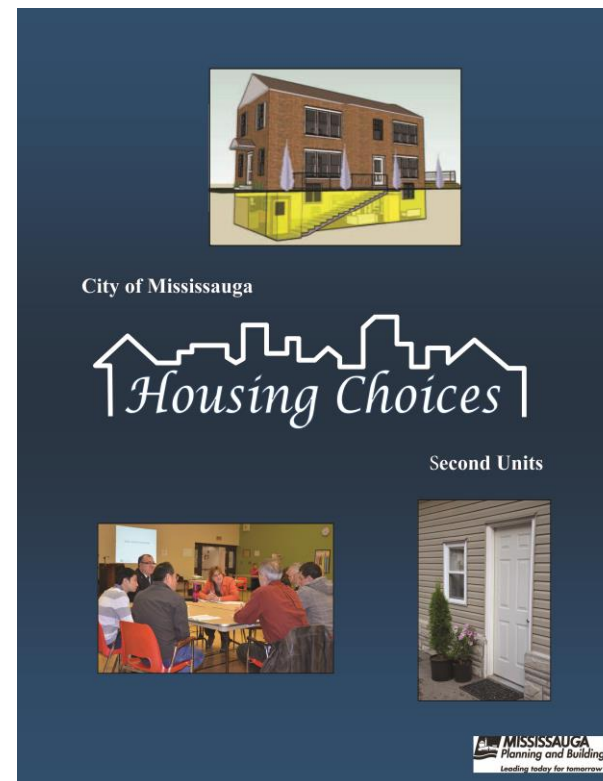
### 2.1 Updates

- The Three Year Plan, resulting in a reduction of 10 Full Time Equivalents (FTE's), will be completed at the end of 2013;
- Released the Draft Port Credit Local Area Plan for comments and undertook public consultation;
- Request for Proposal issued for Integrated ePermitting Solution; and
- Consultants have been retained to prepare a community improvement plan to incent office development in the Mainstreet District of the Downtown.

### 2.2 Accomplishments

- Implemented the Planning Application and Building Permit Fees Study resultign in improved cost recovery;
- The new Mississauga Official Plan came into effect in November 2012, with the exception of some policies that remain under appeal;
- Implementing documents for the Downtown Core, including the Local Area Plan, Zoning By-law and Site Plan Control By-law Amendments, and Built Form standards were approved, with the exception of those polices under appeal;
- The four appeals to the enactment of the Interim Control By-law for the Downtown Core were settled through negotiations;

- The comprehensive public consultation and design workshops for second units was completed and the Second Unit Implementaion Strategy (SUIS) was prepared. The statutory public meeting to legalize second units was held. The SUIS was approved and implementing Official Plan policies and Zoning By-law regulations were adopted;



Cover included in a corporate report that went before Planning and Development Committee

- 
- Proactively addressed changes to the *Funeral, Burial and Cremation Services Act, 2012* with respect to the location of new crematoriums. An Ontario Municipal Board hearing has been scheduled for the fall 2013 to deal with an appeal to the new policy;
  - Corporate Policy and Procedure for Bonus Zoning enabling the City to secure community benefit contributions from developers when rezoning applications, seeking increased height and/or density, are approved, was adopted;
  - Telecommunication Tower/Antenna Facilities Protocol adopted;
  - Released a wide range of information on the City's Mississauga Data website, featuring the first release of the 2011 Census information; and
  - The 32<sup>nd</sup> annual Mississauga Urban Design Awards was held in September 2013. There were 10 nominations of which five received awards.



Poster for the 2013 Mississauga Urban Design Awards

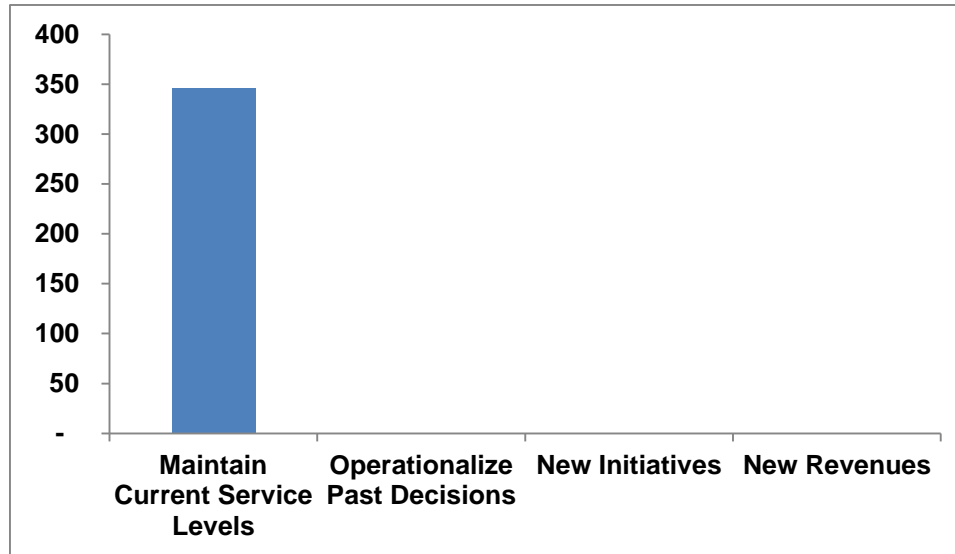
## 2.3 Awards and Recognitions

- Members of the Policy Division were part of the team awarded the Corporate Awards for Excellence - City Manager's Award for recognition of the contribution the Mississauga Employment Survey made to the Cultural Resource Mapping project.

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## Proposed Budget

This part of the Business plan sets out the financial resources required to deliver the proposed 2014-2016 Business Plan. Information is provided by major expenditure and revenue category as well as by program. The costs to maintain existing service levels and operationalize prior decisions are identified separately from proposed changes. The prior year budget for 2013 was \$6,884,000 and the proposed budget for 2014 is \$7,229,000.



### Total Changes to Maintain Current Service Levels

The 2014 labour increase for Land Development Services of \$282,000 reflects economic adjustment increases and other fringe benefit changes. Other Cost Increases totalling \$279,000 are attributable mostly to one-time costs. This is offset by \$185,000 in Efficiencies and Cost Savings resulting primarily from the one per cent budget reduction initiative.

Current Revenue Changes reflect a higher Development Applications Revenue budget of \$440,000 which can be attributed to fee increases introduced in May 2013, additional fee increases to take effect in 2014, and the anticipated level of major development applications. This increase will be offset by a reduction in the Building Permit Revenue budget of \$440,000 to align with future anticipated actual revenues. The net result is no change, as the increases and decreases offset each other.

The following table identifies the budgeted expenditures and revenues for 2013 to 2016 by major program within the service area, as well as 2012 actuals by programs.

Description	2012 Actuals (\$000's)	2013 Budget (\$000's)	2014 Proposed Budget (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)
<b>Expenditures to Deliver Current Services</b>					
Building Division	7,820	8,354	8,754	8,688	8,789
Development and Design	7,748	8,121	8,153	8,196	8,364
Policy Planning	2,267	2,542	2,486	2,478	2,462
<b>Total Expenditures</b>	<b>17,835</b>	<b>19,017</b>	<b>19,393</b>	<b>19,362</b>	<b>19,615</b>
<b>Revenues</b>	<b>(12,296)</b>	<b>(12,067)</b>	<b>(12,067)</b>	<b>(12,067)</b>	<b>(12,067)</b>
Transfers From Reserves and Reserve Funds	(48)	(65)	(96)	0	0
<b>Proposed Net Budget Including New Initiatives &amp; New Revenues</b>	<b>5,491</b>	<b>6,884</b>	<b>7,229</b>	<b>7,294</b>	<b>7,548</b>

<b>Expenditures Budget - Changes by Year</b>			<b>2%</b>	<b>0%</b>	<b>1%</b>
<b>Proposed Net Budget - Changes by Year</b>			<b>5%</b>	<b>1%</b>	<b>3%</b>

Note: Numbers may not balance due to rounding.



The following table separates the financial requirements into those required to maintain current service levels; to operationalize prior decisions; and proposed new initiatives and new revenues. More details are provided in sections 3.1 and 3.2.

Description (\$000's)	2014 Proposed Budget (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)
<b>Prior Year Total Expenditures Budget</b>	<b>19,017</b>	<b>19,393</b>	<b>19,427</b>
<b>Increases/(Decreases) to Maintain Current Service Levels</b>			
Labour and Benefits	282	361	303
Other Cost Increases	279	(167)	147
Efficiencies and Cost Savings	(185)	(161)	(197)
<b>Total Expenditures to Maintain Service Levels</b>	<b>19,393</b>	<b>19,427</b>	<b>19,680</b>
<b>Prior Year Revenue Budget</b>	<b>(12,132)</b>	<b>(12,164)</b>	<b>(12,132)</b>
Current Revenue Changes	(31)	31	0
<b>Total Revenues</b>	<b>(12,164)</b>	<b>(12,132)</b>	<b>(12,132)</b>
<b>Net Expenditures to Maintain Services</b>	<b>7,229</b>	<b>7,294</b>	<b>7,548</b>
<b>Current Year Net Tax Levy</b>	<b>7,229</b>	<b>7,294</b>	<b>7,548</b>
<b>Increase in Net Tax Levy</b>	<b>345</b>	<b>65</b>	<b>253</b>
<b>Net Changes to Maintain Current Service Levels</b>	<b>345</b>	<b>65</b>	<b>253</b>
<b>Increases/(Decreases) to Operationalize Prior Decisions</b>			
<b>Changes to Operationalize Prior Decisions</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Expenditure to Maintain Current Service Levels and Operationalize Prior Decisions</b>	<b>7,229</b>	<b>7,294</b>	<b>7,548</b>
<b>Proposed New Initiatives &amp; New Revenues</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Special Purpose Levy</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Proposed Total Expenditures Budget</b>	<b>19,393</b>	<b>19,427</b>	<b>19,680</b>
<b>Proposed Total Revenues Budget</b>	<b>(12,164)</b>	<b>(12,132)</b>	<b>(12,132)</b>
<b>Proposed Net Budget</b>	<b>7,229</b>	<b>7,294</b>	<b>7,548</b>

Note: Numbers may not balance due to rounding.

### 3.1 Changes to Maintain Current Service Levels and Operationalize Prior Decisions

The following table identifies the major changes in the costs to maintain existing service levels and the cost increases arising from prior decisions. Detailed explanations of changes to 2014 as well as the proposed Full Time Equivalent Staffing by Program can be found in Appendix 1.

#### Proposed Changes to Maintain Current Service Levels

Description (\$000's)	FTE	2014 Proposed Budget (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)
<b>Labour and Benefits</b>	<b>0.0</b>	<b>282</b>	<b>361</b>	<b>303</b>
<b>Other Cost Increases</b>				
One Time Costs For New Building Code Training	0.0	167	(167)	0
Election Sign Removal ( Funded From Election Reserve )	0.0	31	(31)	0
Fees Study Review	0.0	0	0	90
Other Changes	0.0	81	31	57
<b>Other Cost Increases</b>	<b>0.0</b>	<b>279</b>	<b>(167)</b>	<b>147</b>
<b>Efficiencies and Cost Savings</b>				
1% Budget Reductions	0.0	(195)	(197)	(197)
Other Changes	0.0	10	36	0
<b>Efficiencies and Cost Savings</b>	<b>0.0</b>	<b>(185)</b>	<b>(161)</b>	<b>(197)</b>
<b>Current Revenue Changes</b>				
Building Permit Revenue Decrease	0.0	440	300	300
Site Plan, Rezoning & Subdivision Application Fees Increase	0.0	(440)	(300)	(300)
Transfer From Election Reserve	0.0	(31)	31	0
<b>Current Revenue Changes</b>	<b>0.0</b>	<b>(31)</b>	<b>31</b>	<b>0</b>
<b>Total Changes to Maintain Current Service Levels</b>	<b>0.0</b>	<b>345</b>	<b>64</b>	<b>253</b>

Note: Numbers may not balance due to rounding.

The following table outlines the 2012 actual costs, 2013 approved budget and proposed 2014 Budget and Forecasts for the remaining three years, by major expense and revenue categories.

#### Proposed Budget by Category

Description (\$000's)	2012 Actuals (\$000's)	2013 Budget (\$000's)	2014 Proposed Budget (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)
<b>Total Expenditures before Administrative and Support Costs</b>					
Labour Costs	14,307	14,953	15,227	15,565	15,868
Other Operating Costs	657	1,263	1,288	887	816
<b>Total Expenditures</b>	<b>14,964</b>	<b>16,216</b>	<b>16,515</b>	<b>16,452</b>	<b>16,684</b>
Total Revenues	(12,344)	(12,132)	(12,164)	(12,067)	(12,067)
<b>Net Expenditures before Administrative and Support Costs</b>	<b>2,620</b>	<b>4,084</b>	<b>4,351</b>	<b>4,385</b>	<b>4,617</b>
Administrative and Support Costs	2,871	2,801	2,878	2,909	2,930
<b>Net Budget</b>	<b>5,491</b>	<b>6,885</b>	<b>7,229</b>	<b>7,294</b>	<b>7,547</b>

Note: Numbers may not balance due to rounding.

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### **3.2 Highlights of Proposed Capital Program Budget**

See tables under Section 3.4

There are no new Capital items introduced for the 2014-2016 Business Planning cycle. One-time studies in Policy Planning make up the majority of the Capital Budget for Land Development Services and these are funded from the Planning Process Update Reserve. The other monies being requested for ePlans and Planning Databases enhancement are continuations of multiyear projects previously approved.

### 3.3 Capital Program

This section summarizes the forecast 10 year capital requirements for this service. The following table presents the forecast by major program. The next table summarizes the sources of financing for the capital forecast. A detailed listing of 2014 to 2016 projects is contained in Appendix 3 and 4.

#### Proposed Capital Program

Program Expenditures (\$000's)	2014 Proposed Budget (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)	2017 Forecast (\$000's)	2018-2023 Forecast (\$000's)	Total 2014-2023 (\$000's)
Community Improvement Plans - 2014 Phase	100	0	0	0	0	100
Field Computing and Enhanced Automation	82	0	0	0	0	82
Environmental Policy Review - Official Plan	0	250	0	0	0	250
Community Improvement Plans - 2015 Phase	0	100	0	0	0	100
Field Computing For Inspectors	0	900	0	0	0	900
Comprehensive Review of Employment Lands	0	0	100	0	0	100
Employment Opportunities Intensification Areas Study	0	0	250	0	0	250
Community Improvement Plans - 2016 Phase	0	0	100	0	0	100
<b>Total Expenditures</b>	<b>182</b>	<b>1,250</b>	<b>450</b>	<b>0</b>	<b>0</b>	<b>1,882</b>

Note: Numbers may not balance due to rounding.

Program Funding (\$000's)	2014 Proposed Budget (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)	2017 Forecast (\$000's)	2018-2023 Forecast (\$000's)	Total 2014-2023 (\$000's)
Tax	82	900	0	0	0	982
Other ( Reserve For Planning Process Updates )	100	350	450	0	0	900
Debt	0	0	0	0	0	0
<b>Total Funding</b>	<b>182</b>	<b>1,250</b>	<b>450</b>	<b>0</b>	<b>0</b>	<b>1,882</b>

Note: Numbers may not balance due to rounding.

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# Performance Measures

## 4.1 Balanced Scorecard

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

By paying attention to all four areas, an organization can retain balance to its performance and know that it is moving toward the attainment of its goals.

About the Measures for Land Development Services:

### Financial Measures

*Cost Recovery* financial measure for building permits and development applications represents the applicable revenues collected as a percentage of the gross costs attributed to providing these legislative services. The higher the cost ratio for a division or service area, the greater the portion of the costs that have been recovered through revenues.

### Customer Measures

*Average time spent per customer* is the average number of minutes staff in the Planning and Building Customer Services Centre spends with the customer.

*Average Wait Time* measures the average wait time in minutes from the time the customer checks in with the Customer Service Advisor to when the customer speaks with appropriate staff in the Planning and Building Customer Services Centre.

### Employee Measures

*Continuous Quality Improvement Index* results are based on the bi-annual Employee Engagement Survey conducted by Metrics@Work. The Continuous Quality Improvement Index measures the extent to which the continuous improvement of work practices is encouraged and supported and how business is conducted. When benchmarked with the City index, Planning and Building is 2.4 per cent higher and 13 per cent higher than other comparable organizations.

### Business Processes Measures

*Building Permit Status Report* measures the current volume of online transactions. The targets are established to reflect continued efforts to shift these resources from traditional channels to online self serve channels. The numbers do not relate to building permit activity levels.

*Development Application Status Reports* measures the current volume of online transactions. The numbers do not relate to development activity levels.

*Building Inspections Booked Online* measures the current volume of online transactions. The targets are established to reflect continued efforts to encourage booking inspections online. The numbers do not relate to building inspection activity levels.

*Public Open Space* measures the percentage of public open space versus total area of the City.

Measures for Land Development Services	2010 (Actual)	2011 (Actual)	2012 (Actual)	2013 (Planned)	2014 (Planned)	2015 (Planned)	2016 (Planned)
<b>Financial:</b>							
Cost Recovery	50%	51%	65%	80%	85%	90%	100%
<b>Customer:</b>							
Average time spent per customer	20.1 min.	20.0 min.	21.0 min.	20.0 min.	18.0 min.	18.0 min.	18.0 min.
Average wait time	4.7 min.	5.2 min.	6.0 min.	5.5 min.	5.0 min.	5.0 min.	5.0 min.
<b>Employee/Innovation:</b>							
Continuous Quality Improvement	72.0	72.0	75.0	75.0	75.0	75.0	75.0
Strategic Leadership	65.0	65.0	68.0	68.0	70.0	70.0	70.0
<b>Internal Business Process:</b>							
Building Permit Status Reports	24,954	28,711	33,500	33,000	33,000	35,000	36,750
Development Application Status Report	8,518	9,357	10,000	10,520	11,000	11,500	12,000
Booking Inspections	2,671	3,063	2,570	3,000	3,500	3,900	4,300
Public Open Space	10.14%	10.15%	10.15%	10.18%	10.3%	10.45%	10.5%

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## **Appendices**



## Appendix 1: Details of Changes to Maintain Current Service Levels and Operationalize Prior Decisions

### Changes to Maintain Current Service Levels

Description	2013 Budget (\$000's)	2014 Proposed Budget (\$000's)	Change (\$000's)	Details
<b>Labour and Benefits</b>	<b>14,954</b>	<b>15,236</b>	<b>282</b>	Increase reflects negotiated union agreements, economic adjustment increases, labour adjustments and other fringe benefit changes.
<b>Other Cost Increases</b>				
New Building Code Training	0	167	167	New Building Code Training
Election Sign Removal Costs	0	31	31	Election Sign Removal Costs
Allocated Departmental Business Service Labour	2,783	2,864	81	
Other Changes	1,280	1,280	(0)	
<b>Total Other Cost Increases</b>	<b>4,063</b>	<b>4,342</b>	<b>279</b>	
<b>Efficiencies and Cost Savings</b>				
Labour Overtime	40	0	(40)	Reduction to Overtime - Underspent in all Divisions.
Miscellaneous Consulting Services – Policy Division	100	60	(40)	Reduction to Miscellaneous Consulting Services – Policy Division.
Miscellaneous Consulting Services - Development & Design	80	40	(40)	Reduction to Miscellaneous Consulting Services - Development & Design.
Printing of Policy Studies	50	0	(50)	Fund Printing of Policy Studies from Internal Printing.
Additional 1% Budget Reductions	25	0	(25)	Additional budget reductions to Brochures and Newsletters, Room Rentals, and Postage to meet the 1% reduction target.
Allocated Departmental Business Service Efficiencies and Cost Savings	0	(88)	(88)	Miscellaneous cost reductions
Other Changes	(295)	(197)	98	
<b>Total Efficiencies and Cost Savings</b>	<b>0</b>	<b>(185)</b>	<b>(185)</b>	

#### Changes to Maintain Current Service Levels (Cont'd)

Description	2013 Budget (\$000's)	2014 Proposed Budget (\$000's)	Change (\$000's)	Details
<b>Current Revenue Changes</b>				
Revenue Decrease	(9,553)	(9,113)	440	Building Permit Budget Revenue Decrease.
Revenue Increase	(2,003)	(2,443)	(440)	Site Plan, Rezoning & Subdivision Application Fees Budget Revenue Increase.
Transfers From Election Reserve	0	(31)	(31)	Election Sign removal costs for the 2014 Municipal Budget. Funded From Election Reserve.
Other Changes Revenue	(577)	(577)	0	
<b>Total Current Revenue Changes</b>	<b>(12,133)</b>	<b>(12,164)</b>	<b>(31)</b>	
<b>Total Changes to Maintain Current Service Levels</b>	<b>6,884</b>	<b>7,229</b>	<b>345</b>	

Note: Numbers may not balance due to rounding.

#### Changes to Operationalize Prior Decisions

Description (\$000's)	2013 Budget (\$000's)	2014 Proposed Budget (\$000's)	Change (\$000's)	Details
<b>Annualization of Previous Years Operating Cost Decisions</b>				
<b>Total Annualization of Previous Years Operating Cost Decisions</b>	<b>0</b>	<b>0</b>	<b>0</b>	
<b>Operating Impact of New Capital Projects</b>				
<b>Total Operating Impact of New Capital Projects</b>	<b>0</b>	<b>0</b>	<b>0</b>	
<b>Total Changes to Operationalize Prior Decisions</b>	<b>0</b>	<b>0</b>	<b>0</b>	
<b>Total Costs to Maintain Current Services Levels and Operationalize Prior Decisions</b>	<b>6,884</b>	<b>7,229</b>	<b>345</b>	

Note: Numbers may not balance due to rounding.

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**Proposed Full Time Equivalent Staffing Distribution by Program**

Program	2013	2014	2015	2016
Building Division	80.3	80.9	80.3	80.3
Development and Design	47.0	47.0	47.0	47.0
Policy Planning	20.3	20.3	20.3	20.3
<b>Total Service Distribution</b>	<b>147.6</b>	<b>148.2</b>	<b>147.6</b>	<b>147.6</b>

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## **Appendix 2: Budget Requests**

### **Proposed 2014-2016 New Initiatives and New Revenues**

There are no new initiatives or new revenues.

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### Appendix 3: Proposed 2014 Capital Program

#### Program: Policy

Project Number	Project Name	Gross Cost (000's)	Recovery (000's)	Net Cost (000's)	Funding Sources
PBLD0013	Community Improvement Plans - 2014 Phase	100	0	100	Planning Process Update Reserve
<b>Subtotal</b>		<b>100</b>	<b>0</b>	<b>100</b>	

#### Program: Building

Project Number	Project Name	Gross Cost (000's)	Recovery (000's)	Net Cost (000's)	Funding Sources
PBLD0018	Field Computing and Enhanced Automation	82	0	82	Capital Reserve Fund
<b>Subtotal</b>		<b>82</b>	<b>0</b>	<b>82</b>	
<b>Total Expenditures</b>		<b>182</b>	<b>0</b>	<b>182</b>	

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#### Appendix 4: Proposed 2015-2016 Capital Program

##### Program: Policy

Sub-Program	2015 Forecast (\$000's)	2016 Forecast (\$000's)
Environmental Policy Review - Official Plan	250	0
Community Improvement Plans - 2015 Phase	100	0
Comprehensive Review of Employment Lands	0	100
Employment Opportunities Intensification Areas Study	0	250
Community Improvement Plans - 2016 Phase	0	100
<b>Subtotal</b>	<b>350</b>	<b>450</b>

##### Program: Building

Sub-Program	2015 Forecast (\$000's)	2016 Forecast (\$000's)
Field Computing For Inspectors	900	0
<b>Subtotal</b>	<b>900</b>	<b>0</b>
<b>Total Expenditures</b>	<b>1,250</b>	<b>450</b>





# Arts and Culture

## 2014-2016 Business Plan Update and 2014 Budget

City of Mississauga, Ontario, Canada



PROVIDE MORE THAN **130** SHOWS AND PERFORMANCES  
AT MEADOWVALE THEATRE.  
MANAGE AND PRESERVE OVER **15,000** ARTIFACTS AND  
OVER **100,000** ARCHAEOLOGICAL PIECES.  
SUPPORT OVER **100** EVENT DAYS AT CELEBRATION SQUARE  
ATTRACTING OVER **1** MILLION VISITORS SINCE 2011.  
SUPPORT **342** FILMING DATES IN 2011.





Last year the City of Mississauga undertook an extensive process to create a four year, 2013 through 2016, detailed Business Plan and Budget. Approved in December 2012, the 2013-2016 Business Plan and Budget outlines how and where the City plans to allocate resources to provide good value for taxpayers. Reviewed and updated annually, the four year plan is based on the City's four strategic priorities. 2014 marks the second year of Mississauga's four year Business Plan and Budget. For this "Update Year" staff have focused on primarily updating and presenting exceptions and amendments to the four year approved Service Area Business Plans, while still providing comprehensive financial information and forecasts.

The following summary document sets out a brief description of the Service Area, what has changed since writing the 2013-2016 Business Plan and Budget and performance measurements. The complete 2014-2016 Business Plan and Budget can be found on the City's website.

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## Table of Contents

<b>Existing Core Services .....</b>	<b>4</b>
1.1 Vision and Mission .....	4
1.2 Service Delivery Model .....	5
<b>Updates &amp; Accomplishments .....</b>	<b>6</b>
2.1 Updates .....	6
2.2 Accomplishments .....	6
2.3 Awards and Recognitions .....	8
<b>Proposed Budget .....</b>	<b>9</b>
3.1 Changes to Maintain Current Service Levels and Operationalize Prior Decisions.....	14
3.2 Proposed New Initiatives and New Revenues .....	15
3.3 Highlights of Proposed Capital Program Budget .....	17
3.4 Capital Program .....	18
<b>Performance Measures .....</b>	<b>19</b>
4.1 Balanced Scorecard .....	19
<b>Appendices .....</b>	<b>21</b>
Appendix 1: Details of Changes to Maintain Current Service Levels and Operationalize Prior Decisions .....	22
Appendix 2: Budget Requests .....	24
Appendix 3: Proposed 2014 Capital Program .....	37
Appendix 4: Proposed 2015-2016 Capital Program .....	38

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# Existing Core Services

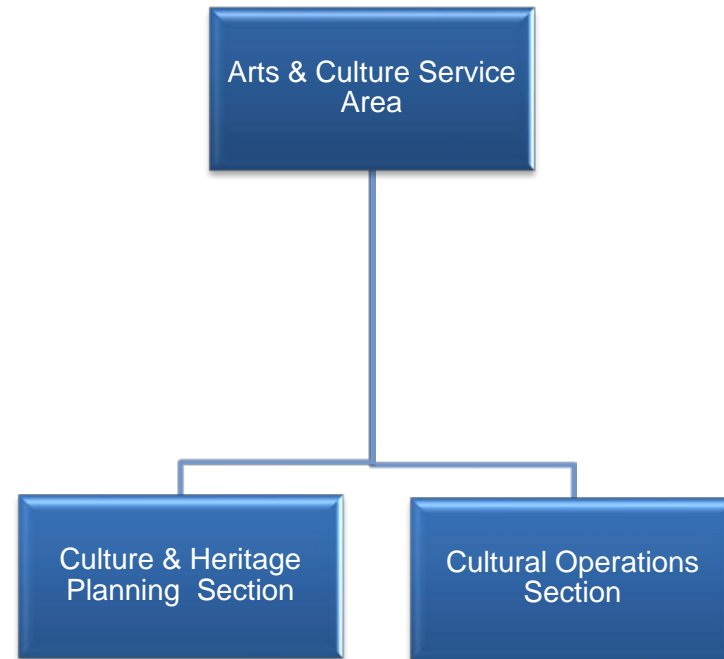
## 1.1 Vision and Mission

### Vision

Mississauga is known as a dynamic global cultural centre where public works are public art; our festivals and events have transformed our neighbourhoods and the City Centre into vibrant cultural nodes; our cultural facilities are welcoming places, providing opportunities to learn about our history, and to experience and celebrate our culture and unique identity.

### Mission

To implement the approved Culture Master Plan by working collaboratively with a wide variety of partners to build strong cultural institutions, complete communities and stimulate a creative economy.



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## 1.2 Service Delivery Model

The Culture Division is responsible for the delivery of the Arts and Culture service area, and more importantly, the Culture Master Plan. The Culture Master Plan was approved in 2009, and extends beyond the arts, addressing all aspects of culture including heritage, events, and vibrant urban spaces. The plan provides a framework for developing the local culture sector by outlining a long term vision, seven strategic directions and an implementation plan, with 44 recommendations.

The Division is organized into two service areas – Cultural & Heritage Planning and Cultural Operations as briefly described below. Within the structure, 36 full-time and 22 temporary staff are employed to achieve the Division's vision and mission.

### Cultural & Heritage Planning

Culture and Heritage Planning section is responsible for leading the City's strategic culture and heritage planning functions. The section leads cultural research and analysis, long-range cultural and heritage planning, culture infrastructure planning, public art, and digital engagement. Additionally, the section is responsible for leading business and capital program planning.

### Cultural Operations

The Cultural Operations section is responsible for the operations of the City's cultural facilities and sites – Mississauga Celebration Square, Meadowvale Theatre and the Museums of Mississauga. The section generates and supports delivery of high quality festivals, events, arts and cultural experiences for residents and visitors alike. The section is also responsible for administering the City's arts

and cultural granting program, marketing and promotions, and filming and television office.

The work of the Culture Division is guided by the following strategic goals, identified within the Culture Master Plan:

- Strengthen cultural organizations;
- Encourage community celebrations and festivals;
- Strengthen cultural infrastructure;
- Foster partnerships and increase collaboration;
- Strengthen the flow of information;
- Identify cultural nodes and creating an artful public realm; and
- Attract and support creative individuals.



Maple Magic at Bradley Museum

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## Updates & Accomplishments

### 2.1 Updates

Over the last year, the Culture Division has made significant progress implementing the Cultural Master Plan. The Plan is organized into seven strategic directions, with 44 corresponding recommendations and actions. To date, 20 of the recommendations have been completed, and another 13 are nearing completion. Included among the recommendations which are underway and to be completed during this business planning cycle are:

- Reach the per capita grant investment target of \$3;
- Proactive collecting of artifacts for future major museum;
- Create a policy framework for cultural facility development;
- Digital initiatives to foster new types of public engagement; and
- Background research for Culture Master Plan update.

### 2.2 Accomplishments

The following highlights a few of the Division's activities and accomplishments as they relate to the seven strategic directions contained in the Plan and the stated objectives of the 2013 business cycle.

#### **Strengthen cultural organizations**

This past year, a total of \$1,995,292 in arts and culture grants were awarded to culture organizations, festivals, events and designated heritage property. This represents a significant increase to per capita grant investment from \$1.50 in 2009 to \$2.69 in 2012.

#### **Encourage community celebrations and festivals**

Mississauga Celebration Square continues to lead as the City's main outdoor cultural space programming more than 128 event days and attracting upwards of 605,000 visitors in 2012. City-run arts and culture events, such as Doors Open and Rebel - a National Youth Arts Week event, have also grown in popularity, with increased attendance of 16 per cent and 30 per cent respectively. Similarly, the number of arts and cultural events delivered by local community organizations through the support of the City has increased by 30 per cent, and attracted more than 1.1 million visitors.



Mississauga Kendo Club performs at Kariya Park during Culture Days and Doors Open Mississauga 2013

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### **Strengthen cultural infrastructure**

This year saw a renewed focus on both the City's museum collection (artifacts) and art collection. Two important policies - Museums Collections Policy and City Acquired Art Policy were approved by Council to establish sound management practices for these valuable cultural assets.

### **Foster partnerships and increase collaboration**

Numerous collaborations with arts organizations, business improvement areas, and universities were facilitated this year. Of particular note, the City partnered with the Art Gallery of Mississauga to provide art installations at the Meadowvale Theatre Gallery and the Great Hall for the annual Urban Design Awards program. Additionally, the division provided support to the Mayor's Music Circle initiative which involved a symposium among Mississauga's music and choral groups. Finally, in partnership with ArtsBuild Ontario, a not-for-profit organization for building, managing and financing arts facilities, the Division co-hosted a space development workshop.

### **Strengthen the flow of information**

The Mississauga Cultural Resource Map continues as a single source of information on Mississauga's cultural resources and offering information on over 8,000 resources - an increase of 15 per cent since 2012. The Culture Division's web-pages have also continued to grow in popularity with almost 350,000 visits last year - an increase of 15 per cent. The number of social media followers also continues to grow with a jump by almost 35 per cent in followers for Mississauga Celebration Square alone.

### **Identify cultural nodes and create an artful public realm**

This year, the City's permanent public art program successfully delivered two major artworks – "Possibilities" by

artist Michel de Broin at the roundabout at Duke of York Boulevard and Square One Drive and "Migration" by artist Alex Anagnostou at the corner of Burnhamthorpe Road and Duke of York Boulevard. Additionally, the Port Credit Cultural Node area was strengthened through the installation of several new temporary public artworks and additional outdoor cafes and patios.

### **Attract and support creative individuals**

Mississauga's reputation as a leader in film and TV is illustrated by a 150 per cent increase in filming days between 2011 and 2012. Given the growth and significance of this creative industry, a new film policy is being developed. The policy provides clarity the City's role in supporting film and TV and aims to ensure the industry continues to thrive.



XIII filming on location at Mississauga Celebration Square



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## 2.3 Awards and Recognitions

The Culture Division is fortunate to have received various awards and to have been honored by opportunities to present publicly or to guest author professional publications. A few noteworthy examples include:

Awards:

- 2012 Excellence in Municipal Systems – Service to Citizens awarded to the City of Mississauga by the Municipal Information Systems Association (MISA) for the Mississauga Cultural Resource Mapping project; and
- 2012 The CAFÉ City Manager’s Award of Excellence awarded to the Mississauga Cultural Resource Mapping project.

Public Speaking Engagements:

- Creative City Network of Canada (CCNC) conference. Ottawa, guest speakers, on the topic “*Public Art & Digital Screens in Mississauga;*”
- University of British Columbia (UBC). Institute of Cultural Planning and Development- guest speaker on the topic: “*Developing a sustainable cultural mapping project;*”
- Festival & Events Ontario Conference, Mississauga. Guest speakers – “*How to write an effective grant application;*” and
- Parks and Recreation (PRO) Ontario Conference. Niagara Falls, ON. As a guest speaker, spoke on the topic “*The Mississauga Cultural Resource Mapping project.*”

Published Articles:

- The Public Sector Digest magazine as a contributing author, published an article on “*Cultural Resource Mapping project;*” and
- The Ontario Heritage Trust, *Heritage Matters* Volume 11, Issue 2, May 2013 – authored “*How Districts Change*” an essay Ontario’s first HCD and its evolution over the past 33 years.



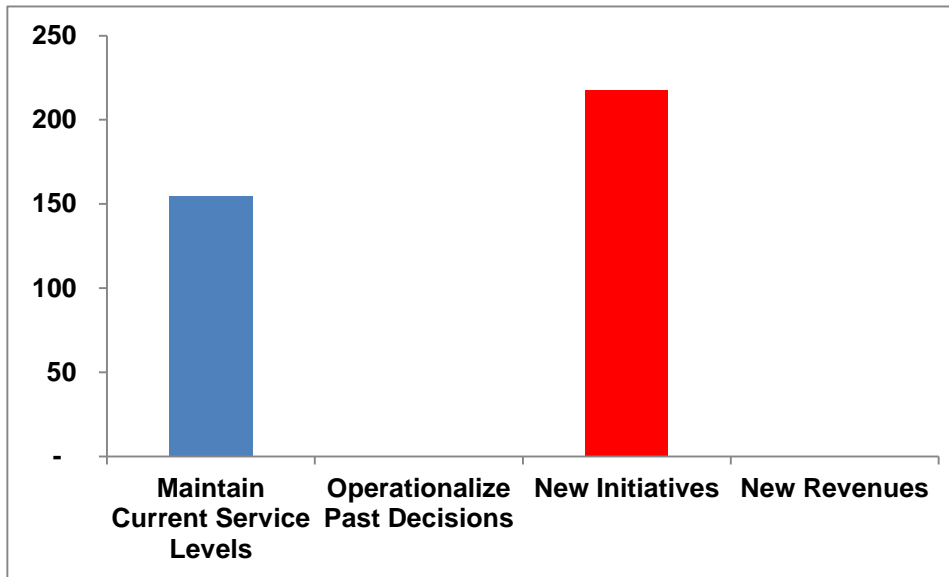
*Possibilities* by Michel de Broin

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## Proposed Budget

This part of the Business plan sets out the financial resources required to deliver the proposed 2014-2016 Business Plan. Information is provided by major expenditure and revenue category as well as by program. The costs to maintain existing service levels and operationalize prior decisions are identified separately from proposed changes. The prior year budget for 2013 was \$6,445,000 and the proposed budget for 2014 is \$6,817,000.

The Operating Budget changes for 2014 are broken down in the chart below:



### Total Changes to Maintain Current Service Levels

As a relatively new service area, during the past years it was important to establish a base operating and capital budget program for the Culture Division. Entering into the fifth year of service, the Culture Division is stabilizing and, as such, minimal changes to the service levels are expected in the future. Moreover, the Culture Division recognizes the importance of long term sustainability and a need for a diversification of revenue sources. As a result, a portion of the Culture Division's programs and services is supported through various revenue sources including fees for services, sponsorship, grants, and partnerships with the private and public partners.



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A total net increase of \$155,000 to the base 2014 operating budget is required to maintain current service levels. This increase includes a one per cent reduction to the Culture Division operating budget of \$60,000. Two FTE's are proposed for 2014, but 2.2 FTE positions have been eliminated as a result of the Meadowvale Village Heritage Conservation District planning project concluding. Overall, the total change represents an increase of 2.4 per cent from the 2013 budget in order to maintain current service levels.

### **Total New Initiatives and Revenues**

Despite the minimal change to the 2014 base operating budget, the demand and expectation for cultural program and services has not subsided. Residents desire vibrant communities where arts and culture events and activities flourish, public places are anchored by public art, important heritage buildings are protected, and streets clamor with sidewalk cafes and cultural life. Furthermore, as the City's demographics shift, the demand for digitally-based cultural program and services is rising, and pressures for new cultural facilities (e.g. major museum, art gallery) and upgrades to existing ones (Meadowvale Theatre) is increasing.

Recognizing this, four new initiatives are proposed amounting to a total net increase of \$217,000 to the base 2014 operating budget. The following provides a general overview of each initiative, while Appendix 2 provides details:

1. **Artifact Preservation & Collection Services**

The City of Mississauga's Museum unit does not actively collect artifacts due to limited staff resources and the shortage of appropriate museum storage space. The proposed service change will enable the City to collect and store new artifacts, thereby achieving two goals: (a) to raise public perceptions on the importance of the City's heritage and (b) to move closer towards the long-term goal of a major City Museum. Starting in 2014, an additional \$57,000 is required in support of increased resources for professional collection management, and for leasing museum quality artifact storage space. This approach significantly reduces previously anticipated budget requirements related to plans for constructing and operating a stand-alone Artifact Preservation Centre. This request operationalizes recommendations 10, 18, and 19 of the Culture Master Plan.

2. **Strengthen Cultural Outreach**

Vitally important to the success of the Arts and Culture service area and to the local arts and culture constituency is the Culture Division's ability to provide community focused, efficient, and well-managed services. At present, the Culture Division is challenged to meet some service expectations for volunteer management, capacity building for affiliate groups, and information sharing services due to minimal support resources. Starting in 2014, \$25,000 is required for a part time resource to address service deficiencies and to improve outreach to the City's arts and cultural community.

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3. Grant Support to Culture Groups

Financial support to local arts and cultural organizations is essential for any culturally vibrant city. Grant programs not only facilitate quality arts and culture programs and services for youth, newcomers, residents and visitors, but they contribute to the sustainability of local organizations. The Culture Master Plan recommends the City's art and culture grant budget provide \$3 per capita. Consequently, due to the City's population increase, the grant budget must increase proportionately. In 2014, \$90,000 is required to satisfy the City's arts and culture granting target.

4. Strengthen Heritage Planning

The Heritage Planning unit ensures the legislative obligations and timelines within the *Ontario's Heritage Act* are satisfied. Where conditions set forth in the Act are not adhered, irreplaceable heritage assets could be lost through demolition, or irrevocably altered without permission. Due to significant changes to the *Act* in 2006, heightened responsibility and accountability provisions have been placed on the municipality as the steward of its heritage assets. Consequently, pressures on limited staff resources have increased as the volume of work continues to grow. Starting in 2014, \$46,000 is required to ensure the City can meet its obligations set forth within the *Act*. This reflects recommendation nine in the Culture Master Plan.

The following table identifies the budgeted expenditures and revenues for 2013 to 2016 by major program within the service area, as well as 2012 actuals by programs.

Description	2012 Actuals (\$000's)	2013 Budget (\$000's)	2014 Proposed Budget (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)
<b>Expenditures to Deliver Current Services</b>					
Mississauga Celebration Square	1,518	1,573	1,579	1,595	1,608
Heritage	424	464	287	337	341
Culture Operations	4,582	5,056	5,106	5,308	5,460
Culture Planning	293	419	420	428	480
Culture Support Services	804	709	832	814	778
<b>Total Expenditures</b>	<b>7,622</b>	<b>8,221</b>	<b>8,223</b>	<b>8,482</b>	<b>8,667</b>
<b>Revenues</b>	<b>(1,505)</b>	<b>(1,614)</b>	<b>(1,624)</b>	<b>(1,624)</b>	<b>(1,624)</b>
Transfers From Reserves and Reserve Funds	(124)	(162)	0	0	0
New Initiatives	0	0	217	158	137
<b>Proposed Net Budget Including New Initiatives &amp; New Revenues</b>	<b>5,992</b>	<b>6,445</b>	<b>6,817</b>	<b>7,017</b>	<b>7,181</b>
<b>Expenditures Budget - Changes by Year</b>			<b>0%</b>	<b>3%</b>	<b>2%</b>
<b>Proposed Net Budget - Changes by Year</b>			<b>6%</b>	<b>3%</b>	<b>2%</b>

Note: Numbers may not balance due to rounding.

The following table separates the financial requirements into those required to maintain current service levels; to operationalize prior decisions; and proposed new initiatives and new revenues. More details are provided in sections 3.1 and 3.2.

Description	2014 Proposed Budget (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)
<b>Prior Year Total Expenditures Budget</b>	<b>8,221</b>	<b>8,441</b>	<b>8,640</b>
<b>Increases/(Decreases) to Maintain Current Service Levels</b>			
Labour and Benefits	107	90	75
Other Cost Increases	(55)	11	11
Efficiencies and Cost Savings	(50)	(60)	(60)
<b>Total Expenditures to Maintain Service Levels</b>	<b>8,223</b>	<b>8,482</b>	<b>8,667</b>
<b>Prior Year Revenue Budget</b>	<b>(1,776)</b>	<b>(1,624)</b>	<b>(1,624)</b>
Current Revenue Changes	162	0	0
Revenue Changes Associated with Efficiencies and Cost Savings	(10)	0	0
<b>Total Revenues</b>	<b>(1,624)</b>	<b>(1,624)</b>	<b>(1,624)</b>
<b>Net Expenditures to Maintain Services</b>	<b>6,600</b>	<b>6,859</b>	<b>7,044</b>
<b>Net Changes to Maintain Current Service Levels</b>	<b>155</b>	<b>41</b>	<b>27</b>
<b>Net Expenditure to Maintain Current Service Levels and Operationalize Prior Decisions</b>	<b>6,600</b>	<b>6,859</b>	<b>7,044</b>
Proposed New Initiatives & New Revenues - Expenses	217	158	137
<b>Proposed New Initiatives &amp; New Revenues</b>	<b>217</b>	<b>158</b>	<b>137</b>
<b>Proposed Net Budget</b>	<b>6,817</b>	<b>7,017</b>	<b>7,181</b>

Note: Numbers may not balance due to rounding.

### 3.1 Changes to Maintain Current Service Levels and Operationalize Prior Decisions

The following table identifies the major changes in the costs to maintain existing service levels and the cost increases arising from prior decisions. Detailed explanations of changes to 2014 as well as the proposed Full Time Equivalent Staffing by Program can be found in Appendix 1.

#### Proposed Changes to Maintain Current Service Levels

Description	FTE	2014 Proposed Budget (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)
<b>Labour and Benefits</b>	<b>0.0</b>	<b>107</b>	<b>90</b>	<b>75</b>
<b>Other Cost Increases</b>				
201 lease cost increases	0.0	92	3	3
Contract staff reduction due to completion of Heritage Plans for Mississauga's Villages Project	(2.0)	(162)	0	0
Other Changes	0.0	15	8	8
<b>Other Cost Increases</b>	<b>(2.0)</b>	<b>(55)</b>	<b>11</b>	<b>11</b>
<b>Efficiencies and Cost Savings</b>				
Reduce the Technical grants	0.0	(18)	0	0
Reduce hours at Museums	(0.2)	(14)	0	0
Other Changes - 1% cut place holder for 2015 & 2016	0.0	(18)	(60)	(60)
<b>Efficiencies and Cost Savings</b>	<b>(0.2)</b>	<b>(50)</b>	<b>(60)</b>	<b>(60)</b>
<b>Current Revenue Changes</b>				
Film revenue increase	0.0	(10)	0	0
Revenue reduction due to completion of Heritage Plans for Mississauga's Villages Project	0.0	162	0	0
<b>Current Revenue Changes</b>	<b>0.0</b>	<b>152</b>	<b>0</b>	<b>0</b>
<b>Total Changes to Maintain Current Service Levels</b>	<b>(2.2)</b>	<b>155</b>	<b>41</b>	<b>27</b>

Note: Numbers may not balance due to rounding.

### 3.2 Proposed New Initiatives and New Revenues

The following table presents the costs by budget request for proposed new initiatives and proposed new revenues. Detailed descriptions of each budget request can be found in Appendix 2.

#### Proposed New Initiatives and New Revenues

Description	BR #	FTE	2014 Proposed Budget (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)	2014 to 2016 Capital (\$000's)
<b>New Initiatives</b>						
Artifact Preservation & Collection Services	598	2.0	57	104	40	0
Grant Support to Culture Groups	572	0.0	90	0	57	0
Strengthen Heritage Planning	575	0.5	46	0	0	0
Strengthen Cultural Outreach	595	0.5	25	8	0	0
Strengthen Public Art	573	0.5	0	46	0	600
Enhance Artistic Community Development	571	0.0	0	0	40	0
<b>Total New Initiatives</b>		<b>3.5</b>	<b>217</b>	<b>158</b>	<b>137</b>	<b>600</b>
<b>New Revenues</b>						
<b>Total New Revenues</b>		<b>0.0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total New Initiatives and New Revenues</b>		<b>3.5</b>	<b>217</b>	<b>158</b>	<b>137</b>	<b>600</b>

Note: Numbers may not balance due to rounding.

The following table outlines the 2012 actual costs, 2013 approved budget and proposed 2014 Budget and Forecasts for the remaining three years, by major expense and revenue categories.

#### Proposed Budget by Category

Description	2012 Actuals (\$000's)	2013 Budget (\$000's)	2014 Proposed Budget (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)
<b>Total Expenditures before Administrative and Support Costs</b>					
Labour Costs	4,169	4,449	4,508	4,731	4,846
Other Operating Costs	3,243	3,694	3,852	3,828	3,876
<b>Total Expenditures</b>	<b>7,412</b>	<b>8,142</b>	<b>8,360</b>	<b>8,559</b>	<b>8,722</b>
Total Revenues	(1,630)	(1,776)	(1,624)	(1,624)	(1,624)
<b>Net Expenditures before Administrative and Support Costs</b>	<b>5,782</b>	<b>6,367</b>	<b>6,736</b>	<b>6,935</b>	<b>7,098</b>
Administrative and Support Costs	210	79	81	82	82
<b>Net Budget</b>	<b>5,992</b>	<b>6,445</b>	<b>6,817</b>	<b>7,017</b>	<b>7,181</b>

Note: Numbers may not balance due to rounding.

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### 3.3 Highlights of Proposed Capital Program Budget

The capital program budget for the Culture Division is aligned and designed to advance the seven strategic directions of the Culture Master Plan. The following is an overview of this year's main priorities, subject to the capital budget prioritization exercise:

1. With the City's significant capital investment to create Mississauga's Celebration Square and its high level of public use, it is vital to ensure the Square remains a high calibre facility and that life cycle maintenance is performed. Of significance this year is the Square's audio equipment, which was already three years old at the time it was purchased in 2007 for the My Mississauga program. In 2014, the equipment will have reached 10 years in use, and will no longer adequately satisfy the needs of the space. \$30,000 is required to replace the equipment. **Advances Strategic Directions:** Encourage community celebrations and festivals, Strengthen cultural infrastructure, Foster partnerships and increase collaboration.
2. The launch of the City's Public Art program in July 2010 has contributed greatly towards enhancing Mississauga's public realm and contributing to Mississauga's "cool factor" noted within the Strategic Plan. In 2014, \$100,000 is required to continue to support public art partnership opportunities and develop projects that will foster Mississauga's growing reputation as a vibrant cultural community. **Advances Strategic Directions:** Creates an artful public realm, Attract and support creative individuals, Strengthen cultural infrastructure, Foster partnerships and increase collaboration.
3. The Culture Master Plan will be five years old in 2014. The Plan has successfully guided the City's cultural development and communicated priority actions. As such, a review of the Plan is important to ensure the Plan continues to be relevant and forward looking. In 2014, \$250,000 is required to initiate a review and update the Plan. **Advances Strategic Directions:** Strengthen the flow of information.



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### 3.4 Capital Program

This section summarizes the forecast 10 year capital requirements for this service. The following table presents the forecast by major program. The next table summarizes the sources of financing for the capital forecast. A detailed listing of 2014 to 2016 projects is contained in Appendix 3 and 4.

#### Proposed Capital Program

Program Expenditures (\$000's)	2014 Proposed Budget (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)	2017 Forecast (\$000's)	2018-2023 Forecast (\$000's)	Total 2014-2023 (\$000's)
Buildings	250	1,000	4,800	2,100	32,300	40,450
Hertiage Planning	15	15	15	15	90	150
Materials & Equipment	158	28	28	153	512	879
<b>Total Expenditures</b>	<b>423</b>	<b>1,043</b>	<b>4,843</b>	<b>2,268</b>	<b>32,902</b>	<b>41,479</b>

Note: Numbers may not balance due to rounding.

#### Proposed Capital Program (continued)

Program Funding (\$000's)	2014 Proposed Budget (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)	2017 Forecast (\$000's)	2018-2023 Forecast (\$000's)	Total 2014-2023 (\$000's)
Subsidies and Senior Govt Level Grants	0	1,000	1,640	0	0	2,640
Tax	173	43	3,203	2,268	32,602	38,289
Other	250	0	0	0	300	550
<b>Total Funding</b>	<b>423</b>	<b>1,043</b>	<b>4,843</b>	<b>2,268</b>	<b>32,902</b>	<b>41,479</b>

Note: Numbers may not balance due to rounding.

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## Performance Measures

### 4.1 Balanced Scorecard

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

By focusing attention on all four areas the Arts and Culture service area will ensure a balanced approach in advancing the seven strategic directions contained within the Culture Master Plan.

#### Financial Measures

The Division will strive to achieve and retain a \$3 per capita funding rate for arts and culture organizations in 2013, and beyond. Since 2010, the City's per capita funding has continuously increased from \$2.23 through to \$2.69 in 2012.

#### Customer Measures

*The number of public art installations*, and the attendance at City-funded festival and events are sound indicators of a community's vitality and cultural health. The number of public art installations provides a measure of the City's commitment to quality public spaces, and to building a sense of local pride of place. Attendance at city-funded events demonstrates the importance residents place on events for celebration and appreciating local arts and culture.

#### Employee Measures

The City of Mississauga values its volunteers. A good indicator of a City's overall cultural development is its level

of civic engagement, and the amount of volunteer activity. The Division will monitor the number of volunteer hours dedicated by individuals and organizations in support of local cultural programs and services. In order to sustain this volunteerism, it is important to continue to provide training and development opportunities.

#### Business Process Measures

The Culture Division will monitor social media followers as an indicator of residents awareness and engagement in the Division's services and programs. Over the coming years, a new digital strategy, which involves greater focus on internet, a revamped web-page, socialmedia coupled with a new marketing and promotions will foster a significant increase to the number of residents following culture initiatives by 2016.

Measures for Arts & Culture	2010 (Actual)	2011 (Actual)	2012 (Actual)	2013 (Planned)	2014 (Planned)	2015 (Planned)	2016 (Planned)
<b>Financial:</b>							
Per capita funding for culture organizations through grants	2.23	2.55	2.69	3.00	3.00	3.00	3.00
<b>Customer:</b>							
Number of public art installations	28	30	31	34	37	40	43
Number of attendees at City-funded festivals, events and activities	N/A	868,400	1,124,700	1,250,000	1,400,000	1,500,000	1,600,000
<b>Employees/ Innovation:</b>							
Number of volunteer hours provided by cultural organizations	429,600	508,049	550,260	575,000	600,000	610,000	620,000
<b>Internal Business Process:</b>							
Number of social media followers	425	1,180	10,800	16,100	17,000	17,850	18,750

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## **Appendices**

## Appendix 1: Details of Changes to Maintain Current Service Levels and Operationalize Prior Decisions

### Changes to Maintain Current Service Levels

Description	2013 Budget (\$000's)	2014 Proposed Budget (\$000's)	Change (\$000's)	Details
<b>Labour and Benefits</b>	<b>4,449</b>	<b>4,556</b>	<b>107</b>	Increase reflects negotiated union agreements, economic adjustment increases, labour adjustments and other fringe benefit changes.
<b>Other Cost Increases</b>				
201 lease cost increases	114	206	92	Increase reflects projected lease cost increases.
Contract staff reduction due to completion of Heritage Plans for Mississauga's Villages Project	162	0	(162)	Cost decreases reflect completion of Heritage Plans for Mississauga's Village Project.
Other Changes	3,300	3,315	15	Other changes reflect budget increases to IT Maintenance allocation, Utilities and Business Support Allocation.
<b>Total Other Cost Increases</b>	<b>3,576</b>	<b>3,521</b>	<b>(55)</b>	
<b>Efficiencies and Cost Savings</b>				
Reduce the Technical grants	18	0	(18)	Cost savings is due to elimination of Technical grant.
Reduce hours at Museums	179	165	(14)	Budget reduced to reflect prior year expenditure level.
Other Changes	0	(18)	(18)	Budget reduction to various operating accounts within Transportation & Infrastructure Planning Division.
<b>Total Efficiencies and Cost Savings</b>	<b>197</b>	<b>147</b>	<b>(50)</b>	
<b>Current Revenue Changes</b>				
Increase Filming Revenues	(38)	(48)	(10)	To reflect the historical actual.
Reverse transfer from Art Reserve	(162)	0	162	Revenue reductions reflect completion of Heritage Plans for Mississauga's Village Project.
Other Changes	(1,576)	(1,576)	0	
<b>Total Current Revenue Changes</b>	<b>(1,776)</b>	<b>(1,624)</b>	<b>152</b>	
<b>Total Changes to Maintain Current Service Levels</b>	<b>6,445</b>	<b>6,600</b>	<b>155</b>	

Note: Numbers may not balance due to rounding.

### Changes to Operationalize Prior Decisions

Description	2013 Budget (\$000's)	2014 Proposed Budget (\$000's)	Change (\$000's)	Details
<b>Annualization of Previous Years Operating Cost Decisions</b>				
Total Annualization of Previous Years Operating Cost Decisions	0	0	0	
<b>Operating Impact of New Capital Projects</b>				
Total Operating Impact of New Capital Projects	0	0	0	
Total Changes to Operationalize Prior Decisions	0	0	0	
Total Costs to Maintain Current Services Levels and Operationalize Prior Decisions	6,445	6,600	155	

Note: Numbers may not balance due to rounding.

### Proposed Full Time Equivalent Staffing Distribution by Program

Program	2013	2014	2015	2016
Mississauga Celebration Square	8.0	8.0	8.0	8.0
Heritage	4.0	2.5	2.5	2.5
Culture Operations	37.4	38.2	39.2	39.2
Culture Planning	4.0	4.0	4.5	4.5
Culture Support Services	5.0	5.4	5.5	5.5
<b>Total Service Distribution</b>	<b>58.4</b>	<b>58.1</b>	<b>59.7</b>	<b>59.7</b>

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## Appendix 2: Budget Requests

### Proposed 2014-2016 New Initiatives and New Revenues (Budget Requests)

Please see the Budget Requests for the 2014-2016 Business Planning Cycle with details to follow.

Description	BR #	Year
<b>New Initiatives</b>		
Artifact Preservation & Collection Services	598	2014
Grant Support to Culture Groups	572	2014
Strengthen Heritage Planning	575	2014
Strengthen Cultural Outreach	595	2014
Strengthen Public Art	573	2015
Enhance Artistic Community Development	571	2016

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Budget Request #: 598

**Proposed Initiative**

Artifact Preservation & Collection  
Services

**Department**

Community Services Department

**Service Area**

Arts & Culture

**Required Operating Investment**

Impacts (\$000s)	2014	2015	2016
Gross Expenditures	56.8	161.0	201.1
Reserves & Reserve Funds	0.0	0.0	0.0
User Fees & Other Revenues	0.0	0.0	0.0
Tax Levy Requirements	56.8	161.0	201.1
* Net Change in \$		104.3	40.1
FTEs	1.0	2.0	2.0

*\* Any net change that is negative, (in brackets), is a good thing. It means a reduction in expenditure or an increase in revenue.*

**Required Capital Investment**

Total Capital (\$000s)	2013 & Prior	2014	2015	2016	2017 & Beyond
Expenditures	0.0	0.0	0.0	0.0	0.0

**Why Staff Recommend this Initiative**

This initiative will signal the City's commitment to its heritage, culture and diversity, and the importance of retaining and preserving valuable physical artifacts.



### **Details of Service Change**

Starting in 2014 appropriate, museum quality artifact storage space will be leased at a rate of \$15,000 per year. This eliminates immediate pressures to construct an Artifact Preservation Centre (see BR-30) and eliminates the requirement for \$70,000 to offset utilities previously anticipated for 2016.

2014- One FTE at D level be hired in June to manage and proactively grow the museum's artifact collection. The position will ensure all Ministry of Culture's Museums Standards and Canadian Museums Association's Ethical Guidelines are met.

2015 – One FTE at C level beginning in June to support expanding the artifact collection, provide public access through digitalization, and off-site displays throughout the City.

2015- An annual budget of \$25,000 to acquire significant heritage artifacts to ensure they remain in Mississauga's public collection.

### **Service Impact**

Currently, the City of Mississauga does not actively collect artifacts due to limited staff resources and a shortage of museum quality collection storage space. The proposed service changes will enable the City to collect and store artifacts, achieving two key goals: (a) to raise public perceptions on the importance of the City's heritage and (b) to move towards the long term goal of establishing a central Museum to tell Mississauga's unique story of its modern development.

---

Budget Request #: 572

**Proposed Initiative**

Grant Support to Culture Groups

**Department**

Community Services Department

**Service Area**

Arts & Culture

**Required Operating Investment**

Impacts (\$000s)	2014	2015	2016
Gross Expenditures	90.0	90.0	147.0
Reserves & Reserve Funds	0.0	0.0	0.0
User Fees & Other Revenues	0.0	0.0	0.0
Tax Levy Requirements	90.0	90.0	147.0
* Net Change in \$		0.0	57.0
FTEs	0.0	0.0	0.0

*\* Any net change that is negative, (in brackets), is a good thing. It means a reduction in expenditure or an increase in revenue.*

**Required Capital Investment**

Total Capital (\$000s)	2013 & Prior	2014	2015	2016	2017 & Beyond
Expenditures	0.0	0.0	0.0	0.0	0.0

**Why Staff Recommend this Initiative**

To support both the Strategic Plan and the Culture Master Plan in order to ensure a vibrant city for residents, businesses and visitors.

### **Details of Service Change**

GC848-2008 approved a plan to increase funding to cultural organizations to \$3 per capita. Based on revised population statistics which place the population at 741,000 the 2013 grant budget achieves \$2.85 per capita. As indicated in the 2013-2016 Business Plan, additional funding of \$90,000 is required for 2014 to move closer to the \$3 target based on this population. The Planning forecasts project the 2016 population at 757,000 so further funding for \$57,000 will be needed to retain the \$3 per capita target.

Summary of change:

2014 - \$90,000 increase to bring grants to \$3 per capita.

2016 - \$57,000 increase to bring grants to \$3 per capita.

### **Service Impact**

Support to cultural organizations allows them to grow and develop quality programs and services for youth, new comers, residents and visitors alike.

---

Budget Request #: 575

**Proposed Initiative**

Strengthen Heritage Planning

**Department**

Community Services Department

**Service Area**

Arts & Culture

**Required Operating Investment**

Impacts (\$000s)	2014	2015	2016
Gross Expenditures	45.6	45.6	45.6
Reserves & Reserve Funds	0.0	0.0	0.0
User Fees & Other Revenues	0.0	0.0	0.0
Tax Levy Requirements	45.6	45.6	45.6
* Net Change in \$		0.0	0.0
FTEs	0.5	0.5	0.5

*\* Any net change that is negative, (in brackets), is a good thing. It means a reduction in expenditure or an increase in revenue.*

**Required Capital Investment**

Total Capital (\$000s)	2013 & Prior	2014	2015	2016	2017 & Beyond
Expenditures	0.0	0.0	0.0	0.0	0.0

**Why Staff Recommend this Initiative**

Inadequate staff resources to meet growing work volume that must meet legislative timelines and obligations.

---

*Budget Request #: 575*

**Details of Service Change**

0.5 FTE is required to support heritage planning obligations and initiatives, HAC directives and conduct research to support required reports within legislated timelines. Position is level E with part time benefits requiring \$40,000 annually beginning in 2014.

**Service Impact**

Legislative timelines and obligations under the *Ontario Heritage Act* must be met, otherwise the default position of the Act is that residents can demolish or alter irreplaceable heritage assets without permission.

---

Budget Request #: 595

**Proposed Initiative**

Strengthen Cultural Outreach

**Department**

Community Services Department

**Service Area**

Arts & Culture

**Required Operating Investment**

Impacts (\$000s)	2014	2015	2016
Gross Expenditures	25.1	33.4	33.4
Reserves & Reserve Funds	0.0	0.0	0.0
User Fees & Other Revenues	0.0	0.0	0.0
Tax Levy Requirements	25.1	33.4	33.4
* Net Change in \$		8.4	0.0
FTEs	0.4	0.5	0.5

*\* Any net change that is negative, (in brackets), is a good thing. It means a reduction in expenditure or an increase in revenue.*

**Required Capital Investment**

Total Capital (\$000s)	2013 & Prior	2014	2015	2016	2017 & Beyond
Expenditures	0.0	0.0	0.0	0.0	0.0

**Why Staff Recommend this Initiative**

It will provide outreach staff the necessary support so they are better positioned to enhance and build partnerships with both internal and external stakeholders.

---

*Budget Request #: 595*

**Details of Service Change**

0.5 FTE beginning April 1, 2014 for administrative support to reduce staff ratio from 21:1 to 14:1 and allow staff to focus on proactively build partnerships and increase collaboration with all stakeholders.

**Service Impact**

The addition of the 0.5 FTE will improve citizen driven service levels, reduce risk to the organization, and increase the overall efficiency of cultural services.

---

Budget Request #: 573

**Proposed Initiative**

Strengthen Public Art

**Department**

Community Services Department

**Service Area**

Arts & Culture

**Required Operating Investment**

Impacts (\$000s)	2014	2015	2016
Gross Expenditures	0.0	45.6	45.6
Reserves & Reserve Funds	0.0	0.0	0.0
User Fees & Other Revenues	0.0	0.0	0.0
Tax Levy Requirements	0.0	45.6	45.6
* Net Change in \$		45.6	0.0
FTEs	0.0	0.5	0.5

*\* Any net change that is negative, (in brackets), is a good thing. It means a reduction in expenditure or an increase in revenue.*

**Required Capital Investment**

Total Capital (\$000s)	2013 & Prior	2014	2015	2016	2017 & Beyond
Expenditures	101.5	0.0	0.0	0.0	0.0

**Why Staff Recommend this Initiative**

To build on opportunities to grow public art by leveraging support from private developers.



---

*Budget Request #: 573*

**Details of Service Change**

The Public Art Program is new and growing. \$46,000 is required in 2015 to hire the part time public art coordinator to meet opportunities and expectations. The new position will commission public art for public spaces and will coordinate public art provisions through the development process. The objective is to contribute to creating a vibrant public realm and a distinct identity for the City that will attract people to Mississauga.

**Service Impact**

Increased public art opportunities will be facilitated resulting in an enhanced public realm and one of the key "cool" indicators of the Strategic Plan addressed.

---

Budget Request #: 571

**Proposed Initiative**

Enhanced Artistic Community  
Development

**Department**

Community Services Department

**Service Area**

Arts & Culture

**Required Operating Investment**

Impacts (\$000s)	2014	2015	2016
Gross Expenditures	0.0	0.0	40.0
Reserves & Reserve Funds	0.0	0.0	0.0
User Fees & Other Revenues	0.0	0.0	0.0
Tax Levy Requirements	0.0	0.0	40.0
* Net Change in \$		0.0	40.0
FTEs	0.0	0.0	0.0

*\* Any net change that is negative, (in brackets), is a good thing. It means a reduction in expenditure or an increase in revenue.*

**Required Capital Investment**

Total Capital (\$000s)	2013 & Prior	2014	2015	2016	2017 & Beyond
Expenditures	0.0	0.0	0.0	0.0	0.0

**Why Staff Recommend this Initiative**

Need to facilitate community access to cultural opportunities and promote local talent.

**Details of Service Change**

In accordance with the new cultural operating plan, two new programming portfolios will be established. Detailed workplans for each of these new service areas will be completed in 2015, and implemented starting 2016. In 2016 new funding will be required to support the implementation. An increase of \$40,000 to the Cultural Operations programming budget is proposed. The new budgeted amount will enable enhanced cultural events and arts programming. Such activities will showcase the City's cultural and artistic talent and expertise in these new focus areas.

**Service Impact**

Increased budget will provide opportunities for local citizens and visitors to experience new and quality digital art and major cultural events. Such activities are not currently possible with the existing budget. These activities will be fully accessible, offered year round, and delivered throughout the City. This investment will ensure local emerging artistic talent has the opportunity to present their work to new audiences. Enhanced activities and events will facilitate new sponsorship and grant opportunities, and will signal the City's commitment to supporting emerging artistic talent. The additional funding provides for new partnership opportunities and for increased participation by youth and diverse residents.

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### Appendix 3: Proposed 2014 Capital Program

#### Proposed 2014 Capital Program (\$000's)

##### Program: Culture Buildings

Project Number	Project Name	Gross Cost (000's)	Recovery (000's)	Net Cost (000's)	Funding Sources
CMCL00041	5 Year Update of the Culture Master Plan	250	0	250	Arts Reserve
<b>Subtotal</b>		<b>250</b>	<b>0</b>	<b>250</b>	

##### Program: Heritage Planning

Project Number	Project Name	Gross Cost (000's)	Recovery (000's)	Net Cost (000's)	Funding Sources
CMCL00020	Heritage designation surveys and plaques	15	0	15	Capital Reserve Fund
<b>Subtotal</b>		<b>15</b>	<b>0</b>	<b>15</b>	

##### Program: Materials & Equipment

Project Number	Project Name	Gross Cost (000's)	Recovery (000's)	Net Cost (000's)	Funding Sources
CMCL00027	Furniture and Equipment - Replacement	28	0	28	Capital Reserve Fund
CMCL00034	Public Art Program	100	0	100	Capital Reserve Fund
CMCL00049	Audio Equipment - Monitor Rig	30	0	30	Capital Reserve Fund
<b>Subtotal</b>		<b>158</b>	<b>0</b>	<b>158</b>	
<b>Total Expenditures</b>		<b>423</b>	<b>0</b>	<b>423</b>	

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#### Appendix 4: Proposed 2015-2016 Capital Program

##### Program: Culture Buildings

Sub-Program	2015 Forecast (\$000's)	2016 Forecast (\$000's)
Life-Cycle Renovation of Meadowvale Theatre	1,000	4,800
<b>Subtotal</b>	<b>1,000</b>	<b>4,800</b>

##### Program: Heritage Planning

Sub-Program	2015 Forecast (\$000's)	2016 Forecast (\$000's)
Heritage designation surveys and plaques	15	15
<b>Subtotal</b>	<b>15</b>	<b>15</b>

##### Program: Materials & Equipment

Sub-Program	2015 Forecast (\$000's)	2016 Forecast (\$000's)
Furniture and Equipment - Replacement	28	28
<b>Subtotal</b>	<b>28</b>	<b>28</b>
<b>Total Expenditures</b>	<b>1,043</b>	<b>4,843</b>



# Regulatory Services

## 2014-2016 Business Plan Update and 2014 Budget

City of Mississauga, Ontario, Canada



CONDUCTED **40,926** INSPECTIONS IN 2011.  
ISSUED **204,734** CHARGES/TICKETS IN 2011.  
ADDRESSED **31,769** COMPLAINTS IN 2011.



Last year the City of Mississauga undertook an extensive process to create a four year, 2013 through 2016, detailed Business Plan and Budget. Approved in December 2012, the 2013-2016 Business Plan and Budget outlines how and where the City plans to allocate resources to provide good value for taxpayers. Reviewed and updated annually, the four year plan is based on the City's four strategic priorities. 2014 marks the second year of Mississauga's four year Business Plan and Budget. For this "Update Year" staff have focused on primarily updating and presenting exceptions and amendments to the four year approved Service Area Business Plans, while still providing comprehensive financial information and forecasts.

The following summary document sets out a brief description of the Service Area, what has changed since writing the 2013-2016 Business Plan and Budget and performance measurements. The complete 2014-2016 Business Plan and Budget can be found on the City's website.

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## Table of Contents

<b>Existing Core Services .....</b>	<b>4</b>
1.1 Vision and Mission .....	4
1.2 Service Delivery Model .....	5
<b>Updates &amp; Accomplishments .....</b>	<b>7</b>
2.1 Updates .....	7
2.2 Accomplishments .....	8
<b>Proposed Budget .....</b>	<b>9</b>
3.1 Changes to Maintain Current Service Levels and Operationalize Prior Decisions.....	14
3.2 Proposed New Initiatives and New Revenues.....	15
<b>Performance Measures .....</b>	<b>17</b>
4.1 Balanced Scorecard .....	17
<b>Appendices.....</b>	<b>19</b>
Appendix 1: Details of Changes to Maintain Current Service Levels and Operationalize Prior Decisions .....	20
Appendix 2: Budget Requests .....	23
Appendix 3: Proposed 2014 Capital Program .....	30
Appendix 4: Proposed 2015-2016 Capital Program .....	31



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# Existing Core Services

## 1.1 Vision and Mission

### Vision

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

### Mission

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



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## 1.2 Service Delivery Model

Regulatory Services is one of five divisions in the Transportation and Works Department, comprises of 133 staff and includes the following sections:

- Administrative Services;
- Animal Services;
- Compliance, Licensing and Charity Gaming;
- Mobile Licensing; and
- Parking Enforcement.

The objectives of Regulatory Services are:

- To achieve compliance with municipal by-laws through awareness, education and enforcement;
- To provide enforcement services in a safe and professional manner to maintain order, safety and community standards in the City; and
- To refine existing by-laws and to develop and implement new by-laws, in response to the needs of Council and the community, to ensure that an effective municipal by-law infrastructure is in place to maintain order, safety and community standards in the City.

Regulatory Services enforces the following by-laws:

- Accessible Parking;
- Adequate Heat;
- Adult Entertainment Establishment Licensing by-law;
- Animal Care and Control;
- Business Licensing;
- Controlled Substance and Manufacturing Operations Prevention (Growhouses);
- Debris and Anti-Littering;
- Discharging of Firearms;

- *Dog Owners Liability Act*;
- Encroachment;
- Fence;
- Fireworks: Residents;
- Fireworks: Vendors;
- Fire Routes;
- Highway Obstruction;
- Ice Cream Truck Vendors;
- Idling Control;
- Municipal Address (building numbers);
- Noise Control;
- Nuisance Lighting;
- Nuisance Type Noise;
- Nuisance Weed and Tall Grass Control;
- Prohibit Sale of Goods on Highways;
- Property Standards – Residential;
- Property Standards – Commercial;
- Public Vehicle Licensing;
- Residential Rental Accommodation Licensing;
- Swimming Pool Enclosure;
- Tow Truck Licensing;
- Traffic;
- Vehicle Licensing;
- Vendors; and
- Zoning.

In addition to the enforcement of municipal by-laws, Regulatory Services provides a variety of other services for internal and external stakeholders:

- Operates the animal shelter and delivers various animal related services;
- Educates the community on urban wildlife issues and pet adoption through a variety of venues;

- 
- On a fee for service basis, provides parking enforcement training and certification for private security officers on private property;
  - Operates a First Attendance Facility for early parking ticket dispute resolution;
  - Processes parking considerations;
  - Conducts fire route and site inspections for private property;
  - Provides dedicated parking enforcement in school zones;
  - Provides support and expertise to other City departments on enforcement related issues and expertise;
  - Co-ordinates Liquor Licence approvals; and
  - Participates on the Integrated Municipal Enforcement Team.



Parking Enforcement

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# Updates & Accomplishments

## 2.1 Updates

### Mobile Licensing Enforcement

- Revised licensing fees for Tow Truck and Taxicab Owners Licences to more closely align with industry averages and partially offset vehicle inspection costs.

### Animal Services

- Staff organizational structure and design review underway to ensure continued future success.

### Compliance and Licensing Enforcement

- Increased Service Requests due to enhanced public access through 311 Citizen Contact Centre;
- Business Licensing Review completed and preparing draft amendments;
- Increased regulatory presence in business community through broader scope of licensing;
- Increased Service Requests from Mayor and Council; and
- Charity Bingo and Gaming Initiative implemented.

### Parking Enforcement

- Staff organizational review and design completed and being implemented to ensure continued future success; and
- Administrative Penalty System targeted to be implemented for parking enforcement matters effective January 2014.

### Administrative Services

- Staff organizational structure and design review in progress to position for continued future success.



Educational Presentations

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## 2.2 Accomplishments

- Corporate Reports approved by Council in 2012 of significant municipal interest:
  - Pet Shops - Banning Sale of Dogs and Cats;
  - Tanning Salons;
  - Charity Gaming Revitalization Initiative;
  - Full Service Food Truck Pilot Project;
  - Nuisance Lighting;
  - Shark Fin Ban;
  - Licensing requirements for Tow Truck Drivers;
  - Changes to Property Standards by-law to more effectively address abandoned and boarded buildings; and
  - Regulation of Excess Bird Feeding.
- Council approval of an Administrative Penalty System to ease court congestion and streamline the process for dealing with parking and licensing infractions;
- Participation in the Sheridan College Enforcement Field Placement, providing five students experience in all components of Regulatory Services;
- Summer Placement of University of Toronto graduate student within Regulatory Services to assist with policy development;
- The percentage of cats and dogs licensed increased from 15 per cent and 14 per cent in 2011, to 18 per cent and 22 per cent respectively, in 2012;
- Mobile Licensing Enforcement conducted 12,710 inspections in 2012 compared to 11,799 in 2011, representing an increase of eight per cent;



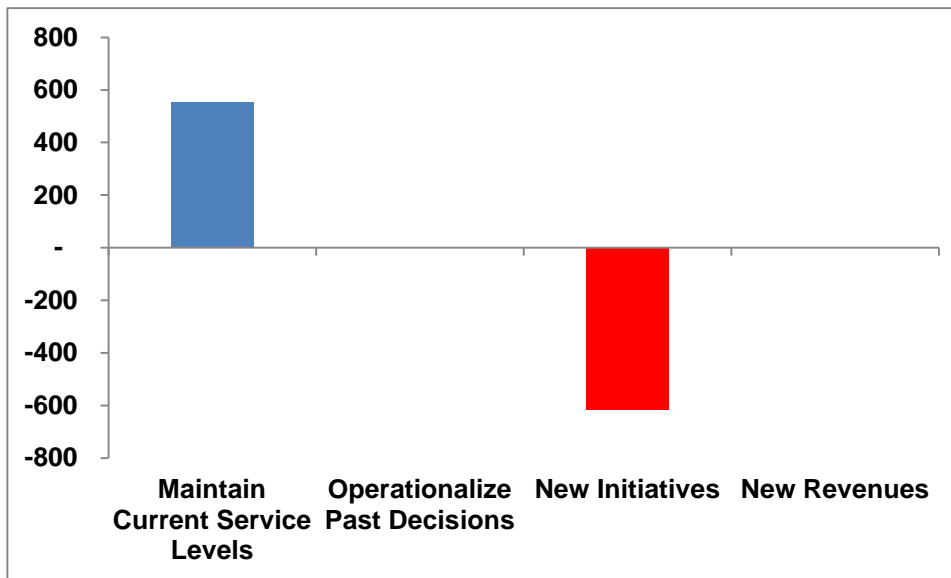
Rescuing wildlife

- Mobile Licensing, in conjunction with Information Technology, implemented an in-car Mobile Licensing Data Base, which allows officers to acquire up-to-date information regarding licensees, track activity and coordinate enforcement response between officers;
- Continued representation on the Crime Prevention Through Environmental Design (CEPTED) committee which provides input on site plans to identify issues that may pose future concerns to Regulatory Services;
- Provided information regarding City of Mississauga by-laws to the public through Councillor Ward Meetings and, Neighbourhood Night Out/Safe City; and
- Compliance and Licensing developed, in conjunction with the University of Toronto, Mississauga Campus, a Good Neighbour Guide for distribution to students in sensitive residential areas.

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## Proposed Budget

This part of the Business plan sets out the financial resources required to deliver the proposed 2014-2016 Business Plan. Information is provided by major expenditure and revenue category as well as by program. The costs to maintain existing service levels and operationalize prior decisions are identified separately from proposed changes. The prior year net budget for 2013 was \$1,744,000 and the proposed net budget for 2014 is \$1,681,000 for a total proposed budget change of \$63,000 as illustrated in the chart below.



### Total Changes to Maintain Current Service Levels

This service area works towards balancing uncontrollable cost pressures with efficiencies and cost savings measures and the development of new revenue streams.

The impact of maintaining current service levels for Regulatory Services is \$153,000. This represents a one per cent increase from the 2013 Operating Budget and is attributable to the following factors:

- Labour Costs are projected to increase by \$141,000 and result from economic adjustments and changes to fringe benefits; and
- Increases in utilities and allocations.

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## **Total New Initiatives and Revenues**

Three initiatives are proposed in the 2014 Budget. Combined they represent a net decrease of \$615,000 to the base operating budget. Below is a summary of each initiative. Additional details for each initiative can be found in Appendix 2 of this business plan.

1. Administrative Penalty System: \$668,000 net decrease to the 2014 operating budget.

Currently Parking Infraction Notices are contested through the Provincial Court system which often involves significant delays due to the limited availability of court time and resources. This negatively impacts the collection of the fines associated with the Infraction Notices and in some cases revenue is lost entirely.

The introduction of an Administrative Penalty System (APS) will serve to reduce backlog and congestion in the court system. Disputed matters will be adjudicated by a Hearings Officer by appointment and without recourse to the Court. The APS will also include monetary penalties for late payment and for failing to appear for scheduled hearings. While enhancing revenues APS will have the additional benefit of permitting quicker access to a less time consuming process for those wishing to dispute a matter.

The APS will also be adapted for use with other municipal licensing by-laws and will provide for penalties for late renewals of licences and infractions of the by-law.

The proposed initiative includes the addition of one Administrative staff to assist with fee collection and duties related to hearings, one Supervisor to coordinate the APS and one contract Hearings Officer to address disputes.

2. Business Licensing Review: \$37,000 net decrease to the 2014 operating budget.

A comprehensive review of the City's Business Licensing by-law has identified a number of areas where new licensing regimens are recommended. Chief among these is the need for regulation of the personal services sector which has been identified by the Medical Officer of Health as representing significant health and safety issues. These businesses include personal services ranging from hair care and nail salons to tattoo artists.

Other business types that have been identified in the review include small parking lots, purveyors of gold and jewelry and landscaping companies. These businesses have been identified due to their being closely associated with sectors already licensed through the by-law.

The proposed initiative includes an additional two Administrative staff positions required to provide the additional capacity necessary to process new applications and the yearly renewals that these licence categories represent. The impact on inspection staff will be minimal and no increase in Inspection staff has been requested. This is due to the traditionally high rates of compliance achieved with licensing by-laws in the City, which mitigates the need for ongoing repeat inspections.

3. Mobile Licensing Review: \$90,000 net increase to the 2014 operating budget

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Mobile Licensing currently licenses a variety of vehicle-based businesses and is responsible for inspection of the vehicles licensed and the issuance of licenses.

The inspection of vehicles licensed under the by-laws occurs on a biannual basis and ensures ongoing safety and compliance given the City's duty of care. Currently there is no fee charged for the scheduled inspection service. The number of scheduled inspections has a negative impact on the availability of officers in the field and creates wait times at the service counter.

Plate issuance for taxicabs is currently based on a model developed more than a decade ago. Some stakeholders have expressed strong dissatisfaction with the current model. Staff lack the resources and expertise to undertake a review of the issuance model for accessible and on demand taxicab plates. An accurate, comprehensive model is critical to meeting the needs of the stakeholders.

The recommendation includes an increase in licensing renewal fees for the owners of tow trucks and taxicabs and a penalty for late renewal to offset the addition of two Inspectors and one administrative position and to partially offset the cost to retain a Consultant to review and update the taxicab plate issuance model. Mississauga licensing fees are low in comparison to other municipalities in the GTA who also incorporate the cost of inspections into their licensing fees.



The following table identifies the budgeted expenditures and revenues for 2013 to 2016 by major program within the service area, as well as 2012 actuals by programs.

Description	2012 Actuals (\$000's)	2013 Budget (\$000's)	2014 Proposed Budget (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)
<b>Expenditures to Deliver Current Services</b>					
Animal Services	2,750	3,047	3,011	3,068	3,116
Compliance & Licensing Enforcement	2,611	2,842	2,903	2,996	3,114
Enforcement Administration	1,111	1,051	1,069	1,093	1,114
Mobile Licensing	1,308	1,449	1,448	1,660	1,715
Parking Enforcement	4,997	5,190	5,301	5,668	5,744
<b>Total Expenditures</b>	<b>12,776</b>	<b>13,579</b>	<b>13,732</b>	<b>14,486</b>	<b>14,804</b>
<b>Revenues</b>	<b>(10,723)</b>	<b>(11,836)</b>	<b>(11,436)</b>	<b>(12,675)</b>	<b>(13,015)</b>
New Initiatives	0	0	(615)	(111)	42
<b>Proposed Net Budget Including New Initiatives &amp; New Revenues</b>	<b>2,053</b>	<b>1,744</b>	<b>1,681</b>	<b>1,700</b>	<b>1,831</b>
<b>Expenditures Budget - Changes by Year</b>			1%	5%	2%
<b>Proposed Net Budget - Changes by Year</b>			-4%	1%	8%

Note: Numbers may not balance due to rounding.

The following table separates the financial requirements into those required to maintain current service levels; to operationalize prior decisions; and proposed new initiatives and new revenues. More details are provided in sections 3.1 and 3.2.

Description	2014 Proposed Budget (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)
<b>Prior Year Total Expenditures Budget</b>	<b>13,579</b>	<b>14,227</b>	<b>14,585</b>
<b>Increases/(Decreases) to Maintain Current Service Levels</b>			
Labour and Benefits	141	243	204
Other Cost Increases	12	16	15
Efficiencies and Cost Savings	(1)	0	0
<b>Total Expenditures to Maintain Service Levels</b>	<b>13,732</b>	<b>14,486</b>	<b>14,804</b>
<b>Prior Year Revenue Budget</b>	<b>(11,836)</b>	<b>(12,546)</b>	<b>(12,885)</b>
Current Revenue Changes	400	0	0
Revenue Changes Associated with Efficiencies and Cost Savings	0	(130)	(130)
<b>Total Revenues</b>	<b>(11,436)</b>	<b>(12,675)</b>	<b>(13,015)</b>
<b>Net Expenditures to Maintain Services</b>	<b>2,296</b>	<b>1,811</b>	<b>1,789</b>
<b>Net Changes to Maintain Current Service Levels</b>	<b>553</b>	<b>130</b>	<b>89</b>
<b>Increases/(Decreases) to Operationalize Prior Decisions</b>			
<b>Changes to Operationalize Prior Decisions</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Expenditure to Maintain Current Service Levels and Operationalize Prior Decisions</b>	<b>2,296</b>	<b>1,811</b>	<b>1,789</b>
Proposed New Initiatives & New Revenues - Revenue	(1,110)	(210)	(50)
Proposed New Initiatives & New Revenues - Expenses	495	99	92
<b>Proposed New Initiatives &amp; New Revenues</b>	<b>(615)</b>	<b>(111)</b>	<b>42</b>
<b>Proposed Total Expenditures Budget</b>	<b>14,227</b>	<b>14,585</b>	<b>14,895</b>
<b>Proposed Total Revenues Budget</b>	<b>(12,546)</b>	<b>(12,885)</b>	<b>(13,065)</b>
<b>Proposed Net Budget</b>	<b>1,681</b>	<b>1,700</b>	<b>1,831</b>

Note: Numbers may not balance due to rounding.

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### 3.1 Changes to Maintain Current Service Levels and Operationalize Prior Decisions

The following table identifies the major changes in the costs to maintain existing service levels and the cost increases arising from prior decisions. Detailed explanations of changes to 2014 as well as the proposed Full Time Equivalent Staffing by Program can be found in Appendix 1.

#### Proposed Changes to Maintain Current Service Levels

Description	FTE	2014 Proposed Budget (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)
<b>Labour and Benefits</b>	<b>0.0</b>	<b>141</b>	<b>243</b>	<b>204</b>
<b>Other Cost Increases</b>				
Allocations/Utilities	0.0	12	16	15
<b>Other Cost Increases</b>	<b>0.0</b>	<b>12</b>	<b>16</b>	<b>15</b>
<b>Efficiencies and Cost Savings</b>				
Allocations/Utilities	0.0	(1)	0	0
<b>Efficiencies and Cost Savings</b>	<b>0.0</b>	<b>(1)</b>	<b>0</b>	<b>0</b>
<b>Current Revenue Changes</b>				
Animal Services Revenue Reductions (in line with actuals)	0.0	400	(130)	(130)
<b>Current Revenue Changes</b>	<b>0.0</b>	<b>400</b>	<b>(130)</b>	<b>(130)</b>
<b>Total Changes to Maintain Current Service Levels</b>	<b>0.0</b>	<b>553</b>	<b>130</b>	<b>89</b>

Note: Numbers may not balance due to rounding.

---

### 3.2 Proposed New Initiatives and New Revenues

The following table presents the costs by budget request for proposed new initiatives and proposed new revenues. Detailed descriptions of each budget request can be found in Appendix 2.

#### Proposed New Initiatives and New Revenues

Description	BR #	FTE	2014 Proposed Budget (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)	2014 to 2016 Capital (\$000's)
<b>New Initiatives</b>						
Administrative Penalties System	770	2.0	(668)	(46)	(47)	0
Business Licensing Review	772	2.0	(37)	(3)	35	0
Mobile Licensing Review	773	3.0	90	(61)	53	0
<b>Total New Initiatives</b>		<b>7.0</b>	<b>(615)</b>	<b>(111)</b>	<b>42</b>	<b>0</b>
<b>New Revenues</b>						
<b>Total New Revenues</b>		<b>0.0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total New Initiatives and New Revenues</b>		<b>7.0</b>	<b>(615)</b>	<b>(111)</b>	<b>42</b>	<b>0</b>

Note: Numbers may not balance due to rounding.

The following table outlines the 2012 actual costs, 2013 approved budget and proposed 2014 Budget and Forecasts for the remaining three years, by major expense and revenue categories.

#### Proposed Budget by Category

Description	2012 Actuals (\$000's)	2013 Budget (\$000's)	2014 Proposed Budget (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)
<b>Total Expenditures before Administrative and Support Costs</b>					
Labour Costs	10,580	11,136	11,557	12,000	12,295
Other Operating Costs	1,691	1,897	2,117	2,022	2,027
<b>Total Expenditures</b>	<b>12,271</b>	<b>13,033</b>	<b>13,674</b>	<b>14,021</b>	<b>14,322</b>
Total Revenues	(10,723)	(11,836)	(12,546)	(12,885)	(13,065)
<b>Net Expenditures before Administrative and Support Costs</b>	<b>1,548</b>	<b>1,197</b>	<b>1,128</b>	<b>1,136</b>	<b>1,258</b>
Administrative and Support Costs	505	547	553	564	573
<b>Net Budget</b>	<b>2,053</b>	<b>1,744</b>	<b>1,681</b>	<b>1,700</b>	<b>1,831</b>

Note: Numbers may not balance due to rounding.

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# Performance Measures

## 4.1 Balanced Scorecard

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

By paying attention to all four areas an organization can retain balance to its performance and know that it is moving towards the attainment of its goals.

About the measures for regulatory Services:

### Financial Measures

*Revenue/Cost Ratio* identifies the level of cost recovery experienced by Regulatory Services. High rates of recovery minimize the financial burden of the cost of Regulatory Services to the property tax base.

*Revenue Target* percentage measures the level of success within Regulatory Services in meeting projected revenue goals.

### Customer Measures

*Parking Considerations* are provided to residents to permit construction, accommodate visitors and address short term parking requirements.

*Complaints received* are indicative of the level of performance required of Regulatory Services. This information allows for a planned response to trends in customer demand.

*Adherence to Operational Service Levels (10 Days):*  
*Average Turnaround Time* reflects the acceptable timeframe within requests for service are addressed. Regulatory Services has an operational service level of 10 days.

### Employee Measures

*Employee Engagement Survey* provides information regarding employee satisfaction that employees feel with their job and with the City.

### Internal Business Process Measure

*Licences Issued* is a reflection of ongoing regulatory activity and help to identify future staffing requirements.

*Council Requests Meeting Turnaround Targets* is a measure that indicates the service area ability to respond to Council service requests according to established timeframes and service levels.

Measures for Regulatory Services	2010 (Actual)	2011 (Actual)	2012 (Actual)	2013 (Planned)	2014 (Planned)	2015 (Planned)	2016 (Planned)
<b>Financial:</b>							
Revenue /Cost Ratio %	88	91.5	93.4	93.6	93.8	94	94.2
Revenue Target %	97.7	91.9	91	91.5	92	92.5	93
<b>Customer:</b>							
Parking Considerations provided	18,599	22,257	23,659	24,000	25,000	25,000	25,000
Complaints received	27,204	31,769	32,515	33,000	35,000	38,000	42,000
Adherence to Operational Service Levels (10 Days): Average Turnaround Time for Requests (Days)	6.1	6.2	6.0	6.0	6.0	5.9	5.9
<b>Employees:</b>							
Employee Engagement Survey/ job satisfaction %	72.3	NA	74.5	NA	75	NA	76
Employee Engagement Survey /Employee satisfaction with City %	68.1	NA	71.8	NA	72	NA	73
<b>Internal Business Process:</b>							
Licences Issued	24,090	27,295	27,611	27,900	29,000	30,000	31,000
Council Requests Meeting Turnaround Targets. %	86	89	90	90	90.5	91	91.5

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## **Appendices**



## Appendix 1: Details of Changes to Maintain Current Service Levels and Operationalize Prior Decisions

### Changes to Maintain Current Service Levels

Description	2013 Budget (\$000's)	2014 Proposed Budget (\$000's)	Change (\$000's)	Details
<b>Labour and Benefits</b>	<b>11,136</b>	<b>11,277</b>	<b>141</b>	Increase reflects negotiated union agreements, economic adjustment increases, labour adjustments and other fringe benefit changes.
<b>Other Cost Increases</b>				
Allocations/Utilities	2,444	2,456	12	Other changes reflect budget increases to IT Maintenance allocation, Utilities and Business Support Allocation.
<b>Total Other Cost Increases</b>	<b>2,444</b>	<b>2,456</b>	<b>12</b>	
<b>Efficiencies and Cost Savings</b>				
Allocations/Utilities*	0	(1)	(1)	To reflect minor reductions in allocations/utilities
<b>Total Efficiencies and Cost Savings</b>	<b>0</b>	<b>(1)</b>	<b>(1)</b>	
<b>Current Revenue Changes</b>				
Animal Services Revenues	(11,836)	(11,436)	400	To reflect the reduction of budgeted revenues to actuals
<b>Total Current Revenue Changes</b>	<b>(11,836)</b>	<b>(11,436)</b>	<b>400</b>	
<b>Total Changes to Maintain Current Service Levels</b>	<b>1,744</b>	<b>2,296</b>	<b>553</b>	

Note: Numbers may not balance due to rounding.

\*Budget reflected in above category

---

**Changes to Operationalize Prior Decisions****Changes to Operationalize Prior Decisions**

Description	2013 Budget (\$000's)	2014 Proposed Budget (\$000's)	Change (\$000's)	Details
<b>Annualization of Previous Years Operating Cost Decisions</b>				
Total Annualization of Previous Years Operating Cost Decisions	0	0	0	
<b>Operating Impact of New Capital Projects</b>				
Total Operating Impact of New Capital Projects	0	0	0	
Total Changes to Operationalize Prior Decisions	0	0	0	
Total Costs to Maintain Current Services Levels and Operationalize Prior Decisions	1,744	2,296	553	

Note: Numbers may not balance due to rounding.

---

**Proposed Full Time Equivalent Staffing Distribution by Program**

Program	2013	2014	2015	2016
Enforcement Administration	8.0	8.0	8.0	8.0
Animal Services	33.3	33.3	33.3	33.3
Mobile Licensing	14.0	16.0	17.0	17.0
Compliance & Licensing Enforcement	26.8	27.8	28.8	28.8
Parking Enforcement	51.0	53.0	53.0	53.0
<b>Total Service Distribution</b>	<b>133.0</b>	<b>138.0</b>	<b>140.0</b>	<b>140.0</b>

---

## Appendix 2: Budget Requests

### Proposed 2014-2016 New Initiatives and New Revenues

Please see the Budget Requests for the 2014-2016 Business Planning Cycle with details to follow.

Description	BR #	Year
<b>New Initiatives</b>		
Administrative Penalties System	770	2014
Business Licensing Review	772	2014
Mobile Licensing Review	773	2014

---

Budget Request #: 770

**Proposed Initiative**

Administrative Penalties System

**Department**

Transportation & Works  
Department

**Service Area**

Regulatory Services

**Required Operating Investment**

Impacts (\$000s)	2014	2015	2016
Gross Expenditures	282.5	286.3	289.5
Reserves & Reserve Funds	0.0	0.0	0.0
User Fees & Other Revenues	950.0	1,000.0	1,050.0
Tax Levy Requirements	(667.5)	(713.7)	(760.5)
* Net Change in \$		(46.2)	(46.8)
FTEs	2.0	2.0	2.0

\* Any net change that is negative, (in brackets), is a good thing. It means a reduction in expenditure or an increase in revenue.

**Required Capital Investment**

Total Capital (\$000s)	2013 & Prior	2014	2015	2016	2017 & Beyond
Expenditures	350.0	0.0	0.0	0.0	0.0

**Why Staff Recommend this Initiative**

Staff recommend this initiative as a viable, cost effective alternative that will provide a more efficient process to enforce Parking and Licensing by-laws within the City and will enhance associated revenues.

---

*Budget Request #: 770*

**Details of Service Change**

The current service provided to those seeking redress for infractions they wish to contest is judicial in nature, requiring significant resources to be expended in bringing about resolution. As a result there are significant delays in the process, which in some cases has resulted in charges being stayed.

The recommended service level will provide a more efficient system through which these matters may be addressed. The Administrative Penalty System removes the judicial process and a penalty is imposed directly upon the offender by the Municipality within the context of an administrative process.

There will be a significant, positive, service impact on individuals who contravene City by-laws dealing with parking and licensing.

There is some risk that members of the public may perceive the transition to an Administrative Penalties System as an attempt to deny offenders their opportunity to contest these matters in court. A consistent message and clear communications as to the underlying rationale and the improvements to customer service should mitigate these risks.

**Service Impact**

There will be a positive impact on service levels resulting from a transition to an Administrative Penalty System. Customers seeking to dispute an Administrative Penalty will have their matters adjudicated in a timely manner and experience reduced time commitment to the process. There should also be concurrent improvement in service levels for people dealing with other by-law matters as the transition to Administrative Penalties will increase the quantity of available court time.

The effect on revenue will be both positive and significant. Indications from jurisdictions that have adopted Administrative Penalty Systems are that revenues increased due to additional penalties for late payment and for failing to appear at a scheduled hearing. Revenue is also enhanced by providing quicker response to disputed penalties.

The necessity to retain the services of one Hearing Officer (Contract) for the initial implementation, one FTE Grade F Supervisor to coordinate APS (subject to the review of APS steering committee), and one FTE Grade B administrative position to assist with fee collection, administrative duties related to Hearings, will have an impact on Operating Costs.

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Budget Request #: 772

**Proposed Initiative**

Business Licensing Review

**Department**

Transportation & Works  
Department

**Service Area**

Regulatory Services

**Required Operating Investment**

Impacts (\$000s)	2014	2015	2016
Gross Expenditures	32.6	99.2	134.7
Reserves & Reserve Funds	0.0	0.0	0.0
User Fees & Other Revenues	70.0	140.0	140.0
Tax Levy Requirements	(37.4)	(40.8)	(5.3)
* Net Change in \$		(3.3)	35.4
FTEs	1.0	2.0	2.0

*\* Any net change that is negative, (in brackets), is a good thing. It means a reduction in expenditure or an increase in revenue.*

**Required Capital Investment**

Total Capital (\$000s)	2013 & Prior	2014	2015	2016	2017 & Beyond
Expenditures	0.0	0.0	0.0	0.0	0.0

**Why Staff Recommend this Initiative**

Due to significant health and safety issues addressed through the initiative, which have also been identified by the Medical Officer of Health, staff are recommending the budget request be approved. The report to Council on the licensing of Personal Services is targeted for consideration by Council in December 2013. The overall review of the Business Licensing by-law is targeted for consideration in 2014.

**Details of Service Change**

Compliance and Licensing currently licenses a variety of Businesses that are identified in by-law 01-06. This by-law is under review to identify efficiencies, update categories and align our practices with similar jurisdictions to better reflect the current environment. A number of additional business types have been identified in the review. The objective of the review is to ensure consumer protection, maintain a business environment that protects investment and recover the costs associated with enforcement.

Businesses that will be impacted are providers of personal services ranging from hair care and nails to tattoo artists. Other affected businesses may include smaller residential parking lots, gold and jewelry purchasers, swimming pool retailers, and landscaping companies. To mitigate resistance to the requirement for a new licence, upon approval of Council, an education campaign and enforcement action plan will be initiated and directed at the affected businesses, with follow-up by Compliance and Licensing Staff.

**Service Impact**

The number of new licence categories is contingent on Council approval of some or all of the proposed changes. It is foreseeable that there will be some resistance on the part of the business owners to the requirement to obtain a licence; however a compelling argument can be put forward as to the rationale for licensing centered on consumer protection and public health and safety.

The impact on revenue would be significant. For the Personal Services category alone there is a conservative estimate of 800 new licences renewable annually. A further 400 new licences have been identified in other categories for a possible total of 1,200. The impact on Enforcement staff resources would be minimal in the long-term as inspections would be divided amongst existing staff and high levels of compliance are typically achieved quickly, reducing the need for repeated ongoing inspections. The impact on Administrative staff will be more significant requiring the addition of two FTE Grade B positions over two years, to provide the additional capacity needed to process applications and renewals.



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Budget Request #: 773

**Proposed Initiative**

Mobile Licensing Review

**Department**

Transportation & Works  
Department

**Service Area**

Regulatory Services

**Required Operating Investment**

Impacts (\$000s)	2014	2015	2016
Gross Expenditures	179.6	208.2	261.1
Reserves & Reserve Funds	0.0	0.0	0.0
User Fees & Other Revenues	90.0	180.0	180.0
Tax Levy Requirements	89.6	28.2	81.1
* Net Change in \$		(61.4)	52.9
FTEs	2.0	3.0	3.0

*\* Any net change that is negative, (in brackets), is a good thing. It means a reduction in expenditure or an increase in revenue.*

**Required Capital Investment**

Total Capital (\$000s)	2013 & Prior	2014	2015	2016	2017 & Beyond
Expenditures	0.0	0.0	0.0	0.0	0.0

**Why Staff Recommend this Initiative**

Staff recommend this service change as an effective strategy to provide more effective enforcement of the mobile licensing by-laws, and to ensure high quality and safe vehicles are used in the licensed public vehicle industries, given the City's duty of care.

The use of a consultant to update the taxicab plate issuance model will address industry concerns and ensure the public is receiving an appropriate level of service.

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*Budget Request #: 773*

**Details of Service Change**

Mobile Licensing currently licenses a variety of vehicle-based businesses and is responsible for inspection of the vehicles licensed and the issuance of licences.

The inspection of vehicles licensed under the by-laws occurs on a biannual basis and ensures ongoing safety and compliance given the City's duty of care. Currently there is no fee charged for the scheduled inspection service. The number of scheduled inspections has a negative impact on the availability of officers in the field and creates wait times at the service counter.

Plate issuance for taxicabs is currently based on a model developed more than a decade ago. Some stakeholders have expressed strong dissatisfaction with the current model. Staff lack the resources and expertise to undertake a review of the issuance model for accessible and on demand taxicab plates. An accurate, comprehensive model is critical to meeting the needs of the stakeholders.

The recommendation includes an increase in licensing renewal fees for the owners of tow trucks and taxicabs and a penalty for late renewal to offset the addition of two inspectors and one administrative position and to partially offset the cost to retain a consultant to review and update the taxicab plate issuance model. Mississauga licensing fees are low in comparison to other municipalities in the GTA who also incorporate the cost of inspections into their licensing fees.

**Service Impact**

The impact of the initiatives are twofold:

- Vehicle inspections ensure that high quality and safe vehicles are made available to the public, given the City's duty of care. Increased fees for licensing will bring the City in line with the industry average and more closely approximate enforcement cost recovery; and
- An updated comprehensive issuance model will help ensure that sufficient taxicabs of the right type are available to meet public demand, resulting in an improved service level for the public.

The service change identifies the initial need for an additional two FTE Grade E Mobile Licensing Enforcement Officers to provide more effective on road enforcement of mobile licensing by-laws, one required in 2014 and one in 2015. There will also be a need to add one additional FTE Grade B Administrative Staff position to provide administrative support related to inspections.

A consultant with experience in the field of taxi plate issuance models will need to be identified and retained to develop the model.

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### **Appendix 3: Proposed 2014 Capital Program**

There are no proposed capital programs for 2014.

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#### **Appendix 4: Proposed 2015-2016 Capital Program**

There are no proposed capital programs for 2015-2016.





# Legislative Services

## 2014-2016 Business Plan Update and 2014 Budget

City of Mississauga, Ontario, Canada



ISSUED **2,700** MARRIAGE LICENCES.  
PERFORMED **285** CIVIL WEDDING CEREMONIES.  
RECEIVED **602** FREEDOM OF INFORMATION REQUESTS  
WITH A **99%** COMPLIANCE RATE.



Last year the City of Mississauga undertook an extensive process to create a four year, 2013 through 2016, detailed Business Plan and Budget. Approved in December 2012, the 2013-2016 Business Plan and Budget outlines how and where the City plans to allocate resources to provide good value for taxpayers. Reviewed and updated annually, the four year plan is based on the City's four strategic priorities. 2014 marks the second year of Mississauga's four year Business Plan and Budget. For this "Update Year" staff have focused on primarily updating and presenting exceptions and amendments to the four year approved Service Area Business Plans, while still providing comprehensive financial information and forecasts.

The following summary document sets out a brief description of the Service Area, what has changed since writing the 2013-2016 Business Plan and Budget and performance measurements. The complete 2014-2016 Business Plan and Budget can be found on the City's website.

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## Table of Contents

<b>Existing Core Services .....</b>	<b>4</b>
1.1 Vision and Mission .....	4
1.2 Service Delivery Model .....	5
<b>Updates &amp; Accomplishments .....</b>	<b>6</b>
2.1 Updates .....	6
2.2 Accomplishments .....	6
2.3 Awards and Recognitions .....	6
<b>Proposed Budget .....</b>	<b>7</b>
3.1 Changes to Maintain Current Service Levels and Operationalize Prior Decisions.....	11
3.2 Proposed New Initiatives and New Revenues .....	13
3.3 Highlights of Proposed Capital Program Budget .....	15
3.4 Capital Program .....	16
<b>Performance Measures .....</b>	<b>17</b>
4.1 Balanced Scorecard .....	17
<b>Appendices .....</b>	<b>19</b>
Appendix 1: Details of Changes to Maintain Current Service Levels and Operationalize Prior Decisions .....	20
Changes to Maintain Current Service Levels .....	20
Appendix 2: Budget Requests .....	22
Appendix 3: Proposed 2014 Capital Program .....	25
Appendix 4: Proposed 2015-2016 Capital Program .....	26



# Existing Core Services

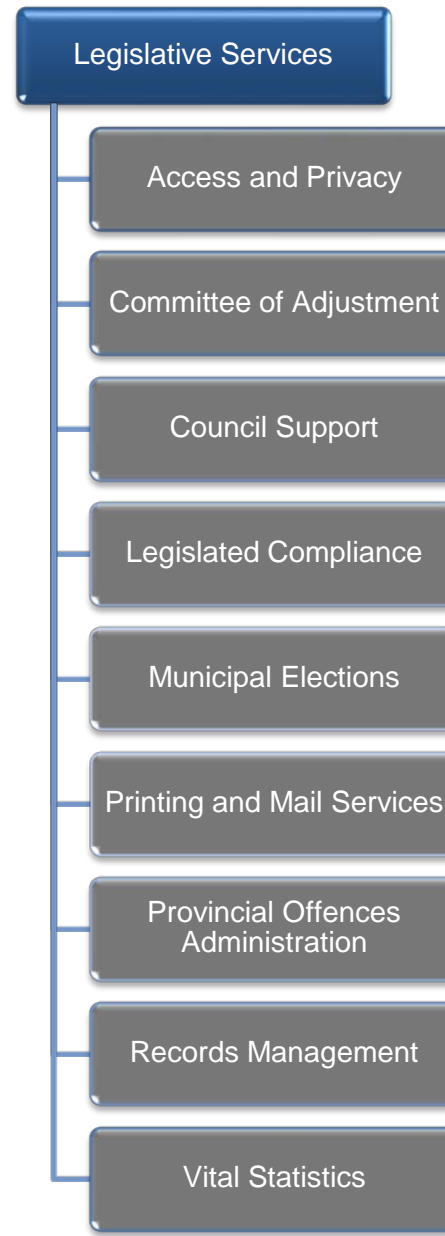
## 1.1 Vision and Mission

### Vision

To provide open and accessible government by ensuring that independent and impartial statutory and regulatory services are delivered in a progressive and creative manner.

### Mission

To meet customers' diverse needs by protecting statutory and legislated services to the public, Council and other internal and external customers through a variety of service channels.



## 1.2 Service Delivery Model

Legislative Services encompasses the Office of the City Clerk which has statutory responsibilities including the independent administration of a number of legislated responsibilities under the: *Municipal Act*; *Planning Act*, *Municipal Elections Act*, *Municipal Freedom of Information and Protection of Privacy Act* and other legislation such as the *Vital Statistics Act*, *Marriage Act* and *Provincial Offences Act*. The Division also provides printing and mail services for the Corporation.



Courthouse at 950 Burnhamthorpe Road West



Legislative Services

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## Updates & Accomplishments

### 2.1 Updates

Council endorsed the recommendations related to the City Committees of Council Structure Review which among other things recommended a three week cycle for Council and the Standing Committees as well as the creation of a new Transportation Committee. The Legislative Services Section has implemented these changes effective September 2013. Additional changes will be implemented at the beginning of the next term of Council (2015-2018).

The Election Steering Committee has been established to prepare for the 2014 Municipal Election. It will oversee all aspects of the election, from technology and staff requirements to the actual election planning process.

### 2.2 Accomplishments

In 2013, the Legislative Services Division has made government more accessible to the public through a partnership with Rogers Cable by providing live and archived streaming of Council, General Committee, Planning and Development Committee, Budget and the new Transportation Committee.



Watch live and archived Council meetings,  
weekly CityReport news, and other programs  
in partnership with Rogers TV

### 2.3 Awards and Recognitions

CAFÉ Awards were received by members of the Legislative Services Division for their involvement in two corporate projects including: The Collaboration Project (including the implementation of Sharepoint, CATS and Lync) which was recognized for a Team Effectiveness Award and the Mississauga Cultural Mapping Project Team for the City Manager's Award of Excellence.



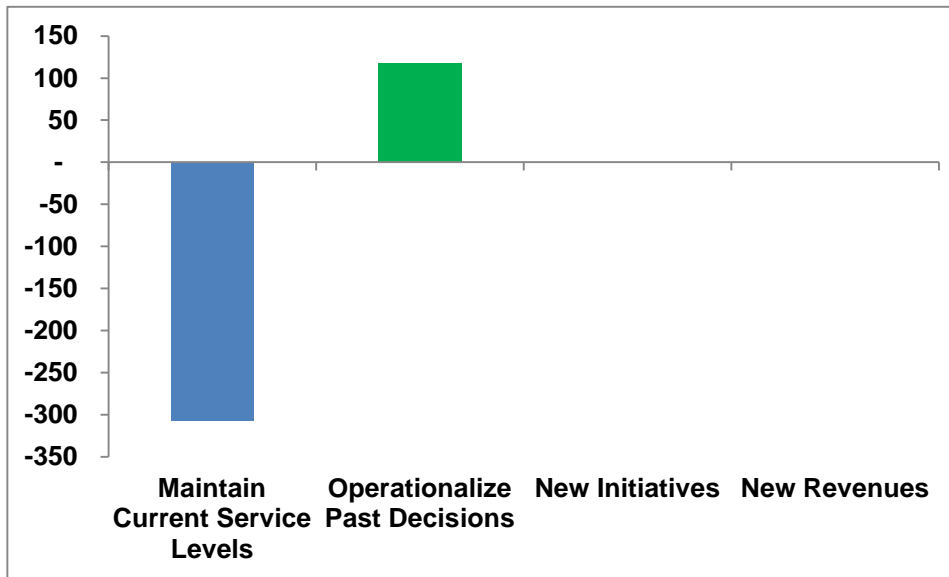
Inside Council Chambers at City Hall

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## Proposed Budget

This part of the Business plan sets out the financial resources required to deliver the proposed 2014-2016 Business Plan. Information is provided by major expenditure and revenue category as well as by program. The costs to maintain existing service levels and operationalize prior decisions are identified separately from proposed changes. The prior year budget for 2013 was (\$2,548,000) and the proposed budget for 2014 is (\$2,737,000).

The Operating Budget changes for 2014 are broken down in the chart below:



### Total Changes to Maintain Current Service Levels

The Legislative service area works towards achieving continuous improvement goals while balancing the uncontrollable cost pressures with finding efficiency and cost savings throughout its operations. Due to emerging pressures from labour and other cost increases, cost of delivering current services expected to increase by \$146,000 in 2014. However as part of continuous improvement and lean production initiatives, legislative services area is expected to generate \$73,000 as cost savings and efficiency improvements. The service area is also expected to generate additional revenue of \$390,000 in 2014 from *Provincial Office Act* administration, Committee of Adjustment and Other operations.

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The 2014 municipal election is the most significant function planned for 2014. This legislated operation will cost \$2.343 million in 2014, which will be recovered from the election reserve fund.

**Total Changes to Operationalize Prior Decisions**

The staffing related 2013 decisions will cost \$118,000 in 2014, which include annualization for one Court Monitor, one Court Administrative Clerk and long term Election temporary labour.

**Total New Initiatives and Revenues**

The Early Resolution Legislation - Service Pressures is a new initiative proposed to address the additional service pressure emerged due to recent Provincial Legislative changes. This initiative is cost neutral.

The following table identifies the budgeted expenditures and revenues for 2013 to 2016 by major program within the service area, as well as 2012 actuals by programs.

Description	2012 Actuals (\$000's)	2013 Budget (\$000's)	2014 Proposed Budget (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)
<b>Expenditures to Deliver Current Services</b>					
Elections	115	278	2,671	284	287
Provincial Offence Act	2,426	2,568	2,663	2,802	2,858
Office of the City Clerk	3,705	3,859	3,946	4,002	3,996
Printing and Mail Services	489	489	487	509	527
Council Committees	103	167	147	117	117
<b>Total Expenditures</b>	<b>6,837</b>	<b>7,361</b>	<b>9,914</b>	<b>7,713</b>	<b>7,786</b>
<b>Revenues</b>	<b>(9,747)</b>	<b>(9,802)</b>	<b>(10,203)</b>	<b>(10,312)</b>	<b>(10,335)</b>
Transfers From Reserves and Reserve Funds	0	(106)	(2,448)	(67)	(67)
New Initiatives	0	0	100	23	1
New Revenues	0	0	(100)	(23)	(1)
<b>Proposed Net Budget Including New Initiatives &amp; New Revenues</b>	<b>(2,910)</b>	<b>(2,548)</b>	<b>(2,737)</b>	<b>(2,665)</b>	<b>(2,616)</b>
<b>Expenditures Budget - Changes by Year</b>			<b>35%</b>	<b>-22%</b>	<b>1%</b>
<b>Proposed Net Budget - Changes by Year</b>			<b>-7%</b>	<b>3%</b>	<b>2%</b>

Note: Numbers may not balance due to rounding.

The following table separates the financial requirements into those required to maintain current service levels; to operationalize prior decisions; and proposed new initiatives and new revenues. More details are provided in sections 3.1 and 3.2.

Description	2014 Proposed Budget (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)
<b>Prior Year Total Expenditures Budget</b>	<b>7,361</b>	<b>10,015</b>	<b>7,737</b>
<b>Increases/(Decreases) to Maintain Current Service Levels</b>			
Labour and Benefits	146	140	118
Other Cost Increases	2,343	(2,387)	2
Efficiencies and Cost Savings	(53)	(54)	(73)
<b>Total Expenditures to Maintain Service Levels</b>	<b>9,796</b>	<b>7,714</b>	<b>7,784</b>
<b>Prior Year Revenue Budget</b>	<b>(9,908)</b>	<b>(12,751)</b>	<b>(10,402)</b>
Current Revenue Changes	(2,722)	2,392	0
Revenue Changes Associated with Efficiencies and Cost Savings	(20)	(20)	0
<b>Total Revenues</b>	<b>(12,651)</b>	<b>(10,379)</b>	<b>(10,402)</b>
<b>Net Expenditures to Maintain Services</b>	<b>(2,854)</b>	<b>(2,665)</b>	<b>(2,618)</b>
<b>Current Year Net Tax Levy</b>	<b>(2,854)</b>	<b>(2,665)</b>	<b>(2,618)</b>
<b>Increase in Net Tax Levy</b>	<b>(307)</b>	<b>71</b>	<b>47</b>
<b>Net Changes to Maintain Current Service Levels</b>	<b>(307)</b>	<b>71</b>	<b>47</b>
<b>Increases/(Decreases) to Operationalize Prior Decisions</b>			
Annualization of Previous Years Budget Decisions - Expenses	118	0	0
<b>Changes to Operationalize Prior Decisions</b>	<b>118</b>	<b>0</b>	<b>0</b>
<b>Net Expenditure to Maintain Current Service Levels and Operationalize Prior Decisions</b>	<b>(2,737)</b>	<b>(2,665)</b>	<b>(2,618)</b>
Proposed New Initiatives & New Revenues - Revenue	(100)	(23)	(1)
Proposed New Initiatives & New Revenues - Expenses	100	23	1
<b>Proposed New Initiatives &amp; New Revenues</b>	<b>0</b>	<b>(0)</b>	<b>0</b>
<b>Total Special Purpose Levy</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Proposed Total Expenditures Budget</b>	<b>10,015</b>	<b>7,737</b>	<b>7,786</b>
<b>Proposed Total Revenues Budget</b>	<b>(12,751)</b>	<b>(10,402)</b>	<b>(10,404)</b>
<b>Proposed Net Budget</b>	<b>(2,737)</b>	<b>(2,665)</b>	<b>(2,618)</b>

Note: Numbers may not balance due to rounding.

### 3.1 Changes to Maintain Current Service Levels and Operationalize Prior Decisions

The following two tables identify the major changes in the costs to maintain existing service levels and the cost increases arising from prior decisions. Detailed explanations of changes to 2014 as well as the proposed Full Time Equivalent Staffing by Program can be found in Appendix 1.

#### Proposed Changes to Maintain Current Service Levels

Description	FTE	2014 Proposed Budget (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)
<b>Labour and Benefits</b>	<b>0.0</b>	<b>146</b>	<b>140</b>	<b>118</b>
<b>Other Cost Increases</b>				
2014 Municipal Elections	0.0	2,335	0	0
Postage and Various Other Charges	0.0	7	3	2
<b>Other Cost Increases</b>	<b>0.0</b>	<b>2,343</b>	<b>3</b>	<b>2</b>
<b>Efficiencies and Cost Savings</b>				
Operating Materials, suppliers and Other services	0.0	(32)	(1)	0
Temporary Labour-Print shop	(0.2)	(10)	0	0
Temporary Labour- Committee of Adjustment Members	0.0	0	(20)	0
Contracts and Professional Services -Record Management Services	0.0	(11)	(3)	0
Other Changes	0.0	0	(30)	(73)
<b>Efficiencies and Cost Savings</b>	<b>(0.2)</b>	<b>(53)</b>	<b>(54)</b>	<b>(73)</b>
<b>Current Revenue Changes</b>				
Revenue Changes Associated with Efficiencies and Cost Savings	0.0	(20)	(20)	0
Election reserve Recovery and Candidate Registration Fees	0.0	(2,352)	0	0
General Fees-Committee of Adjustment application and other fees changes	0.0	(166)	0	0
Provincial Offence Act revenue	0.0	(204)	0	0
<b>Current Revenue Changes</b>	<b>0.0</b>	<b>(2,742)</b>	<b>(20)</b>	<b>0</b>
<b>Total Changes to Maintain Current Service Levels</b>	<b>(0.2)</b>	<b>(307)</b>	<b>71</b>	<b>47</b>

Note: Numbers may not balance due to rounding.



### Proposed Changes to Operationalize Prior Decisions

Description	FTE	2014 Proposed Budget (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)
<b>Annualization of Prior Years Operating Cost Decisions</b>				
Annualization of labour	0.0	118	0	0
<b>Annualization of Prior Years Operating Cost Decisions</b>	<b>0.0</b>	<b>118</b>	<b>0</b>	<b>0</b>
<b>Operating Impact of New Capital Projects</b>				
<b>Operating Impact of New Capital Projects</b>	<b>0.0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Changes to Operationalize Prior Decisions</b>	<b>0.0</b>	<b>118</b>	<b>0</b>	<b>0</b>

Note: Numbers may not balance due to rounding.

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### 3.2 Proposed New Initiatives and New Revenues

The following table presents the costs by budget request for proposed new initiatives and proposed new revenues. Detailed descriptions of each budget request can be found in Appendix 2.

#### Proposed New Initiatives and New Revenues

Description	BR #	FTE	2014 Proposed Budget (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)	2014 to 2016 Capital (\$000's)
<b>New Initiatives</b>						
Early Resolution Legislation- Service Pressures	636	1.0	100	24	1	0
<b>Total New Initiatives</b>		<b>1.0</b>	<b>100</b>	<b>24</b>	<b>1</b>	<b>0</b>
<b>New Revenues</b>						
Early Resolution Legislation- Service Pressures	636	0.0	(100)	(24)	(1)	0
<b>Total New Revenues</b>		<b>0.0</b>	<b>(100)</b>	<b>(24)</b>	<b>(1)</b>	<b>0</b>
<b>Total New Initiatives and New Revenues</b>		<b>1.0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Note: Numbers may not balance due to rounding.

The following table outlines the 2012 actual costs, 2013 approved budget and proposed 2014 Budget and Forecasts for the remaining three years, by major expense and revenue categories.

#### Proposed Budget by Category

Description	2012 Actuals (\$000's)	2013 Budget (\$000's)	2014 Proposed Budget (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)
<b>Total Expenditures before Administrative and Support Costs</b>					
Labour Costs	5,566	6,017	6,753	6,410	6,529
Other Operating Costs	1,127	1,239	3,158	1,221	1,149
<b>Total Expenditures</b>	<b>6,693</b>	<b>7,256</b>	<b>9,911</b>	<b>7,631</b>	<b>7,678</b>
Total Revenues	(9,747)	(9,908)	(12,751)	(10,402)	(10,404)
<b>Net Expenditures before Administrative and Support Costs</b>	<b>(3,054)</b>	<b>(2,653)</b>	<b>(2,840)</b>	<b>(2,771)</b>	<b>(2,726)</b>
Administrative and Support Costs	144	105	104	106	108
<b>Net Budget</b>	<b>(2,910)</b>	<b>(2,548)</b>	<b>(2,737)</b>	<b>(2,665)</b>	<b>(2,618)</b>

Note: Numbers may not balance due to rounding.

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### **3.3 Highlights of Proposed Capital Program Budget**

Legislative Services has not included any capital projects for the 2014 budget. However, Printing and Mail Services area requires several lifecycle capital replacements in the next few years. Lifecycle replacement of Pre-Press MAC computer hardware is due in 2015 with a cost of \$7,000 and Print Shop Inserter scheduled to be replaced in 2016 with the estimated cost of \$150,000.

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### 3.4 Capital Program

This section summarizes the forecast 10 year capital requirements for this service. The following table presents the forecast by major program. The next table summarizes the sources of financing for the capital forecast. A detailed listing of 2014 to 2016 projects is contained in Appendix 3 and 4.

#### Proposed Capital Program

Program Expenditures	2014 Proposed Budget (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)	2017 Forecast (\$000's)	2018-2023 Forecast (\$000's)	Total 2014-2023 (\$000's)
Printing and Mail Services	0	7	150	91	219	467
<b>Total Expenditures</b>	<b>0</b>	<b>7</b>	<b>150</b>	<b>91</b>	<b>219</b>	<b>467</b>

Note: Numbers may not balance due to rounding.

#### Proposed Capital Program (continued)

Program Funding	2014 Proposed Budget (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)	2017 Forecast (\$000's)	2018-2023 Forecast (\$000's)	Total 2014-2023 (\$000's)
Tax	0	7	150	91	219	467
<b>Total Funding</b>	<b>0</b>	<b>7</b>	<b>150</b>	<b>91</b>	<b>219</b>	<b>467</b>

Note: Numbers may not balance due to rounding.

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# Performance Measures

## 4.1 Balanced Scorecard

A Balanced Scorecard identifies measures for four key areas for an organization's performance: Financial; Customers; Employees; and Business Processes. By paying attention to all four areas, an organization can retain balance to its performance and know that it is moving toward the attainment of its goals.

About the Measures for Legislative Services:

### Financial Measures

*Court Administration and Support Cost per \$100 of revenue* reflect the court administrative cost of operating court administration and support. This is a measure of the efficiency of the section.

*Print Shop – Cost per page* reflects the cost of printing per page. This is a measure of the efficiency of the section.

### Customer Measures

*Number of FOI inquiries received and responded to* measures the volume of requests from the general public for information.

*Information Privacy Commission Compliance Rate* reflects the City's response to access to information requests filed through the *Municipal Freedom of Information and Protection of Privacy Act (MFIPPA)*. The City is required to report annually on its performance and compliance with the Information Privacy Commissioner (IPC).

*Counter Customer Service Survey (Rating – Good/Excellent)* is a measure that indicates at what

satisfaction level we are meeting the clients' needs at the counter.

### Employees Measures

*Satisfaction with City and Job Satisfaction* to enable growth and development by City staff is measured in an annual employee survey in which overall satisfaction and job specific satisfaction is assessed. This provides valuable information for planning.

### Internal Business Processes Measures

*Number of eRecords Management Solutions* measures the number of electronic repositories created to centrally manage documents and enable online collaboration.

*Number of Committee meetings publicly streamed* reflects the number of Council and Committee proceedings video streamed over the internet allowing greater access to these proceedings for the public.

*Percentage Court Matters resolved without trial* reflects the percentage of tickets which are issued where the recipient has the option of paying or going to trial.

*Provincial Offences Act (POA) charges received per administrative employee* measures the ratio of the total number of charges received annually by the Mississauga Provincial Offences Court office divided by the total number of court administrative clerks.

*Percentage of print jobs delivered on time* reflects the efficiency of the section in meeting service requests.

Measures for Legislative Services	2010 (Actual)	2011 (Actual)	2012 (Actual)	2013 (Planned)	2014 (Planned)	2015 (Planned)	2016 (Planned)
<b>Financial:</b>							
Court Administration and Support Cost per \$100 of revenue	\$28	\$28	\$29	\$30	\$30	\$30	\$30
Print Shop – Cost per page (cents)	4.7	4.7	4.6	4.6	4.6	4.6	4.6
<b>Customer:</b>							
Number of FOI inquiries received	662	602	625	625	625	625	625
Information Privacy Commission Compliance Rate	99.5%	99.5%	99.4%	99.5%	99.5%	99.5%	99.5%
Counter Customer Service Survey (Rating – Good/Excellent)	0	85.0%	88.4%	90.0%	92.5%	92.5%	92.5%
<b>Employees/Innovation:</b>							
Satisfaction with City	69%	69%	69%	73%	71%	71%	72%
Job Satisfaction	70%	70%	70%	72%	73%	73%	74%
<b>Internal Business Process:</b>							
Number of e-records management solutions	1	2	2	3	4	4	4
Number of Committee meetings publicly streamed	1	1	1	4	5	5	5
Percentage of court matters resolved without trial	63%	64%	67%	67%	67%	67%	67%
POA Charges received per administrative employee (1)	\$7,644	\$7,868	\$8,150	\$8,417	\$8,670	\$8,670	\$8,670

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## **Appendices**



## Appendix 1: Details of Changes to Maintain Current Service Levels and Operationalize Prior Decisions

### Changes to Maintain Current Service Levels

Description	2013 Budget (\$000's)	2014 Proposed Budget (\$000's)	Change (\$000's)	Details
<b>Labour and Benefits</b>	<b>5,993</b>	<b>6,139</b>	<b>146</b>	Increase reflects economic adjustment increases, labour adjustments and other fringe benefit changes.
<b>Other Cost Increases</b>				
2014 Municipal Elections	48	2,384	2,335	2014 Municipal Election related cost.
Postage and Various Other Charges	514	521	7	Postage and various other miscellaneous charges increase due to inflation.
<b>Total Other Cost Increases</b>	<b>562</b>	<b>2,905</b>	<b>2,343</b>	
<b>Efficiencies and Cost Savings</b>				
Operating Materials, suppliers and Other services	721	689	(32)	Operating Materials, Office suppliers and other cost reduction through continuous improvement initiatives.
Temporary Labour-Printing and Mail Services	24	14	(10)	Print Shop temporary labour reductions under Lean Production Initiatives.
Contracts and Professional Services - Record Management Services	60	49	(11)	Reduction of cost in the contractors and other professional services in Record management areas.
<b>Total Efficiencies and Cost Savings</b>	<b>805</b>	<b>752</b>	<b>(53)</b>	
<b>Current Revenue Changes</b>				
Election Reserve Recovery and Candidate Registration fees	(141)	(2,493)	(2,352)	2014 Municipal Election cost recovery from Election Reserve and candidate registration fees.
Provincial Offence Act Revenue	(8,340)	(8,544)	(204)	Provincial Offence Act revenue increase reflects the expected increase in issuance of traffic tickets for offences related to Highway Traffic Act and Other Provincial Acts.
General Fees-Committee of Adjustment and Other Fees and Charges	(1,357)	(1,523)	(166)	Revenue increase mainly due to Committee of Adjustment application fees and volume increase.
General Fees-External Printing	(70)	(90)	(20)	Revenue increase reflect the expected expansion of external printing to non-conventional markets including neighbouring municipalities.
<b>Total Current Revenue Changes</b>	<b>(9,908)</b>	<b>(12,650)</b>	<b>(2,742)</b>	
<b>Total Changes to Maintain Current Service Levels</b>	<b>(2,548)</b>	<b>(2,854)</b>	<b>(307)</b>	

Note: Numbers may not balance due to rounding.

### Changes to Operationalize Prior Decisions

Description	2013 Budget (\$000's)	2014 Proposed Budget (\$000's)	Change (\$000's)	Details
<b>Annualization of Previous Years Operating Cost Decisions</b>				
Annualization of Labour	0	118	118	Annualization of Court Monitor, Court Administrative Clerk positions and Long Term Election Temporary labour.
<b>Total Annualization of Previous Years Operating Cost Decisions</b>	<b>0</b>	<b>118</b>	<b>118</b>	
<b>Operating Impact of New Capital Projects</b>				
<b>Total Operating Impact of New Capital Projects</b>	<b>0</b>	<b>0</b>	<b>0</b>	
<b>Total Changes to Operationalize Prior Decisions</b>	<b>0</b>	<b>118</b>	<b>118</b>	
<b>Total Costs to Maintain Current Services Levels and Operationalize Prior Decisions</b>	<b>(2,548)</b>	<b>(2,737)</b>	<b>(189)</b>	

Note: Numbers may not balance due to rounding.

### Proposed Full Time Equivalent Staffing Distribution by Program

Program	2013	2014	2015	2016
Elections	3.0	7.0	3.0	3.0
Provincial Offence Act	20.5	21.5	21.5	21.5
Office of the City Clerk	41.4	41.4	41.4	41.4
Printing and Mail Services	12.5	12.3	12.3	12.3
<b>Total Service Distribution</b>	<b>77.4</b>	<b>82.2</b>	<b>78.2</b>	<b>78.2</b>

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## Appendix 2: Budget Requests

### Proposed 2014-2016 New Initiatives and New Revenues

Please see the Budget Requests for the 2014-2016 Business Planning Cycle with details to follow.

Description	BR #	Year
<b>New Initiatives</b>		
Early Resolution Legislation- Service Pressures	636	2014

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Budget Request #: 636

**Proposed Initiative**

Early Resolution Legislation- Service Pressures

**Department**

Corporate Services Department

**Service Area**

Legislative Services

**Required Operating Investment**

Impacts (\$000s)	2014	2015	2016
Gross Expenditures	100.4	123.6	124.9
Reserves & Reserve Funds	0.0	0.0	0.0
User Fees & Other Revenues	100.4	123.6	124.9
Tax Levy Requirements	0.0	0.0	0.0
* Net Change in \$		0.0	0.0
FTEs	1.0	1.0	1.0

*\* Any net change that is negative, (in brackets), is a good thing. It means a reduction in expenditure or an increase in revenue.*

**Required Capital Investment**

Total Capital (\$000s)	2013 & Prior	2014	2015	2016	2017 & Beyond
Expenditures	0.0	0.0	0.0	0.0	0.0

**Why Staff Recommend this Initiative**

To maintain a high standard of Customer Service by fulfilling the mandatory functions, duties and obligations set out in the *Provincial Offences Act* and regulations, the Charter and the Memorandum of Understanding between The City of Mississauga and the Province of Ontario. This initiative will increase the likelihood of resolving matters at an early stage in the process with anticipated higher POA revenues, and collection rates.

### **Details of Service Change**

As anticipated the early resolution option has been highly attractive to our clients, offering them the opportunity to resolve their matters at reduced fine amounts, and/or be convicted of a lesser (included) offence than what they were originally charged with.

The City of Mississauga's POA Court Administration requires one additional Court Clerk/Monitor in May 2014 in order to deal with the projected additional increase of charges received as well as additional court sittings. The additional Court Clerk Monitor will also add resources to the City's requirement to produce transcripts in a timely manner, as this work can only be done when the staff are not scheduled into court.

### **Service Impact**

To accommodate the anticipated volume of requests for Early Resolution meetings two additional days of Court (one full day and two half days) per week will be required and court support needs to be provided by staff (Court Monitors). The Early resolution model has had a direct impact on our Time to Trial in Mississauga as we are currently able to schedule matters for trial within approximately eight months, and allows us to remain in line with the Provincially mandated Time to Trial of nine months. This initiative has a net zero impact on the budget; the financial pressure created by adding one FTE of \$ 46,900 and provincial charges for ICON, adjudication and prosecution of \$50,000 in 2014 will be recovered from increased POA revenues. In 2015 labour annualization of \$22,950 will be covered through POA revenues as well.

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### **Appendix 3: Proposed 2014 Capital Program**

There are no capital program requests for 2014.

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#### Appendix 4: Proposed 2015-2016 Capital Program

##### Program: Printing and Mail Services

Sub-Program	2015 Forecast (\$000's)	2016 Forecast (\$000's)
Print Shop - Pre-Press MAC	7	0
Print Shop - P3-Insertter	0	150
<b>Total Expenditures</b>	<b>7</b>	<b>150</b>



# Mayor and Members of Council 2014-2016 Business Plan Update and 2014 Budget

City of Mississauga, Ontario, Canada







Last year the City of Mississauga undertook an extensive process to create a four year, 2013 through 2016, detailed Business Plan and Budget. Approved in December 2012, the 2013-2016 Business Plan and Budget outlines how and where the City plans to allocate resources to provide good value for taxpayers. Reviewed and updated annually, the four year plan is based on the City's four strategic priorities. 2014 marks the second year of Mississauga's four year Business Plan and Budget. For this "Update Year" staff have focused on primarily updating and presenting exceptions and amendments to the four year approved Service Area Business Plans, while still providing comprehensive financial information and forecasts.

The following summary document sets out a brief description of the Service Area, what has changed since writing the 2013-2016 Business Plan and Budget and performance measurements. The complete 2014-2016 Business Plan and Budget can be found on the City's website.

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## Table of Contents

<b>Existing Core Services .....</b>	<b>4</b>
1.0 Vision and Mission .....	4
<b>Proposed Budget .....</b>	<b>5</b>
2.0 Changes to Maintain Current Service Levels .....	8
<b>Appendices .....</b>	<b>10</b>
Appendix 1: Details of Changes to Maintain Current Service Levels and Proposed Full Time Equivalent Staffing Distribution by Program .....	11

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## Existing Core Services

### 1.0 Vision and Mission

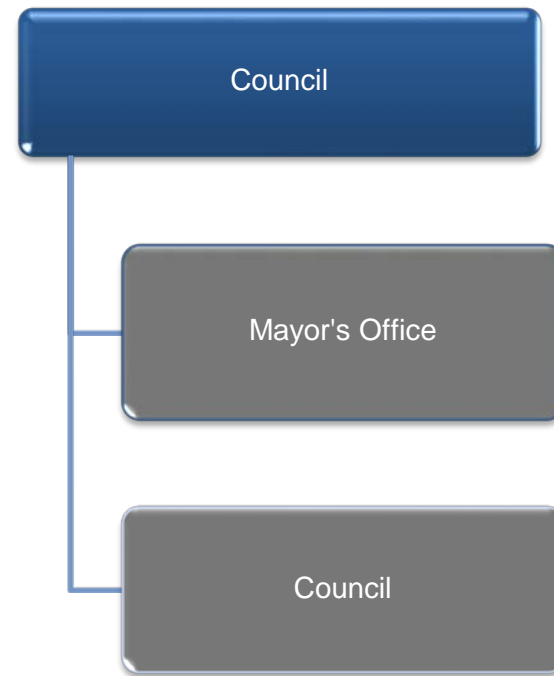
The Council Budget is comprised of both the Mayor's Office as well as Council. This includes the 12 elected officials and their support staff. In Ontario, municipal elections take place every four years. 2010 was an election year and the current term of office runs until November 2014.

#### **Mayor's Office**

The Mayor's salary, vehicle, office expenses and four support staff are included in this program.

#### **Council**

The salaries, car allowances, other operating expenses for 11 members of Council and 23 support staff are included in this program.

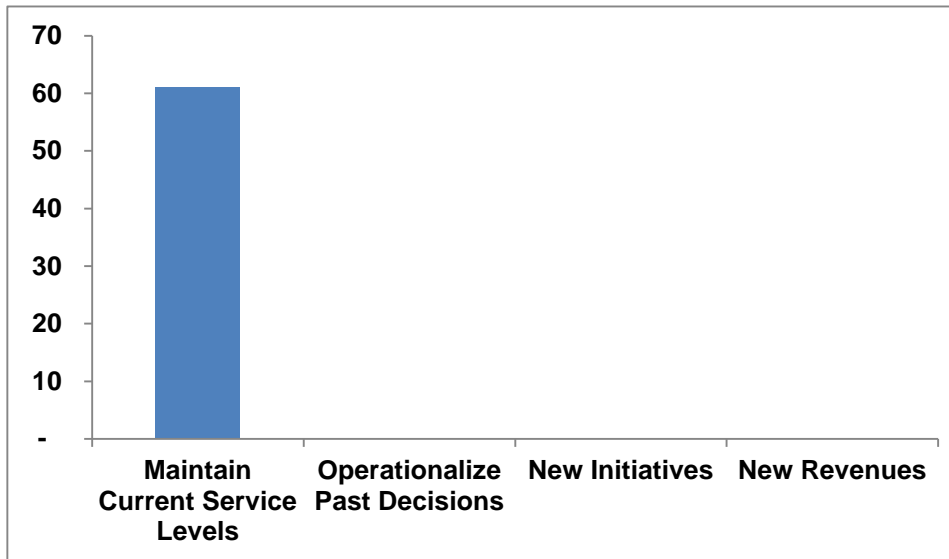


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## Proposed Budget

This part of the Business plan sets out the financial resources required to deliver the proposed 2014-2016 Business Plan. Information is provided by major expenditure and revenue category as well as by program. The costs to maintain existing service levels and operationalize past decisions are identified separately from proposed changes. The prior year budget for 2013 was \$4,267,000 and the proposed budget for 2014 is \$4,328,000.

A net cost increase of \$61,000 or one per cent from the 2014 budget is needed to maintain Council's current service level.



### Total Changes to Maintain Current Service Levels

The 2014 Labour and Benefits budget will increase by \$61,000 from previous year's budget. The increase reflects economic adjustment increases, labour adjustments and other fringe benefit changes.

In 2015, there is a \$300,000 increase in support for the Mayor's Office. This is an estimate only in the event that current staffing levels in the Mayor's Office are determined to be insufficient. The 2015 labour and Benefits budget will increase by \$80,000.

The following table identifies the budgeted expenditures and revenues for 2013 to 2016 by major program within the service area, as well as 2012 actuals by programs.

Description	2012 Actuals (\$000's)	2013 Budget (\$000's)	2014 Proposed Budget (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)
<b>Expenditures to Deliver Current Services</b>					
Mayor's Office	525	560	575	886	897
Councillor's Offices	3,608	3,707	3,754	3,822	3,883
<b>Total Expenditures</b>	<b>4,133</b>	<b>4,267</b>	<b>4,328</b>	<b>4,708</b>	<b>4,779</b>
<b>Revenues</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Proposed Net Budget Including New Initiatives &amp; New Revenues</b>	<b>4,133</b>	<b>4,267</b>	<b>4,328</b>	<b>4,708</b>	<b>4,779</b>
<b>Expenditures Budget - Changes by Year</b>			1%	9%	2%
<b>Proposed Net Budget - Changes by Year</b>			1%	9%	2%

Note: Numbers may not balance due to rounding.

The following table separates the financial requirements into those required to maintain current service levels; to operationalize prior decisions; and proposed new initiatives and new revenues. More details are provided in section 2.

Description	2014 Proposed Budget (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)
<b>Prior Year Total Expenditures Budget</b>	<b>4,267</b>	<b>4,328</b>	<b>4,708</b>
<b>Increases/(Decreases) to Maintain Current Service Levels</b>			
Labour and Benefits	61	80	71
Other Cost Increases	0	300	0
<b>Total Expenditures to Maintain Service Levels</b>	<b>4,328</b>	<b>4,708</b>	<b>4,779</b>
<b>Prior Year Revenue Budget</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Expenditures to Maintain Services</b>	<b>4,328</b>	<b>4,708</b>	<b>4,779</b>
<b>Current Year Net Tax Levy</b>	<b>4,328</b>	<b>4,708</b>	<b>4,779</b>
<b>Increase in Net Tax Levy</b>	<b>61</b>	<b>380</b>	<b>71</b>
<b>Net Changes to Maintain Current Service Levels</b>	<b>61</b>	<b>380</b>	<b>71</b>
<b>Increases/(Decreases) to Operationalize Prior Decisions</b>			
<b>Changes to Operationalize Prior Decisions</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Expenditure to Maintain Current Service Levels and Operationalize Prior Decisions</b>	<b>4,328</b>	<b>4,708</b>	<b>4,779</b>
<b>Proposed New Initiatives &amp; New Revenues</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Special Purpose Levy</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Proposed Total Expenditures Budget</b>	<b>4,328</b>	<b>4,708</b>	<b>4,779</b>
<b>Proposed Total Revenues Budget</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Proposed Net Budget</b>	<b>4,328</b>	<b>4,708</b>	<b>4,779</b>

Note: Numbers may not balance due to rounding.

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## 2.0 Changes to Maintain Current Service Levels

The following table identify the major changes in the costs to maintain existing service. Detailed explanations of changes to 2014 as well as the proposed Full Time Equivalent Staffing by Program can be found in Appendix 1.

### Proposed Changes to Maintain Current Service Levels

Description	FTE	2014 Proposed Budget (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)
<b>Labour and Benefits</b>	<b>0.0</b>	<b>61</b>	<b>80</b>	<b>71</b>
<b>Other Cost Increases</b>				
Estimated increase in support for Mayor's office	0.0	0	300	0
<b>Other Cost Increases</b>	<b>0.0</b>	<b>0</b>	<b>300</b>	<b>0</b>
<b>Efficiencies and Cost Savings</b>				
<b>Efficiencies and Cost Savings</b>	<b>0.0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Current Revenue Changes</b>				
<b>Current Revenue Changes</b>	<b>0.0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Changes to Maintain Current Service Levels</b>	<b>0.0</b>	<b>61</b>	<b>380</b>	<b>71</b>

Note: Numbers may not balance due to rounding.

The following table outlines the 2012 actual costs, 2013 approved budget and proposed 2014 Budget and Forecasts for the remaining 3 years, by major expense and revenue categories.

**Proposed Budget by Category**

Description	2012 Actuals (\$000's)	2013 Budget (\$000's)	2014 Proposed Budget (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)
<b>Total Expenditures before Administrative and Support Costs</b>					
Labour Costs	3,623	3,651	3,712	3,792	3,863
Other Operating Costs	510	616	616	916	916
<b>Total Expenditures</b>	<b>4,133</b>	<b>4,267</b>	<b>4,328</b>	<b>4,708</b>	<b>4,779</b>
<b>Net Expenditures before Administrative and Support Costs</b>	<b>4,133</b>	<b>4,267</b>	<b>4,328</b>	<b>4,708</b>	<b>4,779</b>
<b>Net Budget</b>	<b>4,133</b>	<b>4,267</b>	<b>4,328</b>	<b>4,708</b>	<b>4,779</b>

Note: Numbers may not balance due to rounding.



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## **Appendices**

## Appendix 1: Details of Changes to Maintain Current Service Levels and Proposed Full Time Equivalent Staffing Distribution by Program

### Changes to Maintain Current Service Levels

Description	2013 Budget (\$000's)	2014 Proposed Budget (\$000's)	Change (\$000's)	Details
<b>Labour and Benefits</b>	<b>3,651</b>	<b>3,712</b>	<b>61</b>	Increase reflects economic adjustment increases, labour adjustments and other fringe benefit changes.
<b>Other Cost Increases</b>				
Operating cost	616	616	0	
<b>Total Other Cost Increases</b>	<b>616</b>	<b>616</b>	<b>0</b>	
<b>Efficiencies and Cost Savings</b>				
<b>Total Efficiencies and Cost Savings</b>	<b>0</b>	<b>0</b>	<b>0</b>	
<b>Total Current Revenue Changes</b>	<b>0</b>	<b>0</b>	<b>0</b>	
<b>Total Changes to Maintain Current Service Levels</b>	<b>4,267</b>	<b>4,328</b>	<b>61</b>	

Note: Numbers may not balance due to rounding.

### Proposed Full Time Equivalent Staffing Distribution by Program

Program	2013	2014	2015	2016
Mayor's Office	5.0	5.0	5.0	5.0
Councillor's Offices	34.2	34.2	34.2	34.2
<b>Total Service Distribution</b>	<b>39.2</b>	<b>39.2</b>	<b>39.2</b>	<b>39.2</b>





# **Financial Transactions**

## **2014-2016 Business Plan Update and 2014 Budget**

City of Mississauga, Ontario, Canada



Last year the City of Mississauga undertook an extensive process to create a four year, 2013 through 2016, detailed Business Plan and Budget. Approved in December 2012, the 2013-2016 Business Plan and Budget outlines how and where the City plans to allocate resources to provide good value for taxpayers. Reviewed and updated annually, the four year plan is based on the City's four strategic priorities. 2014 marks the second year of Mississauga's four year Business Plan and Budget. For this "Update Year" staff have focused on primarily updating and presenting exceptions and amendments to the four year approved Service Area Business Plans, while still providing comprehensive financial information and forecasts.

The following summary document sets out a brief description of the Service Area, what has changed since writing the 2013-2016 Business Plan and Budget and performance measurements. The complete 2014-2016 Business Plan and Budget can be found on the City's website.

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## Table of Contents

<b>Existing Core Services .....</b>	<b>4</b>
1.1 Vision and Mission .....	4
1.2 Service Delivery Model .....	5
<b>Proposed Budget .....</b>	<b>8</b>
3.1 Changes to Maintain Current Service Levels and Operationalize Prior Decisions.....	12
<b>Appendices .....</b>	<b>15</b>
Appendix 1: Details of Changes to Maintain Current Service Levels and Operationalize Prior Decisions .....	16

# Existing Core Services

## 1.1 Vision and Mission

The Financial Transaction Budget provides for items of a corporate nature and support to all service areas. Financial Transactions includes programs which support ongoing operations, reserves and reserve fund transfers to and from operating funds, taxation and payments-in-lieu of taxes, and City-wide sources of revenue.

### Financial Transactions

#### Ongoing Operations Support:

- Bank and External Audit Charges
- Retiree Benefits and Other Labour
- Miscellaneous Revenues and Expenses
- Insurance
- Workers' Compensation and Rehabilitation

#### Reserve and Reserve Funds:

- Transfers To and From Reserves
- Transfers to Capital

#### Payment-in-Lieu and Taxation:

- Payments-In-Lieu of Taxes
- Taxation

#### City-Wide Sources of Revenue :

- Enersource Dividend
- Investment Income

#### Special Purpose Levies:

- Capital Infrastructure and Debt Repayment Levy
- Emerald Ash Borer Levy

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## 1.2 Service Delivery Model

### Ongoing Operations Support

#### *Bank and External Audit Charges*

Provides for banking related service charges including: armoured car, night depository, satellite accounts, cheque reconciliation, direct deposit, debit/credit card fees, and preauthorized tax payments and also provides for external audit fees.

#### *Retiree Benefits and Other Labour*

Provides for the payments to former employees for:

- Pay out of accumulated sick leave credits to Fire and Emergency Services and CUPE employees upon termination, and various life insurance policies;
- Fringe benefit costs for employees on long term disability; and
- City's share of costs of early retiree health benefits.

#### *Miscellaneous Revenues and Expenses*

Includes income and expenditures not readily assignable to departments such as:

- Discounts earned;
- Commodity tax compensation;
- NSF recovery fees;
- Miscellaneous one-time receipts and expenditures;
- Executive search costs; and
- Snow Removal Subsidy Program.

#### *Insurance*

Insurance includes policy premiums, claim cost payments within the City's self-insured limit, and Insurance Reserve Fund maintenance. The Risk Management program consists of four major work areas:

- Risk assessment and recommendations to reduce frequency and size of potential loss;
- Reserve Fund maintenance to finance known, incurred and unreported losses within the City's self-insured limit;
- Purchase of insurance to fund catastrophic losses and losses above the City's self-insured limit; and
- Management of claims within the City's deductible and vendor services required to handle those claims.

#### *Workers' Compensation and Rehabilitation*

The City is a Workplace Safety and Insurance Board (WSIB) Schedule 2 employer. As such, compensation and expenses are paid from a City-funded reserve fund. This program provides for Workers' Compensation Reserve Fund contributions, the Employee Rehabilitation Program, medical examinations and the City's medical doctor's fees.

### Reserves and Reserve Funds

#### *Transfers To and From Reserves*

Provides for future events, such as the cost of holding municipal elections, by regular contributions to various Reserve and Reserve Funds.

#### *Transfers to Capital Reserve*

Provides for the funding allocation to the Capital Reserve Fund used to finance future capital projects.



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## **Payments in Lieu and Taxation**

### *Payments-in-Lieu of Taxes*

Provides for payments-in-lieu of property taxes made by Federal, Provincial and other Municipal governments and/or their respective enterprises, as well as universities, colleges and hospitals, with premises located within the City's boundaries. Payments-in-lieu are made by these bodies as their properties are classed as exempt from realty taxes. The payment-in-lieu provisions are provided for under various federal and provincial statutes.

### *Taxation*

Includes revenues from various sources such as:

- Supplementary tax revenues per the *Assessment Act* which provides for the correction of any error, omission or misstatement of the tax roll, the addition to the tax roll of new buildings and the subsequent levy and collection of applicable taxes;
- Taxation revenues from railway right of ways and hydro corridors as per current legislation; and
- Interest and/or penalties on unpaid taxes, in accordance with the *Municipal Act*, added to the tax liability.

Provides for rebates per the *Municipal Act* including:

- Vacancy rebates for owners of properties in the commercial or industrial property tax class that have vacant portions; and
- Rebates to charitable organization occupying commercial and industrial properties.

Includes Business Improvements Areas (BIA's) and Local Area Improvements funding raised via special assessment taxation:

- Meeting requirements of three established BIA's in Clarkson, Port Credit and Streetsville.

Provides for tax bill reductions due to:

- Tax adjustments resulting from reductions in assessed property values through the assessment appeal process, tax appeals and reconsideration processes;
- New construction capping adjustments; and
- Write-off of uncollectible taxes.

Provides for expenses associated with taxes payable on City owned/leased properties and the expenses and revenues from the tax sale process.

## **City-Wide Sources of Revenue**

### *Enersource Dividend*

Recognizes the dividend from Mississauga's investment in Enersource Mississauga.

### *Investment Income*

Captures interest earned from short-term investment of surplus revenue fund monies. Investments are restricted to securities noted in the *Municipal Act* and related regulations, which could include certain securities.

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## **Special Purpose Levies**

### *Capital Infrastructure and Debt Repayment Levies*

- A two per cent annual levy to fund the City's capital infrastructure with a balance of one per cent towards debt repayment and one per cent towards the capital reserve funds, on average, over the next 10 years.

### *Emerald Ash Borer Levy*

- A \$5.6 million annual levy to preserve and replenish City-owned ash trees from a highly destructive pest having the potential to kill all 116,000 City owned ash trees.

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## Proposed Budget

This part of the Business plan sets out the financial resources required to deliver the proposed 2014-2016 Business Plan. Information is provided by major expenditure and revenue category as well as by program. The costs to maintain existing service levels and operationalize past decisions are identified separately from proposed changes. The prior year budget for 2013 was (\$8,210,067) and the proposed budget for 2014 is (\$1,292,810).

### **Total Changes to Maintain Current Service Levels**

Financial Transactions will experience an increase in the net budget requirement in 2014 primarily due to an anticipated increase in expenditures for Emerald Ash Borer and Capital Infrastructure and Debt Repayment Levies. This will be partially offset by increased dividend from Enersource, and increased PILTS. Many of the forecasted increases in expenditures are offset by transfers from reserves.

### **Total New Initiatives and Revenues**

There are no new initiatives and revenues.

A two per cent annual levy to fund the City's capital infrastructure with on average a balance of one per cent towards debt repayment and one per cent towards the capital reserve funds, on average, over the next 10 years.

The effects of Emerald Ash Borer have necessitated a proactive approach to its management. Emerald Ash Borer is a highly destructive pest found exclusively in Ash trees that has the potential to infest and kill all 116,000 City-owned Ash trees. A continuation of this initiative is recommended to undertake efforts to eradicate this pest and restore the City-owned tree inventory where damaged or infested by this pest.

The following table identifies the budgeted expenditures and revenues for 2013 to 2016 by major program within the service area, as well as 2012 actuals by programs.

**Proposed Budget by Program**

Description	2012 Actuals (\$000's)	2013 Budget (\$000's)	2014 Proposed Budget (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)
<b>Expenditures to Deliver Current Services</b>					
Bank & External Audit Charges	1,312	1,380	1,418	1,418	1,418
Benefits and Labour Package	(69)	5,245	3,068	3,316	3,620
Contribution to Capital	27,584	31,017	32,496	36,047	40,246
Debt Charges	478	3,954	9,869	14,209	18,408
Insurance	10,172	9,494	9,494	9,494	9,494
Miscellaneous Revenues and Expenditures	508	3,494	6,489	6,489	6,489
Payments In Lieu of Taxes	0	100	0	0	0
Prior Years Surplus	0	(172)	(172)	(172)	(172)
Taxation	8,582	6,575	7,223	6,023	7,446
Transfer To and From Reserves	18,404	500	1,500	1,900	2,200
Workers' Compensation and Rehabilitation	2,269	2,414	2,434	2,434	2,434
<b>Total Expenditures</b>	<b>69,241</b>	<b>64,002</b>	<b>73,819</b>	<b>81,158</b>	<b>91,583</b>
<b>Revenues</b>	<b>(66,077)</b>	<b>(63,423)</b>	<b>(65,818)</b>	<b>(65,318)</b>	<b>(64,818)</b>
Transfers From Reserves and Reserve Funds	(8,037)	(8,789)	(9,294)	(9,294)	(9,294)
<b>Proposed Net Budget Including New Initiatives &amp; New Revenues</b>	<b>(4,873)</b>	<b>(8,211)</b>	<b>(1,293)</b>	<b>6,547</b>	<b>17,471</b>
<b>Expenditures Budget - Changes by Year</b>			<b>15%</b>	<b>10%</b>	<b>13%</b>
<b>Proposed Net Budget - Changes by Year</b>			<b>-84%</b>	<b>-606%</b>	<b>167%</b>

Note: Numbers may not balance due to rounding.

The following table separates the financial requirements into those required to maintain existing services; to operationalize prior decisions; and proposed new initiatives and revenues. The details on the changes to each category are provided in Section 3.1.

#### Excluding Special Purpose Levies

Description	2014 Proposed Budget (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)
<b>Prior Year Total Expenditures Budget</b>	<b>64,002</b>	<b>73,819</b>	<b>81,158</b>
<b>Increases/(Decreases) to Maintain Current Service Levels</b>			
Labour and Benefits	189	0	0
Other Cost Increases	2,557	648	2,128
Efficiencies and Cost Savings	(3,123)	(1,200)	(100)
<b>Total Expenditures to Maintain Service Levels</b>	<b>63,625</b>	<b>73,267</b>	<b>83,186</b>
<b>Prior Year Revenue Budget</b>	<b>(72,212)</b>	<b>(75,112)</b>	<b>(74,612)</b>
Current Revenue Changes	(2,899)	500	500
<b>Total Revenues</b>	<b>(75,112)</b>	<b>(74,612)</b>	<b>(74,112)</b>
<b>Net Expenditures to Maintain Services</b>	<b>(11,487)</b>	<b>(1,344)</b>	<b>9,074</b>
<b>Current Year Net Tax Levy</b>	<b>(11,487)</b>	<b>(1,344)</b>	<b>9,074</b>
<b>Increase in Net Tax Levy</b>	<b>(3,277)</b>	<b>(52)</b>	<b>2,528</b>
<b>Net Changes to Maintain Current Service Levels</b>	<b>(3,277)</b>	<b>(52)</b>	<b>2,528</b>
<b>Changes to Operationalize Prior Decisions</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Expenditure to Maintain Current Service Levels and Operationalize Prior Decisions</b>	<b>(11,487)</b>	<b>(1,344)</b>	<b>9,074</b>
<b>Emerald Ash Borer</b>	<b>2,800</b>	<b>0</b>	<b>0</b>
<b>Capital Infrastructure &amp; Debt Repayment Levy</b>	<b>7,394</b>	<b>7,891</b>	<b>8,397</b>
<b>UTM - Funding *</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Special Purpose Levy</b>	<b>10,194</b>	<b>7,891</b>	<b>8,397</b>
<b>Proposed Total Expenditures Budget</b>	<b>73,819</b>	<b>81,158</b>	<b>91,583</b>
<b>Proposed Total Revenues Budget</b>	<b>(75,112)</b>	<b>(74,612)</b>	<b>(74,112)</b>
<b>Proposed Net Budget</b>	<b>(1,293)</b>	<b>6,547</b>	<b>17,471</b>

Note: Numbers may not balance due to rounding.

\* UTM Special Purpose Levy Funding Shown in Strategic Policy Budget

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**Special Purpose Levies**

Description	2013 (\$000's)	2014 (\$000's)	2015 (\$000's)	2016 (\$000's)
Capital Infrastructure Levy	3,433	4,912	8,463	12,661
Debt Repayment Levy*	3,954	9,869	14,209	18,408
Emerald Ash Borer Management Plan	2,800	5,600	5,600	5,600
<b>Total Special Purpose Levies</b>	<b>10,187</b>	<b>20,381</b>	<b>28,272</b>	<b>36,669</b>

Note: Numbers may not balance due to rounding.

\* Debt Repayment amounts include both Principal and Interest

### 3.1 Changes to Maintain Current Service Levels and Operationalize Prior Decisions

The following tables identify the major changes in the costs to maintain existing service levels. Detailed explanations of changes to 2014 can be found in Appendix 1.

#### Proposed Changes to Maintain Current Service Levels

Description	FTE	2014 Proposed Budget (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)
<b>Labour and Benefits</b>	<b>0.0</b>	<b>189</b>	<b>0</b>	<b>0</b>
<b>Other Cost Increases</b>				
Budget Provisions for potential labour & benefit increases	0.0	1,000	400	300
Retiree Benefits	0.0	0	248	304
Transfer to Assessment Appeals Reserve	0.0	1,000	0	0
Armoured Courier	0.0	50	0	0
Operating Provisions For Election Impacts	0.0	200	0	0
Provision for Tax Write-Offs	0.0	0	0	1,524
Sick Leave - Reserve Transfer	0.0	270	0	0
WSIB - Misc Operating Costs	0.0	20	0	0
Seniors Rebates	0.0	17	0	0
<b>Other Cost Increases</b>	<b>0.0</b>	<b>2,557</b>	<b>648</b>	<b>2,128</b>
<b>Efficiencies and Cost Savings</b>				
SunLife Fringe Benefit Savings	0.0	(2,400)	0	0
Taxes on City Owned Properties	0.0	(470)	0	0
Retiree Benefits - 2013 Rate Experience	0.0	(236)	0	0
Tax Write Offs	0.0	0	(200)	(100)
Assessment Appeals	0.0	0	(1,000)	0
Other Savings	0.0	(17)	0	0
<b>Efficiencies and Cost Savings</b>	<b>0.0</b>	<b>(3,123)</b>	<b>(1,200)</b>	<b>(100)</b>

**Proposed Changes to Maintain Current Service Levels (Cont'd)**

Description	FTE	2014 Proposed Budget (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)
<b>Current Revenue Changes</b>				
Sick Leave - Reserve Transfer	0.0	(300)	0	0
WSIB - Transfer from Reserve	0.0	(204)	0	0
Enersource Dividend	0.0	(1,700)	0	0
PILTs - Primarily Airport	0.0	(1,270)	(1,000)	0
Investment Income	0.0	(10)	0	0
GST Compensation	0.0	(130)	0	0
Tax Penalties & Interest	0.0	0	1,000	0
Supplementary Taxes - Decreased	0.0	715	500	500
<b>Current Revenue Changes</b>	<b>0.0</b>	<b>(2,899)</b>	<b>500</b>	<b>500</b>
<b>Total Changes to Maintain Current Service Levels</b>	<b>0.0</b>	<b>(3,277)</b>	<b>(52)</b>	<b>2,528</b>

Note: Numbers may not balance due to rounding.



The following table outlines the 2012 actual costs, 2013 approved budget and proposed 2014 Budget and Forecasts for the remaining three years, by major expense and revenue categories.

#### Proposed Budget by Category

Description	2012 Actuals (\$000's)	2013 Budget (\$000's)	2014 Proposed Budget (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)
<b>Total Expenditures before Administrative and Support Costs</b>					
Labour Costs	537	6,025	3,658	3,906	4,210
Other Operating Costs	68,704	57,977	70,161	77,252	87,373
<b>Total Expenditures</b>	<b>69,241</b>	<b>64,002</b>	<b>73,819</b>	<b>81,158</b>	<b>91,583</b>
Total Revenues	(74,114)	(72,212)	(75,112)	(74,612)	(74,112)
<b>Net Expenditures before Administrative and Support Costs</b>	<b>(4,873)</b>	<b>(8,210)</b>	<b>(1,293)</b>	<b>6,547</b>	<b>17,471</b>
<b>Net Budget</b>	<b>(4,873)</b>	<b>(8,210)</b>	<b>(1,293)</b>	<b>6,547</b>	<b>17,471</b>

Note: Numbers may not balance due to rounding.

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## **Appendices**

## Appendix 1: Details of Changes to Maintain Current Service Levels and Operationalize Prior Decisions

### Changes to Maintain Current Service Levels

Description	2013 Budget (\$000's)	2014 Proposed Budget (\$000's)	Change (\$000's)	Details
<b>Labour and Benefits</b>	6,025	6,214	189	
<b>Other Cost Increases</b>				
Budget Provisions for potential labour & benefit increases	0	1,000	1,000	Funding Placeholder for potential Labour & Benefit cost increases.
Transfer to Assessment Appeals Reserve	309	1,309	1,000	To increase funding to the depleting Reserve associated with ARB Appeals.
Armoured Courier	100	150	50	To reflect projected expenditures
Operating Provisions For Election Impacts	0	200	200	Provisional funding for Election expenses
Sick Leave Payments	1,030	1,300	270	Adjusted to reflect increased expenditures based on historical trends. This is offset by a transfer from the Reserve Fund.
WSIB - Misc. Operating Costs	174	194	20	Adjusted to reflect increased expenditures based on historical trends. This is offset by a transfer from the Reserve Fund.
Seniors Rebates	58	75	17	
Other Changes	51,443	51,443	0	
<b>Total Other Cost Increases</b>	<b>53,114</b>	<b>55,671</b>	<b>2,557</b>	
<b>Efficiencies and Cost Savings</b>				
Sun Life Premiums	2,400	0	(2,400)	Savings due to re-negotiated SunLife ASO Contract. Savings will be used to offset some of the 2014 Labour & Benefit Pressures
Retiree Benefits	1,635	1,399	(236)	Savings reflects the re-negotiated SunLife Premiums
Taxes on City Owned Properties	680	210	(470)	Supplementary Taxes for Transit Garage; budget has been moved to Transportation & Works Department for 2014
External Auditors	130	118	(12)	Adjusted to reflect historical expenditures based on City's contract.
United Way	18	13	(5)	
<b>Total Efficiencies and Cost Savings</b>	<b>4,863</b>	<b>1,739</b>	<b>(3,123)</b>	

### Changes to Maintain Current Service Level (Cont'd)

Description	2013 Budget (\$000's)	2014 Proposed Budget (\$000's)	Change (\$000's)	Details
<b>Current Revenue Changes</b>				
Sick Leave - Reserve Transfer	(1,000)	(1,300)	(300)	Adjusted to reflect increased funding for Sick Leave payments primarily for Fire and Library Services.
WSIB - Transfer from Reserve	(2,230)	(2,434)	(204)	Adjusted to reflect increased funding for WSIB expenditures.
Enersource Dividend	(10,300)	(12,000)	(1,700)	Based on Enersource projected dividends
PILT's	(22,185)	(23,455)	(1,270)	Higher payments projected, particularly GTAA Airport as a result of higher passenger counts and an increase in the City's share of total commercial rate.
Investment Income	(14,455)	(14,465)	(10)	
GST Compensation	(120)	(250)	(130)	Adjusted to reflect increased GST compensation based on historical trends.
Supplementary Taxes	(4,018)	(3,304)	714	Decreased due to slowing property tax base growth.
Other Changes	(17,904)	(17,904)	0	
<b>Total Current Revenue Changes</b>	<b>(72,212)</b>	<b>(75,112)</b>	<b>(2,900)</b>	
<b>Total Changes to Maintain Current Service Levels</b>	<b>(8,210)</b>	<b>(11,487)</b>	<b>(3,277)</b>	

Note: Numbers may not balance due to rounding.





# **Reserves and Reserve Funds**

## **2014-2016 Business Plan Update and 2014 Budget**

City of Mississauga, Ontario, Canada

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## Table of Contents

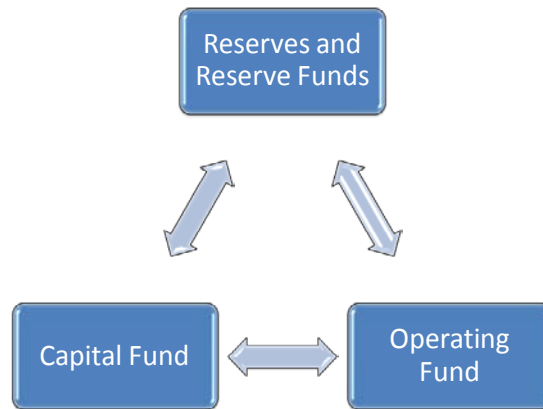
Overview .....	3
Forecast Changes .....	5
Capital Reserve Funds .....	9
Reserve and Reserve Fund Descriptions .....	21
Appendix 1: Reserve and Reserve Fund Transfers.....	26

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## Overview

Reserves and Reserve Funds are established by Council to assist with long term financial stability and financial planning. These funds are set aside to help offset future capital needs, obligations, pressures and costs. They are drawn upon to finance specific purpose capital and operating expenditures as designated by Council, to minimize tax rate fluctuations due to unanticipated expenditures and revenue shortfalls, and to fund ongoing projects and programs (i.e. insurance and employee benefits).

The following chart shows the relationships between the different funds:



Reserves are different from Reserve Funds in that they are generally used in conjunction with the Operating Program and support or supplement activities which are normally funded from general revenues. Interest earned by reserves is reflected within Financial Transactions.

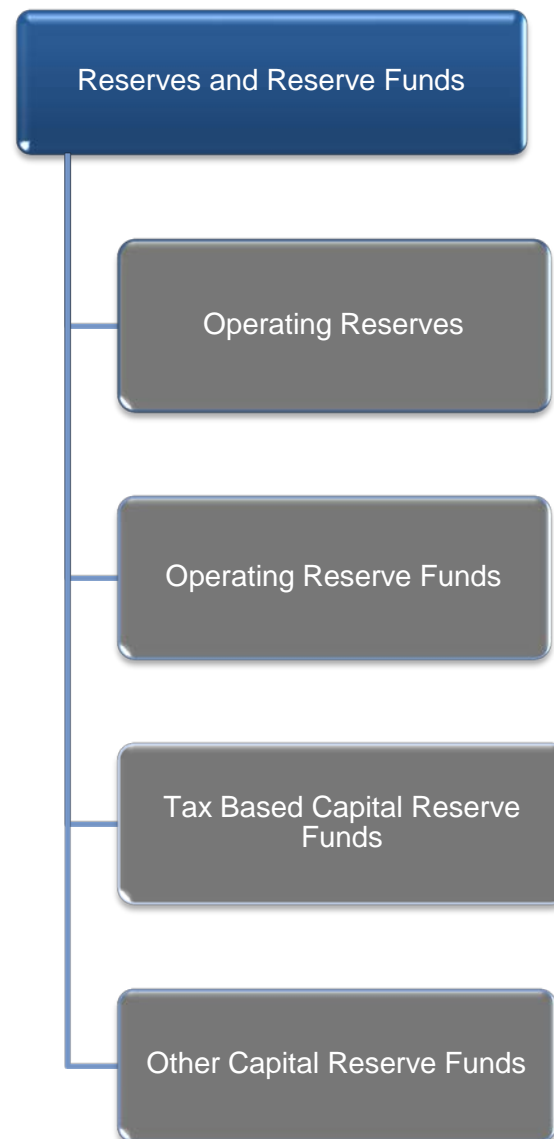
A reserve is generally used either to mitigate the impact of fluctuations in operating costs and revenue or to accumulate funds for future or contingent liabilities. Examples of reserves currently employed by the City to mitigate budgetary fluctuations include: Reserve for Winter Maintenance, Reserve for Commodities, Reserve for Assessment Appeals and the Reserve for Elections. Reserves established to fund future or contingent liabilities include: Reserve for Legal Settlements, Reserve for General Contingencies and Reserve for Vacation Pay.

Reserve Funds are segregated and restricted to meet a specific purpose. Money set aside for reserve funds must be deposited into a separate bank account and the interest earned on those investments must be added to the reserve funds. Examples of reserve funds used to fund capital projects are Development Charges and Cash-in-Lieu of Parkland Dedication. Although some reserve funds, such as Insurance, are used in conjunction with the Operating Program, reserve funds are most commonly associated with the Capital Program. Funds are accumulated within a reserve fund to provide funding for future capital spending and the funds are invested until required. Once Council approves the capital works, funds are transferred to the appropriate capital projects.



Reserve Funds used in the Capital Program are financed either as part of the annual transfer of tax funding from the Operating Program, or are collected as a charge upon development. Some Reserve Funds are established to meet the requirement of receiving funding from the Federal and Provincial Governments, such as Gas Tax funding. Tax based reserve funds are used to accumulate the funding necessary for the maintenance and eventual replacement of the City's extensive infrastructure. A number of capital reserve funds have been established to assist with long term financial planning. These include Transit Vehicles and Equipment Replacement, Fire Vehicles and Equipment Replacement and Roadway Infrastructure Maintenance Reserve Funds.

Development based reserve funds are used to finance capital projects to meet growth. Most of the funding is collected under the authority of the City's Development Charges By-law, as permitted by the *Development Charges Act, 1997* or other development related fees under the *Planning Act*. Services receiving funding from development charges include: fire, libraries, recreation, roads, transit, parking, public works, storm water management, and general government. A summary of the City's Reserves and Reserve Funds along with their purpose can be found at the end of this section.



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## Forecast Changes

The following chart provides a summary of the projected 2013 Reserves and Reserve Funds as compared to 2014.

### Operating and Capital Reserves & Reserve Funds Summary

Description	Projected Balance 2013 (\$000's)	Projected Balance 2014 (\$000's)	Change (\$000's)	% Change
Operating	117,273	112,904	(4,369)	(3.7%)
Tax Funded	44,371	43,190	(1,181)	(2.7%)
Gas Tax and Other Contributions	83,472	88,295	4,823	5.8%
Development Funding	257,225	220,937	(36,288)	(14.1%)
<b>Total</b>	<b>502,341</b>	<b>465,326</b>	<b>(37,015)</b>	<b>(7.4%)</b>

Note: Numbers may not balance due to rounding.

The 2014 balances in the Operating and Capital Reserves and Reserve Funds are estimated to decline by \$37 million or 7.4 per cent from 2013.

The projected decrease in the Operating Reserves and Reserve Funds is mainly due to the Insurance Reserve Fund for increased insurance costs as a result of an increased number of claims and claim costs, increased use of the Elections reserve associated with the 2014 Municipal Election and increased Sick Leave Reserve Fund payments.

The Capital Reserve Fund and Tax Subsidiary Reserve Funds are expected to decrease slightly as the capital expenditures are forecasted to be higher than projected contributions to the reserve fund. The Gas Tax Reserve Fund is projected to slightly increase as the forecast contributions and interest are more than enough to cover the estimated capital and operating expenditures.

Development reserve funds are projected to significantly decrease due to the anticipated reduction in Development Charge revenue and the approval of several growth and development related projects in 2014.

## Operating Reserves and Reserve Funds

The total reserve and reserve funds are expected to decrease by \$4.4 million or 3.7 per cent. Compared to 2013, the balance in the Operating Reserves are anticipated to decline by \$0.6 million or 1.2 per cent. The decline is primarily due to use of reserves to fund one-time expenses for Elections, offset by a one million increased contribution to the Assessment Appeal reserve. Total Reserve Funds are expected to decrease by \$3.7 million or 5.8 per cent mainly due to increased draws on Insurance Reserve Fund, Sick Leave Reserve Fund and Worker's Compensation Reserve Funds. The increased drawdown on the above Reserve Funds is a result of increased claims settlements and insurance premium costs, sick leave liability increases, and worker's compensation costs increase while the level of funds put into the operating reserve and reserve funds are not increased at compatible pace.

Total Operating Reserve and Reserve Funds Balance	2013 Estimated Balance (\$000's)	2014 Projected Balance (\$000's)	Change in 2014 Projected Balance to 2013 Estimated Balance	
			(\$000's)	%
Total Reserves	52,501	51,858	(642)	(1.2%)
Total Reserve Funds	64,772	61,046	(3,726)	(5.8%)
<b>Total Reserve and Reserve Funds</b>	<b>117,273</b>	<b>112,904</b>	<b>(4,369)</b>	<b>(3.7%)</b>

Note: Numbers may not balance due to rounding.

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**Transfers to Operating Reserves and Reserve Funds**

Description	2014 Requested Budget (\$000's)
Transfer to Reserves	2,737
Transfer to Reserve Funds	3,924
<b>Transfer to Reserve and Reserve Funds</b>	<b>6,662</b>
Interest Income	1,634
<b>Total Transfers to Reserves and Reserve Funds</b>	<b>8,295</b>

Note: Numbers may not balance due to rounding.

The 2014 Operating Program recommends transfers to Operating Reserves and Reserve Funds totalling \$6,661,600 as follows:

- \$2,446,200 to the Insurance Reserve Fund to fund future insurance claims;
- \$1,400,000 to the Workers' Compensation Reserve Fund;
- \$1,309,000 in transfers to the Reserve for Assessment Appeals. It is designed for changes in taxes generated through changes in the assessed values of property; to mitigate revenue losses through ongoing assessment appeals, and annual repayment of \$59,000 for the 21 year repayment plan to pay for the annexation of the Ninth Line lands of \$1.2 million;
- \$850,000 to the Bus Shelter Advertising Reserve;
- \$500,000 to the Reserve for Elections to fund future municipal elections;
- \$78,400 to the General Contingency Reserve to fund the employee survey that is conducted every three years and the Master Communication Plan; and
- \$78,000 to the Group Benefit Reserve Fund to fund group benefit costs for retired employees.

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### Transfers from Operating Reserves and Reserve Funds

Description	2014 Requested Budget (\$000's)
Transfer from Reserves	4,230
Transfer from Reserve Funds	9,284
<b>Total Transfer from Reserve and Reserve Funds</b>	<b>13,514</b>

Note: Numbers may not balance due to rounding.

The 2014 Operating Program recommends transfers from Reserves and Reserve Funds totalling \$13,514,011 as follows:

- \$5,509,800 from the Insurance Reserve Fund to cover the payments of estimated claims;
- \$3,754,400 from the Workers' Compensation, Sick Leave and Group Benefits Reserve Funds to offset estimated costs;
- \$2,444,586 from the Elections Reserve to fund the municipal election related costs in 2014;
- \$1,021,825 from the Operating Current Reserve for various commitment in 2013 that are to be completed in 2014;
- \$250,000 from the Reserve for Arts to fund the Five Year Culture Master Plan Update;
- \$248,400 from the Reserve for Contingency to fund various one-time initiative;
- \$165,000 from the Planning Process Update to fund nine capital projects for Land Development Services;
- \$100,000 from the Reserve for Labour Settlement for Transit Operators and Strategic Total Rewards; and
- \$20,000 from the Reserve Fund for Other to fund initiatives from Economic Development Office.

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## Capital Reserve Funds

Capital Reserve Funds are monies set aside for the repair and major maintenance costs of capital infrastructure and for large capital expenditures such as the renovation of a community centre or road reconstruction. It is forecast that the projected balance in 2014 will be less than the 2013 estimated balance by 8.5 per cent. The primary reason is the anticipated reduction in Development Charge revenue and the increase in the number of projects approved under Development Funding.

The Continuity Schedule of Capital Reserve Funds can be found at the end of this section along with projected balances to December 31, 2013 as well as a 10 year forecast for various capital based reserve funds.

2013 Capital Program Reserve Funds	2013 Estimated Balance (\$000's)	2014 Projected Balance (\$000's)	Change (\$000's)	% Change
Capital Program - Tax Funded	44,371	43,190	(1,181)	(2.7%)
Capital Program - Gas Tax and Other Contributions	83,472	88,295	4,823	5.8%
Capital Program - Development Funding	257,225	220,937	(36,288)	(14.1%)
<b>Total Capital Reserve Funds</b>	<b>385,068</b>	<b>352,422</b>	<b>(32,646)</b>	<b>(8.5%)</b>

Note: Numbers may not add due to rounding

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### Transfers to Capital Reserve Funds

Description	2014 Requested Budget (\$000's)
<b>Total Transfers to Capital Reserve Funds</b>	<b>123,729</b>

Included in the 2014 Budget are recommendations that \$123,729,000 be transferred to various Capital Reserve Funds (both tax-based and growth related) as follows:

- \$53,029,165 gas tax revenue from the Federal and Provincial Governments; including the City's share of the Region of Peel receipts;
- \$32,462,874 majority of which is a transfer from General Revenue to the Capital Reserve Fund for capital infrastructure;
- \$19,909,358 in estimated development charge revenues;
- \$9,000,000 transfer from the Capital Reserve Fund to the Facility Repair and Renovation Reserve Fund;
- \$3,890,000 in estimated parkland dedication contributions;
- \$3,600,000 transfer from the Capital Reserve Fund to the Fire Vehicles and Equipment Reserve Fund;
- \$1,500,000 transfer from the Capital Reserve Fund to the Main Fleet Vehicle and Equipment Reserve Fund;
- \$186,500 to the City Center Off Street Parking Reserve Fund (\$156,500) and estimated sponsorship for Riverwood (\$30,000);
- \$90,600 in estimated cost sharing initiative for the Courteneypark Artificial Turf; and
- \$60,400 in estimated profit sharing from the BraeBen Golf Course and the Region of Peel (originally named the Britannia Hills Golf Course).

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**Transfers from Capital Reserves Funds**

Description	2014 Requested Budget (\$000's)
<b>Total Transfers from Capital Reserve Funds</b>	<b>165,258</b>

The 2014 Budget recommends transfers from tax-based and growth-related Capital Reserve Funds of \$165,258,000 million to activities and projects as follows:

- \$50,569,000 from the Federal & Provincial Gas Tax Reserve Funds for various transit related initiatives including funding of transit expansion costs contained in the Operating Budget and various transportation capital initiatives for Transit bridges and roadways;
- \$34,513,000 from the Capital Reserve Funds to finance non-growth tax-based projects in the 2014 Capital Budget, to transfer to the Facility Repair and Renovation, Fire Vehicles and Equipment and Main Fleet Reserve Funds as well as to fund the Project Management Support Office;
- \$46,836,000 from the Development Charges Reserve Fund to fund growth based projects as well as various Development Charge transactions;
- \$13,641,000 from the Parkland Dedication Reserve Fund to fund land acquisitions and certain capital project;
- \$8,876,000 in projects from the Facility Repair and Renovation;
- \$1,500,000 in projects from the Main Fleet Vehicle and Equipment Reserve Fund;
- \$3,562,000 in projects from the Fire Vehicles and Equipment Reserve Fund;
- \$5,000,000 from the Developers' Contributions Reserve Fund to fund growth based projects;
- \$500,000 in projects from the 2009 Special Projects Reserve Fund;
- \$100,000 in projects from the Roadway Infrastructure Reserve Fund; and
- \$160,000 from the General Municipal Development Reserve Fund for various Cash in Lieu of Parking projects.



### Continuity Schedule of Operating Reserves and Reserve Funds (\$000's)

Reserves and Reserve Funds	Balance January 2013 (\$)	Projected 2013 Contributions (\$)	Projected 2013 Interest (\$)	Projected 2013 Expenditures (\$)	Projected Balance December 31, 2013 (\$)	2014 Projected Contributions (\$)	2014 Projected Interest (\$)	2014 Projected Expenditures (\$)	Projected Balance December 31, 2014 (\$)
<b>Operating Program - Reserves</b>									
Reserve for Development Stabilization	2,730	0	0	(204)	2,526	0	0	0	2,526
Reserve for Vacation Pay	5,820	0	0	0	5,820	0	0	0	5,820
Reserve for Winter Maintenance	8,313	0	0	0	8,313	0	0	0	8,313
Reserve for General Contingencies	7,247	33	0	(1,144)	6,135	78	0	(248)	5,965
Reserve for Legal Settlements	1,836	5	0	0	1,841	0	0	0	1,841
Reserve for Elections	2,179	500	0	(71)	2,608	500	0	(2,445)	663
Reserve for Current Budget	324	1,022	0	(324)	1,022	0	0	(1,022)	0
Reserve for Labour Settlements	6,620	2,663	0	(100)	9,183	0	0	(100)	9,083
Reserve for Planning Process Updates	2,227	0	0	(1,365)	862	0	0	(165)	697
Reserve for Building Permits Revenue Stabilization	49	0	0	0	49	0	0	0	49
Reserve for Assessment Appeals	5,195	309	0	0	5,504	1,309	0	0	6,813
Reserve for Early Retirement	500	0	0	0	500	0	0	0	500
Reserve for Bus Shelter Advertising	967	850	0	0	1,817	850	0	0	2,667
Reserve for the Arts	1,631	0	0	(357)	1,274	0	0	(250)	1,874
Reserve for Commodities	5,028	19	0	0	5,046	0	0	0	5,046
<b>Total Operating Reserves</b>	<b>50,664</b>	<b>5,401</b>	<b>0</b>	<b>(3,565)</b>	<b>52,501</b>	<b>2,737</b>	<b>0</b>	<b>(4,230)</b>	<b>51,858</b>
<b>Operating Programs -Reserve Funds</b>									
Group Benefits Reserve Fund	4,993	78	126	(500)	4,696	78	131	(20)	4,885
Insurance Reserve Fund	35,332	2,516	887	(5,580)	33,155	2,446	828	(5,510)	30,919
Reserve Fund - Other	666	101	18	(97)	688	0	18	(20)	687
Sick Leave Reserve Fund	9,269	0	219	(1,300)	8,188	0	189	(1,300)	7,077
Workers' Compensation Reserve Fund	18,585	1,400	483	(2,424)	18,044	1,400	468	(2,434)	17,477
<b>Total Operating Reserve Funds</b>	<b>68,844</b>	<b>4,095</b>	<b>1,734</b>	<b>(9,901)</b>	<b>64,772</b>	<b>3,924</b>	<b>1,634</b>	<b>(9,284)</b>	<b>61,046</b>
<b>Total Operating Reserves and Reserve Funds</b>	<b>119,509</b>	<b>9,497</b>	<b>1,734</b>	<b>(13,466)</b>	<b>117,273</b>	<b>6,662</b>	<b>1,634</b>	<b>(13,514)</b>	<b>112,904</b>

Note: Numbers May Not Balance Due to Rounding.

### Continuity Schedule of Capital Reserves and Reserve Funds (\$000's)

Reserves and Reserve Funds	Balance January 2013 (\$)	Projected 2013 Contributions (\$)	Projected 2013 Interest (\$)	Projected 2013 Expenditures (\$)	Projected Balance December 31, 2013 (\$)	2014 Projected Contributions (\$)	2014 Projected Interest (\$)	2014 Projected Expenditures (\$)	Projected Balance December 31, 2014 (\$)
<b>Capital Program - Tax Funded</b>									
2009 Special Projects Capital Reserve Fund	6,836	54	171	(680)	6,380	0	162	(500)	6,042
Britannia Hills Golf Course Capital Reserve Fund	97	60	4	0	162	60	6	0	228
Community Facility Redevelopment Reserve Fund	47,263	36,159	806	(54,108)	30,120	32,463	772	(34,513)	28,842
Courtneypark Artificial Turf Reserve Fund	4,268	0	10	(3,900)	378	0	10	0	389
Facility Repair & Renovations Reserve Fund	862	91	20	(225)	747	91	23	0	861
Fire Vehicles & Equipment Reserve Fund	2,784	7,300	10	(9,726)	368	9,000	14	(8,876)	506
Main Fleet Vehicle & Equip. Reserve Fund	353	1,743	8	(1,818)	287	3,600	9	(3,562)	333
Roadway Infrastructure Reserve Fund	795	2,964	6	(3,555)	210	1,500	6	(1,500)	216
Transit Vehicles & Equipment Reserve Fund	669	3,485	99	(555)	3,697	0	99	(100)	3,696
Total Tax Funded	1,967	0	54	0	2,022	0	56	0	2,077
<b>Total Tax Funded</b>	<b>65,895</b>	<b>51,856</b>	<b>1,188</b>	<b>(74,568)</b>	<b>44,371</b>	<b>46,714</b>	<b>1,156</b>	<b>(49,051)</b>	<b>43,190</b>
<b>Capital Program - Gas Tax and Other Contributions</b>									
Federal & Provincial Gas Tax Contributions	21,668	62,182	939	(49,716)	35,073	53,029	1,521	(32,804)	56,819
Total Gas Tax and Other Contributions	47,000	104	1,295	0	48,399	0	842	(17,765)	31,476
<b>Total Gas Tax and Other Contributions</b>	<b>68,668</b>	<b>62,286</b>	<b>2,234</b>	<b>(49,716)</b>	<b>83,472</b>	<b>53,029</b>	<b>2,363</b>	<b>(50,569)</b>	<b>88,295</b>
<b>Capital Program - Development Funding</b>									
Development Charges Reserve Fund	36,658	44,612	960	(10,138)	72,093	19,909	677	(46,836)	45,844
Parkland Dedication Reserve Fund	56,926	10,770	1,587	(9,971)	59,312	3,890	1,363	(13,641)	50,925
Developer Contributions Reserve Fund	56,791	2,274	1,584	(1,475)	59,174	0	1,490	(5,000)	55,663
General Mun. Dev. Reserve Fund-Lot Levy	58,091	15	1,551	(1,689)	57,968	0	1,594	0	59,562
General Mun. Dev. Reserve Fund-Other	8,659	287	232	(500)	8,678	187	239	(160)	8,944
Total Development Funding	217,126	57,957	5,915	(23,773)	257,225	23,986	5,364	(65,637)	220,937
Total Capital Program Reserve Funds	351,689	172,099	9,337	(148,057)	385,068	123,729	8,883	(165,258)	352,422
<b>Grand Total</b>	<b>471,198</b>	<b>181,596</b>	<b>11,071</b>	<b>(161,523)</b>	<b>502,341</b>	<b>130,391</b>	<b>10,517</b>	<b>(178,772)</b>	<b>465,326</b>

Note: Numbers may not add due to rounding

## 10 Year Forecast Schedule

The following chart summarizes the tax capital and subsidiary reserve funds opening balance, contributions, withdrawals, allocation to projects and closing balance. It is based on committed funds in 2014 dollars for the 2014 to 2023 capital forecast. The City budgets are based on cashflow and ensure that each year's closing balance has a value equal to 10 per cent of the future 10 year capital forecasted spending.

### Tax Capital and Subsidiary Reserve Funds (based on committed funds)

Description	2014 (\$000's)	2015 (\$000's)	2016 (\$000's)	2017 (\$000's)	2018 (\$000's)	2019 (\$000's)	2020 (\$000's)	2021 (\$000's)	2022 (\$000's)	2023 (\$000's)	2014-2023 Total (\$000's)
Opening Balance	44,371	43,190	37,844	38,968	50,408	62,387	77,055	92,283	115,597	137,016	<b>44,371</b>
Capital Infrastructure Levy	32,396	36,073	38,648	40,987	44,803	49,099	54,290	62,053	70,887	79,972	<b>509,209</b>
Debt Financing*	36,607	41,834	44,702	47,598	44,231	42,231	36,693	36,393	25,090	20,201	<b>375,580</b>
Interest Income	1,307	1,013	1,043	1,349	1,670	2,062	2,470	3,094	3,667	4,372	<b>22,046</b>
Transfers/ Loans	(261)	(266)	(270)	(225)	(225)	(225)	(225)	(225)	(225)	(225)	<b>(2,372)</b>
Total Available Balance	114,421	121,844	121,968	128,677	140,887	155,555	170,283	193,597	215,016	241,335	<b>948,835</b>
Allocation to Projects	71,231	84,000	83,000	78,269	78,500	78,500	78,000	78,000	78,000	78,000	<b>785,500</b>
<b>Closing Balance</b>	<b>43,190</b>	<b>37,844</b>	<b>38,968</b>	<b>50,408</b>	<b>62,387</b>	<b>77,055</b>	<b>92,283</b>	<b>115,597</b>	<b>137,016</b>	<b>163,335</b>	<b>163,335</b>

Note: Numbers may not balance due to rounding.

**Tax Capital and Subsidiary Reserve Funds (based on cashflow balances)**

Description	2014 (\$000's)	2015 (\$000's)	2016 (\$000's)	2017 (\$000's)	2018 (\$000's)	2019 (\$000's)	2020 (\$000's)	2021 (\$000's)	2022 (\$000's)	2023 (\$000's)
Opening Balance	101,414	89,052	91,000	93,000	96,000	99,000	102,000	106,000	110,000	113,000
Capital Infrastructure Levy	42,027	36,214	38,790	41,129	44,944	49,240	54,432	62,194	71,029	80,113
Debt Financing*	36,607	41,834	44,702	47,598	44,231	42,231	36,693	36,393	25,090	20,201
Interest Income	1,069	1,391	1,218	1,265	1,542	1,746	1,937	2,018	2,256	2,304
Total Available Balance	181,116	168,492	175,710	182,992	186,717	192,218	195,062	206,605	208,375	215,618
Allocation to Projects	92,064	77,492	82,710	86,992	87,717	90,218	89,062	96,605	95,375	98,618
<b>Closing Balance</b>	<b>89,052</b>	<b>91,000</b>	<b>93,000</b>	<b>96,000</b>	<b>99,000</b>	<b>102,000</b>	<b>106,000</b>	<b>110,000</b>	<b>113,000</b>	<b>117,000</b>

Note: Numbers may not balance due to rounding.

### Federal and Provincial Contribution Reserve Funds

These Reserve Funds include receipts from Federal and Provincial governments primarily related to Gas Tax and funding for transit initiatives, and roads and bridges.

Description	2014 (\$000's)	2015 (\$000's)	2016 (\$000's)	2017 (\$000's)	2018 (\$000's)	2019 (\$000's)	2020 (\$000's)	2021 (\$000's)	2022 (\$000's)	2023 (\$000's)	2014-2023 Total (\$000's)
Opening Balance	83,472	88,295	102,480	104,665	108,950	111,282	83,824	77,645	73,149	75,677	<b>83,472</b>
Gas Tax Receipts	53,028	53,028	53,028	53,028	53,028	53,028	53,028	53,028	53,028	53,028	<b>530,280</b>
Interest Income	2,364	2,743	2,801	2,916	2,978	2,243	2,078	1,958	2,025	2,322	<b>24,429</b>
Transfers/ Loans	(15,500)	(15,500)	(15,500)	(15,500)	(15,500)	(15,500)	(15,500)	(15,500)	(15,500)	(15,500)	<b>(155,000)</b>
Total Available Balance	123,364	128,565	142,810	145,109	149,456	151,054	123,430	117,131	112,702	115,527	<b>483,181</b>
Allocation to Projects	35,069	26,085	38,145	36,159	38,174	67,230	45,785	43,982	37,025	28,770	<b>396,424</b>
<b>Closing Balance</b>	<b>88,295</b>	<b>102,480</b>	<b>104,665</b>	<b>108,950</b>	<b>111,282</b>	<b>83,824</b>	<b>77,645</b>	<b>73,149</b>	<b>75,677</b>	<b>86,757</b>	<b>86,757</b>

Note: Numbers may not balance due to rounding.

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**Details of the Gas Tax Receipts are below:**

Description	2014 (\$000's)	2015 (\$000's)	2016 (\$000's)	2017 (\$000's)	2018- 2023 (\$000's)	Total (\$000's)
Provincial Gas Tax	15,500	15,500	15,500	15,500	93,000	155,000
Federal Gas Tax (City Portion)	20,507	20,507	20,507	20,507	123,042	205,070
Federal Gas Tax (City Portion from Region)	17,021	17,021	17,021	17,021	102,126	170,210
<b>Subtotal</b>	<b>53,028</b>	<b>53,028</b>	<b>53,028</b>	<b>53,028</b>	<b>318,168</b>	<b>530,280</b>
Provincial Transitway Funding						65,000
Federal Transitway Funding						58,000
<b>Total</b>						<b>653,280</b>

Note: Numbers may not balance due to rounding.

**Provincial Gas Tax**

The use of Provincial Gas Tax funding to support Transit growth has allowed the expansion of Transit service with a reduced tax impact. Future Transit expansion will be funded through property taxes and transit revenues. The share of the Provincial Gas Tax is affected by ridership levels and may fluctuate in future years.

**Federal and Regional Portion of Federal Gas Tax Reserves**

The Federal Gas Tax funding can be used for up to two of the following capital programs: transit, road infrastructure, and storm drainage or energy conservation. To be eligible for funding, municipalities cannot reduce their existing/historical spending on capital projects. Similar to Provincial gas tax revenues, Federal gas taxes cannot be used to reduce property taxes.

In order to help address the City's growing gridlock problems, Mississauga plans to invest Federal gas tax revenues to expand transit infrastructure, improve transit services, to help finance bus replacements and for road infrastructure including roadways and bridges. Municipalities across Canada continue to ask for an escalation to the Gas Tax to ensure its value increases at the rate of growth for these services.

City portion receipts in 2013 were \$20.5 million with a total of \$205.1 million being received over the next 10 year period. Also, the Region of Peel, since 2006 has flowed through any Federal gas tax receipts to the lower tier municipalities after accounting for TransHelp requirements. The City's capital forecast assumes this will continue and includes receipts totalling \$17 million or \$170 million over the next 10 years.

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**Other Transit Based Reserve**

The Provincial and Federal governments have provided a one-time support of public transit with \$65 million and \$58 million, respectively, to fund Mississauga's Transitway project. This project provides a separated roadway connecting the Mississauga/Oakville border to Renforth Drive via Highway 403 and Eglinton Avenue.

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### Development Charges Reserve Funds – All Services

The following chart summarizes the opening balance, contributions, withdrawals, allocation to projects and closing balance for the Development Charges Reserve Funds as a result of this year's capital budget and forecast to 2023.

The closing balances are expected to decrease up to 2017. The decrease in the first couple of years is due to the lower Development Charge revenue anticipated and the prioritization and approval of more specific projects in the short term. The increase in the future years is due to the projected increase in revenue and the fact that the City has not fully prioritized all Development Charge funded projects in the medium to long term.

In each budget year, projects are assessed in greater detail and viewed through a variety of filters to ensure that there are a balance of lifecycle projects, enhancements, and high priority new services including Development Charge funded projects.

Description	2014 (\$000's)	2015 (\$000's)	2016 (\$000's)	2017 (\$000's)	2018 (\$000's)	2019 (\$000's)	2020 (\$000's)	2021 (\$000's)	2022 (\$000's)	2023 (\$000's)	2014-2023 Total (\$000's)
Opening Balance	72,093	45,844	18,787	6,479	4,661	12,578	25,417	33,537	52,009	67,752	<b>72,093</b>
Development Revenue	19,909	19,909	19,909	25,694	25,694	25,694	25,694	25,694	25,694	25,694	<b>239,587</b>
Interest Income	678	278	96	69	186	376	496	769	1,001	967	<b>4,914</b>
Transfers/ Loans	(623)	(623)	(623)	(623)	(623)	(623)	(623)	(623)	(623)	(623)	<b>(6,230)</b>
Total Available Balance	92,057	65,408	38,170	31,620	29,918	38,025	50,984	59,377	78,082	93,790	<b>310,364</b>
Allocation to Projects - All Services	46,213	46,621	31,690	26,959	17,340	12,608	17,447	7,368	10,330	28,353	<b>244,928</b>
<b>Closing Balance</b>	<b>45,844</b>	<b>18,787</b>	<b>6,479</b>	<b>4,661</b>	<b>12,578</b>	<b>25,417</b>	<b>33,537</b>	<b>52,009</b>	<b>67,752</b>	<b>65,437</b>	<b>65,437</b>

Note: Numbers may not add due to rounding.



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### Cash in lieu of Parkland Dedication Reserve Fund

The revenue generated from cash in lieu of parkland dedication is expected to increase from \$3.9 million to \$15.6 million. Increases occurring in future years are expected to be realized where sizable developments are not dedicating parkland. These projections are reviewed on an ongoing basis and any necessary amendments will be reflected in future budget documents.

Closing balances are intentionally declining as more cash-in-lieu funding is being utilized. As the City borrows to fund capital projects it is financially prudent to use existing resources to reduce borrowing requirements.

Description	2014 (\$000's)	2015 (\$000's)	2016 (\$000's)	2017 (\$000's)	2018 (\$000's)	2019 (\$000's)	2020 (\$000's)	2021 (\$000's)	2022 (\$000's)	2023 (\$000's)	2014-2023 Total (\$000's)
Opening Balance	59,312	50,925	24,097	11,823	16,514	15,843	24,169	21,648	21,791	16,800	<b>59,312</b>
Development Revenue	3,880	10,550	8,950	8,950	9,795	10,157	13,647	15,649	15,649	15,649	<b>112,877</b>
Interest Income	1,363	645	316	442	424	647	579	583	450	450	<b>5,899</b>
Transfers/ Loans	10	10	10	10	10	10	10	10	10	10	<b>100</b>
Total Available Balance	64,565	62,130	33,374	21,225	26,743	26,656	38,405	37,891	37,900	32,909	<b>178,189</b>
Allocation to Projects	13,641	38,033	21,551	4,712	10,900	2,487	16,757	16,100	21,100	16,100	<b>161,380</b>
<b>Closing Balance</b>	<b>50,925</b>	<b>24,097</b>	<b>11,823</b>	<b>16,514</b>	<b>15,843</b>	<b>24,169</b>	<b>21,648</b>	<b>21,791</b>	<b>16,800</b>	<b>16,809</b>	<b>16,809</b>

Note: Numbers may not add due to rounding.

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## Reserve and Reserve Fund Descriptions

Throughout this document there are a number of references to various reserves and reserve funds, which are explained below.

Reserve Name	Purpose of the Fund
Reserve for the Arts	<ul style="list-style-type: none"><li>Provides funds to support the Arts in Mississauga.</li></ul>
Reserve for Assessment Appeals	<ul style="list-style-type: none"><li>Provides for the contingent liability for possible refund of taxes in respect of outstanding assessment appeals pending against the City. Provides funds for legal and hearing fees related to major appeals.</li></ul>
Reserve for Building Permit Revenue Stabilization	<ul style="list-style-type: none"><li>Provides for sufficient funds to continue operating and capital needs of the building permits process affected by fluctuating development.</li></ul>
Reserve for Commitments - City	<ul style="list-style-type: none"><li>Provides unspent but committed monies from the Year's budget to fund obligations outstanding at year-end which will be paid in the upcoming year.</li></ul>
Reserve for Commodities	<ul style="list-style-type: none"><li>Provides funds for the fluctuating costs of commodity based expenses such as hydro, natural gas, diesel, etc.</li></ul>
Reserve for Development Stabilization	<ul style="list-style-type: none"><li>Provides for unspent but committed development, planning and inspection work or for stabilization of the revenue budget in years when the development-related revenues received is below the five-year average.</li></ul>
Reserve for Early Retirement Benefits	<ul style="list-style-type: none"><li>Provides for the city's portion of the early retirees' benefit premiums.</li></ul>
Reserve for Elections	<ul style="list-style-type: none"><li>Provides for the cost of holding municipal elections by making annual contributions to the reserve.</li></ul>
Reserve for General Contingencies	<ul style="list-style-type: none"><li>Provides monies for unforeseen or uncertain liabilities and contingencies.</li></ul>
Reserve for Labour Settlements	<ul style="list-style-type: none"><li>Provides funds for potential obligations resulting from outstanding labour agreements and labour related issues.</li></ul>
Reserve for Legal Settlements	<ul style="list-style-type: none"><li>Provides for potential costs of outstanding legal matters.</li></ul>
Reserve for Planning Process Update	<ul style="list-style-type: none"><li>Provides monies for periodic updates to Official Plans, District Plans and Zoning by-law review, as required by the <i>Planning Act R.S.O. 1990 c. P.13</i>, as amended.</li></ul>
Reserve for Vacation Pay	<ul style="list-style-type: none"><li>Provides for the liability of unpaid vacation time earned by permanent employees of the City as at December 31<sup>st</sup>.</li></ul>
Reserve for Winter Maintenance	<ul style="list-style-type: none"><li>Provides funds for stabilizing the City's Winter Maintenance Program. Operating surplus monies from this program may be placed in this reserve.</li></ul>

Reserve Fund Name	Purpose of the Fund
2009 Special Projects Capital Reserve Fund	<ul style="list-style-type: none"> <li>Provides funds, made available from re-allocated grant funded projects, set aside for special capital projects throughout the City.</li> </ul>
Britannia Hills Golf Course Reserve Fund	<ul style="list-style-type: none"> <li>Provides funds for the construction and maintenance of the former Britannia Hills Golf Course (now called BraeBen).</li> </ul>
Capital Reserve Fund	<ul style="list-style-type: none"> <li>Provides funds, including capital cash receipts not required for the retirement of debenture debts as prescribed by Section 413 (2) of the <i>Municipal Act, 2001 S.O. 2001, c.25</i>. Funds may be used for: <ul style="list-style-type: none"> <li>The construction or improvement of any municipal works;</li> <li>The acquisitions or expropriation of land required for Municipal purposes;</li> <li>The acquisitions of vehicles or equipment for Municipal purposes; and</li> <li>The payment of debentures of the Corporation for any the aforementioned purposes.</li> </ul> </li> </ul>
Cash in Lieu of Parking Reserve Fund	<ul style="list-style-type: none"> <li>Pursuant to the <i>Planning Act R.S.O. 1990 c.P.13</i> as amended, monies received in lieu of parking are to be set aside in this reserve fund and are to be spent only for parking initiatives.</li> </ul>
Cash in Lieu of Parkland Dedication	<ul style="list-style-type: none"> <li>Pursuant to the <i>Planning Act R.S.O. 1990 c.P.13</i> as amended, monies received in lieu of parkland dedication are to be set aside in this reserve fund and are to be spent only for the acquisition of land to be used for park or other recreational purposes, including the erection and repair of buildings and the acquisitions of machinery for park or other public recreational purposes.</li> </ul>
City Centre Promotions Reserve Fund	<ul style="list-style-type: none"> <li>Provides monies of the purpose or conducting a City Centre Promotion Campaign.</li> </ul>
Community Facility Redevelopment Reserve Fund	<ul style="list-style-type: none"> <li>Provides funds for the renovation and refurbishing of facilities, such as community centres, pools, libraries and arenas.</li> </ul>
Courtneypark Artificial Turf and Synthetic Track Reserve Fund	<ul style="list-style-type: none"> <li>Provides funds for the replacement and future maintenance of the Courtneypark artificial turf, synthetic track and its related equipment.</li> </ul>
Developer Contribution Reserve Funds	<ul style="list-style-type: none"> <li>These reserve funds consist of contributions for specific municipal infrastructure collected as a condition of land development. Examples include, but are not limited to sidewalks, roads, traffic signals and tree planting.</li> </ul>

Reserve Fund Name	Purpose of the Fund
<p>Development Charges Reserve Fund:</p> <ul style="list-style-type: none"> <li>• City-wide Engineering;</li> <li>• Transit;</li> <li>• Fire;</li> <li>• Recreation;</li> <li>• Library;</li> <li>• Public Works;</li> <li>• Parking</li> <li>• General Government;</li> <li>• Hershey Debt;</li> <li>• Living Arts Centre Debt; and</li> <li>• Storm Drainage</li> </ul>	<ul style="list-style-type: none"> <li>• Pursuant to the <i>Development Charges Act, 1997, S.O. 1997, c. 27</i>, as amended, monies collected under the Act shall be placed into a separate reserve account for the purpose of funding growth related net capital costs for which the development charge was imposed under the Development Charges By-law.</li> </ul>
Facilities Repair and Renovations Reserve Fund	<ul style="list-style-type: none"> <li>• Provides for capital projects for repairs and renovations to City facilities.</li> </ul>
Federal Public Transit Reserve Fund	<ul style="list-style-type: none"> <li>• Revenues are intended to support expenditures for municipal public transportation services.</li> </ul>
Fire Training Centre Replacement Reserve Fund	<ul style="list-style-type: none"> <li>• Provides funds for the construction of a new fire training centre.</li> </ul>
Fire Vehicles and Equipment Replacement Reserve Fund	<ul style="list-style-type: none"> <li>• Provides funds for the replacement of Fire vehicles and equipment approved in the annual capital budget. Cash receipts resulting from the sale of fire vehicles and equipment shall be deposited into this reserve fund.</li> </ul>
Gas Tax (Federal) Reserve Fund	<ul style="list-style-type: none"> <li>• Gas tax revenues are intended to support expenditures for municipal public transportation services, storm water systems or community energy systems.</li> </ul>
Gas Tax (Provincial) Reserve Fund	<ul style="list-style-type: none"> <li>• Gas tax revenues are intended to support expenditures for municipal public transportation services.</li> </ul>

Reserve Fund Name	Purpose of the Fund
General Municipal Development Reserve Fund	<ul style="list-style-type: none"> <li>Provides funds required to service growth in the City, including, but not limited to municipal infrastructure required to service growth in the City, including but not limited to municipal highways, recreational facilities, fire stations and equipment, libraries and land. This Reserve Fund consists of funds collected under lot levy policies in effect prior to 1991.</li> </ul>
Main Fleet Vehicle and Equipment Replacement Reserve Fund	<ul style="list-style-type: none"> <li>Provides funds for the replacement of main fleet vehicles and equipment approved in the annual capital program. Cash receipts resulting from the sale of main fleet vehicles and equipment shall be deposited into this reserve fund.</li> </ul>
Metrolinx Bikelinx Reserve Fund	<ul style="list-style-type: none"> <li>Provides funds for the purchase and installation of bicycle racks on transit vehicles and secured and safe bicycle parking.</li> </ul>
Miscellaneous Contributions Reserve Fund	<ul style="list-style-type: none"> <li>Provides funds such as those generated through fund raising or community donations, for miscellaneous works to be undertaken by the City to offset other miscellaneous expenses.</li> </ul>
Mississauga Garden Park Development and Maintenance Reserve Funds	<ul style="list-style-type: none"> <li>Provides funds solely for the purpose of the Mississauga Garden Park (now Riverwood) Development as well as providing funds for the long term maintenance costs of the park.</li> </ul>
Mississauga Rapid Transit (MRT) Reserve Fund	<ul style="list-style-type: none"> <li>Provides for the construction and maintenance of the MRT bus way system and services. \$65 million was received from the Province of Ontario in 2006 (now called the Mississauga Transit Way).</li> </ul>
MoveOntario 2020 Higher Order Transit Reserve Fund	<ul style="list-style-type: none"> <li>Provides funds to be used for the MoveOntario 2020 Dundas and Hurontario Higher-Order Transit Corridor Development.</li> </ul>
Ontario Bus Replacement Program Reserve Fund	<ul style="list-style-type: none"> <li>Provides funds for the replacement of municipal transit buses.</li> </ul>
Provincial Road and Bridge Infrastructure Reserve Fund	<ul style="list-style-type: none"> <li>Provides funds to be used for the investment in the City of Mississauga's capital municipal roads and bridges infrastructure.</li> </ul>
Provincial Transit Grant Reserve Fund	<ul style="list-style-type: none"> <li>Provincial funding provided to improve and expand public transit.</li> </ul>
Roadway Infrastructure Maintenance Reserve Fund	<ul style="list-style-type: none"> <li>Provides fund for the reconstruction and resurfacing of the City road network.</li> </ul>

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Reserve Fund Name	Purpose of the Fund
Sick Leave Reserve Fund	<ul style="list-style-type: none"><li>Provides for the payment to employees for vested sick leave credits as defined in By-law 95-74.</li></ul>
Transit Vehicles & Equipment Replacement Reserve fund	<ul style="list-style-type: none"><li>Provides funds for the replacement of Transit vehicles and equipment approved in the annual capital budget. Cash receipts resulting from the sale of Transit vehicles and equipment shall be deposited into this reserve fund.</li></ul>
Workers' Compensation Fund	<ul style="list-style-type: none"><li>Provides funds for the payment of compensation, outlays and expenses assessed to be payable by the City as an employer under the <i>Workplace Safety and Insurance Act, 1997 S.O. 1997, c.16</i> as amended. Provides funds for actuarial services to establish the appropriate level.</li></ul>

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## Appendix 1: Reserve and Reserve Fund Transfers

**Transfers from the Operating Program to the following Reserves and Reserve Funds in 2014 are:**

- \$32,395,921 To the Capital Reserve Fund;
- \$5,600,000 To Emerald Ash Borer Reserve Fund;
- \$2,446,000 To the Insurance Reserve Fund;
- \$1,400,000 To the Worker's Compensation Reserve Fund;
- 1,309,000 To the Reserve for Assessment Appeal;
- \$850,000 To the Reserve for Bus Shelter Advertising;
- \$500,000 To the Reserve for Elections;
- \$165,000 To the Reserve for Courtney Park Turf/Synthetic;
- \$78,400 To the Reserve for General Contingency;
- \$78,000 To the Reserve for Group Benefits;
- \$60,400 To the Reserve for Britannia Hills Golf Course;
- \$32,600 To the Reserve for CIL Parking Port Credit; and
- \$30,000 To the Reserve for Mississauga Garden Park Development.

**Transfers to and from Reserves and Reserve Funds, based on the actual expenditures throughout the year of 2013 are as follows:**

- Arts & Culture initiatives;
- Assessment appeals and tax cancellations charges;
- City Center Off-Street Parking;
- Early retirement benefits, group benefits and other labour related expenses;
- Economic Development Office and Project Support Management Office for transfers such as Mississauga Business Enterprise Centre (MBEC) initiatives and project support training;
- Insurance claims and premiums;
- Maintenance for Britannia Hills Golf Course, Mississauga Garden park Development, CIL Parking Port Credit, and Courtney Park Turf/Synthetic;
- One-time costs associated such as, Malton area and Ninth line corridor plan reviews, by-election expenditures, accessibility training program, parking strategy, employee survey, workplace mobility feasibility study, waterfront

- 
- strategy and environmental master plan;
  - Ongoing Transit bus shelter advertising;
  - Phased Communications Master Plan;
  - Planning related studies and Zoning By-law updates;
  - Sick leave payments; and
  - Workers' compensation payments.

**Transfers within Reserve Funds in 2014 are listed below:**

Transfers from the Capital Reserve Fund to the following reserve funds:

- \$9,000,000 Facility Repair & Renovations Reserve Fund;
- \$3,600,000 Fire Vehicle and Equipment Reserve Fund; and
- \$1,500,000 Main Fleet Vehicle and Equipment Reserve Fund.







# **Financial Policies**

## **2014-2016 Business Plan Update and 2014 Budget**

City of Mississauga, Ontario, Canada

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## Table of Contents

1.0	The City of Mississauga Business Plan and Budget Process .....	3
2.0	Expenditures and Revenues .....	6
3.0	Capital Program .....	9
4.0	Financial Policies .....	11
5.0	Fund Structure and Overview .....	15

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## 1.0 The City of Mississauga Business Plan and Budget Process

process provides the 2014 Budget plus a two year operating forecast as well as a 10 years capital forecast.

Mississauga's business planning and budgeting process is an integrated process which balances the delivery of our Strategic Plan objectives with sound financial planning and prudent fiscal management practices. The City prepares detailed Business Plans every two years, for the following four years, with an update to the Plan undertaken in the second year.

The staff process begins with the identification of the focus of the Business Plan and Budget by the City's Leadership Team, based on the City's major priorities. The Leadership Team includes the City Manager and Commissioners. The Priorities for preparation of the Business Plan are:

- Deliver the Right Services;
- Implement Cost Containment Strategies;
- Maintain our Infrastructure; and
- Advance on our Strategic Vision.

The City uses a collaborative process to prepare its business plans and budget in cooperation with all the Service Areas. Each Commissioner leads the development of their service areas' Business Plans and Budgets with the four priorities as the foundation of all budget proposals. Human resource, financial, technological requirements and external factors are considered as the multi-year Business Plan is created. The year 2014 marks the second year of Mississauga's 2013-2016 Business Plan and Budget. The 2014 to 2016 Business Plan Update and 2014 Budget

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## 1.1 Business Plan and Budget Timelines

Business Planning and Finance prepare and co-ordinate procedures for the business plan and budget process.

The process considers identification of the costs to maintain current service levels, operationalize prior decisions and propose new initiatives and new revenues. The following provides the two phases in the preparation of the detailed business plan and budget. The timing may vary due to municipal elections:

### February to June – Business Planning

In February the City Manager provides direction to staff for the Business Planning process. Based on this direction Service Areas develop their four year Business Plans. Each service area considers its strengths, weakness, opportunities and threats as well as the resources to deliver existing services. New initiatives to deliver the City's Strategic Plan are identified and evaluated, Service area plans are presented to the City's Leadership Team in May for approval of new initiatives to be considered in the Budget in the next four years

The Leadership Team provides direction for the Service Areas to prepare proposed budgets. New initiatives and new revenues are balanced with City costs pressures and opportunities relative to current service levels. The results of the current year are considered in providing this direction.

### July to December – Budget

Detailed Budget preparation takes place through July to September, considering LT's directions from the spring Business Planning process. Costs and revenues are refined based on actuals to date, and any new circumstances.

Corporate Finance consolidates the City Wide Business Plan and Budget through early September. In late September and October the Leadership team reviews the detailed Budget and develops a recommended Business Plan and Budget for Council consideration.

New and discontinued fees and charges and changes to existing fees and charges are presented to Council for their consideration in the fall.

The Business Plan and Budget is considered by Budget Committee through a series of meetings in November and early December. The Business Plan and Budget document and Service Area presentations are distributed in advance of the Budget Committee meetings. At the first Budget deliberation meeting the Director of Finance and Treasurer presents the City wide overview followed by presentations from each Service Area Director(s).

All Budget Committee meetings are communicated in advance through the City's website and advertising in local media where the members of the public are invited to attend. Interested members of the public are notified of upcoming meetings by email.

Prior to final budget deliberations, and once the Business Plan and Budget Book has been distributed to Council, it is accessible through the City's website or at any public library. City staff hold an open house to educate the public and provide a Business Plan and Budget Overview. An ad is prepared and published in the local newspaper to notify the public of the commencement of final Budget Deliberations.

Valuable taxpayers' input is obtained as a result of these processes to provide feedback relating to service needs and delivery.

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After thorough deliberation of the budget, it is approved by Council. Historically the Tax Rate By-law is prepared in the spring when property assessments and tax policies are provided.

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## 2.0 Expenditures and Revenues

### 2.1 Operating Budget Assumptions and Trends

The City's Budget is required to be balanced under the *Municipal Act*, wherein Ontario municipalities are prohibited from budgeting for an operating deficit. The basis of the property tax calculation and the associated tax rate increase is based on the net funding requirements of the City's budget.

The operating budget is prepared incorporating a number of assumptions related to revenues and expenses and are updated throughout the budget process as more accurate and up to date information becomes available. In advance of the budget, revenue and expenditures are monitored as follows:

- Twice a year, a detailed analysis is prepared comparing the forecasted revenues and expenditures for the year relative to the approved budget for both capital projects and operating which identifies trends and year-end budget variances; and
- In preparation for the upcoming budget, operational staff review the financial performance of their services to assist in the preparation of estimates for upcoming pressures and opportunities for the next three years or four years.

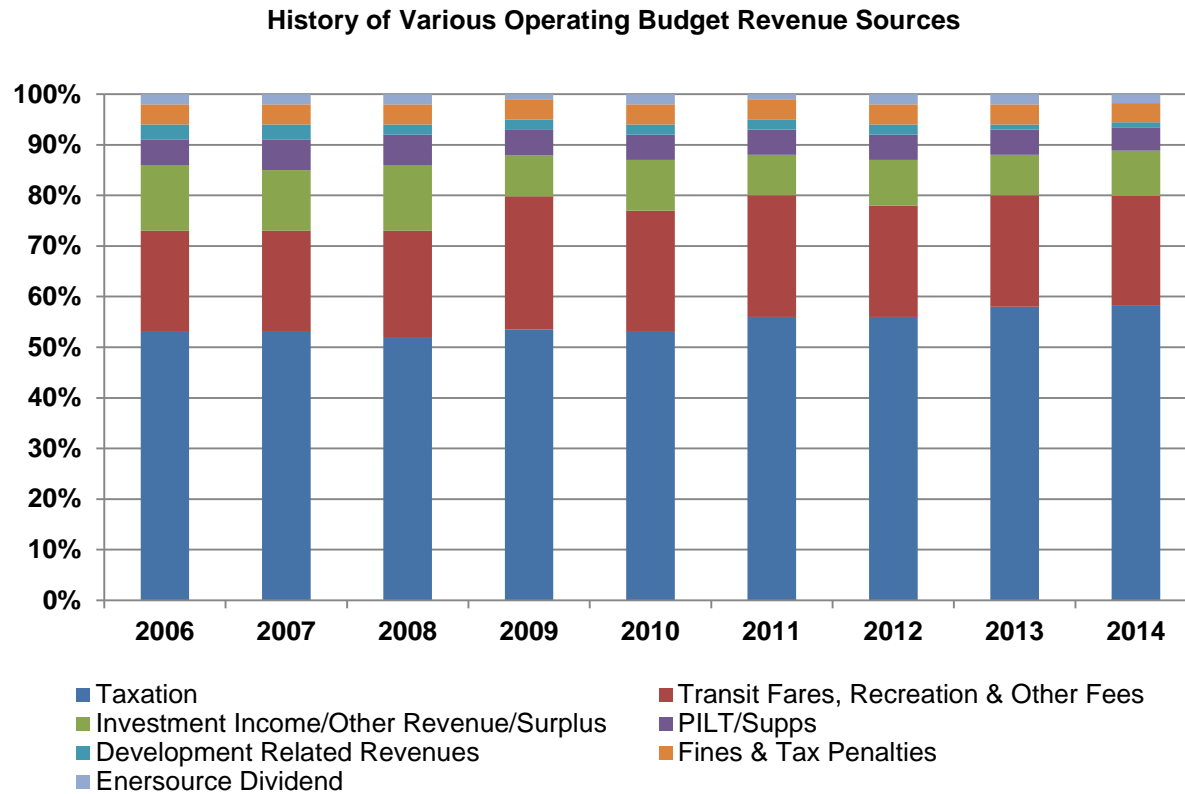
The information gathered through these reviews forms the basis of the funding requirements for the upcoming year and provides insights into future issues that may need to be monitored more closely for their impacts on related tax rate increases.

### 2.2 Summary of Revenue Assumptions and Sensitivity Analysis

Revenue figures included in the budget are based on a number of factors. By combining forecasted performance to date, prior years' trends, estimated rate increases for the upcoming year and market indicators, realistic budgets are developed for the numerous revenue sources. Major revenue-related assumptions used in the 2014 Operating Program are as follows:

- Fees and charges provide revenue to support services which provide benefits to specific individuals and organizations, rather than to all residents. Ensuring that fees and charges are set to maintain cost recovery ratios and cover cost increases reduces pressures on the City's tax levy requirements. If fees are not set to cover costs, tax support for the program or service must increase and is paid by all residents rather than those who benefit from the service. From a policy perspective, all services in the City that are youth and senior focused have lower cost recovery ratios while most other fees and charges are based on higher recovery ratios;
- The 2014 assessment growth is estimated at 0.3 per cent. Final confirmation of this number will not be available until after this document has been printed;
- The 2013 Operating program will receive a \$14.5 million contribution from investments, on an overall investment portfolio return of approximately 3.7 per cent. For the 2014 budget. Investments is forecasting a similar performance; and
- The investment in Enersource, a jointly owned company with OMERS, is forecasted to generate \$12 million in dividends for the 2014 Budget which is \$1.7 million higher than the 2013 Budget.

This chart shows the revenues generated by the City broken down by source from 2006 to 2014.

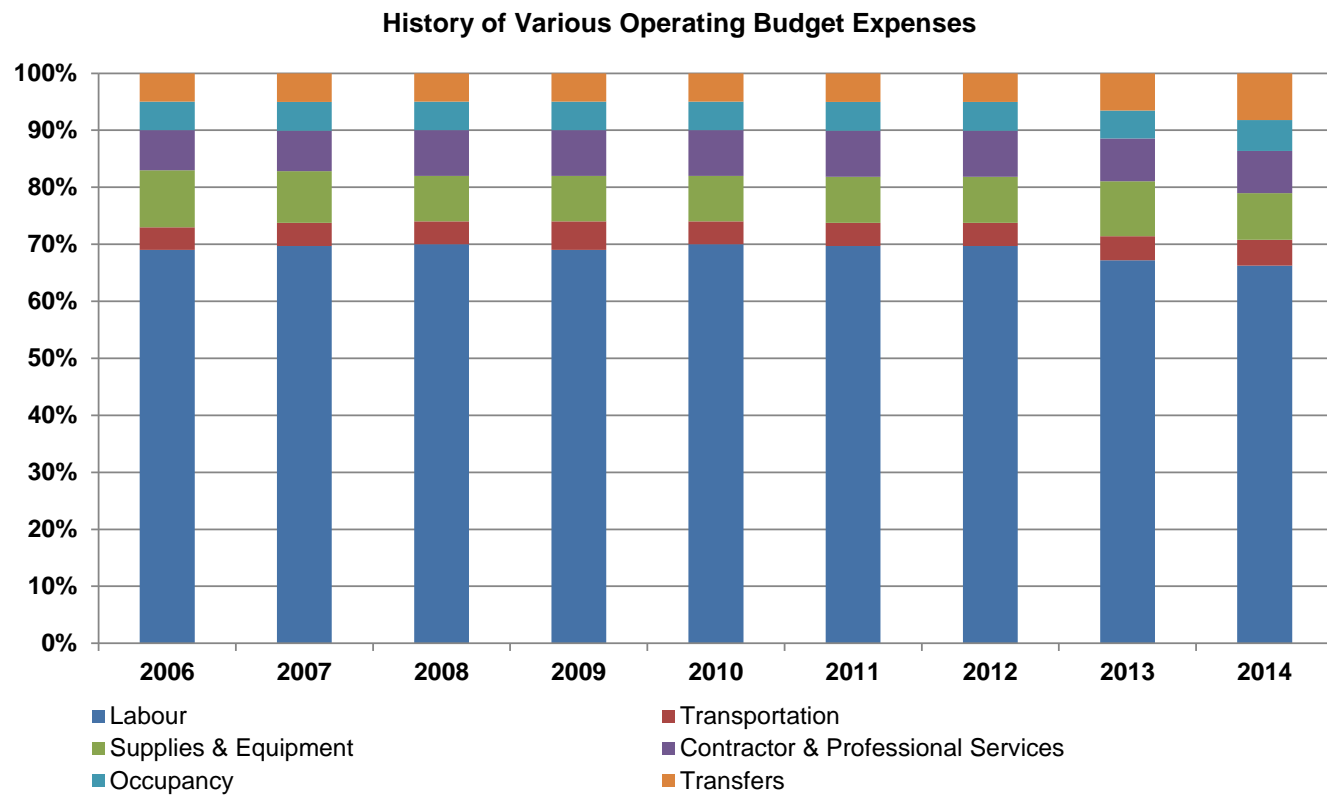




## 2.3 Summary of Expenditure Assumptions and Sensitivity Analysis

Major expenditure assumptions used in the 2014 Operating Program are as follows:

- Labour increases include estimates for all labour groups including negotiated union settlements where ever possible;
- No general inflationary increases or deflationary decreases have been provided for the operating program. Inflationary and deflationary impacts have been assessed on a case by case basis;
- The 2014 Budget includes a provision for a diesel fuel purchase price that averages about \$1.04 cents per litre which is \$0.10 higher than that used in the 2013 Budget; and
- Utility rate and usage changes in addition to increased costs for third party contractors which have been estimated at various rates based on the type of service delivery being performed.



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## 3.0 Capital Program

### 3.1 Assumptions

Assumptions included as part of the capital program are as follows:

- All project costs are estimated in 2014 dollars. Capital financing and the debt issuance associated tax impacts have been calculated using costs adjusted for inflation from 2017 onwards for modeling purposes only. No inflation adjustments have been made for 2015 and 2016 due to funding restrictions. The rate of inflation is assumed at 3.4 per cent for 2017 onwards;
- For the purposes of modelling debt issuance, projections have been adjusted to incorporate cash flowing of capital projects;
- Tax based reserve funds will be used to finance capital infrastructure needs. It is recommended in this budget that the City maintain a minimum threshold cash balance in the Capital Reserve Fund, equivalent to one year's worth of the 10 year average of the tax-supported capital expenditure requirements. This ensures that one year of tax based funding is available in reserves to maintain liquidity.
- Longer term investment returns on the City's Reserve Funds are estimated at 2.75 per cent except for Development Charges which are 1.5 per cent;
- Debt financing has been modeled using various forecasted interest rates with debt being issued for a number of different terms;
- Development Charges revenues, for the entire 10 year period, have been estimated using the rates in effect per the new by-law passed on November 11, 2009. The DC

rates may change as the City's By-law is under appeal at the Ontario Municipal Board (OMB);

- Federal and provincial gas tax revenues have been incorporated into the capital plan; and
- Capital maintenance projects are based on the estimated lifecycle replacement when sufficient funding is available.

### 3.2 Tangible Capital Assets

The City has calculated the value of its Tangible Capital Assets (TCA) at \$8 billion.

Mississauga uses the following criteria for estimating long term capital maintenance requirements:

1. Facilities maintenance is based on life cycle replacement as follows:
  - Buildings – 40 years; and
  - Furniture – 15 years;
2. Information Technology (IT) lifecycle replacements as follows:
  - Replacement of major applications – 10 years;
  - Replacement of major IT hardware – 10 years; and
  - Personal computer replacements – four years.
3. Roads are evaluated based on an inventory condition and criteria established through a pavement management system with resurfacing every 15 to 25 years and total reconstruction every 70 years;
4. Major equipment – eight to 10 years;
5. Program equipment – 12 to 15 years;
6. Licensed vehicles – 10 to 18 years;
7. Streetlights – 25 to 50 years;
8. Bridges – 30 to 50 years;
9. Watermains – 25 years;
10. Storm water ponds – 25 to 50 years; and

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#### 11. Stormsewers – 100 years.

The City conducts asset condition assessments every five to six years on its major assets. This information is used to determine timing of required capital maintenance.

### 3.3 Capital Prioritization

The City employed a capital prioritization model to assist in the decision making process for allocating limited capital funds. The tax supported capital program was prioritized while funding from Gas Tax, Cash in Lieu, Development Charges and other sources were prioritized in a similar way for projects eligible from the various funding sources in an effort to minimize the tax funding requirements. The Federal Gas Tax funded projects for transit, roads and bridges, Cash-In-Lieu funded recreation facilities and equipment and Development Charges funded projects due to growth. The prioritization results were reviewed by the Leadership Team through a variety of filters and adjustments were made to ensure a balance of lifecycle projects, enhancements and high priority new services were included in the capital program. The five capital prioritization categories are defined below:

#### **Mandatory**

These projects have locked in commitments or vital components associated with cash flowed projects approved by Council in prior years. These projects have prior legally binding commitments where contracts are signed or have a minimum legal, safety, regulatory or other mandated minimum requirements where not achieving these requirements will lead to legal action, fines, penalties or the high risk of liability against the City. These projects cannot be deferred or stopped.

#### **Critical**

These projects maintain critical components in a state of good repair and at current service levels. If not undertaken, there would be a high risk of breakdown or service disruption.

#### **Efficiency or Cost Savings**

Projects that have a break even or positive return business case over the life of the capital due to operational cost savings or cost avoidance.

#### **State of Good Repair**

The funding for these projects are needed to maintain targeted service levels and reflects life cycle costing.

#### **Improve**

These projects provide for service enhancements that increase current service levels or provide for new capital initiatives.

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## 4.0 Financial Policies

The City of Mississauga has a long tradition of strong and stable financial management. Some of these guidelines are Council approved via by-laws or policies whereas others are long-standing practices.

The following list provides a summary of various financial guidelines as well as the source of the authority indicated in parenthesis.

### **Financial Planning Policies:**

- 4.1 Fiscal Policy (Council approved)
- 4.2 Reserve and Reserve Fund (By-law 0298-2000 and long standing practices)
- 4.3 Budget Control (By-law 0262-1997)
- 4.4 Cash-in-Lieu of Parkland Dedication (By-law 0400-2006)
- 4.5 Development Charges (By-law 0342-2009)
- 4.6 Surplus Management (long standing practice)

### **Other Financial Policies:**

- 4.7 Accounting Policies
- 4.8 Accounts Payable
- 4.9 Accounts Receivable
- 4.10 Purchasing Policies and Procedures
- 4.11 Cash Management
- 4.12 Debt Management

Details of each of the Financial Planning policies are discussed in the following sections.

### **4.1 Fiscal Policy**

In 1996, Council approved a fiscal policy that forms the basic framework for the overall fiscal management of the City of Mississauga. Most of the following points represent long-standing principles, traditions and practices that have guided the City in the past and have been of assistance in maintaining our financial stability. As the City evolves, this fiscal policy will need to be continually reviewed to coincide with Mississauga's transition from a rapidly growing to a maturing urban centre.

#### ***New Development:***

Existing taxpayers should not bear the financing of growth-related infrastructure costs except to the extent that city wide facilities are required in response to new services or as a result of service expectations from a city of larger size. Growth related infrastructure is funded primarily through development charges in accordance with the *Development Charges Act, 1997*. Funding for non-growth infrastructure is funded through tax based revenues.

#### ***Capital Projects:***

The City prepares a multi-year operating forecast to identify the impact of new facilities and infrastructure. Unless the City has the ability to afford the new facility, the project will not proceed.

#### ***Operating Like a Business:***

Core services will be identified and funded. Non-core services will be maintained only if they are financially viable, reductions of costs occur elsewhere in the Corporation, or if there is sufficient community use to justify the cost of providing the service. The City will identify which programs are to be funded through general revenues, those that are to be self-funded and those programs that require a subsidy from general revenues. Emphasis will be placed upon

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reducing the reliance on funding from tax revenues. Methods of service delivery are continually reviewed to control costs.

***Capital Financing from Operating Revenues:***

The City has had a long standing practice of incorporating a transfer of money from the Operating budget to the capital tax reserve funds. Over the years the value of this transfer has fluctuated based on economic conditions. The City has incorporated an annual infrastructure levy, subject to annual approval by Council, in order to address the City's ongoing infrastructure deficit.

***Do Not Exhaust Reserves:***

In addition to its capital reserve funds, the City has established reserves to fund large, long term liabilities; eliminate tax rate fluctuations due to unanticipated expenditures and revenue shortfalls; smooth expenditures; and fund multiple year special projects. Use of reserves is planned and is not considered as an alternate funding source in place of good financial practice. Long term liabilities are reviewed on an annual basis. Reserves and Reserve Funds will be established as required and are monitored at regular intervals.

***One Time Revenues:***

Major one-time revenues and operating surpluses are transferred to capital and other reserves or reserve funds. The use of one time revenues to fund ongoing expenditures results in annual expenditure obligations which may be unfunded in future years and is avoided.

## **4.2 Reserve and Reserve Fund**

By-law 0298-2000 and any amendments thereto, defines each Reserve and Reserve Fund as well as the reporting requirements including the necessary authority levels for opening, closing, or reorganizing Reserve or Reserve funds. Significant work has been undertaken to evaluate the appropriate minimum balances to be kept in reserves or reserve funds in order to maintain fiscal health. The following provides an example of targets and/or minimum balances that have been established but is not an all-inclusive listing:

- The City will maintain a minimum threshold cash balance in the Capital Reserve Fund, equivalent to one year's worth of the 10 year average of the tax-supported capital expenditure requirements;
- The collective Development Charge Reserve Funds must maintain a positive balance while individual account balances may not;
- Reserve for Commodities: 25 per cent of current year's budget to hedge against price fluctuations; and
- Winter Maintenance Reserve: 50 per cent of current year's budget.

Details related to the balances are included in the Reserve and Reserve Fund section.

## **4.3 Budget Control**

By-law 0262-1997 provides general guidelines related to the preparation and subsequent variance reporting for both the Capital and Operating Budget, including staff complement control. All policies and procedures are in compliance with the *Municipal Act, 2001*.

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#### **4.4 Cash In Lieu of Parkland Dedication**

By-law 0400-2006 and any amendments thereto is administered under the authority of the *Planning Act, 1990*. The By-law identifies the policies and procedures under which the funds are collected regarding the development of property in the City of Mississauga and identifies any fees that are applicable. Details related to the balances are included in the Reserve and Reserve Fund section.

#### **4.5 Development Charges**

By-law 0342-2009 provides guidelines on the collection, administration and payment of development charges. *The Development Charges Act, 1997* on which this policy is based, enables municipalities to recover the capital costs of residential, commercial and industrial growth from developers. The current development charges by-law was approved by Council on November 11, 2009 which is currently under appeal at the OMB. Details related to the balances are included in the Reserve and Reserve Fund section.

#### **4.6 Surplus/Deficit Management**

The City's surplus/deficit management is a long standing practice which is closely tied to both the fiscal policies as well as the City's infrastructure deficit concerns. Each year, the city prepares a year end forecast. Surpluses are transferred to Reserves, including the Capital Reserve Fund to provide for future infrastructure needs, as approved by Council.

#### **Other Financial Policies**

#### **4.7 Accounting Policies**

The Accounting area within the Finance Division prepares and monitors these policies. All policies are created in

consultation with the Internal Audit Division and are reviewed on a regular basis to ensure they are up to date and in alignment with the city's current practices. Policies of this nature are included in the *Corporate Policies and Procedure Manual*. Examples of the accounting policies included are: preparation of journal entries and authorization requirements, preparation of the Council Remuneration Statements and Council expense statements. In compliance with the Public Sector Accounting Board (PSAB), the City has implemented Tangible Capital Asset accounting and related policies and procedures. Financial Statements are fully compliant with PSAB requirements.

#### **4.8 Accounts Payable Policies**

These policies provide guidance for the processing of all vendor and employee expenses for the corporation. All accounts payable policies are prepared with the approval of the Internal Audit Division. Each policy outlines the levels of authority required in order to process an expense for payment.

#### **4.9 Accounts Receivable Policies**

These policies govern the issuance of invoices to various individuals, businesses or corporations for services rendered by the city. Procedures are provided to guide staff in submitting the information required for the preparation of an invoice by the Revenue Division.

#### **4.10 Purchasing Policies and Procedures**

By-law 0374-2006 provides extensive information concerning the procurement of goods and services for the city. It details standard levels of authorization required and the different purchasing methods endorsed for procuring goods and services at all monetary values.

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#### **4.11 Cash Management**

These policies are contained within the Corporate Policies and Procedures manual which provides for the administration of handling cash floats and petty cash, corporate credit card policy, and an investments policy.

#### **4.12 Debt Management**

The City of Mississauga has operated for many years under a pay as you go philosophy. As the City was being developed, prudent fiscal management policies built significant reserves and infrastructure was emplaced with development related revenues. Now that the City is transitioning to an urban centre, with little green field development and an aging infrastructure base, the types of infrastructure demands are beyond the scope, or ineligible, for funding from development related revenues.

This necessitates the need to move from a pay-as-you-go philosophy to a policy which incorporates debenture financing as an additional means of funding infrastructure in the City. The City began issuing debt for capital projects in 2013. A debt management policy for the City Of Mississauga was approved on December 7, 2011.

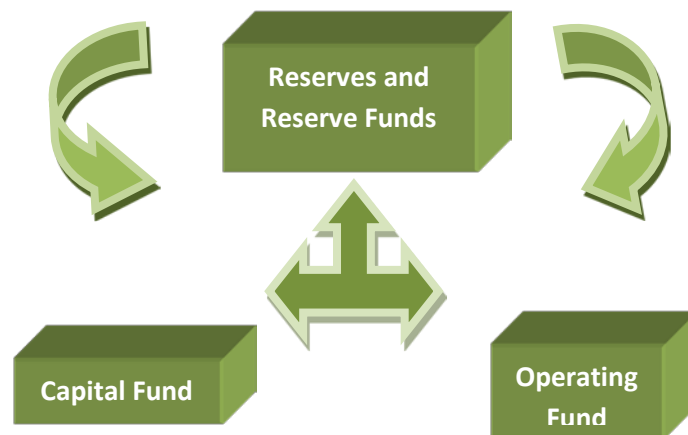
#### **4.12 Ongoing Policy Review**

The City is in the process of updating several policies including the Budget Control and Reserve and Reserve Fund By-laws. The City will also be focussing on the creation of a long term financial plan and related principles, which will provide a sustainable financial plan for 10 to 20 years in the future to ensure the achievement of the city's strategic objectives.

## 5.0 Fund Structure and Overview

In municipal financial operations, money raised or supplied for a particular purpose must be used for that particular purpose as legislated under the *Municipal Act, 2001*. Legal restrictions and contractual agreements prevent it from being diverted to any other use. Fund accounting shows that money has been used for the purpose for which it was obtained. The funds used by the City of Mississauga stem from the General Revenue (Operating) Fund, the Capital Fund, Reserve Funds and Trust Funds. The Business Plan and Budget pertains to programs, services, and activities within the General Revenue (Operating) and the Capital Fund. Transfers are made to and from reserves and reserve funds and these financial transactions are summarized in the Reserves and Reserve Funds section.

The following diagram provides an example of the relationships between the funds:



The Business Plan and Budget is comprised of the revenue and expenses for the Operating and Capital Funds for the City of Mississauga including the City of Mississauga Public Library Board. All financial information is prepared in accordance with Generally Accepted Accounting Principles (GAAP) for local governments as recommended by the PSAB.

In 2009 accounting standards and reporting requirements changed dramatically, including the introduction of Tangible Capital Asset Accounting. The new accounting standards however do not require that budgets be prepared on the same basis. In 2009 the Province also introduced Ontario Regulation 284/09 that allows municipalities to exclude from their budget costs related to amortization expense, post employment benefit expense and solid waste landfill closure and post closure expense. The City continues to prepare budgets on the traditional basis and excludes these expenses from its budget but will transfer to reserve and reserve funds from a budgeting perspective. The regulation also requires as part of the budget a report to Council identifying the impact of excluding these expenses on the municipality's accumulated deficit or surplus and future tangible capital asset funding.

### Operating Fund

The Operating Fund or Budget provides for the normal operating expenditures and revenues associated with the day to day provision of services.

### Capital Fund

The Capital Fund or Budget provides for significant expenditures to acquire, construct or improve land, buildings, engineering structures, or machinery and equipment used in providing municipal services. Capital



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expenditures confer benefits lasting beyond one year and result in the acquisition of, enhancement to or extension of the normal useful life of a fixed asset. The capital budget is set on a project-commitment basis (versus cash flow), with actual budget spending often occurring over one or more fiscal years. However, several large projects spanning several years to complete have been budgeted over multiple years, using a cash flow basis. Cash flowed projects are listed in the budget recommendations.

### **Reserve and Reserve Funds**

The Budget also provides information related to the Reserve and Reserve Fund balances. The City does not formally budget for the Reserves and Reserve Funds except to the extent that it is affected by contributions to and from either the operating or capital funds. For example, in a municipal election year, election expenditures are financed by a transfer from the Reserve for Elections. Both the election expenditures and the revenue from the Reserve are budgeted for within the Operating Budget. The Reserves and Reserve Fund section of this budget book provides additional information on reserves and reserve funds.



# **Glossary**

## **2014-2016 Business Plan Update and 2014 Budget**

City of Mississauga, Ontario, Canada

Term	Description
<b>Accrual Basis of Accounting</b>	<ul style="list-style-type: none"> <li>The accrual basis of accounting recognizes revenues as they become measurable; expenditures are the cost of goods and services acquired in the period whether or not payment has been made or invoices received.</li> </ul>
<b>Advertising &amp; Promotions</b>	<ul style="list-style-type: none"> <li>Cost for advertising in newspapers and journals for tenders, public notices, special events, job vacancies, and City services.</li> <li>Cost of other promotional expenses such as souvenirs.</li> </ul>
<b>Annualization</b>	<ul style="list-style-type: none"> <li>The cost of a full year of operation.</li> </ul>
<b>APC</b>	<ul style="list-style-type: none"> <li>Automatic Passenger Counter. Used in transit vehicles to count the number of passenger trips.</li> </ul>
<b>Approved Budget</b>	<ul style="list-style-type: none"> <li>The final budget passed by Council with detail, adjusted by departments, to show how they will operate within the fund-wide and department-wide numbers approved in that budget.</li> </ul>
<b>Assessment</b>	<ul style="list-style-type: none"> <li>Nominal value assigned by the Municipal Property Assessment Corporation (MPAC) to each property in the province as a basis for property taxation.</li> </ul>
<b>Assessment Roll</b>	<ul style="list-style-type: none"> <li>The roll which determines the basis of the allocation of taxes and is prepared by MPAC.</li> </ul>
<b>Balanced Budget</b>	<ul style="list-style-type: none"> <li>The <i>Municipal Act, 2005</i> states in Section 290 (2) that the budget shall provide that the estimated revenues are equal to the estimated expenditures.</li> </ul>
<b>Base Budget</b>	<ul style="list-style-type: none"> <li>A reflection of the budget resources (financial, human and other) that are required to maintain service levels at the level provided in the previous year's Operating Budget.</li> </ul>
<b>BC 21</b>	<ul style="list-style-type: none"> <li>Building a City for the 21<sup>st</sup> Century.</li> </ul>
<b>Benchmarking</b>	<ul style="list-style-type: none"> <li>Determining the quality of one's products, services and practices by measuring critical factors (e.g., how fast, how reliable a product or service is) and comparing the results to those of highly regarded competitors.</li> </ul>

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<b>Budget</b>	<ul style="list-style-type: none"> <li>Planned expenditures for a specified time period along with the proposed means of financing these expenditures.</li> </ul>
<b>Budget Request</b>	<ul style="list-style-type: none"> <li>Major initiatives to provide for growth, enhanced service levels, new service and efficiencies. These are requests above existing service levels. Provides description of benefits of proposed initiatives to assist Council in making informed decisions.</li> </ul>
<b>Budgetary Control</b>	<ul style="list-style-type: none"> <li>The control or management of an organization in accordance with an approved budget for the purpose of keeping expenditures within the limitations of available appropriations and available revenue.</li> </ul>
<b>Capital</b>	<ul style="list-style-type: none"> <li>The word “capital” has a specific meaning in the municipal context. It is used to describe the transactions of the capital fund, including both long-term expenditures and long-term financing.</li> </ul>
<b>Capital Budget</b>	<ul style="list-style-type: none"> <li>A multi-year program adopted by Council comprising of an approved capital program for the current year and a planned program for the succeeding nine years. The multi-year plan covers longer-term and one-time expenditures for capital assets.</li> </ul>
<b>Capital Expenditure/Project</b>	<ul style="list-style-type: none"> <li>A capital expenditure/project results in the acquisition of an asset of a permanent nature or which improves an existing asset, extending the useful life of such an asset. Projects in the 10 year annual forecast advance from year to year in an orderly fashion.</li> </ul>
<b>Capital Fund</b>	<ul style="list-style-type: none"> <li>Fund to account for all capital expenditures and the financing of capital expenditures.</li> </ul>

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<b>CICA</b>	<ul style="list-style-type: none"> <li>• Canadian Institute of Chartered Accountants. A public governance body which oversees and supports the setting of accounting, auditing and assurance standards for business, not-for-profit organizations and government.</li> </ul>
<b>City</b>	<ul style="list-style-type: none"> <li>• The Corporation of the City of Mississauga.</li> </ul>
<b>CNR</b>	<ul style="list-style-type: none"> <li>• Canadian National Railway. Canada's largest freight railroad.</li> </ul>
<b>Communication Costs</b>	<ul style="list-style-type: none"> <li>• Expenses for the City's telephone system, long distance calls, maintenance of the base radio stations and fax charges.</li> <li>• Postage charges for the distribution of City mail.</li> </ul>
<b>Contingency</b>	<ul style="list-style-type: none"> <li>• An appropriation of funds available to cover unforeseen events that occur during the fiscal year.</li> </ul>
<b>Contractors &amp; Professional Services</b>	<ul style="list-style-type: none"> <li>• Cost of services which have been purchased on a contract basis such as road maintenance, tree planting, and snow removal.</li> <li>• Cost of professional and consulting services such as auditors, architects, and consultants.</li> </ul>
<b>Cost</b>	<ul style="list-style-type: none"> <li>• The amount of resources required for a business program, product, activity or service to produce an output.</li> </ul>
<b>Cost Centre</b>	<ul style="list-style-type: none"> <li>• An organizational unit with a specific strategic focus and the authority to expend corporate resources in order to deliver an internal or external service.</li> </ul>
<b>Cost Centre Group/Program</b>	<ul style="list-style-type: none"> <li>• A program consisting of one or more cost centres with related objectives.</li> </ul>
<b>Cost Element</b>	<ul style="list-style-type: none"> <li>• A tool used to classify the organization's service delivery costs within a cost centre. A cost element corresponds to a cost-relevant item in the City's chart of accounts.</li> </ul>

<b>Cost Element Group</b>	<ul style="list-style-type: none"> <li>• A combination of cost elements of the same type (e.g., salaries and wages is a cost element group containing a number of cost elements such as: a) full-time salaries, b) part-time salaries, c) overtime, d) standby pay, e) acting pay, f) etc.). Cost element groups can serve various purposes, as they can be used to create reports or to process several cost elements in one business transaction. In the City's chart of accounts there is a hierarchy of cost element groups.</li> </ul>
<b>Council</b>	<ul style="list-style-type: none"> <li>• City of Mississauga Council is comprised of the Mayor and 11 Councillors.</li> </ul>
<b>Council Budget Committee</b>	<ul style="list-style-type: none"> <li>• The group composed of the members of City Council and chaired by the Mayor.</li> </ul>
<b>CPI (Construction)</b>	<ul style="list-style-type: none"> <li>• Construction Price Index. This measures changes in the price of construction of different categories of properties.</li> </ul>
<b>CPI (Consumer)</b>	<ul style="list-style-type: none"> <li>• Consumer Price Index. An indicator of changes in consumer prices experienced by Canadians. It is obtained by comparing, through time, the cost of a fixed basket of commodities purchased by consumers.</li> </ul>
<b>CPR</b>	<ul style="list-style-type: none"> <li>• Canadian Pacific Railway. Freight hauler, with much of its network in Western Canada and the Midwest USA.</li> </ul>
<b>CRTC</b>	<ul style="list-style-type: none"> <li>• Canadian Radio-Television Telecommunications Commission. An independent agency responsible for regulating Canada's broadcasting and telecommunications systems.</li> </ul>
<b>CUPE</b>	<ul style="list-style-type: none"> <li>• Canadian Union of Public Employees. Canada's largest union with over half a million members across Canada.</li> </ul>
<b>CUTA</b>	<ul style="list-style-type: none"> <li>• Canadian Urban Transit Association. An organization that acts as the voice for enhancing the public transit industry in Canada.</li> </ul>
<b>Current Budget</b>	<ul style="list-style-type: none"> <li>• A budget for general revenues and expenditures such as salaries, utilities and supplies. Also referred to as the operating budget.</li> </ul>

<b>Current Expenditure</b>	<ul style="list-style-type: none"> <li>• A current expenditure is for goods or services that are consumable generally within the current fiscal year.</li> <li>• For expenditures of a recurring nature which has no lasting value.</li> </ul>
<b>Current Operation</b>	<ul style="list-style-type: none"> <li>• The sum of the program budgets.</li> </ul>
<b>Current Value Assessment (CVA)</b>	<ul style="list-style-type: none"> <li>• Current Value Assessment is defined as the amount of money the property would realize if sold at arm's length by a willing seller to a willing buyer.</li> </ul>
<b>DC</b>	<ul style="list-style-type: none"> <li>• Development Charges/Contributions (see below).</li> </ul>
<b>DCA</b>	<ul style="list-style-type: none"> <li>• Development Charges Act. Municipal councils may impose development charges against land to pay for increased capital costs required because of increased needs for services arising from development. These charges are regulated by the Province of Ontario.</li> </ul>
<b>Debt Repayment</b>	<ul style="list-style-type: none"> <li>• Principal and interest payments necessary to retire debentures issued for City purposes.</li> </ul>
<b>Deficit</b>	<ul style="list-style-type: none"> <li>• The excess of liabilities over assets, or expenditures over revenues, in a fund over an accounting period.</li> </ul>
<b>Department Head</b>	<ul style="list-style-type: none"> <li>• The Commissioner of any City Department.</li> </ul>
<b>Development Related Revenue</b>	<ul style="list-style-type: none"> <li>• Revenue collected from developers for city services constructed in new residential and non-residential areas.</li> </ul>
<b>Discretionary Reserve Funds</b>	<ul style="list-style-type: none"> <li>• Reserve funds set up at the discretion of Council.</li> </ul>
<b>Donations &amp; Contributions</b>	<ul style="list-style-type: none"> <li>• Donations &amp; contributions from individuals and organizations.</li> </ul>
<b>E3 Review</b>	<ul style="list-style-type: none"> <li>• Program to evaluate service economy, efficiency and effectiveness with a view to improving the value our services.</li> </ul>
<b>EA (Labour)</b>	<ul style="list-style-type: none"> <li>• Economic Adjustment or cost of living adjustment.</li> </ul>
<b>EA (Transportation)</b>	<ul style="list-style-type: none"> <li>• Environmental Assessment. A study/review of the impact public sector undertakings, usually infrastructure, will have on the environment.</li> </ul>

<b>EI</b>	<ul style="list-style-type: none"> <li>• Employment Insurance. Program sponsored and administered by the Government of Canada that offers financial assistance when unemployed. Both employers and employees pay EI premiums.</li> </ul>
<b>Enersource</b>	<ul style="list-style-type: none"> <li>• Electricity/energy provider of which the City of Mississauga is a 90% stakeholder.</li> </ul>
<b>Equipment Costs</b>	<ul style="list-style-type: none"> <li>• Purchase and trade-in of minor equipment such as hydraulic lifts and calculators.</li> <li>• Cost of maintenance and rental of stationary equipment for offices, buildings, grounds, parks, roadways, and bridges</li> <li>• Cost of service contracts.</li> <li>• Rental and maintenance of electronic data processing and work processing equipment, software, systems development, etc.</li> </ul>
<b>ERP</b>	<ul style="list-style-type: none"> <li>• Enterprise Resource Planning System. A business management system that integrates all facets of business including planning, manufacturing, sales and marketing.</li> </ul>
<b>Expenditures</b>	<ul style="list-style-type: none"> <li>• The disbursement of appropriated funds to purchase goods and/or services. Expenditures include current operating expenses that require the current or future use of net current assets, debt service and capital outlays. This term designates the cost of goods delivered or services rendered, whether paid or unpaid, including expenses, provision for debt retirement not reported as a liability of the fund from which retired, and capital outlays.</li> </ul>
<b>Fines</b>	<ul style="list-style-type: none"> <li>• Revenue received from the payment of penalties and fines.</li> </ul>
<b>Fiscal Year</b>	<ul style="list-style-type: none"> <li>• The period for which budgets are prepared and financial records are maintained. The fiscal year for the City of Mississauga is January 1<sup>st</sup> to December 31<sup>st</sup>.</li> </ul>
<b>FOI</b>	<ul style="list-style-type: none"> <li>• Freedom of Information and Protection of Privacy Act. An Act that makes public bodies more accountable to the public and to protect personal privacy.</li> </ul>



<b>Fringe Benefits</b>	<ul style="list-style-type: none"> <li>• Statutory or supplementary plans to which participants may be entitled including Employment Insurance or pension, medical or dental benefits.</li> </ul>
<b>Full-time Equivalent (FTE)</b>	<ul style="list-style-type: none"> <li>• A measure of staffing, equivalent to that produced by one person working full-time for one year.</li> </ul>
<b>Fund Accounting</b>	<ul style="list-style-type: none"> <li>• A fund is a complete set of accounts set up in separate records and providing separate and distinct reports.</li> </ul>
<b>General Revenue Fund</b>	<ul style="list-style-type: none"> <li>• Fund used to account for all revenues and resources which are not otherwise accounted for separately. Revenues which are unrestricted in use, such as general taxation revenue of a municipality are found in the General Revenue Fund. In addition, some revenues which are earmarked for specific uses but are not segregated may be found in the General Reserve Fund.</li> </ul>
<b>Generally Accepted Accounting Principles (GAAP)</b>	<ul style="list-style-type: none"> <li>• Nationally recognized uniform principles, standards and guidelines for financial accounting and reporting, governing the form and content of many financial statements of an entity. GAAP encompasses the conventions, standards and procedures that define accepted accounting principles at a particular time, including both broad guidelines and detailed practices and procedures.</li> </ul>
<b>GFOA</b>	<ul style="list-style-type: none"> <li>• Government Finance Officers Association. Professional association of state/provinces and local finance officers in the US and Canada dedicated to sound management of government financial resources.</li> </ul>
<b>Grant</b>	<ul style="list-style-type: none"> <li>• A contribution from a level of government to support a particular function, service, or program.</li> </ul>
<b>Grants &amp; Subsidies</b>	<ul style="list-style-type: none"> <li>• Government grants, subsidies, and payments-in-lieu of taxes.</li> </ul>
<b>Gross Expenditures</b>	<ul style="list-style-type: none"> <li>• Total expenditures of the city prior to the netting of any external revenues and/or recoveries.</li> </ul>

<b>Growth Project</b>	<ul style="list-style-type: none"> <li>• A capital project which, once constructed, will service new growth areas within the City. Construction growth projects are usually funded by development charges and developer contributions.</li> </ul>
<b>GTA</b>	<ul style="list-style-type: none"> <li>• Greater Toronto Area comprises the Municipality of Metropolitan Toronto and the four surrounding regional municipalities of Durham, Halton, Peel, and York. This area covers some 7,200 square kilometres and contains a total of 30 local area municipalities.</li> </ul>
<b>GTAA</b>	<ul style="list-style-type: none"> <li>• Greater Toronto Airports Authority. Organization that operates Toronto Pearson International Airport.</li> </ul>
<b>GTTA</b>	<ul style="list-style-type: none"> <li>• Greater Toronto Transit Authority. Organization that is responsible for developing a long-range, integrated transportation plan for local transit, GO Transit and major roads for the GTA.</li> </ul>
<b>HCSC</b>	<ul style="list-style-type: none"> <li>• Healthy City Stewardship Centre. Organizations from diverse sectors working together to foster the physical, social and environmental health of a community.</li> </ul>
<b>HST</b>	<ul style="list-style-type: none"> <li>• July 1, 2010, Ontario harmonized its retail sales tax with the GST to implement the HST at the rate of 13%.</li> </ul>
<b>ICON</b>	<ul style="list-style-type: none"> <li>• Integrated Court Offences Network. Computer system used to administer the Provincial Offences Act (POA).</li> </ul>
<b>Infrastructure</b>	<ul style="list-style-type: none"> <li>• The basic installations and facilities necessary for the continuance and growth of the City, such as roads, parks, transportation and similar systems.</li> </ul>
<b>Interest Income</b>	<ul style="list-style-type: none"> <li>• Revenue associated with the City's activities of investing cash balances.</li> </ul>
<b>Investment Income</b>	<ul style="list-style-type: none"> <li>• Interest received from investments.</li> </ul>
<b>IRSP</b>	<ul style="list-style-type: none"> <li>• Integrated Road Safety Program. Program committed to reducing traffic injuries/fatalities and collisions.</li> </ul>

<b>ISF</b>	<ul style="list-style-type: none"> <li>Infrastructure Stimulus Funding program was established as part of Canada's Economic Action Plan by the Federal government providing \$4 billion to provincial, territorial, municipal, community and private sector construction-ready infrastructure projects.</li> </ul>
<b>ITS</b>	<ul style="list-style-type: none"> <li>Intelligent Transportation System. Initiative to add information and communications technology to transport infrastructure and vehicles in order to reduce congestion.</li> </ul>
<b>Labour Costs</b>	<ul style="list-style-type: none"> <li>Salary and wages in respect of full-time, part-time, contract, temporary or overtime employment including holiday pay.</li> <li>City's share of employee's fringe benefits, clothing and food allowances and any other benefits paid through payroll, both taxable and non-taxable.</li> </ul>
<b>Leadership Team (LT)</b>	<ul style="list-style-type: none"> <li>All City Department Heads and the City Manager.</li> </ul>
<b>LED</b>	<ul style="list-style-type: none"> <li>Light Emitting Diodes. An electronic indicator light display that uses electricity in a much more efficient manner than standard light bulbs.</li> </ul>
<b>Levy (Tax)</b>	<ul style="list-style-type: none"> <li>Represents the property and business taxation funding which must be raised by the taxpayers.</li> </ul>
<b>Liabilities</b>	<ul style="list-style-type: none"> <li>Financial obligations of the City to others.</li> </ul>
<b>Library Board</b>	<ul style="list-style-type: none"> <li>The Mississauga Public Library Board.</li> </ul>
<b>Licences &amp; Permits</b>	<ul style="list-style-type: none"> <li>Revenue from the issuance of licences and permits.</li> </ul>
<b>Local Improvements</b>	<ul style="list-style-type: none"> <li>The Local Improvement Act authorizes municipalities to install services such as sewers, drains, watermains, street-lighting, and sidewalks and to recover the costs from the benefiting landowners.</li> </ul>
<b>Lower Tier Municipality</b>	<ul style="list-style-type: none"> <li>Area municipalities of the two-tier municipal government.</li> </ul>
<b>MADH</b>	<ul style="list-style-type: none"> <li>Mississauga Accessibility Design Handbook. Booklet designed to make Mississauga buildings more accessible.</li> </ul>

<b>Materials &amp; Supplies and Other Services</b>	<ul style="list-style-type: none"> <li>• Cost of materials and supplies purchased for the administration of the City.</li> <li>• Books and materials for the Library Division.</li> <li>• Personal equipment such as uniforms, overalls, and protective clothing for City employees.</li> <li>• Materials and supplies purchased for the maintenance and operation of City services and facilities (excluding vehicles and buildings), including gravel, salt, sand, asphalt, paint, cleaning materials, agricultural supplies, and other road maintenance supplies.</li> <li>• Includes any expense of a minor nature for which no other expenditure classification applies.</li> <li>• Registration expense of sub-divisions, by-laws, and associated expenses.</li> </ul>
<b>MAX</b>	<ul style="list-style-type: none"> <li>• Mississauga Approval Xpress. System used to process building permit applications.</li> </ul>
<b>MFOA</b>	<ul style="list-style-type: none"> <li>• Municipal Finance Officers' Association of Ontario. A professional association of municipal finance officers in the Province of Ontario that promotes the interests of its members and assists in carrying out their statutory and financial responsibilities.</li> </ul>
<b>Modified Accrual Basis</b>	<ul style="list-style-type: none"> <li>• The basis of accounting in which revenues are recognized when they become both measurable and available to finance expenditures of the current period, and expenditures are recognized when incurred.</li> </ul>
<b>MOL (Ontario)</b>	<ul style="list-style-type: none"> <li>• Ministry of Labour. Ministry responsible for occupational health and safety, employment rights and responsibilities and labour relations.</li> </ul>
<b>Net Budget</b>	<ul style="list-style-type: none"> <li>• Represents the total budget expenditures less total budgeted revenues. The budgeted amount required to be raised by city taxes.</li> </ul>

<b>Net Cost</b>	<ul style="list-style-type: none"> <li>• Total expenditures less total revenues. The amount required to be raised by city taxes.</li> </ul>
<b>Net Expenditures</b>	<ul style="list-style-type: none"> <li>• Expenditures of the City after any external revenues and/or recoveries are applied.</li> </ul>
<b>Non-Departmental</b>	<ul style="list-style-type: none"> <li>• Refers to activities, revenues and expenditures that are not assigned to a specific department.</li> </ul>
<b>Non-Growth Projects</b>	<ul style="list-style-type: none"> <li>• A capital project which once constructed will replace existing infrastructure within the City. Non-Growth projects are usually funded from tax based sources.</li> </ul>
<b>Obligatory Reserve Funds</b>	<ul style="list-style-type: none"> <li>• Compulsory/binding reserve funds.</li> </ul>
<b>Occupancy Costs</b>	<ul style="list-style-type: none"> <li>• Cost of housing departments in the Civic Centre and other municipal buildings.</li> <li>• Rental expense of office space, maintenance depots, and storage facilities.</li> <li>• Repairs and supplies relating to City buildings and facilities.</li> <li>• Cost of heating, lighting, and sanitary services to City properties including heating fuels, gas, hydro, sewer surcharge, user rates (water).</li> </ul>
<b>Ontario Municipal Board (OMB)</b>	<ul style="list-style-type: none"> <li>• Provincial board which provides an appeal forum for planning and assessment decisions made by the City.</li> </ul>
<b>Ontario Municipal Employees Retirement System (OMERS)</b>	<ul style="list-style-type: none"> <li>• Local government pension plan funded from employee and employer contributions.</li> </ul>
<b>OPA</b>	<ul style="list-style-type: none"> <li>• Official Plan Amendment. Should new zoning or land usage not conform to the Official Plan, an amendment may be required to the Official Plan.</li> </ul>
<b>Operating Budget</b>	<ul style="list-style-type: none"> <li>• A budget for general revenues and expenditures such as salaries, utilities and supplies.</li> </ul>
<b>Operating Program</b>	<ul style="list-style-type: none"> <li>• Provides funding to departments for short-term expenditures.</li> </ul>
<b>OTN</b>	<ul style="list-style-type: none"> <li>• Optical Transit Network device. Product designed to monitor, collect, analyze and manage public traffic and transportation.</li> </ul>

<b>Performance Measurement</b>	<ul style="list-style-type: none"> <li>• A planning and management system which sets goals and measures accomplishments for the provision of services. Establishes specific planned service levels for each major service and monitors the degree of success of achieving those levels.</li> </ul>
<b>PIA</b>	<ul style="list-style-type: none"> <li>• Pearson International Airport. Canada's largest airport, located in Mississauga.</li> </ul>
<b>PILT</b>	<ul style="list-style-type: none"> <li>• Payment in Lieu of Taxes. Contributions from senior levels of government toward the cost of local government in areas where provincial and/or federal government property is located.</li> </ul>
<b>POA</b>	<ul style="list-style-type: none"> <li>• Provincial Offences Act. Municipalities in Ontario are now responsible for the administration and prosecution of provincial offences, including infractions under the Highway Traffic Act, Liquor Licence Act, etc.</li> </ul>
<b>PRESTO</b>	<ul style="list-style-type: none"> <li>• Cashless payment system for Transit within the GTA.</li> </ul>
<b>PRO</b>	<ul style="list-style-type: none"> <li>• Parks Recreation Ontario. Parks/recreation program administered by the Province of Ontario.</li> </ul>
<b>Program</b>	<ul style="list-style-type: none"> <li>• The work of a department and each separate departmental function identified in the current budget. Includes functional services provided in Non-Departmental.</li> </ul>
<b>PSAB</b>	<ul style="list-style-type: none"> <li>• Public Sector Accounting Board. Independent accounting body with the authority to set accounting standards for the public sector.</li> </ul>
<b>Ratepayers</b>	<ul style="list-style-type: none"> <li>• People who pay taxes to the municipal corporation.</li> </ul>
<b>R/C</b>	<ul style="list-style-type: none"> <li>• Revenue to Cost ratio.</li> </ul>
<b>Recreation &amp; Park Fees</b>	<ul style="list-style-type: none"> <li>• User fees collected for City run parks and recreation services.</li> </ul>
<b>Regulated Price Plan (RPP)</b>	<ul style="list-style-type: none"> <li>• The price that the Ontario Electricity Board has set per kWh that local electricity utilities charge for electricity use.</li> </ul>
<b>Requested Budget</b>	<ul style="list-style-type: none"> <li>• The budget proposal recommended by city staff for the operating program.</li> </ul>

<b>Reserve</b>	<ul style="list-style-type: none"> <li>• A reserve is an amount of revenue earmarked for a particular purpose. It has no reference to any specific assets and therefore no investment income is attributed. A more detailed listing of the City's reserves and their purpose is contained in the Reserve and Reserve Funds Section.</li> </ul>
<b>Reserve Fund</b>	<ul style="list-style-type: none"> <li>• A reserve fund is similar to a reserve except that it is earmarked for a specific purpose. The money set aside is accounted for separately. Income earned on investment is required to be added to the reserve fund and accounted for as part of the reserve fund. A more detailed listing of the City's reserve funds and their purpose is contained in the Reserve and Reserve Funds Section.</li> </ul>
<b>Revenue</b>	<ul style="list-style-type: none"> <li>• Income received by the City for the fiscal year. Includes tax revenues, user fees, transfers from reserves and interest income.</li> </ul>
<b>Revised Budget</b>	<ul style="list-style-type: none"> <li>• The prior years' budget provided for comparison purposes. The budget may be adjusted in accordance with the City's Budget By-law with no net impact to the city's overall cost.</li> </ul>
<b>RInC</b>	<ul style="list-style-type: none"> <li>• Recreation Infrastructure Canada program established as part of Canada's Economic Action Plan by the Federal government providing \$500 million to support upgrading and renewal of recreational facilities in communities across Canada.</li> </ul>
<b>Staff Development Costs</b>	<ul style="list-style-type: none"> <li>• Cost of courses, conferences, membership fees, dues, and periodical subscriptions.</li> </ul>
<b>Storm Water Management</b>	<ul style="list-style-type: none"> <li>• The management of water runoff to provide controlled release rates to receiving systems through the use of detention/retention facilities.</li> </ul>

<b>Strategic Plan</b>	<ul style="list-style-type: none"> <li>• A document outlining long-term goals, critical issues and action plans which will increase the organization's effectiveness in attaining its mission, priorities, goals and objectives. Strategic planning starts with examining the present, envisioning the future, choosing how to get there and making it happen.</li> </ul>
<b>Supplementary, Railway Rights of Way &amp; Hydro Corridors Taxation</b>	<ul style="list-style-type: none"> <li>• Supplementary taxes, local improvement, Business Improvement Areas, railway rights of way taxes and hydro corridor taxation.</li> <li>• Excludes residential, commercial/industrial, and business taxes which are included in the Net Levy Classification.</li> </ul>
<b>Surplus</b>	<ul style="list-style-type: none"> <li>• Results from expenditures at year-end being lower than budgeted and/or revenues being higher than budgeted.</li> </ul>
<b>Tax Based Sources</b>	<ul style="list-style-type: none"> <li>• Funding sources generated through taxation. Funding examples include tax based reserve funds, internal or external debt, and federal and provincial gas tax. Also, any funds generated by way of the current fund via the operating program.</li> </ul>
<b>Tax Levy</b>	<ul style="list-style-type: none"> <li>• The total tax dollars assessed on property, calculated by multiplying the tax rate by the tax base. The term can also refer to the tax rate itself.</li> </ul>
<b>Tax Penalties and Interest</b>	<ul style="list-style-type: none"> <li>• Revenue received from the penalty and interest charges on overdue taxes.</li> </ul>
<b>Tax Rate</b>	<ul style="list-style-type: none"> <li>• The tax rate is the percentage of assessed property value. The current value property assessment is multiplied by the tax rate to equal the amount of a taxpayer's property taxes.</li> </ul>
<b>Taxation</b>	<ul style="list-style-type: none"> <li>• The process by which a municipality raises money to fund its operation.</li> </ul>



<b>Transitway</b>	<ul style="list-style-type: none"> <li>The Mississauga Transitway is a dedicated east-west bus corridor for MiWay and GO buses to travel across Mississauga from Winston Churchill Boulevard to Renforth Avenue. When fully operational the 18 kilometre transitway will have 12 stations and offer a more reliable service by allowing buses to bypass congestion.</li> </ul>
<b>Total Cost or Gross Cost</b>	<ul style="list-style-type: none"> <li>The actual cost to the corporation of all expenditures.</li> </ul>
<b>Transfer from Reserves</b>	<ul style="list-style-type: none"> <li>Transfers from City reserves and reserve funds to cover the cost of current operating expenses such as insurance claims, election expenses and accumulated sick leave payment and capital projects such as road construction, land acquisition, and major repairs and renovations to facilities.</li> </ul>
<b>Transfers</b>	<ul style="list-style-type: none"> <li>City grants to outside agencies.</li> <li>Contributions to city reserves and reserve funds including the contribution to capital financing.</li> </ul>
<b>Transit Revenues</b>	<ul style="list-style-type: none"> <li>Income generated by transit fares.</li> </ul>
<b>Transportation Costs</b>	<ul style="list-style-type: none"> <li>Travel costs of employees on city business, excluding courses and conferences.</li> <li>Car and mileage allowances, taxis, and parking fees.</li> <li>Cost of materials, supplies, and services for the maintenance and operation of City vehicles and mobile equipment including gas, diesel fuel, lubricants, oil, tires, parts, repairs, and servicing costs and the rental and maintenance of in-vehicle radio systems.</li> <li>Cost of insurance, permits, licenses and rental rates for vehicles and related equipment.</li> </ul>
<b>Trust Fund</b>	<ul style="list-style-type: none"> <li>Funds raised or supplied for a particular purpose which cannot be used for any other purpose.</li> </ul>
<b>TSC</b>	<ul style="list-style-type: none"> <li>Traffic Safety Council. Advises and/or assists Council in all matters relating to traffic safety.</li> </ul>

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<b>TSP</b>	<ul style="list-style-type: none"><li>• Traffic Signal Priority. Equipment that provides traffic signal priority for transit vehicles.</li></ul>
<b>TXM 2000</b>	<ul style="list-style-type: none"><li>• Tax Manager 2000. Municipal property tax computer system.</li></ul>
<b>Upper-Tier Municipality</b>	<ul style="list-style-type: none"><li>• Counties and other upper-tier municipalities that do not tax directly but apportion their revenue requirements over their supporting municipalities. The Region of Peel is the upper level of a two-tier system of municipal government with 3 area municipalities – City of Mississauga, City of Brampton, and the Town of Caledon.</li></ul>
<b>UTM</b>	<ul style="list-style-type: none"><li>• University of Toronto Mississauga is a campus of University of Toronto located in Mississauga.</li></ul>
<b>User Fees, Rents, &amp; Service Charges</b>	<ul style="list-style-type: none"><li>• Revenue from user fees on City services.</li><li>• Rent received on city-owned property.</li><li>• All service charges.</li></ul>
<b>Variance</b>	<ul style="list-style-type: none"><li>• The difference between budgeted and actual expenses or revenues.</li></ul>
<b>Windrow</b>	<ul style="list-style-type: none"><li>• Snow that is left at the bottom of a driveway after a snow plow has cleared a road.</li></ul>





5,210 KM OF ROADS  
 823 RECREATION FACILITIES  
 24/7, 365 DAYS A YEAR ACCESS TO FIRE & EMERGENCY  
 \$8 BILLION INFRASTRUCTURE  
 SNOW CLEARED FROM 5,210 KM OF ROADS AND 2,204 KM OF SIDEWALKS  
 POWER SUPPLIED TO 49,234 STREET LIGHTS AND 511 TRAFFIC LIGHTS  
 244 KM OF BICYCLE LANES AND BOULEVARD MULTI-USE TRAILS  
 56 KM OF NOISE BARRIERS  
 223 BRIDGES AND CULVERTS

# Approved

## 2014-2016 Business Plan Update and 2014 Budget

City of Mississauga, Ontario, Canada

1.3 MILLION LIBRARY ITEMS IN MULTIPLE LANGUAGES AND FORMATS  
 GRASS CUT ON 530 SPORTS FIELDS  
 EQUIPMENT MAINTAINED ON 255 PLAYGROUNDS  
 23,314 RECREATION PROGRAMS  
 530 SPORTS FIELDS  
 511 SIGNALIZED INTERSECTIONS  
 25 ICE RINKS, 18 POOLS AND 11 COMMUNITY CENTRES  
 93 TRANSIT ROUTES, 1.3 MILLION HOURS OF SERVICE  
 102 EVENT DAYS AT CELEBRATION SQUARE AND 505,000 VISITORS  
 6,700 ACRES OF PARKS AND OPEN SPACES  
 5,210 KM OF ROADS  
 823 RECREATION FACILITIES  
 24/7, 365 DAYS A YEAR ACCESS TO FIRE & EMERGENCY SERVICES

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## Approval of the 2014 - 2016 Business Plan and 2014 Budget

The Council Budget Committee met between November 26, 2013 and December 4, 2013 to scrutinize and deliberate the 2014 – 2016 Business Plan and 2014 Budget document. Council approved the budget, as recommended in this document, on December 11, 2013 through Resolution BC-0211-2013.

This Section of the budget book contains the 2014 Approved Budget and three years of actual financial performance (2011, 2012 and 2013).

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

- **Policy Document:** The budget represents the most important set of policy decisions City Council will make regarding how and where public resources will be spent. The document establishes the framework for services: the way they will be provided and how they will be funded.
- **Financial Plan:** The budget process is also a total and thorough effort in fiscal planning and provides a multi-year focus. This document discusses the impact of today's decisions on tomorrow's future.
- **Operations Guide:** The budget is a "road map" for department managers. It provides a service framework which includes not only financial information but personnel levels and performance targets.
- **Communications Device:** The budget is the single most important opportunity the City has for communicating its financial, operational and policy goals to all its ratepayers, to City Council and to City staff.

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



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## Approved Budget Table of Contents

1.0	Appendix 1 – Summary of 2014-2016 Business Plan & Budget Amendments .....	5
2.0	Appendix 2 – Approved Operating Budget and Actuals.....	7
3.0	Appendix 3 - Service Capital Budget Summary – 2014 Approved Funding .....	25
4.0	Appendix 4 – Summary of Full Time Equivalent .....	43





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## 1.0 Appendix 1 – Summary of 2014-2016 Business Plan & Budget Amendments

Council has reviewed the 2014-2016 Business Plan & Budget and has approved the following changes and additions.

Service Area	Operating or Capital	Initiative Description	FTE	Recommended (\$000's)	Approved (\$000's)	Changes (\$000's)
Mississauga Transit	Operating	Diesel Fuel Budget	0.0	1,748.0	1,398.0	(350.0)
Mississauga Transit	Operating	Transitway Stations	0.0	751.0	401.0	(350.0)
Business Services	Operating	Information Desk at Civic Centre	1.2	0.0	70.0	70.0
Information Technology	Operating	Automatic Dialing - Announcing Device	0.0	0.0	1.5	1.5
Information Technology	Capital	Automatic Dialing - Announcing Device	0.0	0.0	35.0	35.0
Total			1.2	2,499.0	1,905.5	(593.5)

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



## 2.0 Appendix 2 – Approved Operating Budget and Actuals

### CITY OF MISSISSAUGA

Description	2011 Actuals \$	2012 Actuals \$	2013 Actuals \$	2011 Budget \$	2012 Budget \$	2013 Budget \$	2014 Budget \$
<b>Expenditures</b>							
<b>Labour Costs</b>	<b>388,691,594</b>	<b>404,780,575</b>	<b>421,404,971</b>	<b>395,730,100</b>	<b>414,377,800</b>	<b>431,361,251</b>	<b>445,574,732</b>
Staff Development Costs	1,562,269	1,682,325	1,638,351	1,891,800	1,959,100	1,914,800	2,110,200
Communication Costs	2,711,758	2,782,260	2,805,611	2,963,900	2,736,800	2,786,560	3,017,560
Transportation Costs	26,826,706	27,169,489	28,037,549	23,843,300	25,791,150	27,122,970	30,051,404
Occupancy & City Costs	30,365,433	30,943,902	30,658,081	29,418,900	32,054,300	30,025,400	29,068,032
Equipment Costs & Maintenance Agreements	6,837,073	7,592,088	9,967,663	8,181,000	9,069,100	11,281,070	11,662,240
Contractor & Professional Services	47,185,413	45,339,369	49,003,436	44,835,100	47,433,078	47,992,572	49,480,904
Advertising & Promotions	1,962,151	1,609,540	1,488,793	1,874,300	2,273,980	2,065,420	2,091,000
Materials, Supplies & Other Services	21,643,080	20,484,095	23,819,924	24,359,500	24,765,650	24,220,500	24,829,454
Finance Other	13,139,573	14,358,019	16,696,607	8,882,588	9,974,700	12,549,190	12,665,190
Transfers	43,187,728	56,406,214	58,635,738	31,916,500	36,154,042	44,120,800	51,197,173
Debt	0	0	3,524,429	0	478,000	3,954,000	9,869,000
<b>Other Operating Expenses</b>	<b>195,421,184</b>	<b>208,367,301</b>	<b>226,276,182</b>	<b>178,166,888</b>	<b>192,689,900</b>	<b>208,033,282</b>	<b>226,042,157</b>
<b>Total Expenditures</b>	<b>584,112,778</b>	<b>613,147,876</b>	<b>647,681,153</b>	<b>573,896,988</b>	<b>607,067,700</b>	<b>639,394,533</b>	<b>671,616,889</b>
<b>Revenues</b>							
Supplementary, Railway & Corridors	(10,152,267)	(3,918,043)	(7,469,878)	(5,463,600)	(5,463,600)	(4,463,600)	(3,748,600)
Payments in Lieu	(24,837,309)	(24,951,498)	(26,212,991)	(25,000,500)	(24,600,500)	(25,930,000)	(27,200,000)
Grants	(3,795,335)	(3,792,049)	(3,367,479)	(3,980,000)	(3,353,200)	(3,372,700)	(3,363,600)
Fees & Service Charges	(106,552,143)	(117,622,092)	(123,569,683)	(102,743,100)	(110,625,200)	(119,252,800)	(122,814,920)
Licenses & Permits	(11,017,263)	(14,125,893)	(14,144,706)	(14,998,700)	(15,396,000)	(14,705,300)	(14,231,600)
Rents, Concessions & Franchise	(21,944,865)	(22,056,250)	(21,181,843)	(21,932,800)	(22,969,800)	(23,154,300)	(22,749,700)
Fines	(15,606,448)	(15,397,153)	(16,668,639)	(15,437,300)	(16,297,300)	(16,328,600)	(17,423,103)
Penalties & Interest on Taxes	(9,267,668)	(9,011,929)	(9,064,428)	(7,000,000)	(7,000,000)	(8,000,000)	(8,060,000)
Investment Income	(14,493,017)	(14,495,687)	(14,514,721)	(14,499,000)	(14,499,000)	(14,499,000)	(14,509,000)
Other Revenue	(14,044,473)	(14,972,557)	(17,110,343)	(33,522,900)	(10,610,400)	(11,682,200)	(15,440,010)
Transfers From	(33,731,900)	(27,369,723)	(24,688,339)	(10,649,000)	(30,813,500)	(28,317,930)	(28,875,355)
<b>Total Revenues</b>	<b>(265,442,688)</b>	<b>(267,712,874)</b>	<b>(277,993,050)</b>	<b>(255,226,900)</b>	<b>(261,628,500)</b>	<b>(269,706,430)</b>	<b>(278,415,888)</b>
Allocations	0	0	0	0	(4,200)	0	0
<b>Net Tax Levy</b>	<b>318,670,090</b>	<b>345,435,002</b>	<b>369,688,103</b>	<b>318,670,088</b>	<b>345,435,000</b>	<b>369,688,103</b>	<b>393,201,001</b>

### Fire and Emergency Services

Description	2011 Actuals \$	2012 Actuals \$	2013 Actuals \$	2011 Budget \$	2012 Budget \$	2013 Budget \$	2014 Budget \$
<b>Expenditures</b>							
<b>Labour Costs</b>	<b>79,153,185</b>	<b>81,803,395</b>	<b>86,608,046</b>	<b>81,592,200</b>	<b>83,876,900</b>	<b>86,120,876</b>	<b>89,913,240</b>
Staff Development Costs	181,103	202,206	166,692	178,900	170,100	170,100	170,100
Communication Costs	230,505	331,240	254,631	232,500	232,500	252,500	252,500
Transportation Costs	1,170,677	1,280,744	1,326,005	1,231,900	1,261,900	1,241,900	1,288,100
Occupancy & City Costs	791,619	982,762	736,911	862,400	883,500	851,400	866,200
Equipment Costs & Maintenance Agreements	218,718	288,307	297,130	242,500	302,500	302,500	302,500
Contractor & Professional Services	14,606	163,762	393,482	14,600	14,600	14,600	25,000
Advertising & Promotions	19,554	15,793	8,264	21,300	21,300	21,300	21,300
Materials, Supplies & Other Services	704,704	680,752	709,054	672,200	672,200	672,200	672,200
Finance Other	1,825	597	1,385	(36,700)	(36,700)	(36,700)	(36,700)
Transfers	1,364,300	0	(1,315,150)	0	0	0	0
Debt	0	0	0	0	0	0	0
<b>Other Operating Expenses</b>	<b>4,697,611</b>	<b>3,946,163</b>	<b>2,578,404</b>	<b>3,419,600</b>	<b>3,521,900</b>	<b>3,489,800</b>	<b>3,561,200</b>
<b>Total Expenditures</b>	<b>83,850,796</b>	<b>85,749,558</b>	<b>89,186,450</b>	<b>85,011,800</b>	<b>87,398,800</b>	<b>89,610,676</b>	<b>93,474,440</b>
<b>Revenues</b>							
Supplementary, Railway & Corridors	0	0	0	0	0	0	0
Payments in Lieu	0	0	0	0	0	0	0
Grants	0	0	0	0	0	0	0
Fees & Service Charges	(1,358,519)	(1,429,483)	(1,801,033)	(1,403,600)	(1,203,600)	(1,208,600)	(1,208,600)
Licenses & Permits	(6,205)	(3,839)	(4,376)	(5,000)	(5,000)	(5,000)	(5,000)
Rents, Concessions & Franchise	(12,400)	(18,556)	(92,283)	0	0	0	0
Fines	0	0	0	0	0	0	0
Penalties & Interest on Taxes	0	0	0	0	0	0	0
Investment Income	0	0	0	0	0	0	0
Other Revenue	(100,678)	(98,745)	(109,704)	(155,000)	(125,000)	(125,000)	(125,000)
Transfers From	0	0	0	0	0	0	0
<b>Total Revenues</b>	<b>(1,477,802)</b>	<b>(1,550,623)</b>	<b>(2,007,396)</b>	<b>(1,563,600)</b>	<b>(1,333,600)</b>	<b>(1,338,600)</b>	<b>(1,338,600)</b>
Allocations	599,300	478,071	883,415	599,300	582,200	800,057	878,200
<b>Net Tax Levy</b>	<b>82,972,294</b>	<b>84,677,006</b>	<b>88,062,469</b>	<b>84,047,500</b>	<b>86,647,400</b>	<b>89,072,133</b>	<b>93,014,040</b>

### Roads, Storm Drainage and Watercourses

Description	2011 Actuals \$	2012 Actuals \$	2013 Actuals \$	2011 Budget \$	2012 Budget \$	2013 Budget \$	2014 Budget \$
<b>Expenditures</b>							
<b>Labour Costs</b>	<b>26,455,226</b>	<b>27,962,141</b>	<b>29,057,144</b>	<b>25,992,200</b>	<b>27,354,900</b>	<b>28,184,912</b>	<b>30,364,252</b>
Staff Development Costs	104,964	121,605	111,415	91,800	104,800	104,800	104,800
Communication Costs	688,172	738,296	756,140	784,900	623,200	636,200	636,200
Transportation Costs	(2,118,333)	(2,094,180)	(2,311,899)	(2,039,100)	(2,029,100)	(1,862,100)	(2,016,900)
Occupancy & City Costs	9,269,095	9,109,284	9,242,059	8,078,200	8,998,500	8,407,400	6,866,253
Equipment Costs & Maintenance Agreements	86,730	171,976	198,725	93,500	250,500	242,470	239,670
Contractor & Professional Services	29,200,375	27,964,816	31,216,512	27,124,600	29,194,900	30,577,500	31,251,000
Advertising & Promotions	95,806	93,853	81,335	40,000	40,000	40,000	40,000
Materials, Supplies & Other Services	7,635,305	6,672,855	10,514,723	9,786,800	9,362,900	9,310,500	9,409,800
Finance Other	(29,243)	(33,922)	2,928	61,300	68,300	64,300	63,500
Transfers	176,131	367,241	428,421	100,800	90,800	209,300	242,800
Debt	0	0	0	0	0	0	0
<b>Other Operating Expenses</b>	<b>45,109,002</b>	<b>43,111,824</b>	<b>50,240,359</b>	<b>44,122,800</b>	<b>46,704,800</b>	<b>47,730,370</b>	<b>46,837,123</b>
<b>Total Expenditures</b>	<b>71,564,228</b>	<b>71,073,965</b>	<b>79,297,503</b>	<b>70,115,000</b>	<b>74,059,700</b>	<b>75,915,282</b>	<b>77,201,375</b>
<b>Revenues</b>							
Supplementary, Railway & Corridors	0	0	0	0	0	0	0
Payments in Lieu	0	0	0	0	0	0	0
Grants	(1,842,713)	(2,166,038)	(1,692,930)	(2,544,300)	(1,921,800)	(1,921,800)	(1,921,800)
Fees & Service Charges	(6,285,589)	(8,207,827)	(8,753,425)	(4,918,600)	(6,641,900)	(6,849,900)	(6,916,900)
Licenses & Permits	(60,961)	(30,945)	(79,561)	(110,000)	(110,600)	(110,600)	(110,600)
Rents, Concessions & Franchise	0	0	0	0	0	0	0
Fines	0	0	0	0	0	0	0
Penalties & Interest on Taxes	0	0	0	0	0	0	0
Investment Income	0	0	0	0	0	0	0
Other Revenue	(2,721)	(51,912)	(55,250)	0	(50,000)	(50,000)	(50,000)
Transfers From	(377,100)	(150,000)	(186,200)	(340,100)	(150,000)	(150,000)	(150,000)
<b>Total Revenues</b>	<b>(8,569,084)</b>	<b>(10,606,722)</b>	<b>(10,767,366)</b>	<b>(7,913,000)</b>	<b>(8,874,300)</b>	<b>(9,082,300)</b>	<b>(9,149,300)</b>
Allocations	2,044,200	1,841,037	1,526,511	2,044,200	2,084,600	1,695,717	1,652,284
<b>Net Tax Levy</b>	<b>65,039,344</b>	<b>62,308,280</b>	<b>70,056,648</b>	<b>64,246,200</b>	<b>67,270,000</b>	<b>68,528,699</b>	<b>69,704,359</b>

**Mississauga Transit**

Description	2011 Actuals \$	2012 Actuals \$	2013 Actuals \$	2011 Budget \$	2012 Budget \$	2013 Budget \$	2014 Budget \$
<b>Expenditures</b>							
<b>Labour Costs</b>	<b>102,444,958</b>	<b>107,472,211</b>	<b>111,548,981</b>	<b>103,555,400</b>	<b>110,871,900</b>	<b>115,460,911</b>	<b>122,147,095</b>
Staff Development Costs	89,151	110,863	107,616	222,700	226,100	206,500	241,500
Communication Costs	96,859	43,794	43,225	78,500	78,500	78,500	78,500
Transportation Costs	23,268,818	23,695,416	24,707,742	20,206,600	22,106,800	23,205,200	26,248,900
Occupancy & City Costs	2,954,153	2,703,109	2,574,652	2,801,400	3,203,200	3,027,200	3,008,124
Equipment Costs & Maintenance Agreements	302,534	795,500	1,203,696	693,300	1,253,300	1,798,300	2,123,300
Contractor & Professional Services	481,798	408,183	440,265	809,700	594,699	941,301	968,900
Advertising & Promotions	424,240	316,653	194,861	368,600	693,080	463,720	314,200
Materials, Supplies & Other Services	3,362,424	2,361,102	1,792,506	2,452,100	2,437,800	2,045,600	2,449,900
Finance Other	(224,888)	(273,704)	265,807	179,800	179,800	208,800	208,800
Transfers	350,200	1,184,921	1,600,000	350,200	217,921	1,600,000	850,000
Debt	0	0	0	0	0	0	0
<b>Other Operating Expenses</b>	<b>31,105,289</b>	<b>31,345,837</b>	<b>32,930,370</b>	<b>28,162,900</b>	<b>30,991,200</b>	<b>33,575,121</b>	<b>36,492,124</b>
<b>Total Expenditures</b>	<b>133,550,247</b>	<b>138,818,048</b>	<b>144,479,351</b>	<b>131,718,300</b>	<b>141,863,100</b>	<b>149,036,032</b>	<b>158,639,219</b>
<b>Revenues</b>							
Supplementary, Railway & Corridors	0	0	0	0	0	0	0
Payments in Lieu	0	0	0	0	0	0	0
Grants	0	0	0	0	0	0	0
Fees & Service Charges	(68,553,259)	(74,817,726)	(77,347,728)	(65,138,300)	(70,687,500)	(78,276,100)	(81,709,800)
Licenses & Permits	0	(7,971)	(20,840)	0	(15,000)	(15,000)	(15,000)
Rents, Concessions & Franchise	(65,645)	(48,800)	(20,431)	(122,000)	(122,000)	(22,000)	(22,000)
Fines	0	0	0	0	0	0	0
Penalties & Interest on Taxes	0	0	0	0	0	0	0
Investment Income	(8)	(45)	0	0	0	0	0
Other Revenue	(979)	(20,647)	(5,530)	(22,902,600)	0	0	(1,932,010)
Transfers From	(21,281,380)	(18,364,800)	(14,443,609)	(213,500)	(21,764,800)	(18,092,521)	(16,374,600)
<b>Total Revenues</b>	<b>(89,901,271)</b>	<b>(93,259,989)</b>	<b>(91,838,138)</b>	<b>(88,376,400)</b>	<b>(92,589,300)</b>	<b>(96,405,621)</b>	<b>(100,053,410)</b>
Allocations	2,429,300	2,438,803	2,072,550	2,429,300	2,557,100	2,087,500	2,122,600
<b>Net Tax Levy</b>	<b>46,078,276</b>	<b>47,996,862</b>	<b>54,713,763</b>	<b>45,771,200</b>	<b>51,830,900</b>	<b>54,717,911</b>	<b>60,708,409</b>

**Parks and Forestry**

Description	2011 Actuals \$	2012 Actuals \$	2013 Actuals \$	2011 Budget \$	2012 Budget \$	2013 Budget \$	2014 Budget \$
<b>Expenditures</b>							
<b>Labour Costs</b>	<b>20,237,722</b>	<b>21,667,805</b>	<b>22,727,446</b>	<b>21,061,500</b>	<b>22,381,100</b>	<b>23,154,732</b>	<b>23,861,089</b>
Staff Development Costs	89,644	97,291	103,160	85,900	121,000	113,370	121,270
Communication Costs	56,857	57,712	61,588	40,400	48,400	48,800	68,200
Transportation Costs	2,826,883	2,639,257	2,571,299	2,653,400	2,712,500	2,787,100	2,766,000
Occupancy & City Costs	1,300,621	1,492,835	1,718,027	1,267,800	1,525,800	1,681,700	1,920,055
Equipment Costs & Maintenance Agreements	10,440	116,895	166,833	17,000	41,600	72,600	82,600
Contractor & Professional Services	2,848,660	3,017,780	3,171,155	2,755,000	2,974,000	3,162,600	3,359,354
Advertising & Promotions	18,378	32,782	28,189	21,500	21,500	18,500	38,500
Materials, Supplies & Other Services	1,940,318	2,169,630	2,261,047	1,909,100	2,292,600	2,314,250	2,361,850
Finance Other	2,819	263	554	300	300	0	0
Transfers	115,232	111,798	190,768	90,600	90,600	165,900	240,900
Debt	0	0	0	0	0	0	0
<b>Other Operating Expenses</b>	<b>9,209,852</b>	<b>9,736,243</b>	<b>10,272,620</b>	<b>8,841,000</b>	<b>9,828,300</b>	<b>10,364,820</b>	<b>10,958,729</b>
<b>Total Expenditures</b>	<b>29,447,574</b>	<b>31,404,048</b>	<b>33,000,066</b>	<b>29,902,500</b>	<b>32,209,400</b>	<b>33,519,552</b>	<b>34,819,818</b>
<b>Revenues</b>							
Supplementary, Railway & Corridors	0	0	0	0	0	0	0
Payments in Lieu	0	0	0	0	0	0	0
Grants	(20,500)	(61,912)	0	0	0	0	0
Fees & Service Charges	(716,812)	(1,068,716)	(1,100,709)	(669,700)	(617,900)	(742,000)	(804,900)
Licenses & Permits	(209,594)	(231,887)	(248,113)	(192,700)	(192,700)	(235,200)	(242,100)
Rents, Concessions & Franchise	(2,588,316)	(2,458,224)	(2,262,744)	(2,481,900)	(2,585,200)	(2,643,200)	(2,643,200)
Fines	0	0	0	0	0	0	0
Penalties & Interest on Taxes	0	0	0	0	0	0	0
Investment Income	(15,572)	(15,346)	(15,258)	(15,000)	(15,000)	(15,000)	(15,000)
Other Revenue	(105,483)	(132,179)	(173,768)	(111,000)	(91,300)	(91,300)	(93,400)
Transfers From	(204,648)	(30,848)	0	(249,000)	(115,000)	(95,000)	(95,000)
<b>Total Revenues</b>	<b>(3,860,925)</b>	<b>(3,999,112)</b>	<b>(3,800,592)</b>	<b>(3,719,300)</b>	<b>(3,617,100)</b>	<b>(3,821,700)</b>	<b>(3,893,600)</b>
Allocations	916,000	980,807	841,771	915,900	1,027,200	866,007	899,242
<b>Net Tax Levy</b>	<b>26,502,649</b>	<b>28,385,743</b>	<b>30,041,245</b>	<b>27,099,100</b>	<b>29,619,500</b>	<b>30,563,859</b>	<b>31,825,460</b>

**Mississauga Library**

Description	2011 Actuals \$	2012 Actuals \$	2013 Actuals \$	2011 Budget \$	2012 Budget \$	2013 Budget \$	2014 Budget \$
<b>Expenditures</b>							
<b>Labour Costs</b>	<b>19,548,030</b>	<b>20,667,677</b>	<b>20,531,671</b>	<b>20,777,200</b>	<b>21,150,100</b>	<b>20,878,039</b>	<b>20,618,649</b>
Staff Development Costs	62,531	62,917	66,538	61,900	58,200	58,200	58,200
Communication Costs	7,123	6,202	6,441	10,000	10,000	10,000	10,000
Transportation Costs	47,967	53,832	47,746	54,200	54,200	55,440	55,440
Occupancy & City Costs	1,842,966	1,996,901	2,059,763	2,191,200	2,142,100	2,200,600	2,348,200
Equipment Costs & Maintenance Agreements	97,709	73,165	98,355	93,800	85,800	85,800	85,800
Contractor & Professional Services	10,510	33,029	17,002	10,200	10,200	10,200	10,200
Advertising & Promotions	41,438	44,312	43,325	43,600	43,600	43,600	43,600
Materials, Supplies & Other Services	2,649,271	2,739,449	2,714,558	2,728,100	2,696,100	2,696,100	2,696,100
Finance Other	59,247	51,436	40,760	42,100	42,100	42,100	42,100
Transfers	205,700	0	0	0	0	0	0
Debt	0	0	0	0	0	0	0
<b>Other Operating Expenses</b>	<b>5,024,462</b>	<b>5,061,243</b>	<b>5,094,488</b>	<b>5,235,100</b>	<b>5,142,300</b>	<b>5,202,040</b>	<b>5,349,640</b>
<b>Total Expenditures</b>	<b>24,572,492</b>	<b>25,728,920</b>	<b>25,626,159</b>	<b>26,012,300</b>	<b>26,292,400</b>	<b>26,080,079</b>	<b>25,968,289</b>
<b>Revenues</b>							
Supplementary, Railway & Corridors	0	0	0	0	0	0	0
Payments in Lieu	0	0	0	0	0	0	0
Grants	(715,203)	(715,200)	(729,206)	(715,200)	(715,200)	(715,200)	(715,200)
Fees & Service Charges	(234,585)	(241,563)	(261,766)	(371,900)	(328,900)	(328,900)	(328,900)
Licenses & Permits	0	0	0	0	0	0	0
Rents, Concessions & Franchise	(307,606)	(447,021)	(457,659)	(204,000)	(418,900)	(418,900)	(418,900)
Fines	(842,273)	(800,378)	(615,967)	(1,022,700)	(997,700)	(869,000)	(709,000)
Penalties & Interest on Taxes	0	0	0	0	0	0	0
Investment Income	0	0	0	0	0	0	0
Other Revenue	(4,482)	(5,421)	(14,740)	0	0	0	0
Transfers From	0	0	0	0	0	0	0
<b>Total Revenues</b>	<b>(2,104,149)</b>	<b>(2,209,583)</b>	<b>(2,079,338)</b>	<b>(2,313,800)</b>	<b>(2,460,700)</b>	<b>(2,332,000)</b>	<b>(2,172,000)</b>
Allocations	905,500	724,221	650,533	905,600	758,800	669,019	679,366
<b>Net Tax Levy</b>	<b>23,373,843</b>	<b>24,243,558</b>	<b>24,197,354</b>	<b>24,604,100</b>	<b>24,590,500</b>	<b>24,417,098</b>	<b>24,475,655</b>



**Business Services**

Description	2011 Actuals \$	2012 Actuals \$	2013 Actuals \$	2011 Budget \$	2012 Budget \$	2013 Budget \$	2014 Budget \$
<b>Expenditures</b>							
<b>Labour Costs</b>	<b>29,612,023</b>	<b>30,732,671</b>	<b>32,129,681</b>	<b>29,895,100</b>	<b>31,663,200</b>	<b>32,452,245</b>	<b>33,197,531</b>
Staff Development Costs	270,338	228,791	234,690	378,600	295,500	321,730	324,130
Communication Costs	433,122	433,502	460,343	422,100	434,000	463,100	455,500
Transportation Costs	111,105	121,468	127,675	137,800	136,150	115,160	115,250
Occupancy & City Costs	634,587	421,483	230,278	623,600	441,800	250,500	429,000
Equipment Costs & Maintenance Agreements	226,930	174,573	155,305	308,500	279,900	202,500	193,100
Contractor & Professional Services	584,732	663,224	678,609	837,000	931,979	834,371	831,750
Advertising & Promotions	254,756	215,503	223,834	220,300	222,100	231,800	241,900
Materials, Supplies & Other Services	562,676	563,162	541,694	822,100	793,150	743,050	710,650
Finance Other	17,275	(51,646)	95,101	(2,100)	(19,100)	(18,200)	(52,400)
Transfers	73,000	96,021	141,000	73,000	96,021	141,000	78,400
Debt	0	0	0	0	0	0	0
<b>Other Operating Expenses</b>	<b>3,168,521</b>	<b>2,866,081</b>	<b>2,888,529</b>	<b>3,820,900</b>	<b>3,611,500</b>	<b>3,285,011</b>	<b>3,327,280</b>
<b>Total Expenditures</b>	<b>32,780,544</b>	<b>33,598,752</b>	<b>35,018,210</b>	<b>33,716,000</b>	<b>35,274,700</b>	<b>35,737,256</b>	<b>36,524,811</b>
<b>Revenues</b>							
Supplementary, Railway & Corridors	0	0	0	0	0	0	0
Payments in Lieu	0	0	0	0	0	0	0
Grants	0	0	0	0	0	0	0
Fees & Service Charges	(1,640,587)	(2,100,045)	(2,365,377)	(1,536,300)	(1,784,800)	(1,784,800)	(1,909,520)
Licenses & Permits	0	0	0	0	0	0	0
Rents, Concessions & Franchise	(4,653)	(3,809)	(4,787)	(3,000)	(3,000)	(3,000)	(3,000)
Fines	0	0	0	0	0	0	0
Penalties & Interest on Taxes	0	0	(98,129)	0	0	0	(60,000)
Investment Income	0	0	0	0	0	0	0
Other Revenue	(8,074)	(2,355)	(2,427)	(4,600)	(4,000)	(4,000)	(1,000)
Transfers From	(62,334)	(23,000)	(192,821)	(135,400)	(333,000)	(253,021)	(70,000)
<b>Total Revenues</b>	<b>(1,715,648)</b>	<b>(2,129,209)</b>	<b>(2,663,541)</b>	<b>(1,679,300)</b>	<b>(2,124,800)</b>	<b>(2,044,821)</b>	<b>(2,043,520)</b>
Allocations	(10,808,500)	(10,117,323)	(8,292,396)	(10,808,500)	(10,744,000)	(8,732,861)	(8,901,484)
<b>Net Tax Levy</b>	<b>20,256,396</b>	<b>21,352,220</b>	<b>24,062,273</b>	<b>21,228,200</b>	<b>22,405,900</b>	<b>24,959,574</b>	<b>25,579,807</b>

**Facilities and Property Management**

Description	2011 Actuals \$	2012 Actuals \$	2013 Actuals \$	2011 Budget \$	2012 Budget \$	2013 Budget \$	2014 Budget \$
<b>Expenditures</b>							
<b>Labour Costs</b>	<b>11,302,734</b>	<b>12,368,785</b>	<b>13,089,760</b>	<b>12,146,900</b>	<b>12,794,300</b>	<b>13,241,559</b>	<b>13,435,117</b>
Staff Development Costs	114,013	113,010	74,046	101,000	99,000	99,000	104,000
Communication Costs	55,909	52,162	52,336	40,000	40,000	40,000	40,000
Transportation Costs	251,005	197,492	254,356	275,600	238,800	238,800	238,800
Occupancy & City Costs	4,492,469	4,979,102	2,950,272	4,322,100	4,597,100	3,073,100	3,061,200
Equipment Costs & Maintenance Agreements	987,285	997,946	3,123,804	1,238,200	1,355,700	3,020,400	3,020,400
Contractor & Professional Services	1,216,698	1,339,884	1,262,488	1,480,500	1,468,300	1,298,300	1,298,300
Advertising & Promotions	70	3,905	2,822	2,500	2,500	2,500	2,500
Materials, Supplies & Other Services	115,672	129,918	126,652	153,600	155,600	155,600	155,600
Finance Other	(13,080)	(17,129)	1,732	(56,600)	(19,800)	(19,800)	(19,800)
Transfers	17,608	20,475	18,444	12,500	12,500	12,500	20,000
Debt	0	0	0	0	0	0	0
<b>Other Operating Expenses</b>	<b>7,237,649</b>	<b>7,816,765</b>	<b>7,866,952</b>	<b>7,569,400</b>	<b>7,949,700</b>	<b>7,920,400</b>	<b>7,921,000</b>
<b>Total Expenditures</b>	<b>18,540,383</b>	<b>20,185,550</b>	<b>20,956,712</b>	<b>19,716,300</b>	<b>20,744,000</b>	<b>21,161,959</b>	<b>21,356,117</b>
<b>Revenues</b>							
Supplementary, Railway & Corridors	0	0	0	0	0	0	0
Payments in Lieu	0	0	0	0	0	0	0
Grants	0	0	0	0	0	0	0
Fees & Service Charges	(27,087)	(23,615)	(53,501)	(24,100)	(24,100)	(24,400)	(24,400)
Licenses & Permits	0	0	0	0	0	0	0
Rents, Concessions & Franchise	(343,190)	(265,009)	(288,700)	(316,400)	(246,400)	(296,400)	(384,400)
Fines	0	0	0	0	0	0	0
Penalties & Interest on Taxes	0	0	0	0	0	0	0
Investment Income	0	0	0	0	0	0	0
Other Revenue	(113,755)	(164,913)	(91,899)	(62,500)	(97,500)	(47,500)	(55,000)
Transfers From	(57,512)	0	0	(78,900)	0	0	0
<b>Total Revenues</b>	<b>(541,544)</b>	<b>(453,537)</b>	<b>(434,100)</b>	<b>(481,900)</b>	<b>(368,000)</b>	<b>(368,300)</b>	<b>(463,800)</b>
Allocations	(677,700)	(718,186)	(753,076)	(677,700)	(704,300)	(745,254)	(748,519)
<b>Net Tax Levy</b>	<b>17,321,139</b>	<b>19,013,827</b>	<b>19,769,536</b>	<b>18,556,700</b>	<b>19,671,700</b>	<b>20,048,405</b>	<b>20,143,798</b>

**Recreation**

Description	2011 Actuals \$	2012 Actuals \$	2013 Actuals \$	2011 Budget \$	2012 Budget \$	2013 Budget \$	2014 Budget \$
<b>Expenditures</b>							
<b>Labour Costs</b>	<b>39,376,328</b>	<b>41,352,515</b>	<b>41,150,080</b>	<b>39,909,900</b>	<b>41,154,100</b>	<b>41,718,514</b>	<b>42,064,828</b>
Staff Development Costs	109,850	95,412	115,192	112,500	107,600	108,600	103,200
Communication Costs	178,792	117,156	123,447	176,800	176,800	176,800	175,300
Transportation Costs	354,265	354,501	384,411	335,800	337,300	340,300	330,500
Occupancy & City Costs	8,082,287	8,423,937	8,670,098	8,221,700	9,113,300	9,390,800	9,703,000
Equipment Costs & Maintenance Agreements	637,979	713,773	661,932	832,500	860,600	805,200	808,000
Contractor & Professional Services	8,260,485	6,864,648	7,021,390	6,579,400	6,317,500	6,309,700	5,955,300
Advertising & Promotions	469,961	420,564	421,411	472,400	534,500	569,500	566,300
Materials, Supplies & Other Services	2,763,726	3,279,325	3,256,099	3,211,200	3,762,800	3,836,200	3,686,000
Finance Other	(10,036)	2,596	60,902	(35,300)	(35,400)	(35,300)	64,700
Transfers	913,207	896,073	980,799	908,200	886,300	976,300	981,273
Debt	0	0	0	0	0	0	0
<b>Other Operating Expenses</b>	<b>21,760,516</b>	<b>21,167,985</b>	<b>21,695,681</b>	<b>20,815,200</b>	<b>22,061,300</b>	<b>22,478,100</b>	<b>22,373,573</b>
<b>Total Expenditures</b>	<b>61,136,844</b>	<b>62,520,500</b>	<b>62,845,761</b>	<b>60,725,100</b>	<b>63,215,400</b>	<b>64,196,614</b>	<b>64,438,401</b>
<b>Revenues</b>							
Supplementary, Railway & Corridors	0	0	0	0	0	0	0
Payments in Lieu	0	0	0	0	0	0	0
Grants	(691,040)	(587,542)	(675,349)	(487,300)	(487,300)	(487,300)	(478,200)
Fees & Service Charges	(23,163,550)	(23,646,297)	(24,369,562)	(24,310,400)	(24,529,000)	(24,391,700)	(23,772,200)
Licenses & Permits	500	500	500	(20,000)	(20,000)	(20,000)	(20,000)
Rents, Concessions & Franchise	(18,366,610)	(18,558,074)	(17,823,631)	(18,459,800)	(19,295,300)	(19,471,800)	(18,979,200)
Fines	0	0	0	0	0	0	0
Penalties & Interest on Taxes	0	0	0	0	0	0	0
Investment Income	(23,960)	(20,703)	(33,460)	(29,400)	(29,400)	(29,400)	(29,400)
Other Revenue	(615,265)	(561,226)	(709,047)	(494,500)	(486,700)	(494,500)	(483,700)
Transfers From	(40,067)	(63,565)	0	(7,500)	0	0	0
<b>Total Revenues</b>	<b>(42,899,992)</b>	<b>(43,436,907)</b>	<b>(43,610,549)</b>	<b>(43,808,900)</b>	<b>(44,847,700)</b>	<b>(44,894,700)</b>	<b>(43,762,700)</b>
Allocations	1,365,100	1,195,240	433,093	1,365,100	1,147,000	543,564	525,625
<b>Net Tax Levy</b>	<b>19,601,952</b>	<b>20,278,833</b>	<b>19,668,305</b>	<b>18,281,300</b>	<b>19,514,700</b>	<b>19,845,478</b>	<b>21,201,326</b>

**Information Technology**

Description	2011 Actuals \$	2012 Actuals \$	2013 Actuals \$	2011 Budget \$	2012 Budget \$	2013 Budget \$	2014 Budget \$
<b>Expenditures</b>							
<b>Labour Costs</b>	<b>12,089,926</b>	<b>12,852,097</b>	<b>13,769,586</b>	<b>12,550,800</b>	<b>13,305,800</b>	<b>13,946,762</b>	<b>14,274,049</b>
Staff Development Costs	83,887	87,885	75,429	90,500	85,500	85,500	85,500
Communication Costs	472,230	463,449	521,787	662,700	587,700	557,700	472,000
Transportation Costs	12,228	14,918	11,733	15,100	15,100	15,100	15,100
Occupancy & City Costs	168,597	159,782	97,325	168,800	173,000	102,100	183,900
Equipment Costs & Maintenance Agreements	3,767,123	3,756,215	3,561,163	4,040,500	3,974,300	4,093,300	4,055,070
Contractor & Professional Services	53,299	156,763	81,612	139,900	139,900	109,900	109,900
Advertising & Promotions	0	0	2,330	0	0	0	0
Materials, Supplies & Other Services	82,657	110,392	83,140	119,700	119,700	109,700	98,000
Finance Other	440	0	0	0	0	0	0
Transfers	0	0	0	0	0	0	0
Debt	0	0	0	0	0	0	0
<b>Other Operating Expenses</b>	<b>4,640,461</b>	<b>4,749,404</b>	<b>4,434,519</b>	<b>5,237,200</b>	<b>5,095,200</b>	<b>5,073,300</b>	<b>5,019,470</b>
<b>Total Expenditures</b>	<b>16,730,387</b>	<b>17,601,501</b>	<b>18,204,105</b>	<b>17,788,000</b>	<b>18,401,000</b>	<b>19,020,062</b>	<b>19,293,519</b>
<b>Revenues</b>							
Supplementary, Railway & Corridors	0	0	0	0	0	0	0
Payments in Lieu	0	0	0	0	0	0	0
Grants	0	0	0	0	0	0	0
Fees & Service Charges	(508,338)	(527,459)	(495,129)	(505,700)	(537,700)	(561,700)	(584,700)
Licenses & Permits	0	0	0	0	0	0	0
Rents, Concessions & Franchise	0	0	0	(2,000)	(2,000)	(2,000)	(2,000)
Fines	0	0	0	0	0	0	0
Penalties & Interest on Taxes	0	0	0	0	0	0	0
Investment Income	0	0	0	0	0	0	0
Other Revenue	0	0	0	0	0	0	0
Transfers From	0	0	0	0	0	0	0
<b>Total Revenues</b>	<b>(508,338)</b>	<b>(527,459)</b>	<b>(495,129)</b>	<b>(507,700)</b>	<b>(539,700)</b>	<b>(563,700)</b>	<b>(586,700)</b>
Allocations	(520,500)	(552,652)	(721,759)	(520,500)	(542,200)	(714,740)	(720,175)
<b>Net Tax Levy</b>	<b>15,701,549</b>	<b>16,521,390</b>	<b>16,987,217</b>	<b>16,759,800</b>	<b>17,319,100</b>	<b>17,741,622</b>	<b>17,986,644</b>

**Strategic Policy**

Description	2011 Actuals \$	2012 Actuals \$	2013 Actuals \$	2011 Budget \$	2012 Budget \$	2013 Budget \$	2014 Budget \$
<b>Expenditures</b>							
<b>Labour Costs</b>	<b>8,090,517</b>	<b>9,119,423</b>	<b>9,941,272</b>	<b>8,421,600</b>	<b>9,220,300</b>	<b>9,972,225</b>	<b>10,284,593</b>
Staff Development Costs	183,753	269,503	225,860	197,100	295,600	251,300	253,600
Communication Costs	33,987	35,212	40,404	46,300	46,400	45,000	45,200
Transportation Costs	40,908	43,566	29,059	41,500	42,600	39,800	39,900
Occupancy & City Costs	0	0	0	0	0	0	0
Equipment Costs & Maintenance Agreements	25,393	27,349	33,014	27,800	27,800	29,100	29,400
Contractor & Professional Services	1,607,689	2,073,904	2,032,802	1,520,600	1,505,000	1,468,700	1,226,200
Advertising & Promotions	221,558	120,588	205,306	246,200	236,400	235,400	235,400
Materials, Supplies & Other Services	128,428	140,093	148,974	174,000	161,300	147,500	147,500
Finance Other	7,368	5,448	4,163	12,000	12,000	12,000	12,000
Transfers	40,000	10,000	0	40,000	21,300	0	1,000,000
Debt	0	0	0	0	0	0	0
<b>Other Operating Expenses</b>	<b>2,289,084</b>	<b>2,725,663</b>	<b>2,719,582</b>	<b>2,305,500</b>	<b>2,348,400</b>	<b>2,228,800</b>	<b>2,989,200</b>
<b>Total Expenditures</b>	<b>10,379,601</b>	<b>11,845,086</b>	<b>12,660,854</b>	<b>10,727,100</b>	<b>11,568,700</b>	<b>12,201,025</b>	<b>13,273,793</b>
<b>Revenues</b>							
Supplementary, Railway & Corridors	0	0	0	0	0	0	0
Payments in Lieu	0	0	0	0	0	0	0
Grants	(115,500)	(113,500)	(120,250)	(95,000)	(95,000)	(114,500)	(114,500)
Fees & Service Charges	(239,385)	(354,206)	(450,512)	(240,800)	(239,300)	(239,300)	(263,300)
Licenses & Permits	0	0	0	0	0	0	0
Rents, Concessions & Franchise	0	0	0	0	0	0	0
Fines	0	0	0	0	0	0	0
Penalties & Interest on Taxes	0	0	0	0	0	0	0
Investment Income	0	0	0	0	0	0	0
Other Revenue	(21,166)	(14,772)	(8,924)	(41,000)	(31,200)	(31,200)	(31,200)
Transfers From	(383,878)	(528,673)	(583,244)	(727,900)	(806,800)	(605,100)	(347,569)
<b>Total Revenues</b>	<b>(759,929)</b>	<b>(1,011,151)</b>	<b>(1,162,930)</b>	<b>(1,104,700)</b>	<b>(1,172,300)</b>	<b>(990,100)</b>	<b>(756,569)</b>
Allocations	0	0	0	0	0	0	0
<b>Net Tax Levy</b>	<b>9,619,672</b>	<b>10,833,935</b>	<b>11,497,924</b>	<b>9,622,400</b>	<b>10,396,400</b>	<b>11,210,925</b>	<b>12,517,224</b>

**Land Development Services**

Description	2011 Actuals \$	2012 Actuals \$	2013 Actuals \$	2011 Budget \$	2012 Budget \$	2013 Budget \$	2014 Budget \$
<b>Expenditures</b>							
<b>Labour Costs</b>	<b>13,837,148</b>	<b>14,306,944</b>	<b>14,834,279</b>	<b>14,262,900</b>	<b>14,693,900</b>	<b>14,953,489</b>	<b>15,227,377</b>
Staff Development Costs	90,402	82,228	134,197	115,900	157,200	167,200	309,400
Communication Costs	54,246	48,789	44,129	55,200	55,200	55,200	50,200
Transportation Costs	205,975	202,242	188,576	177,700	177,700	216,300	224,300
Occupancy & City Costs	0	0	0	0	0	0	0
Equipment Costs & Maintenance Agreements	10,860	8,518	8,499	19,900	19,900	19,900	19,900
Contractor & Professional Services	255,790	193,853	105,820	1,018,200	1,714,100	656,100	511,100
Advertising & Promotions	30,091	66,834	(16,560)	27,700	34,700	34,700	34,700
Materials, Supplies & Other Services	54,459	54,597	56,235	99,900	113,200	113,200	138,400
Finance Other	0	0	0	0	0	0	0
Transfers	48,000	0	0	48,000	0	0	0
Debt	0	0	0	0	0	0	0
<b>Other Operating Expenses</b>	<b>749,823</b>	<b>657,061</b>	<b>520,896</b>	<b>1,562,500</b>	<b>2,272,000</b>	<b>1,262,600</b>	<b>1,288,000</b>
<b>Total Expenditures</b>	<b>14,586,971</b>	<b>14,964,005</b>	<b>15,355,175</b>	<b>15,825,400</b>	<b>16,965,900</b>	<b>16,216,089</b>	<b>16,515,377</b>
<b>Revenues</b>							
Supplementary, Railway & Corridors	0	0	0	0	0	0	0
Payments in Lieu	0	0	0	0	0	0	0
Grants	0	(5,333)	0	0	0	0	0
Fees & Service Charges	(1,702,864)	(2,536,943)	(3,783,381)	(1,241,600)	(1,406,700)	(2,181,700)	(2,621,700)
Licenses & Permits	(6,901,069)	(9,724,075)	(9,732,279)	(10,635,700)	(10,660,700)	(9,885,700)	(9,445,700)
Rents, Concessions & Franchise	0	0	0	0	0	0	0
Fines	0	0	0	0	0	0	0
Penalties & Interest on Taxes	0	0	0	0	0	0	0
Investment Income	0	0	0	0	0	0	0
Other Revenue	0	(29,826)	0	0	0	0	0
Transfers From	(1,334,908)	(48,000)	0	(1,752,700)	(1,123,000)	(65,000)	(96,370)
<b>Total Revenues</b>	<b>(9,938,841)</b>	<b>(12,344,177)</b>	<b>(13,515,660)</b>	<b>(13,630,000)</b>	<b>(13,190,400)</b>	<b>(12,132,400)</b>	<b>(12,163,770)</b>
Allocations	2,883,400	2,871,598	2,658,011	2,883,400	2,920,200	2,800,668	2,877,823
<b>Net Tax Levy</b>	<b>7,531,530</b>	<b>5,491,426</b>	<b>4,497,526</b>	<b>5,078,800</b>	<b>6,695,700</b>	<b>6,884,357</b>	<b>7,229,430</b>

### Arts and Culture

Description	2011 Actuals \$	2012 Actuals \$	2013 Actuals \$	2011 Budget \$	2012 Budget \$	2013 Budget \$	2014 Budget \$
<b>Expenditures</b>							
<b>Labour Costs</b>	<b>3,353,780</b>	<b>4,169,311</b>	<b>4,383,926</b>	<b>3,449,800</b>	<b>4,135,000</b>	<b>4,448,538</b>	<b>4,507,888</b>
Staff Development Costs	26,917	36,388	27,580	31,400	33,700	25,700	25,700
Communication Costs	12,464	24,793	23,764	19,700	23,700	19,700	19,700
Transportation Costs	13,250	16,826	19,515	32,400	20,800	14,800	14,800
Occupancy & City Costs	136,550	157,341	340,218	149,800	217,600	283,900	387,600
Equipment Costs & Maintenance Agreements	103,132	108,979	111,762	130,600	228,300	218,300	205,800
Contractor & Professional Services	474,959	295,604	312,535	293,800	236,900	304,900	304,900
Advertising & Promotions	161,174	134,889	157,646	157,600	191,700	179,400	179,400
Materials, Supplies & Other Services	424,565	435,424	470,308	583,700	603,300	531,600	526,600
Finance Other	2,574	1,981	2,020	4,400	4,500	3,000	3,000
Transfers	1,907,103	2,030,557	2,144,586	1,939,300	2,006,300	2,112,300	2,184,300
Debt	0	0	0	0	0	0	0
<b>Other Operating Expenses</b>	<b>3,262,688</b>	<b>3,242,782</b>	<b>3,609,934</b>	<b>3,342,700</b>	<b>3,566,800</b>	<b>3,693,600</b>	<b>3,851,800</b>
<b>Total Expenditures</b>	<b>6,616,468</b>	<b>7,412,093</b>	<b>7,993,860</b>	<b>6,792,500</b>	<b>7,701,800</b>	<b>8,142,138</b>	<b>8,359,688</b>
<b>Revenues</b>							
Supplementary, Railway & Corridors	0	0	0	0	0	0	0
Payments in Lieu	0	0	0	0	0	0	0
Grants	(410,379)	(142,525)	(149,744)	(138,200)	(133,900)	(133,900)	(133,900)
Fees & Service Charges	(711,186)	(984,775)	(1,078,845)	(860,700)	(980,000)	(950,000)	(960,000)
Licenses & Permits	0	(16,552)	(14,544)	0	0	0	0
Rents, Concessions & Franchise	(256,445)	(256,757)	(231,609)	(343,700)	(297,000)	(297,000)	(297,000)
Fines	0	0	0	0	0	0	0
Penalties & Interest on Taxes	0	0	0	0	0	0	0
Investment Income	0	0	0	0	0	0	0
Other Revenue	(218,302)	(104,840)	(208,906)	(222,700)	(232,700)	(232,700)	(232,700)
Transfers From	(120,930)	(124,257)	(93,421)	(61,700)	(162,000)	(162,000)	0
<b>Total Revenues</b>	<b>(1,717,242)</b>	<b>(1,629,706)</b>	<b>(1,777,069)</b>	<b>(1,627,000)</b>	<b>(1,805,600)</b>	<b>(1,775,600)</b>	<b>(1,623,600)</b>
Allocations	184,500	209,565	75,621	184,500	216,700	78,655	81,190
<b>Net Tax Levy</b>	<b>5,083,726</b>	<b>5,991,952</b>	<b>6,292,412</b>	<b>5,350,000</b>	<b>6,112,900</b>	<b>6,445,193</b>	<b>6,817,278</b>

### Regulatory Services

Description	2011 Actuals \$	2012 Actuals \$	2013 Actuals \$	2011 Budget \$	2012 Budget \$	2013 Budget \$	2014 Budget \$
<b>Expenditures</b>							
<b>Labour Costs</b>	<b>10,312,587</b>	<b>10,579,641</b>	<b>11,083,366</b>	<b>10,292,400</b>	<b>10,746,300</b>	<b>11,135,715</b>	<b>11,557,210</b>
Staff Development Costs	29,163	20,019	20,300	40,100	38,600	38,600	38,600
Communication Costs	163,041	161,125	170,459	154,800	154,800	166,460	166,460
Transportation Costs	413,234	410,587	452,821	478,700	478,700	477,470	477,470
Occupancy & City Costs	40,313	65,180	64,248	51,900	78,400	76,700	82,500
Equipment Costs & Maintenance Agreements	54,684	60,473	50,825	85,000	85,000	80,000	80,000
Contractor & Professional Services	622,779	658,813	668,036	632,000	643,000	638,000	852,000
Advertising & Promotions	40,095	21,822	16,486	62,500	82,500	74,900	74,900
Materials, Supplies & Other Services	280,011	283,848	289,926	355,300	357,300	332,800	332,800
Finance Other	10,325	9,479	17,319	12,000	12,000	12,000	12,000
Transfers	0	0	0	0	0	0	0
Debt	0	0	0	0	0	0	0
<b>Other Operating Expenses</b>	<b>1,653,645</b>	<b>1,691,346</b>	<b>1,750,420</b>	<b>1,872,300</b>	<b>1,930,300</b>	<b>1,896,930</b>	<b>2,116,730</b>
<b>Total Expenditures</b>	<b>11,966,232</b>	<b>12,270,987</b>	<b>12,833,786</b>	<b>12,164,700</b>	<b>12,676,600</b>	<b>13,032,645</b>	<b>13,673,940</b>
<b>Revenues</b>							
Supplementary, Railway & Corridors	0	0	0	0	0	0	0
Payments in Lieu	0	0	0	0	0	0	0
Grants	0	0	0	0	0	0	0
Fees & Service Charges	(817,163)	(970,103)	(1,020,424)	(955,600)	(1,010,000)	(1,010,900)	(841,200)
Licenses & Permits	(3,256,254)	(3,503,433)	(3,481,613)	(3,456,800)	(3,813,500)	(3,835,300)	(3,764,700)
Rents, Concessions & Franchise	0	0	0	0	0	0	0
Fines	(6,477,685)	(6,185,233)	(6,341,406)	(6,414,600)	(6,959,600)	(6,959,600)	(7,909,600)
Penalties & Interest on Taxes	0	0	0	0	0	0	0
Investment Income	0	0	0	0	0	0	0
Other Revenue	(74,460)	(64,036)	(40,098)	(30,000)	(30,000)	(30,000)	(30,000)
Transfers From	(325,000)	0	0	(325,000)	0	0	0
<b>Total Revenues</b>	<b>(10,950,562)</b>	<b>(10,722,805)</b>	<b>(10,883,541)</b>	<b>(11,182,000)</b>	<b>(11,813,100)</b>	<b>(11,835,800)</b>	<b>(12,545,500)</b>
Allocations	537,500	504,874	523,425	537,500	548,100	546,700	550,000
<b>Net Tax Levy</b>	<b>1,553,170</b>	<b>2,053,056</b>	<b>2,473,670</b>	<b>1,520,200</b>	<b>1,411,600</b>	<b>1,743,545</b>	<b>1,678,440</b>



### Legislative Services

Description	2011 Actuals \$	2012 Actuals \$	2013 Actuals \$	2011 Budget \$	2012 Budget \$	2013 Budget \$	2014 Budget \$
<b>Expenditures</b>							
<b>Labour Costs</b>	<b>5,420,012</b>	<b>5,566,092</b>	<b>5,812,538</b>	<b>5,571,900</b>	<b>5,723,100</b>	<b>6,017,268</b>	<b>6,752,517</b>
Staff Development Costs	18,600	17,082	14,738	28,900	25,200	25,200	31,200
Communication Costs	95,538	90,951	104,131	109,700	95,300	100,300	411,500
Transportation Costs	28,512	26,556	23,655	34,300	30,300	30,300	46,300
Occupancy & City Costs	1,453	55	0	0	0	0	2,000
Equipment Costs & Maintenance Agreements	299,744	295,728	295,492	351,200	297,200	306,000	412,000
Contractor & Professional Services	1,226,327	1,024,293	1,070,756	1,204,200	1,097,600	1,091,600	2,204,200
Advertising & Promotions	35,410	34,219	30,293	107,800	67,800	67,800	216,000
Materials, Supplies & Other Services	567,531	562,978	607,465	679,200	725,200	721,200	937,850
Finance Other	(954,058)	(924,695)	(904,105)	(1,088,500)	(1,088,500)	(1,103,900)	(1,102,900)
Transfers	0	0	0	0	0	0	0
Debt	0	0	0	0	0	0	0
<b>Other Operating Expenses</b>	<b>1,319,057</b>	<b>1,127,167</b>	<b>1,242,425</b>	<b>1,426,800</b>	<b>1,250,100</b>	<b>1,238,500</b>	<b>3,158,150</b>
<b>Total Expenditures</b>	<b>6,739,069</b>	<b>6,693,259</b>	<b>7,054,963</b>	<b>6,998,700</b>	<b>6,973,200</b>	<b>7,255,768</b>	<b>9,910,667</b>
<b>Revenues</b>							
Supplementary, Railway & Corridors	0	0	0	0	0	0	0
Payments in Lieu	0	0	0	0	0	0	0
Grants	0	0	0	0	0	0	0
Fees & Service Charges	(581,266)	(704,164)	(680,207)	(545,800)	(613,800)	(682,800)	(848,800)
Licenses & Permits	(583,680)	(607,690)	(563,880)	(578,500)	(578,500)	(598,500)	(628,500)
Rents, Concessions & Franchise	0	0	0	0	0	0	0
Fines	(8,286,490)	(8,411,542)	(9,711,266)	(8,000,000)	(8,340,000)	(8,500,000)	(8,804,503)
Penalties & Interest on Taxes	0	0	0	0	0	0	0
Investment Income	0	0	0	0	0	0	0
Other Revenue	(4,750)	(23,513)	(19,821)	0	0	(21,000)	(21,000)
Transfers From	(455,470)	0	0	(534,100)	(175,700)	(106,088)	(2,448,216)
<b>Total Revenues</b>	<b>(9,911,656)</b>	<b>(9,746,909)</b>	<b>(10,975,174)</b>	<b>(9,658,400)</b>	<b>(9,708,000)</b>	<b>(9,908,388)</b>	<b>(12,751,019)</b>
Allocations	141,900	143,946	102,301	141,900	144,400	104,968	103,848
<b>Net Tax Levy</b>	<b>(3,030,687)</b>	<b>(2,909,704)</b>	<b>(3,817,910)</b>	<b>(2,517,800)</b>	<b>(2,590,400)</b>	<b>(2,547,652)</b>	<b>(2,736,504)</b>

**Mayor and Members of Council**

Description	2011 Actuals \$	2012 Actuals \$	2013 Actuals \$	2011 Budget \$	2012 Budget \$	2013 Budget \$	2014 Budget \$
<b>Expenditures</b>							
<b>Labour Costs</b>	<b>3,374,072</b>	<b>3,622,979</b>	<b>3,717,988</b>	<b>3,481,600</b>	<b>3,552,100</b>	<b>3,650,626</b>	<b>3,711,797</b>
Staff Development Costs	10,263	17,466	28,277	9,700	9,300	7,300	7,300
Communication Costs	123,631	167,924	130,721	90,300	90,300	110,300	110,300
Transportation Costs	197,752	204,731	203,876	207,400	207,400	207,400	207,444
Occupancy & City Costs	3,055	4,312	5,302	0	0	0	0
Equipment Costs & Maintenance Agreements	3,867	2,692	1,127	6,700	6,700	4,700	4,700
Contractor & Professional Services	884	1,698	1,314	1,000	1,000	1,000	1,000
Advertising & Promotions	16,778	8,819	12,107	1,000	1,000	1,000	1,000
Materials, Supplies & Other Services	115,737	102,097	115,634	306,200	306,200	284,700	284,700
Finance Other	0	0	0	0	0	0	0
Transfers	0	0	0	0	0	0	0
Debt	0	0	0	0	0	0	0
<b>Other Operating Expenses</b>	<b>471,967</b>	<b>509,739</b>	<b>498,358</b>	<b>622,300</b>	<b>621,900</b>	<b>616,400</b>	<b>616,444</b>
<b>Total Expenditures</b>	<b>3,846,039</b>	<b>4,132,718</b>	<b>4,216,346</b>	<b>4,103,900</b>	<b>4,174,000</b>	<b>4,267,026</b>	<b>4,328,241</b>
<b>Revenues</b>							
Supplementary, Railway & Corridors	0	0	0	0	0	0	0
Payments in Lieu	0	0	0	0	0	0	0
Grants	0	0	0	0	0	0	0
Fees & Service Charges	0	0	0	0	0	0	0
Licenses & Permits	0	0	0	0	0	0	0
Rents, Concessions & Franchise	0	0	0	0	0	0	0
Fines	0	0	0	0	0	0	0
Penalties & Interest on Taxes	0	0	0	0	0	0	0
Investment Income	0	0	0	0	0	0	0
Other Revenue	0	0	0	0	0	0	0
Transfers From	0	0	0	0	0	0	0
<b>Total Revenues</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Allocations	0	0	0	0	0	0	0
<b>Net Tax Levy</b>	<b>3,846,039</b>	<b>4,132,718</b>	<b>4,216,346</b>	<b>4,103,900</b>	<b>4,174,000</b>	<b>4,267,026</b>	<b>4,328,241</b>

### Financial Transactions

Description	2011 Actuals \$	2012 Actuals \$	2013 Actuals \$	2011 Budget \$	2012 Budget \$	2013 Budget \$	2014 Budget \$
<b>Expenditures</b>							
<b>Labour Costs</b>	<b>4,083,347</b>	<b>536,886</b>	<b>1,019,206</b>	<b>2,768,700</b>	<b>1,754,800</b>	<b>6,024,840</b>	<b>3,657,500</b>
Staff Development Costs	97,689	119,659	132,622	144,900	131,700	131,700	131,700
Communication Costs	9,284	9,952	12,065	40,000	40,000	26,000	26,000
Transportation Costs	2,460	1,531	980	0	0	0	0
Occupancy & City Costs	647,668	447,819	1,968,927	680,000	680,000	680,000	210,000
Equipment Costs & Maintenance Agreements	3,946	0	0	0	0	0	0
Contractor & Professional Services	325,821	479,113	529,658	414,400	589,400	573,800	571,800
Advertising & Promotions	132,840	79,004	77,144	81,300	81,300	81,300	81,300
Materials, Supplies & Other Services	255,593	198,474	131,909	306,300	206,300	206,300	221,504
Finance Other	14,269,004	15,587,313	17,108,041	9,789,888	10,855,200	13,420,890	13,470,890
Transfers	37,977,245	51,689,129	54,446,869	28,353,900	32,732,300	38,903,500	45,599,500
Debt	0	0	3,524,429	0	478,000	3,954,000	9,869,000
<b>Other Operating Expenses</b>	<b>53,721,550</b>	<b>68,611,994</b>	<b>77,932,644</b>	<b>39,810,688</b>	<b>45,794,200</b>	<b>57,977,490</b>	<b>70,181,694</b>
<b>Total Expenditures</b>	<b>57,804,897</b>	<b>69,148,880</b>	<b>78,951,850</b>	<b>42,579,388</b>	<b>47,549,000</b>	<b>64,002,330</b>	<b>73,839,194</b>
<b>Revenues</b>							
Supplementary, Railway & Corridors	(10,152,267)	(3,918,043)	(7,469,878)	(5,463,600)	(5,463,600)	(4,463,600)	(3,748,600)
Payments in Lieu	(24,837,309)	(24,951,498)	(26,212,991)	(25,000,500)	(24,600,500)	(25,930,000)	(27,200,000)
Grants	0	0	0	0	0	0	0
Fees & Service Charges	(11,954)	(9,168)	(8,083)	(20,000)	(20,000)	(20,000)	(20,000)
Licenses & Permits	0	0	0	0	0	0	0
Rents, Concessions & Franchise	0	0	0	0	0	0	0
Fines	0	0	0	0	0	0	0
Penalties & Interest on Taxes	(9,267,668)	(9,011,929)	(8,966,299)	(7,000,000)	(7,000,000)	(8,000,000)	(8,000,000)
Investment Income	(14,453,477)	(14,459,592)	(14,466,003)	(14,454,600)	(14,454,600)	(14,454,600)	(14,464,600)
Other Revenue	(12,774,359)	(13,698,172)	(15,670,229)	(9,499,000)	(9,462,000)	(10,555,000)	(12,385,000)
Transfers From	(9,088,674)	(8,036,580)	(9,189,044)	(6,223,200)	(6,183,200)	(8,789,200)	(9,293,600)
<b>Total Revenues</b>	<b>(80,585,708)</b>	<b>(74,084,982)</b>	<b>(81,982,527)</b>	<b>(67,660,900)</b>	<b>(67,183,900)</b>	<b>(72,212,400)</b>	<b>(75,111,800)</b>
Allocations	0	0	0	0	0	0	0
<b>Net Tax Levy</b>	<b>(22,780,811)</b>	<b>(4,936,102)</b>	<b>(3,030,677)</b>	<b>(25,081,512)</b>	<b>(19,634,900)</b>	<b>(8,210,070)</b>	<b>(1,272,606)</b>



### 3.0 Appendix 3 - Service Capital Budget Summary – 2014 Approved Funding

Project Number	Project Name	Gross Cost (\$000's)	Recovery (\$000's)	Net Cost (\$000's)	Funding Sources
<b>Fire and Emergency Services</b>					
<b>Stations and Auxiliary Buildings</b>					
CMFS00032	Design and Construction Leased Station 119	1,610	0	1,610	Debt Financing
CMFS00033	Design and Construction of New Fire Station 120	455	0	455	Fire Development Charges Reserve Fund
CMFS00050	Fire & Emergency Services Master Plan Review	38	0	38	Fire Development Charges Reserve Fund
<b>Total Stations and Auxiliary Buildings</b>		<b>2,103</b>	<b>0</b>	<b>2,103</b>	
<b>Vehicles and Equipment</b>					
CMFS00053	Hoses & Fittings, Breathing equipment, Furniture, Appliances	164	0	164	Fire Vehicle & Equipment Replacement Reserve Fund
CMFS00060	Personal Protective Equipment Replacement	956	0	956	Fire Vehicle & Equipment Replacement Reserve Fund
CMFS00062	Personal Protective Equipment Replacement	50	0	50	Fire Vehicle & Equipment Replacement Reserve Fund
CMFS00071	Refurbish Fire Vehicles	222	0	222	Fire Vehicle & Equipment Replacement Reserve Fund
CMFS00081	Replacement of fire vehicles	2,170	0	2,170	Fire Vehicle & Equipment Replacement Reserve Fund
CMFS00121	New Fire Truck - Fire Station 120	200	0	200	Fire Development Charges Reserve Fund
<b>Total Vehicles and Equipment</b>		<b>3,762</b>	<b>0</b>	<b>3,762</b>	
<b>Total Fire and Emergency Services</b>		<b>5,865</b>	<b>0</b>	<b>5,865</b>	
<b>Roads, Storm Drainage and Watercourses</b>					
<b>Bridge and Structure Rehabilitation</b>					
TWBR00021	Bridge Repairs	5,200	0	5,200	Federal Gas Tax Reserve Fund
TWBR00022	Bridge Structure Detail Inspections & Design at various locations	300	0	300	Federal Gas Tax Reserve Fund

Project Number	Project Name	Gross Cost (\$000's)	Recovery (\$000's)	Net Cost (\$000's)	Funding Sources
<b>Total Bridge and Structure Rehabilitation</b>		<b>5,500</b>	<b>0</b>	<b>5,500</b>	
<b>Roadway Rehabilitation</b>					
TWRR00018	Crack Sealing	100	0	100	Roadway Infrastructure Maintenance & Replacement Reserve Fund
TWRR00019	Roadways Rehabilitation	5,826	0	5,826	Debt Financing
TWRR00086	Roadways Rehabilitation	5,270	0	5,270	Federal Gas Tax Reserve Fund
TWRR00096	Roadways Rehabilitation	5,100	0	5,100	Debt Financing
<b>Total Roadway Rehabilitation</b>		<b>16,296</b>	<b>0</b>	<b>16,296</b>	
<b>Major Roads</b>					
TWMR00004	Torbram Road Grade Separation	4,000	0	4,000	City Wide Engineering Development Charges Reserve Fund
TWMR00045	Belgrave Drive Ramp Extension & Widening - Mavis Road to Cantay Road	250	0	250	City Wide Engineering Development Charges Reserve Fund
TWMR00046	Courtneypark Drive East Widening - Kennedy Road to Tomken Road	250	0	250	City Wide Engineering Development Charges Reserve Fund
TWMR00047	Goreway Drive Rail Grade Separation	2,000	0	2,000	City Wide Engineering Development Charges Reserve Fund
TWMR00048	Intersection Capital Program	495	0	495	City Wide Engineering Development Charges Reserve Fund
TWMR00052	Ninth Line Widening - Derry Road to North Limit - Phase 1	3,000	0	3,000	City Wide Engineering Development Charges Reserve Fund / Capital Reserve Fund
TWMR00053	Preliminary Engineering Studies	100	0	100	City Wide Engineering Development Charges Reserve Fund

Project Number	Project Name	Gross Cost (\$000's)	Recovery (\$000's)	Net Cost (\$000's)	Funding Sources
TWMR00071	Mavis Road from Courtneypark Drive to North City Limits	500	0	500	City Wide Engineering Development Charges Reserve Fund
TWMR00111	Second Line over Hwy. 401- Pedestrian/Cycling Bridge (incl. Piers)	500	0	500	Debt Financing
TWMR00140	Square One Drive from Hammerson Drive to Duke of York Blvd	300	300	0	External Recoveries
<b>Total Major Roads</b>		<b>11,395</b>	<b>300</b>	<b>11,095</b>	
<b>Other Engineering</b>					
TWOE00040	Traffic Management Centre	3,925	1,593	2,332	City Wide Engineering Development Charges Reserve Fund / Developer Contributions - Roads / Recoveries from Region and Province
TWOE00056	LED Streetlighting Retrofit Project	3,500	1,400	2,100	Debt Financing / External recoveries
TWOE00086	Cycling Program	1,060	0	1,060	City Wide Engineering Development Charges / Federal Gas Tax Reserve Fund
TWOE00087	Multi-Use Trails along Hanlan Routes	625	0	625	City Wide Engineering Development Reserve Fund
TWOE00088	Site Assessments and Data Management	470	0	470	Capital Reserve Fund
TWOE00089	Noise Wall Program	1,263	0	1,263	Debt Financing
TWOE00090	Pay & Display Parking Meters - City Centre/Lakeshore	160	0	160	Cash In Lieu of Parking - Port Credit / Cash In Lieu - City Centre Off Street Parking
TWOE00091	Property Acquisition	2,540	0	2,540	City Wide Engineering Development Charges Reserve Fund
TWOE00092	Salt Management Program	50	0	50	City Wide Engineering Development Charges Reserve Fund
TWOE00093	Sidewalks	1,000	0	1,000	City Wide Engineering Development Charges Reserve Fund

Project Number	Project Name	Gross Cost (\$000's)	Recovery (\$000's)	Net Cost (\$000's)	Funding Sources
TWOE00094	Customer Self Service Permits	20	0	20	Capital Reserve Fund
TWOE00095	Survey and Control Network	25	0	25	Capital Reserve Fund
TWOE00096	Topographical Updating	145	0	145	Capital Reserve Fund
TWOE00097	Field Equipment Replacement - Traffic Controllers	190	0	190	Capital Reserve Fund
TWOE00098	Traffic Signal Equipment Enhancements	115	0	115	City Wide Engineering Development Charges Reserve
TWOE00099	Traffic Signals - New	770	0	770	City Wide Engineering Development Charges Reserve Fund / Developer Contributions - Traffic Signals Reserve Fund
TWOE00101	Traffic System and ITS	75	0	75	City Wide Engineering Development Charges Reserve Fund
TWOE00105	Noise Wall Program	375	0	375	City Wide Engineering Development Charges Reserve Fund
TWOE00222	Streetlighting	820	0	820	Debt Financing
TWOE00229	New Vehicles & Equipment	195	0	195	Public Works Development Charges Reserve Fund / Capital Reserve Fund
TWOE00255	North Central Works Yard Feasibility Study	50	0	50	Public Works Development Charges Reserve Fund / Capital Reserve Fund
TWOE00297	Permanent Snow Storage Sites-Shared with Region of Peel	1,000	0	1,000	Public Works Development Charges Reserve Fund / Capital Reserve Fund
TWOE00316	Streetlighting	600	0	600	Debt Financing
TWOE00320	Vehicle & Equipment Replacement	1,500	0	1,500	Main Fleet Vehicle & Equipment Replacement Reserve Fund
<b>Total Other Engineering</b>		<b>20,473</b>	<b>2,993</b>	<b>17,480</b>	



Project Number	Project Name	Gross Cost (\$000's)	Recovery (\$000's)	Net Cost (\$000's)	Funding Sources
<b>Storm Drainage</b>					
TWSD00083	Credit River Erosion Control - Behind Steen Drive	740	0	740	Storm Water Development Charges Reserve Fund / Capital Reserve Fund
TWSD00086	Applewood Creek Crossing Improvements - Culvert under Lakeshore Road East	425	0	425	Developer Contributions - Storm Drainage Reserve Fund
TWSD00087	Serson Creek Crossing Improvements - Culvert under Lakeshore Road	425	0	425	Developer Contributions - Storm Drainage Reserve Fund
TWSD00089	Drainage Improvements - Various Locations	100	0	100	Developer Contributions - Storm Drainage Reserve Fund
TWSD00090	Minor Erosion Control Works - Various Locations	80	0	80	Storm Water Development Charges Reserve Fund / Capital Reserve Fund
TWSD00091	Storm Sewer Oversizing - Various Locations	200	0	200	Storm Water Development Charges Reserve Fund
TWSD00092	Monitoring and minor modification of Storm Water Management Facilities - Various Locations	80	0	80	Storm Water Development Charges Reserve Fund
TWSD00114	Land Acquisition - Sawmill Creek Pond #5805 - North of Hwy 403, West of Winston Churchill Boulevard	2,240	0	2,240	Storm Water Development Charges Reserve Fund / Developer Contributions - Storm Drainage Reserve Fund
TWSD00116	New Facility - Sawmill Creek Pond #5805 - North of Hwy 403, West of Winston Churchill Boulevard	950	0	950	Developer Contribution - Storm Drainage Reserve Fund
TWSD00126	Land Acquisition - Storm Water Management Pond #5503 (North 16) - Between 9th and 10th Line	1,730	0	1,730	Storm Water Development Charges Reserve Fund
TWSD00128	New Facility - Storm Water Management Pond #5503 (North 16) - Between 9th and 10th Line	1,000	0	1,000	Storm Water Development Charges Reserve Fund
TWSD00187	Storm Sewer Network Modelling - City-wide Model	100	0	100	Capital Reserve Fund
TWSD00188	SWM Pond Dredging and Rehabilitation - Pond 2601A (Eastgate Business Park)	1,150	0	1,150	Capital Reserve Fund
TWSD00200	Cooksville Creek Flood Storage Facility - Eglinton Avenue East and Kennedy Road (Eastgate Park)	460	0	460	Storm Water Development Charges Reserve Fund / Capital Reserve Fund
TWSD00201	Cooksville Creek Impr & Flood Prot/Paisley Blvd E	5,149	0	5,149	Storm Water Development Charges Reserve Fund
TWSD00203	New Facility - Cooksville Creek Pond #3702 - North of Matheson Boulevard between McLaughl	7,015	0	7,015	Storm Water Development Charges Reserve Fund

Project Number	Project Name	Gross Cost (\$000's)	Recovery (\$000's)	Net Cost (\$000's)	Funding Sources
TWSD00207	Land/Cooksville Creek SWM Pond#3702/N of Matheson Blvd	6,500	0	6,500	Storm Water Development Charges Reserve Fund
TWSD00219	Cooksville Creek Flood Protection Berm Improvement - Helen Molasy Memorial Park	150	0	150	Storm Water Development Charges Reserve Fund
TWSD00240	Lisgar Community Basement Water Infiltration Investigation - Unspecified Improvements	200	0	200	Capital Reserve Fund
TWSD00241	Sixteen Mile Creek Culvert Improvement - Argentia Rd. Extension	1,530	0	1,530	Storm Water Development Charges Reserve Fund
TWSD00242	Stormwater Financing Study, Phase 2, Stages 3 and 4	720	0	720	Capital Reserve Fund
TWSD00275	Flood Evaluation Study - Serson, Applewood, and Little Etobicoke Creeks	350	0	350	Capital Reserve Fund
TWSD00277	Cooksville Creek Flood Protection - Dyking downstream of Central Parkway East, behind Rhonda Valley	1,787	0	1,787	Storm Water Development Charges Reserve Fund
<b>Total Storm Drainage</b>		<b>33,081</b>	<b>0</b>	<b>33,081</b>	
<b>Total Roads, Storm Drainage and Watercourses</b>		<b>86,745</b>	<b>3,293</b>	<b>83,452</b>	
<b>Mississauga Transit</b>					
<b>Buildings</b>					
TWTR00074	Transit Facility Repairs (Minor)	40	0	40	Federal Gas Tax Reserve Fund
TWTR00196	Transit Facility Repairs - City Centre Transit Terminal Washroom Upgrades	425	0	425	Federal Gas Tax Reserve Fund
<b>Total Buildings</b>		<b>465</b>	<b>0</b>	<b>465</b>	
<b>Buses</b>					
TWTR00066	Transit Capital Bus Maintenance - Major Component Rehabilitation/Replacement	2,100	0	2,100	Federal Gas Tax Reserve Fund
TWTR00067	Transit Bus Acquisitions - Growth	3,000	0	3,000	Transit Development Charges Reserve Fund / Federal Gas Tax Reserve Fund
TWTR00079	Transit Farebox Refurbishment	2,500	0	2,500	Federal Gas Tax Reserve Fund
<b>Total Buses</b>		<b>7,600</b>	<b>0</b>	<b>7,600</b>	

Project Number	Project Name	Gross Cost (\$000's)	Recovery (\$000's)	Net Cost (\$000's)	Funding Sources
<b>On-Street Facilities</b>					
TWTR00065	Transit BRT - Construction	24,765	0	24,765	Federal Public Transit Reserve Fund / Debt Financing
TWTR00069	Transit Dundas Corridor Study	3,000	0	3,000	Provincial Move Ontario 2020 Higher Order Transit Reserve Fund
<b>Total On-Street Facilities</b>		<b>27,765</b>	<b>0</b>	<b>27,765</b>	
<b>Other Transit</b>					
TWTR00070	Transit Mini Terminals/Bays/Bus Loops - Replacement	100	0	100	Federal Gas Tax Reserve Fund
TWTR00071	Transit MiWay Signs	400	0	400	Federal Gas Tax Reserve Fund
TWTR00072	Transit Bus Stops/Pads (Accessibility Plan) - Replacement	140	0	140	Federal Gas Tax Reserve Fund
<b>Total Other Transit</b>		<b>640</b>	<b>0</b>	<b>640</b>	
<b>Vehicles and Equipment</b>					
TWTR00073	Transit Capital Equipment Acquisition - Maintenance Section	145	0	145	Federal Gas Tax Reserve Fund
TWTR00078	Transit Security Vehicles & Equipment - Growth - BRT	40	0	40	Transit Development Charges Reserve Fund / Federal Gas Tax Reserve Fund
TWTR00205	Transit Change-Off Vehicle Acquisitions - Replacement	40	0	40	Federal Gas Tax Reserve Fund
<b>Total Vehicles and Equipment</b>		<b>225</b>	<b>0</b>	<b>225</b>	
<b>Total Mississauga Transit</b>		<b>36,695</b>	<b>0</b>	<b>36,695</b>	
<b>Parks &amp; Forestry</b>					
<b>City Wide Facilities</b>					
CMPF00269	Planning and Development Studies - Lifecycle Replacement	150	0	150	Capital Reserve Fund

Project Number	Project Name	Gross Cost (\$000's)	Recovery (\$000's)	Net Cost (\$000's)	Funding Sources
CMPF00325	Site investigations, appraisals, audits & small value acquisitions	100	0	100	Cash In Lieu Of Parkland Dedication Reserve Fund
CMPF00404	Bicycle/Pedestrian System - Multi-Use Trails - Maintenance - Erindale Park (P_060)	224	0	224	Capital Reserve Fund
CMPF00405	Bicycle/Pedestrian System - Multi-Use Trails - Construction - Various Locations	922	0	922	Recreation Development Charges Reserve Fund / Capital Reserve Fund
CMPF00407	Bicycle/Pedestrian System -Construction- Sawmill Valley Trail - Bird Property Link (ORT17A)	221	0	221	Recreation Development Charges Reserve Fund / Capital Reserve Fund
CMPF00417	Bicycle/Pedestrian System_Const_E. Hydro One East CorridorTrail_Etobicoke Creek-BRT(ORT11A)	62	0	62	Recreation Development Charges Reserve Fund / Capital Reserve Fund
CMPF03008	Bicycle/Pedestrian System_Desg&Const_LakeviewCorridorTrail_Lakeshore Road to QEW(ORT20A)	40	0	40	Recreation Development Charges Reserve Fund / Capital Reserve Fund
<b>Total City Wide Facilities</b>		<b>1,718</b>	<b>0</b>	<b>1,718</b>	
<b>Park Facility Installation</b>					
CMPF00275	Sports Fields (New) - 2 Tennis Courts - Whiteoaks Park (P_003)	291	0	291	Developer Contributions - Parks Reserve Fund
CMPF00920	Play Equipment Expansion (New) - Design and Const - Inclusive Playground - Rivergrove Park	409	0	409	Recreation Development Charges Reserve Fund / Capital Reserve Fund
CMPF03024	Play Equipment (New) - New Play equipment - Meadowvale Conservation Area (P_328)	81	0	81	Recreation Development Charges Reserve Fund / Capital Reserve Fund
<b>Total Park Facility Installation</b>		<b>781</b>	<b>0</b>	<b>781</b>	
<b>Park Redevelopment</b>					
CMPF00141	Bridges & Underpasses - Historical Bridge Rehabilitation - Not Yet Named (P_306) - Barbertain Bridge	421	0	421	Capital Reserve Fund
CMPF00384	Playground Redevelopment - Various Sites (11 sites)	950	0	950	Capital Reserve Fund
CMPF00442	Bridges & Underpasses - Repair approaches, decks and railings - Various Community Parks	126	0	126	Capital Reserve Fund

Project Number	Project Name	Gross Cost (\$000's)	Recovery (\$000's)	Net Cost (\$000's)	Funding Sources
CMPF00611	Park Improvements - Glen Erin Dr to Meadowvale Tw Ctr - pathway lighting install - Lake Aquitaine	71	0	71	Capital Reserve Fund
<b>Total Park Redevelopment</b>		<b>1,568</b>	<b>0</b>	<b>1,568</b>	
<b>Parkland Acquisition</b>					
CMPF00256	Community Parkland - Acquisition of F_410 - Not Yet Named (Willowglen School)	7,500	0	7,500	Cash In Lieu Of Parkland Dedication Reserve Fund
<b>Total Parkland Acquisition</b>		<b>7,500</b>	<b>0</b>	<b>7,500</b>	
<b>Parkland Development</b>					
CMPF00469	Community Parks - Design & Construction - Not Yet Named (F_408)	41	0	41	Recreation Development Charges Reserve Fund / Capital Reserve Fund
CMPF00473	Community Parks - Construction - Malton Village Park (P_270)	661	0	661	Recreation Development Charges Reserve Fund / Capital Reserve Fund
CMPF00475	Community Parks - Basic Development - Construction - Not Yet Named F_301 (3669 Mississauga Rd)	310	0	310	Recreation Development Charges Reserve Fund / Capital Reserve Fund
CMPF00480	Community Parks - Park Development - Construction - Not Yet Named P_508	600	0	600	Recreation Development Charges Reserve Fund / Capital Reserve Fund
CMPF03022	Community Parks - Design & Construction of Bridge - Not Yet Named (P_505) (Harris Property)	84	0	84	Recreation Development Charges Reserve Fund / Capital Reserve Fund
<b>Total Parkland Development</b>		<b>1,696</b>	<b>0</b>	<b>1,696</b>	
<b>Parks Operations</b>					
CMPF00230	Park Maintenance - South Common Satellite Depot-Design and Construction	374	0	374	Cash In Lieu Of Parkland Dedication Reserve Fund
CMPF00365	Water Services - Various Neighbourhood Parks	58	0	58	Capital Reserve Fund
CMPF00374	Pathway Reconstruction - Various Locations (10 sites)	464	0	464	Capital Reserve Fund
CMPF00593	Park Maintenance - Various Locations	481	0	481	Capital Reserve Fund

Project Number	Project Name	Gross Cost (\$000's)	Recovery (\$000's)	Net Cost (\$000's)	Funding Sources
CMPF03000	Park Maintenance - Recycling and Garbage Collection Program - Various Community Parks (BR#745)	90	0	90	Capital Reserve Fund
CMPF04079	Huron Park Gazebo (new)- Design and Construction	500	0	500	2009 Special Capital Projects Reserve Fund
<b>Total Parks Operations</b>		<b>1,967</b>	<b>0</b>	<b>1,967</b>	
<b>Sport Field Maintenance</b>					
CMPF00392	Tennis Court Maintenance - Various Locations (5 sites)	95	95	0	Donations
CMPF00560	Lit Sport Field Maintenance - Various Locations (16 sites)	570	0	570	Capital Reserve Fund
CMPF00984	Unlit Sport Field Maintenance - Various Locations (6 sites)	53	0	53	Capital Reserve Fund
<b>Total Sport Field Maintenance</b>		<b>718</b>	<b>95</b>	<b>622</b>	
<b>Urban Forestry</b>					
CMPF00287	Encroachment Management - Surveying and Removal of Encroachments - Various Locations	77	0	77	Capital Reserve Fund
CMPF00296	Emerald Ash Borer Management Program	2,922	0	2,922	Emerald Ash Borer Reserve Fund
CMPF00334	Street Tree Plantings - New Subdivisions & Road Reconstruction - Various Locations	730	0	730	Developer Contributions - Tree Planting Reserve Fund
CMPF00514	Conservation Authority Plantings - Greenbelt plantings - Various Locations	51	0	51	Capital Reserve Fund
CMPF00627	Park Trees - Replacement of dead or vandalized park trees	88	0	88	Capital Reserve Fund
CMPF00925	Playground Trees - Plant new Trees around play structures - Various Locations	30	0	30	Capital Reserve Fund
CMPF00968	Community Tree Planting - Million Tree Program - Various Locations	176	0	176	Capital Reserve Fund
CMPF00977	Street Tree Plantings - Tree Replacements - Various Locations	600	0	600	Capital Reserve Fund
<b>Total Urban Forestry</b>		<b>4,674</b>	<b>0</b>	<b>4,674</b>	

Project Number	Project Name	Gross Cost (\$000's)	Recovery (\$000's)	Net Cost (\$000's)	Funding Sources
<b>Vehicles, Equipment</b>					
CMPF00633	Vehicles & Equipment - Growth Related Equipment - Parks	180	0	180	Public Works Development Reserve Fund / Capital Reserve Fund
CMPF00634	Non-Growth Related Equipment	290	0	290	Capital Reserve Fund
<b>Total Vehicles, Equipment</b>		<b>470</b>	<b>0</b>	<b>470</b>	
<b>Total Parks and Forestry</b>		<b>21,091</b>	<b>95</b>	<b>20,995</b>	
<b>Mississauga Library Services</b>					
<b>Buildings</b>					
CMLS00015	Construction of Meadowvale Branch	800	0	800	Library Development Charges Reserve Fund / Capital Reserve
CMLS00056	Library Lighting Levels	125	0	125	Capital Reserve Fund
<b>Total Buildings</b>		<b>925</b>	<b>0</b>	<b>925</b>	
<b>Materials and Equipment</b>					
CMLS00006	Self-Serve Technology- Workstation Rollout-cash flow funding	656	0	656	Capital Reserve Fund
CMLS00017	Book carts, Specialized Shelving, Desks/ Work Stations	126	0	126	Capital Reserve Fund
CMLS00037	Library Collection Increases to reflect the growth in City	442	0	442	Library Development Charges Reserve Fund / Capital Reserve
<b>Total Materials and Equipment</b>		<b>1,224</b>	<b>0</b>	<b>1,224</b>	
<b>Total Mississauga Library Services</b>		<b>2,149</b>	<b>0</b>	<b>2,149</b>	

Project Number	Project Name	Gross Cost (\$000's)	Recovery \$(000's)	Net Cost (\$000's)	Funding Sources
<b>Business Services</b>					
<b>Communications</b>					
CPBS00016	Communication Master Plan Branding-Phase 2	20	0	20	Reserve for General Contingency
CPBS00017	Communication Master Plan Implementation-Phase 2- Ethnic Media and Advertising Strategy	25	0	25	Reserve for General Contingency
CPBS00023	Knowledge Base System Replacement-Call Centre-2014	100	0	100	Capital Reserve Fund
<b>Total Communications</b>		<b>145</b>	<b>0</b>	<b>145</b>	
<b>Human Resources</b>					
CPBS00001	HR Admin Processes & Forms Automation-BR 561	516	0	516	Capital Reserve Fund
<b>Total Human Resources</b>		<b>516</b>	<b>0</b>	<b>516</b>	
<b>Revenue, Materiel Management and Business Services</b>					
CPBS00011	Implement Electronic Tax Bills	50	0	50	Capital Reserve Fund
CPBS00013	Upgrade of Central Cashiers System	326	0	326	Capital Reserve Fund
<b>Total Revenue, Materiel Management and Business Services</b>		<b>376</b>	<b>0</b>	<b>376</b>	
<b>Total Business Services</b>		<b>1,037</b>	<b>0</b>	<b>1,037</b>	
<b>Facilities and Property Management</b>					
<b>Capital Construction &amp; Improvement</b>					
CPFP00123	2014 Accessibility	159	0	159	Capital Reserve Fund
<b>Total Capital Construction &amp; Improvement</b>		<b>159</b>	<b>0</b>	<b>159</b>	



Project Number	Project Name	Gross Cost (\$000's)	Recovery (\$000's)	Net Cost (\$000's)	Funding Sources
<b>Facility Services</b>					
CPFP00140	City Wide Energy Audit	244	0	244	Facility Repairs and Renovations Reserve Fund
CPFP00142	Parking Lot LED Lighting - Various Locations	242	0	242	Facility Repairs and Renovations Reserve Fund
CPFP00143	Energy Management - Recommissions	108	0	108	Facility Repairs and Renovations Reserve Fund
CPFP00144	LED Lighting Retrofit- VarRecFacilities	314	0	314	Facility Repairs and Renovations Reserve Fund
CPFP00145	Energy Management-Variou s Initiatives	141	0	141	Facility Repairs and Renovations Reserve Fund
CPFP00507	2014 Furniture	168	0	168	Capital Reserve Fund
<b>Total Facility Services</b>		<b>1,216</b>	<b>0</b>	<b>1,216</b>	
<b>Life Cycle Maintenance</b>					
CPFP00168	2014 Security-Lifecycle Replacement-Variou s Locations	153	0	153	Facility Repairs and Renovations Reserve Fund
CPFP00197	Compressor and Chiller Replacement-Tomken Twin Arena	106	0	106	Facility Repairs and Renovations Reserve Fund
CPFP00198	Skylight and Roof Replacement-Central Library North Atrium	257	0	257	Facility Repairs and Renovations Reserve Fund
CPFP00199	Roof Replacement-Civic Centre	711	0	711	Facility Repairs and Renovations Reserve Fund
CPFP00200	Sprinkler Replacement-Civic Centre	152	0	152	Facility Repairs and Renovations Reserve Fund
CPFP00201	Cooling Unit Replacement-Civic Centre Computer Room	212	0	212	Facility Repairs and Renovations Reserve Fund
CPFP00202	Platform Surface Replacement-City Centre Transit Terminal	351	0	351	Facility Repairs and Renovations Reserve Fund
CPFP00203	Roof Replacements-Variou s Locations	1,809	0	1,809	Facility Repairs and Renovations Reserve Fund
CPFP00204	Variou s Emergency Repairs 2014	530	0	530	Facility Repairs and Renovations Reserve Fund
CPFP00229	Compressor Replacement-Meadowvale Four Rinks	75	0	75	Facility Repairs and Renovations Reserve Fund

Project Number	Project Name	Gross Cost (\$000's)	Recovery (\$000's)	Net Cost (\$000's)	Funding Sources
CPFP00230	Boiler Replacement-Hershey Arena	81	0	81	Facility Repairs and Renovations Reserve Fund
CPFP00231	Electrical Repairs-Various Locations	51	0	51	Facility Repairs and Renovations Reserve Fund
CPFP00232	Parapet Window Replacements-Mississauga Valley Community Centre	65	0	65	Facility Repairs and Renovations Reserve Fund
CPFP00233	Refrigeration Piping Replacement-Carmen Corbasson Community Centre	92	0	92	Facility Repairs and Renovations Reserve Fund
CPFP00234	Pathway Lighting-Various Parks	323	0	323	Facility Repairs and Renovations Reserve Fund
CPFP00236	Sprinkler Replacement-Erin Mills Twin Arena	117	0	117	Facility Repairs and Renovations Reserve Fund
CPFP00237	Air Handling Unit Replacements-Erin Mills Twin Arena	461	0	461	Facility Repairs and Renovations Reserve Fund
CPFP00238	Mechanical Replacements-Various Works Locations	325	0	325	Facility Repairs and Renovations Reserve Fund
CPFP00239	Exhaust System Replacements-Various Fire Stations	179	0	179	Facility Repairs and Renovations Reserve Fund
CPFP00240	Kitchen Equipment Replacement-Civic Centre	128	0	128	Facility Repairs and Renovations Reserve Fund
CPFP00241	Interior Finishes-River Grove Community Centre-North Area	334	0	334	Facility Repairs and Renovations Reserve Fund
CPFP00242	Heating, Ventilation, Air Conditioning Replacement (2 units)-Frank McKechnie	122	0	122	Facility Repairs and Renovations Reserve Fund
CPFP00243	Parking Lot Lighting - Various Locations	198	0	198	Facility Repairs and Renovations Reserve Fund
CPFP00246	Structural Repairs-Various Locations	182	0	182	Facility Repairs and Renovations Reserve Fund
CPFP00346	2014 Inspections-VFA Assessments-Various Locations	332	0	332	Facility Repairs and Renovations Reserve Fund
<b>Total Life Cycle Maintenance</b>		<b>7,343</b>	<b>0</b>	<b>7,343</b>	
<b>Total Facilities and Property Management</b>		<b>8,718</b>	<b>0</b>	<b>8,718</b>	

Project Number	Project Name	Gross Cost (\$000's)	Recovery \$(000's)	Net Cost (\$000's)	Funding Sources
<b>Recreation</b>					
<b>City Wide Recreation</b>					
CMRC00005	Meadowvale CC renovation - design & construction	4,000	0	4,000	Cash-in-lieu of Parkland Dedication Reserve Fund / Debt Financing
CMRC00009	Lakeview GC - Upgrade Irrigation System	54	0	54	Capital Reserve Fund
CMRC00018	River Grove CC renovation - Design & Construction	3,720	0	3,720	Cash-in-lieu of Parkland Dedication Reserve Fund
CMRC00074	Renovations and rehabilitation projects	325	0	325	Facility Repairs and Renovations Reserve Fund
CMRC00083	Various Lakeview Golf Course Maintenance	30	0	30	Capital Reserve Fund
CMRC00090	Various BraeBen Golf Course Maintenance	30	0	30	Capital Reserve Fund
<b>Total City Wide Recreation</b>		<b>8,159</b>	<b>0</b>	<b>8,159</b>	
<b>Vehicles, Equipment</b>					
CMRC00028	Hershey POS replacement	125	0	125	Capital Reserve Fund
CMRC00063	Program Furniture and Equipment	510	0	510	Capital Reserve Fund
CMRC00072	Self Service Kiosks -New	100	0	100	Capital Reserve Fund
CMRC00102	Lifecycle Replacement - Fitness Equipment	180	0	180	Capital Reserve Fund
<b>Total Vehicles, Equipment</b>		<b>915</b>	<b>0</b>	<b>915</b>	
<b>Total Recreation</b>		<b>9,074</b>	<b>0</b>	<b>9,074</b>	
<b>Information Technology</b>					
<b>Applications</b>					
CPIT00151	Election System - 2014	80	0	80	Capital Reserve Fund

Project Number	Project Name	Gross Cost (\$000's)	Recovery (\$000's)	Net Cost (\$000's)	Funding Sources
CPIT00175	Desktop Software Licenses-2014-2018	100	0	100	Capital Reserve Fund
CPIT00222	Library Public Printing System Replacement-2014	235	0	235	Capital Reserve Fund
CPIT00228	SAP Unplanned Legislative Changes-2014	100	0	100	Capital Reserve Fund
CPIT00273	IT e3 City Wide Minor Projects - 2014	150	0	150	Capital Reserve Fund
CPIT00364	Automatic Dialing – Announcing Device System Installation	35	0	35	Capital Reserve Fund
<b>Total Applications</b>		<b>700</b>	<b>0</b>	<b>700</b>	
<b>Infrastructure</b>					
CPIT00152	Server , SAN and Backup Replacement-2014	350	0	350	Capital Reserve Fund
CPIT00153	Network Fibre, Wireless Replacement 2014	215	0	215	Capital Reserve Fund
CPIT00167	Network Infrastructure Voice Systems Upgrade-2014	210	0	210	Capital Reserve Fund
CPIT00190	Phone Replacements-2014-2015	250	0	250	Capital Reserve Fund
CPIT00193	VCOM Radio Network Replacement-2014	1,425	0	1,425	Capital Reserve Fund
CPIT00245	IT Service Management Program-2014-2015	150	0	150	Capital Reserve Fund
CPIT00247	Corporate AudioVisual Equipment Purchase & Replacement-2014	100	0	100	Capital Reserve Fund
CPIT00256	Network Access Switches Replacement & Expansion 2014-15	800	0	800	Capital Reserve Fund
CPIT00261	Network Security Enhancement/Replacement - 2014	100	0	100	Capital Reserve Fund
CPIT00272	IT e3 Project Portfolio Management 2014-2015	100	0	100	Capital Reserve Fund
CPIT00275	B1 Data Centre HVAC system upgrade	200	0	200	Capital Reserve Fund
CPIT00277	Business Continuity & Disaster Readiness for IT Systems 2014	250	0	250	Capital Reserve Fund
<b>Total Infrastructure</b>		<b>4,150</b>	<b>0</b>	<b>4,150</b>	

Project Number	Project Name	Gross Cost (\$000's)	Recovery (\$000's)	Net Cost (\$000's)	Funding Sources
<b>PC Replacement and Peripherals</b>					
CPIT00208	PC/Notebook/Tablets/Monitors Replacement-2014	880	0	880	Capital Reserve Fund
CPIT00278	Specialized Peripheral Equipment Replacement - 2014	100	0	100	Capital Reserve Fund
<b>Total PC Replacement and Peripherals</b>		<b>980</b>	<b>0</b>	<b>980</b>	
<b>Total Information Technology</b>		<b>5,830</b>	<b>0</b>	<b>5,830</b>	
<b>Strategic Policy</b>					
<b>Strategic Community Initiatives</b>					
COSP00011	Downtown Infrastructure and Public Realm Plan	70	0	70	Capital Reserve Fund
COSP003729	Cooksville Vision 20/20	175	0	175	Capital Reserve Fund
<b>Total Strategic Community Initiatives</b>		<b>245</b>	<b>0</b>	<b>245</b>	
<b>Total Strategic Policy</b>		<b>245</b>	<b>0</b>	<b>245</b>	
<b>Land Development Services</b>					
<b>Policy Planning</b>					
PBLD0013	Community Improvement Plans - 2014 Phase	100	0	100	Planning Process Update Reserve
PBLD0018	Field Computing and Enhanced Automation	82	0	82	Capital Reserve Fund
<b>Total Policy Planning</b>		<b>182</b>	<b>0</b>	<b>182</b>	
<b>Total Land Development Services</b>		<b>182</b>	<b>0</b>	<b>182</b>	

Project Number	Project Name	Gross Cost (\$000's)	Recovery (\$000's)	Net Cost (\$000's)	Funding Sources
<b>Arts and Culture</b>					
<b>Buildings</b>					
CMCL00041	5 Year Update of the Culture Master Plan	250	0	250	Arts Reserve
<b>Total Buildings</b>		<b>250</b>	<b>0</b>	<b>250</b>	
<b>Heritage Planning</b>					
CMCL00020	Heritage designation surveys and plaques	15	0	15	Capital Reserve Fund
<b>Total Heritage Planning</b>		<b>15</b>	<b>0</b>	<b>15</b>	
<b>Materials &amp; Equipment</b>					
CMCL00027	Furniture and Equipment - Replacement	28	0	28	Capital Reserve Fund
CMCL00034	Public Art Program	100	0	100	Capital Reserve Fund
CMCL00049	Audio Equipment - Monitor Rig	30	0	30	Capital Reserve Fund
<b>Total Materials &amp; Equipment</b>		<b>158</b>	<b>0</b>	<b>158</b>	
<b>Total Arts and Culture</b>		<b>423</b>	<b>0</b>	<b>423</b>	
<b>Total City 2014 Approved Capital Budget</b>		<b>178,054</b>	<b>3,388</b>	<b>174,666</b>	

#### 4.0 Appendix 4 – Summary of Full Time Equivalent

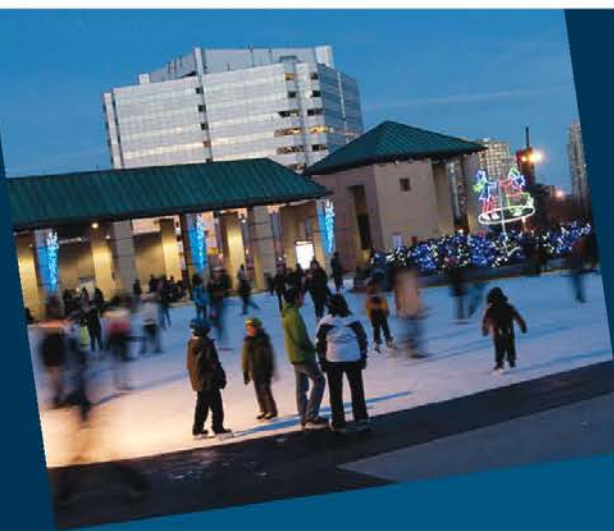
Summary of Full-Time Equivalents (FTE's)		2013	2014	2015	2016
<b>Fire and Emergency Services</b>					
Suppression		616.0	616.0	636.0	656.0
Building Maintenance		2.0	3.0	3.0	3.0
Vehicle Maintenance		10.0	10.0	11.0	11.0
Prevention		39.0	39.0	39.0	39.0
Divisional Support Services		39.0	41.5	42.5	42.5
<b>Total Service Distribution</b>		<b>706.0</b>	<b>709.5</b>	<b>731.5</b>	<b>751.5</b>
<b>Roads, Storm Draining and Watercourses</b>					
Maintenance Control		119.5	120.5	120.5	120.5
Engineering and Capital Works		59.4	59.4	59.4	59.4
Development Construction		12.0	17.0	17.0	17.0
Corporate Fleet Maintenance		27.7	27.7	27.7	27.7
Crossing Guards		68.9	75.5	75.5	75.5
Traffic Management		52.7	57.7	59.7	61.7
Transportation & Infrastructure Planning		47.3	47.3	48.3	56.8
Parking Facilities		2.0	2.0	2.0	2.0
Corporate Support Services Geomatics		31.0	31.0	31.0	31.0
<b>Total Service Distribution</b>		<b>420.3</b>	<b>438.1</b>	<b>441.1</b>	<b>451.6</b>
<b>Mississauga Transit</b>					
Business Development		53.6	54.6	55.6	55.6
Business Systems		19.0	19.0	19.0	19.0
Maintenance		185.2	186.2	186.2	185.2
Office of the Director		3.0	3.0	4.0	4.0
Operations		1,022.8	1,066.8	1,108.8	1,119.8
Transportation Project Office		6.0	6.0	6.0	11.0
<b>Total Service Distribution</b>		<b>1,289.6</b>	<b>1,335.6</b>	<b>1,379.6</b>	<b>1,394.6</b>
<b>Parks and Forestry</b>					
Environment Management		5.0	7.7	7.7	7.0
Forestry		50.4	50.4	49.4	49.4
Park Planning & Development		31.8	32.8	32.5	30.8
Park Maintenance		273.2	275.2	278.2	278.3
Divisional Support Services		2.0	2.0	2.0	2.0
<b>Total Service Distribution</b>		<b>362.4</b>	<b>368.1</b>	<b>369.7</b>	<b>367.5</b>

Summary of Full-Time Equivalents (FTE's)	2013	2014	2015	2016
<b>Mississauga Library</b>				
Central Library Services	72.7	71.2	70.2	69.2
Public Services	212.8	211.0	208.0	206.0
Divisional Support Services	39.0	39.0	39.0	38.0
<b>Total Service Distribution</b>	<b>324.5</b>	<b>321.2</b>	<b>317.2</b>	<b>313.2</b>
<b>Business Services</b>				
Communications	55.6	55.6	55.2	55.2
Finance	67.8	65.8	65.3	65.3
Human Resources	66.5	66.5	68.0	65.0
Revenue & Materiel Management	68.1	69.3	68.3	67.3
<b>Total Service Distribution</b>	<b>258.0</b>	<b>257.2</b>	<b>256.8</b>	<b>252.8</b>
<b>Facilities and Property Management</b>				
Building Maintenance	33.0	33.0	33.0	33.0
Building Operations	39.6	39.6	39.6	39.6
Capital Project Management and Space Planning	33.0	33.0	33.0	32.0
Divisional Support Service	8.0	8.0	7.3	7.3
Realty Services	10.0	10.0	10.0	10.0
Security	54.7	54.7	54.7	54.7
Utilities	4.0	4.0	4.0	4.0
<b>Total Service Distribution</b>	<b>182.3</b>	<b>182.3</b>	<b>181.6</b>	<b>180.6</b>
<b>Recreation</b>				
Recreation Facilities and Programs	607.3	594.7	605.7	614.2
Divisional Support Services	79.0	79.0	77.0	77.0
Golf and Hershey Centre	69.9	76.9	76.9	76.9
<b>Total Service Distribution</b>	<b>756.2</b>	<b>750.6</b>	<b>759.6</b>	<b>768.1</b>
<b>Information Technology</b>				
Information Technology	129.3	124.5	123.5	123.5
<b>Total Service Distribution</b>	<b>129.3</b>	<b>124.5</b>	<b>123.5</b>	<b>123.5</b>
<b>Strategic Policy</b>				
City Strategy and Innovations	24.1	24.5	24.5	24.5
Economic Development	14.5	14.5	15.5	16.5
Internal Audit	8.0	8.0	8.0	8.0
Legal Services	41.5	41.5	41.5	40.5
<b>Total Service Distribution</b>	<b>88.1</b>	<b>88.5</b>	<b>89.5</b>	<b>89.5</b>



Summary of Full-Time Equivalents (FTE's)				
	2013	2014	2015	2016
<b>Land Development Services</b>				
Building Division	80.3	80.9	80.3	80.3
Development and Design	47.0	47.0	47.0	47.0
Policy Planning Division	20.3	20.3	20.3	20.3
<b>Total Service Distribution</b>	<b>147.6</b>	<b>148.2</b>	<b>147.6</b>	<b>147.6</b>
<b>Arts and Culture</b>				
Mississauga Celebration Square	8.0	8.0	8.0	8.0
Heritage	4.0	2.5	2.5	2.5
Culture Operations	37.4	38.2	39.2	39.2
Culture Planning	4.0	4.0	4.5	4.5
Culture Support Services	5.0	5.4	5.5	5.5
<b>Total Service Distribution</b>	<b>58.4</b>	<b>58.1</b>	<b>59.7</b>	<b>59.7</b>
<b>Regulatory Services</b>				
Enforcement Administration	8.0	8.0	8.0	8.0
Animal Services	33.3	33.3	33.3	33.3
Mobile Licensing	14.0	16.0	17.0	17.0
Compliance & Licensing Enforcement	26.8	27.8	28.8	28.8
Parking Enforcement	51.0	53.0	53.0	53.0
<b>Total Service Distribution</b>	<b>133.0</b>	<b>138.0</b>	<b>140.0</b>	<b>140.0</b>
<b>Legislative Services</b>				
Elections	3.0	7.0	3.0	3.0
Provincial Offence Act	20.5	21.5	21.5	21.5
Office of the City Clerk	41.4	41.4	41.4	41.4
Printing and Mail Services	12.5	12.3	12.3	12.3
<b>Total Service Distribution</b>	<b>77.4</b>	<b>82.2</b>	<b>78.2</b>	<b>78.2</b>
<b>Mayor and Members of Council</b>				
Mayor's Office	5.0	5.0	5.0	5.0
Councillor's Office	34.2	34.2	34.2	34.2
<b>Total Service Distribution</b>	<b>39.2</b>	<b>39.2</b>	<b>39.2</b>	<b>39.2</b>

Summary of Full-Time Equivalents (FTE's)	2013	2014	2015	2016
<b>Departmental Business Services</b>				
Community Services	19.5	19.5	19.5	19.5
Corporate Services	8.0	8.0	8.0	8.0
Planning & Building	30.3	30.7	30.7	30.7
Transportation & Works	34.3	33.8	33.8	33.8
<b>Total Service Distribution</b>	<b>92.1</b>	<b>92.0</b>	<b>92.0</b>	<b>92.0</b>
<b>Total FTEs</b>	<b>5,064.3</b>	<b>5,133.3</b>	<b>5,206.8</b>	<b>5,249.5</b>



823 RECREATION FACILITIES  
 24/7, 365 DAYS A YEAR ACCESS TO FIRE  
 \$8 BILLION INFRASTRUCTURE  
 SNOW CLEARED FROM 5,210 KM OF ROADS AND 2,204 KM OF SIDEWALKS  
 POWER SUPPLIED TO 49,234 STREET LIGHTS AND 511 TRAFFIC LIGHTS  
 244 KM OF BICYCLE LANES AND BOULEVARD MULTI-USE TRAILS  
 56 KM OF NOISE BARRIERS  
 223 BRIDGES AND CULVERTS

# City Business Plan

## 2014-2016 Business Plan Update and 2014 Budget

City of Mississauga, Ontario, Canada



1.3 MILLION LIBRARY ITEMS IN MULTIPLE LANGUAGES AND  
 GRASS CUT ON 530 SPORTS FIELDS  
 EQUIPMENT MAINTAINED ON 255 PLAYGROUNDS  
 23,314 RECREATION PROGRAMS  
 530 SPORTS FIELDS  
 511 SIGNALIZED INTERSECTIONS  
 25 ICE RINKS, 18 POOLS AND 11 COMMUNITY CENTRES  
 93 TRANSIT ROUTES, 1.3 MILLION HOURS OF SERVICE  
 102 EVENT DAYS AT CELEBRATION SQUARE AND 505,000  
 6,700 ACRES OF PARKS AND OPEN SPACES  
 5,210 KM OF ROADS  
 RECREATION FACILITIES

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## Forward

Last year the City of Mississauga undertook an extensive process to create a four year, 2013 through 2016, detailed Business Plan and Budget. Approved in December 2012, the 2013-2016 Business Plan and Budget outlines how and where the City plans to allocate resources to provide good value for taxpayers. Reviewed and updated annually, the four year plan is based on the City's four priorities. 2014 marks the second year of Mississauga's four year Business Plan and Budget. For this "Update Year" staff have focused on primarily updating and presenting exceptions and amendments to the four year approved Service Area Business Plans, while still providing comprehensive financial information and forecasts.

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## Our Values

As we move forward in these changing times, and set new goals, it is important to be able to have a consistent frame of reference for decision-making. Our three corporate values are that constant. They are fundamental to the relationship we have with all our stakeholders, and form the basis of how we act.

### Trust

The public trust we uphold. The open and responsive manner in which the City is governed. The City clearly holds the trust of the public at present and this allows us to effectively work with our citizens to achieve our goals. For staff, we understand how important it is; with trust we can achieve anything.

### Quality

The quality of life we provide Mississauga taxpayers. Delivering the right services that add value to our citizens' lives. For staff, we are judged by the public on the quality of service we provide. We also need to stay focused on employees' quality of work life.

### Excellence

The delivery of excellence. Mississauga will achieve excellence in public administration and deliver services in a superior way, at a reasonable cost.



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# Our Vision for the Future

Mississauga will inspire the world as a dynamic and beautiful global city for creativity and innovation, with vibrant, safe and connected communities; where we celebrate the rich diversity of our cultures, our historic villages, Lake Ontario and the Credit River Valley.

**A place where people choose to be.**





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## Table of Contents

<b>Message from the City Manager .....</b>	<b>7</b>
<b>Executive Summary .....</b>	<b>8</b>
<b>Profile of the City.....</b>	<b>14</b>
<b>The Corporation of the City of Mississauga .....</b>	<b>16</b>
<b>Writing the Business Plan .....</b>	<b>18</b>
<b>Year One of Our Four Year Plan Delivered Results.....</b>	<b>21</b>
<b>Priorities for this Business Plan .....</b>	<b>24</b>
Deliver the Right Services.....	24
Implement Cost Containment Strategies.....	27
Maintain our Infrastructure .....	28
Advance on our Strategic Vision .....	32
<b>Service Area Plans .....</b>	<b>40</b>
Roads, Storm Drainage and Watercourses.....	42
Mississauga Fire and Emergency Services.....	43
MiWay Transit.....	44
Recreation .....	45
Parks and Forestry .....	46
Mississauga Library .....	47
Land Development Services .....	48
Legislative Services .....	49
Arts and Culture.....	50
Regulatory Services.....	51
Facilities and Property Management.....	52
Strategic Policy .....	53
Information Technology .....	54
Business Services .....	55
<b>Performance Measures.....</b>	<b>56</b>



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## Message from the City Manager

### Mayor and Members of Council:

Inspiration comes in many different forms. It encourages us to excel in our day-to-day operations and deliver the services that make us a world-class city and global urban centre. As a municipal leader, we continue to inspire the world as a dynamic and beautiful city. Therefore, I am pleased to share with you the progress we have made to date with the City of Mississauga Business Plan and Budget.

You will see as you review our plan update that over the past year, we have achieved success through the four priorities of the Business Plan and Budget: *Deliver the Right Services; Implement Cost Containment Strategies; Maintain our Infrastructure; and Advance on our Strategic Vision.* Keeping in mind the goals of our Strategic Plan, we have made considerable investments in accomplishing our goals.

Our Business Plan and Budget provides a comprehensive framework of where, when and how public dollars are spent. However, even despite the best planning, we must anticipate and be prepared for unknown challenges and new issues that may arise along the way. This makes good planning even more important. In our economic climate, it is crucial to remain resilient. Although resiliency can be tough to achieve at times, we must be ready to take advantage of funding programs when opportunities arise and ensure that we make the best choices and compromises, when needed, for the City.



The City of Mississauga remains committed to providing quality services and maintaining infrastructure while continuing to build our City for the future in a fiscally responsible manner. For the 10<sup>th</sup> year in a row, Standard and Poor's Rating Services has reaffirmed the City's 'AAA' credit rating. This rating refers to our "strong economic fundamentals, very positive financial management and liquidity and low debt burden."

In the pages that follow, you will see in greater detail how our plan is moving forward in areas such as our waterfront, downtown, culture, economic development, transit and the environment. You will also see the work we are doing to plan and manage our challenges around storm water and the highly destructive Emerald Ash Borer (EAB) insect. This progress is giving life to our vision of Mississauga as "a place where people choose to be."

Our Business Plan and Budget affects everyone, which is why we encourage our stakeholders to get involved. We welcome public input. Residents can visit the City's website, attend a Budget Committee meeting or contact their ward councillor for more information.

A handwritten signature in black ink that reads "Janice Baker". The signature is fluid and cursive.

**Janice M. Baker, FCPA, FCA**  
**City Manager and Chief Administrative Officer**  
**City of Mississauga**

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## Executive Summary

The City of Mississauga has before it many opportunities to continue to evolve as a place where people chose to be. It is a modern, vibrant 21<sup>st</sup> century community that is still growing culturally and in its service provision.

Council and the community worked hard to develop a Strategic Plan - *Our Future Mississauga* - that outlines the strategic interventions we need to make over the coming decades to achieve this vision, while retaining the commitment to providing quality services and infrastructure in a fiscally responsible manner. The plan will be implemented in a thoughtful way, leveraging partnerships throughout the community and beyond. Property taxes alone will not be able to fund the plan.

In recent years, the City has developed more detailed master plans around culture, the environment, our downtown, cycling, recreation, parks, our library system, higher order transit, older adults, youth, economic development and others.

The City faces challenges in finding the balance that will meet Council and the community's expectations on service levels and taxation, while continuing to be aspirational. Our Business Plan affords us the opportunity to step back and evaluate our external environment and internal processes, and adjust goals, service levels, and programs in the context of our Strategic Plan and progressive financial planning. It outlines how and where the City plans to allocate resources to provide good value for taxpayers in a disciplined, coordinated and transparent way. A significant focus of this plan is on maintaining existing services, including infrastructure. Additional service investments focus mostly

on continued transit expansion and the Emerald Ash Borer program to protect our city-owned urban forest.

### **The City of Mississauga is a global urban centre by any measure:**

- With a population of 745,000, it is the sixth largest city in Canada and the 24<sup>th</sup> largest in Canada/United States;
- Mississauga's total land area of almost 30,000 hectares is larger than Paris, Boston and Seattle;
- Environics have reported that 96 percent of citizens are satisfied with Mississauga as a place to live;
- Mississauga has the third largest municipal transit system in Ontario and the largest international airport in Canada, Toronto Pearson;
- Mississauga has a beautiful waterfront, resting on the shores of Lake Ontario, as well as a thriving downtown;
- Mississauga is home to 54,000 businesses, of which 62 are Canadian head offices of Fortune 500 corporations, providing 413,000 jobs;
- The City is home to many cultures and faiths, with over 70 languages spoken;
- The services delivered by City of Mississauga are highly valued by residents and businesses and funded with one of the lowest tax rates in the Greater Toronto Area, on an infrastructure base valued at over \$8 billion; and
- Mississauga was ranked 1<sup>st</sup> in the Mid-Size Cities of the Future category in Foreign Direct Investment magazine's ranking of cities across the American continents. The City also ranked 2<sup>nd</sup> for economic potential and 4<sup>th</sup> for infrastructure.

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Like most municipalities in the world, the City faces challenges. Residents and businesses continue to face economic challenges. City Infrastructure is aging and will require increased funding to maintain a state of good repair. Unplanned matters such as severe weather and new invasive insects need to be responded to. Choices need to be made to ensure we continue to deliver the services our residents value, in a fiscally responsible manner.

The 2014-2016 Business Planning Process engaged all service leaders in the city and challenged them to bring forward their best thinking on how to resource and carry out the right business plans, plans that strike a balance between meeting service expectations and achieving fiscal restraint.

Through a process of reviewing existing service levels, continuous improvement and examining past performance we feel we have proposed a fiscally responsible Business Plan and Budget for Council's consideration that, resources the right things in the right way, in the right sequence, with the right co-ordination.

This is an exciting, but demanding time, and staff remain flexible to adjust these plans in any way that Council directs.

The 2014 Business Plan updates our four year plan to ensure that Council has the best information possible as they make business and budget decisions. This plan focusses delivering city services around four key priorities:

- *Deliver the Right Services;*
- *Implement Cost Containment Strategies;*
- *Maintain our Infrastructure; and*
- *Advance on our Strategic Vision.*

## **Deliver the Right Services**

*Balance citizen expectations with fiscal reality.*

Mississauga has a reputation as a leader in municipal service provision.

In 2012, Mississauga was ranked third overall out of 30 of Canada's largest cities for satisfaction with municipal services by Forum Research Inc. Ninety six per cent of citizens are satisfied with their City as a place to live (Environics). The services that the City provides are important to our stakeholders and the foundation for our quality of life.

There are many variables that can impact positively or negatively the ability to maintain services every day, be they political, social, economic, technological, environmental or legal. In particular, policy at the provincial and federal levels often impacts the City's services and adds to the complex web of service delivery offerings in over 200 separate lines of business.

The City of Mississauga remains committed to providing quality services and maintaining infrastructure while continuing to build our City for the future in a fiscally responsible manner. This business plan balances citizen's expectations with fiscal reality. Within each service area the Business Plan explains the service delivery model; current service levels; how customers are engaged; service goals and objectives the resources required and the steps taken to contain costs. Performance is measured through a balanced scorecard.

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## Implement Cost Containment Strategies

### *Demonstrate value for money*

Understanding current economic conditions and that public demand for accountability and value for money is increasing, it is more important than ever that our Business Plans demonstrate fiscal prudence. Citizens expectations are changing as well, and Council, while showing an appetite for cost reductions where possible, have been clear to staff that there is no interest in significant service reductions

Staff were directed again to review their base budgets to find savings and efficiencies. Every year this proves to be a more challenging task for staff as Mississauga's priority is to keep services at acceptable levels, while continuing to provide new initiatives to keep our city a desirable place to be. For 2014, \$7.9 million amount of savings were identified. These savings have resulted in the 2014 Budget for maintaining our services only increasing at the rate of inflation despite significant cost pressures above inflation.

This year's budget reflects \$7.9 million in efficiencies and reductions through a range of opportunities such as: leveraging technology to introduce more self-serve options; automating processes and forms; implementing various technological efficiencies; collecting and storing artifacts using a leased space model; continuing with the energy conservation measures like LED street lighting; introduction of a new Administrative Penalty System to reduce cost backlog and increase effectiveness; more cost effective benefit plans; increasing user fees and general cost reduction in many smaller ways.

## Maintain our Infrastructure

### *To ensure we remain competitive*

Services that are provided by the City of Mississauga are dependent on safe and reliable infrastructure. The future success of our city depends on Mississauga remaining competitive with other major urban cities by maintaining our infrastructure, ensuring it is modern and that it meets the needs of our diverse and changing city.

The total asset value of Mississauga's infrastructure is \$8 billion. While Mississauga's infrastructure is fairly new, and in relatively good shape, it is taking more and more funding to keep it that way. In addition to our need for funding for state of good repair, we require investment in our storm water infrastructure, which was highlighted in the severe storm and flooding of July 8, 2013. Increased intensity of weather events and upstream development requires improvements in our storm infrastructure to mitigate flooding. To finance these improvements the City is planning to implement a dedicated Storm Water User Fee.

A properly funded preventative maintenance and renovation program is less costly and eradicates the need for emergency repair or complete replacement, which always costs more. However, even despite the best planning, we must anticipate and be prepared for unknown challenges and issues that arise along the way.

In order to remain resilient and plan for the future, this Business Plan & Budget continues to recommend a two per cent capital infrastructure and debt repayment levy with one per cent allocated to fund capital infrastructure and one per cent to debt repayment of principal and interest. This levy will help ensure the long term financial sustainability of the

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capital program. However, even with this large investment our infrastructure gap continues to widen, as it does for communities throughout Canada, highlighting the need for sustainable funding from other levels of government.

This Business Plan provides for projects such as: completion of Transit Project Assessment Process (TPAP) for Light Rail Transit on Hurontario/ Main Street; rehabilitation of six bridge structures and 24 kilometres of road pavement; three new stormwater pond facilities; six kilometres of new sidewalk; completion of Torbram Road grade separation project and commencement of the Goreway Drive grade separation project; relocation of Fire Station 119; acquisition of five acres of parkland; relocation of Woodlands Library and Meadowvale Community Centre; opening of the Westacres pool and the opening of River Grove Community Centre in July 2014.

## **Advance on our Strategic Vision**

*To ensure Mississauga is a global urban city recognized for its Municipal leadership*

After the largest public engagement initiative in the City's history with residents and businesses, in April 2009 Council approved Our Future Mississauga which defined the five Strategic Pillars for Change that needed to be addressed to achieve our vision over the next 40 years.

In recent years, the City has developed more detailed master plans around culture, the environment, our downtown, cycling, recreation, parks, our library system, higher order transit, older adults, youth and economic development to name a few.

The plan will be implemented in a thoughtful way, leveraging partnerships throughout the community and beyond. Property taxes alone will not be able to fund the plan and we must be ready to take advantage of partnership opportunities.

Through the Strategic Action Plan, the City can be confident that it is targeting investment in the right areas.

The Business Plan allocates the resources to advance on that vision over the next three years and a progress report on the Strategic Plan is issued annually. Demonstrating linkage to the Strategic Plan was a key step in developing all the service area plans.

This strategic priority will be achieved through: increased operations and maintenance to ensure the success of the new transitway scheduled to open in 2014; artifact preservation and collection services; strengthening of Public Art; grant support to local arts and cultural organizations; the development of a Mississauga Integrated Community

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Energy Plan; E-Recreation Guide Strategy; advancement with Inspiration Lakeview; opening of Sheridan College Phase Two; Information Communications Technology (ICT) Outreach Program; Life sciences Outreach Program; implementation of Mississauga's Sport Plan; creation of community gardens; and the creation of the waste diversion plan.

Fiscal reality makes our investments modest but we continue to be aspirational and prepared for funding opportunities and partnerships.

## Financial Implications

The Business Plan and Budget focuses primarily on preserving existing service levels and delivering these services in a cost effective manner, as well as providing for some priority strategic investments, infrastructure upgrades, and capital maintenance. It balances the increased costs to deliver services to the community with reasonable tax impacts. The proposed 2014-2016 Business Plan Update and 2014 Budget has been developed ensuring that the Corporation delivers value for every tax dollar raised.

Mississauga's property tax bill includes funding for three organizations (as it is a two-tier structured municipality) – City of Mississauga, the Region of Peel, and the Province of Ontario (for education purposes). The City's Business Plan and Budget only impacts the City portion of the tax bill which is 31 per cent of the residential tax bill and 19 per cent of the non-residential tax bill.

According to Statistics Canada and the Fraser Institute, in terms of total taxes paid by an individual or business in Canada (including sales, income and all other taxes), municipalities receive a much smaller share than both the Provincial and Federal governments. For example, Ontario municipalities receive only 11 cents of every tax dollar raised in Ontario, yet own 65 per cent of the capital infrastructure. The Provincial and Federal governments receive 34 cents and 55 cents and own 32 per cent and 3.2 per cent of the capital infrastructure, respectively. This makes budgeting a challenge at the municipal level.

The 2014-2016 Business Plan and 2014 Budget is segmented into four components:

- Maintaining Current Service Levels;
- Operationalizing Prior Decisions;
- New Initiatives and Revenues; and
- Special Purpose Levies which includes fixed funding for replacing city-owned Ash trees, providing sustainable funding for the City's infrastructure, and proposed for Council's consideration in 2014, funding for UTM's new Institute of Management and Innovation Complex.

The following chart illustrates the impact on the property tax bill by major category.

Additional information related to the City's Budget is located in the "City Budget and Financial Overview" section of this plan.

Drivers of Operating Budget Costs	2014 %	2015 %	2016 %
Costs to Maintain Current Service Levels	1.6%	1.8%	-0.1%
Costs Incurred to Operationalize Prior Decisions	0.8%	0%	0.1%
New Initiatives/Revenues	0.8%	1.6%	2.3%
<b>Special Purpose Levies</b>			
Emerald Ash Borer Management Plan	0.8%	0%	0%
Capital Infrastructure Levy and Debt Repayment Levy	2.0%	2.0%	2.0%
UTM Funding	0.3%	0%	0%

<b>Impact on Total Residential Tax Bill</b>	<b>1.9%</b>	<b>1.7%</b>	<b>1.3%</b>
<b>Impact on Total Commercial Tax Bill</b>	<b>1.2%</b>	<b>1.0%</b>	<b>0.8%</b>

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## Profile of the City

The City of Mississauga is located on the shores of Lake Ontario, to the west of the City of Toronto. It is an area municipality within the Region of Peel, Ontario, Canada with a population forecast to grow to 812,000 in the next 20 years.

Founded in 1974, it has grown from a collection of villages with a population of 220,000 to a large global urban centre with 745,000 residents, 54,000 businesses and the home of 413,000 jobs. Mississauga is a net importer of jobs, is the sixth largest city in Canada and the 24<sup>th</sup> largest in Canada/United States.

Immigration and mobility patterns have seen the City of Mississauga become one of the most culturally diverse cities in the world. More than half of the city's population is foreign-born and has a mother tongue that is not one of the two official languages. However, the majority speak English and are ready to participate in their new community as represented by the fact that three quarters of immigrants in Mississauga become citizens of Canada.

With seven major highways, the largest international airport in Canada, excellent inter-regional public transportation links and strategically located in the heart of the Greater Golden Horseshoe, Mississauga has easy access to global markets and skilled knowledge workers with connections throughout the world. In addition to the thousands of small businesses, Mississauga is home to 62 Canadian head offices of Fortune 500 companies. The key sectors are: Life Sciences; Advanced Manufacturing; Finance, Insurance & Real Estate (FIRE), and Information and Communication Technologies (ICT). The City has received a "AAA" credit rating from Standard and Poor's for many years. The City did not issue debt for over thirty years until it issued debt in 2013. The issuance of

Sciences; Advanced Manufacturing; Finance, Insurance & Real Estate (FIRE), and Information and Communication Technologies (ICT).

Governed by the Mayor and 11 Councillors, The City provides services in the areas of Roads; Fire and Emergency Services; Transit; Recreation; Parks & Forestry; Libraries; Arts and Culture; Regulatory; Legislative; Land Development Services, and supporting services to maintain them. Like other municipalities, the City has a mandate to be open and transparent, and ensure that its services are accessible, both physically and financially.

The 12 elected officials also sit on the Region of Peel Council, which provides services to Mississauga, Brampton and Caledon in the areas of Public Health; Waste Management; Social Housing; Long Term Care; Water and Wastewater, Paramedics; TransHelp, and Ontario Works.

In 2009, Council and the community developed an ambitious *Strategic Plan*, focused on five Strategic Pillars for Change: Developing a Transit-Oriented City; Ensuring Youth, Older Adults and New Immigrants Thrive; Completing our Neighbourhoods; Cultivating Creative and Innovative Businesses, and Living Green. In 2010, Council updated its *Official Plan* to reflect the *Strategic Plan* and ensure that the technical instruments required to fulfill the vision were in place.

The Corporation has remained an award-winning organization for many years, living up to its tag line of *Leading Today for Tomorrow*, with awards being received in multiple technical areas, disciplines and community projects. debt has been anticipated and planned for many years and will be governed by an extensive debt policy that ensures the prudent use of debt.



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More detail on the City of Mississauga is available on its website at [www.mississauga.ca](http://www.mississauga.ca).

**Demographic facts about the City of Mississauga**

- The population of Mississauga increased by 6.7 per cent from 2006 to 2011;
- The proportion of married-couple families is higher in Mississauga than in the rest of the country;
- 67.7 per cent of couples have children, 15 per cent higher than the rest of Canada;
- 16.4 per cent of families in Mississauga are lone-parent;
- The average household size in Mississauga is three persons, ahead of the 2.5-person country average;
- Two fifth of the housing stock in Mississauga was constructed before 1980, in comparison to Canada which was nearly three fifths;
- Although detached and apartment units represent the largest and second largest share of the housing, the City's housing stock is more diversified than the national, provincial and Toronto CMA stock. Mississauga has a smaller proportion of detached units and larger shares of townhouses and semi-detached units. Mississauga also has one third of its housing stock comprised of apartment units;
- Home ownership is stronger in Mississauga than the rest of the country, with three quarters of its housing under ownership tenure, as opposed to two thirds for the country;

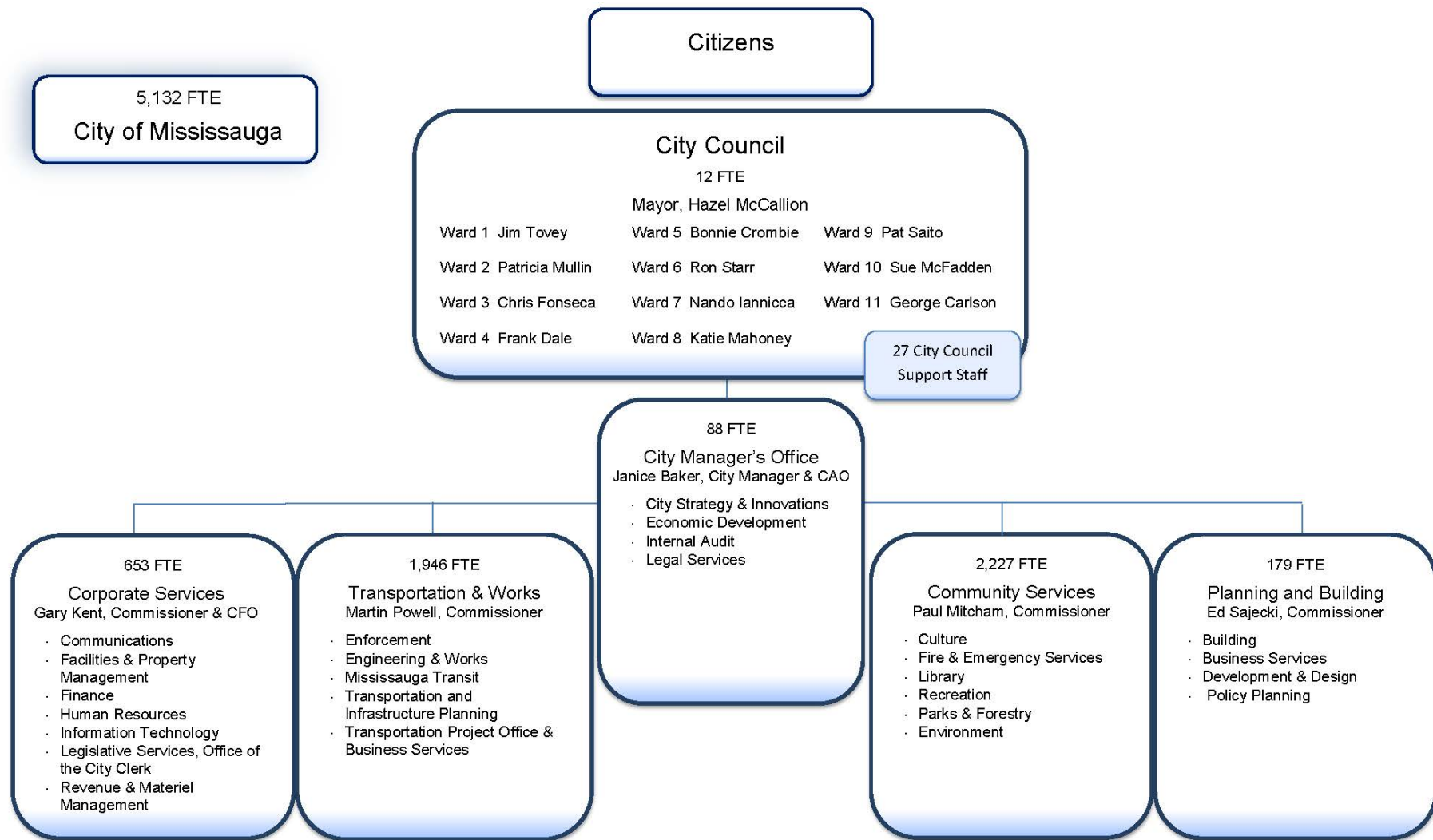
- The top five non-official languages spoken at home in Mississauga are: Chinese languages; Urdu; Polish; Punjabi and Arabic;
- In Mississauga, over half of the immigrant population is from Asia and the Middle East. This is followed by Europe (25 per cent) and Americas (13 per cent);
- Between 2001 and 2006, Mississauga took in 17 per cent of immigrants to the Toronto CMA. Currently the immigrant population represents 53 per cent of Mississauga's population; and
- In Mississauga, 87.3 per cent of population has Canadian citizenship, while 12.7 per cent of population are not Canadian citizens.



Civic Centre and the Living Arts Centre

# The Corporation of the City of Mississauga

The following chart provides the 2014 Organizational Chart for The Corporation of the City of Mississauga by departments, which includes Full-Time Equivalents (FTEs).



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### City Employee Profile

Employees are an important asset in any organization and a number of trends and emerging issues are monitored to ensure employee programs are modern and effective.

- The average age of a City full-time worker is 46 years. This has been stable for the past eight years. The average age of temporary workers has dropped from 39 years in 2002 to 31 years today; Average service for full time staff remains at 14 years and for temporary employees, four years;
- The City's workforce gender breakdown has not changed significantly since 2002. The temporary workforce continues to be female-dominated. This is largely due to Recreation and Library temporary positions which attract more female workers. Males continue to dominate the City's permanent workforce due to high numbers of employees in the traditionally male-dominated occupations such as Firefighter, Works Labourer and Transit Operator. 48 per cent of supervisory staff are female. A majority of permanent and temporary employees both work and live in Mississauga;
- Gen X make up 61 per cent of the City's permanent workforce. The Baby Boomer generation is in decline, but is still 28 per cent of the City's permanent workforce. Millennials dominate the temporary workforce (70 per cent); this is generally driven by the high concentration of temporary Recreation and Parks positions;
- The City's non-union salary structure is performance-based with employees reaching grade maximum within five to 14 years. The number of salaried non-union employees at the top of grade is 38 per cent;

- While overall staff turnover remains low (3.8 per cent, Gen X'ers (ages 40-49) remain the largest group of employees choosing to leave; and
- There continues to be a significant increase of staff eligible to retire over the next three years from 282 in 2013 to 550 in 2016. This will continue to pose a significant talent risk to the organization.

### Corporate Social Responsibility

- The Corporation is fundamentally focused on delivering service to its residents, businesses and stakeholders. In addition to the service provision mandate, many are also volunteers. Like the community, they volunteer in community sports, arts, social services and health care.
- Over the last 10 years, staff have raised and donated over \$1.9 million to the United Way of Peel and over \$1.1 million for the *Jerry Love Foundation* for kids since its inception. Mississauga Firefighters have demonstrated their commitment to serve locally and act globally by participating with Firefighters Without Borders. In 2013 several off duty firefighters travelled to Honduras where they trained volunteer and full time firefighters in auto extrication techniques and hazardous materials response. Planning is currently underway for Mississauga firefighters to lead the first ever Central American Auto Extrication Competition and Symposium in May 2014. Working closely with partners such as World Vision Canada, our firefighters have collected used fire equipment and personal protective equipment from fire departments across Canada. In 2013, \$1.1 million in previously used gear has been sent to Nicaragua, Honduras, and Costa Rica.

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# Writing the Business Plan

## The Role of the Business Plan

Mississauga's Business Plan & Budget is the guide for using our limited resources wisely and it allows the City to stay focused on our goals while remaining flexible to manage changing needs and expectations. More specifically,

*"The Strategic Plan will guide our goal-setting process, identify projects that should be given priority and have resources allocated to make them happen, including consideration for priority funding. In this way, the Strategic Plan is a critical part of the City Business Planning and Budget process.*

*Think of the Business Plan as a document that bridges the Strategic Plan with day-to-day work plans and the budget. It allows the City to look ahead, focus on key activities, allocate resources, prepare for opportunities and risks, and set priorities accordingly. Most important, the Business Plan ensures that all City Departments are moving in the same direction.*

*The Strategic Plan is bold and visionary. We don't have the financial resources or the organizational capacity to do everything at once. With all of our ongoing priorities and exciting new ideas, choices need to be made.*

*By setting the right priorities, creating achievable actions and tracking our progress against our strategic goals, we will realize Mississauga's potential to be a great 21<sup>st</sup> century city."*

*-Strategic Action Plan, 2009*

## Approach

The Business Plan and Budget have been fully integrated with the objective of laying out information in a transparent manner to allow Council and interested stakeholders the opportunity to understand how their tax dollars are being spent. The City's Business Plan and Budget is reviewed and updated annually. Every two years a detailed Business Planning process is undertaken. In alternate years the Business Plans are refreshed to adjust for new information and events. This Business Plan for 2014 reflects a refresh year of the 2013-2016 Business Plan and Budget.

The proposed Business Plan provides a balance between citizens' service expectations and fiscal restraint. It considers the increased cost pressures to deliver services that meet the service demands of the community, balanced against reasonable tax impacts.

This document provides Council and the community with more information on existing services and the proposed changes to them.

After Budget Committee decisions are made, the documents will be revised to ensure our plans moving forward are accurate, clear and transparent.

"Strategy without implementation is the slowest route to victory. Implementation without strategy is the noise before defeat."

*Adapted from Sun Zhou 500 BC*

## The Structure of the Service Area Business Plans

The City's Business Plan & Budget document is divided into two key sections: The City Business Plan and The Budget and Financial Overview. The Business Plan focuses on the overall story of the City, how the Business Plans of the City tie to the strategic goals of the Corporation, and how the plans focus on priorities set out in the Strategic Plan. The Budget predominantly speaks to Mississauga's financial position and proposes financial scenarios to deliver the initiatives set out in the proposed Business Plans. Included in the City Business Plan are fourteen individual Service Area Plans.

The service area plans ultimately provide more depth and context about each service the City delivers, to understand where investments are being made and help the readers learn about services that they may not be as familiar with.

The service area plans included in this document represent all services provided by the City and are as follows:

- Roads, Storm Drainage and Watercourses;
- Mississauga Transit;
- Parks and Forestry;
- Mississauga Library;
- Business Services;
- Mississauga Fire and Emergency Services;
- Facilities and Property Management;
- Recreation;

- Information Technology;
- Strategic Policy;
- Land Development Services;
- Arts and Culture;
- Regulatory Services; and
- Legislative Services.

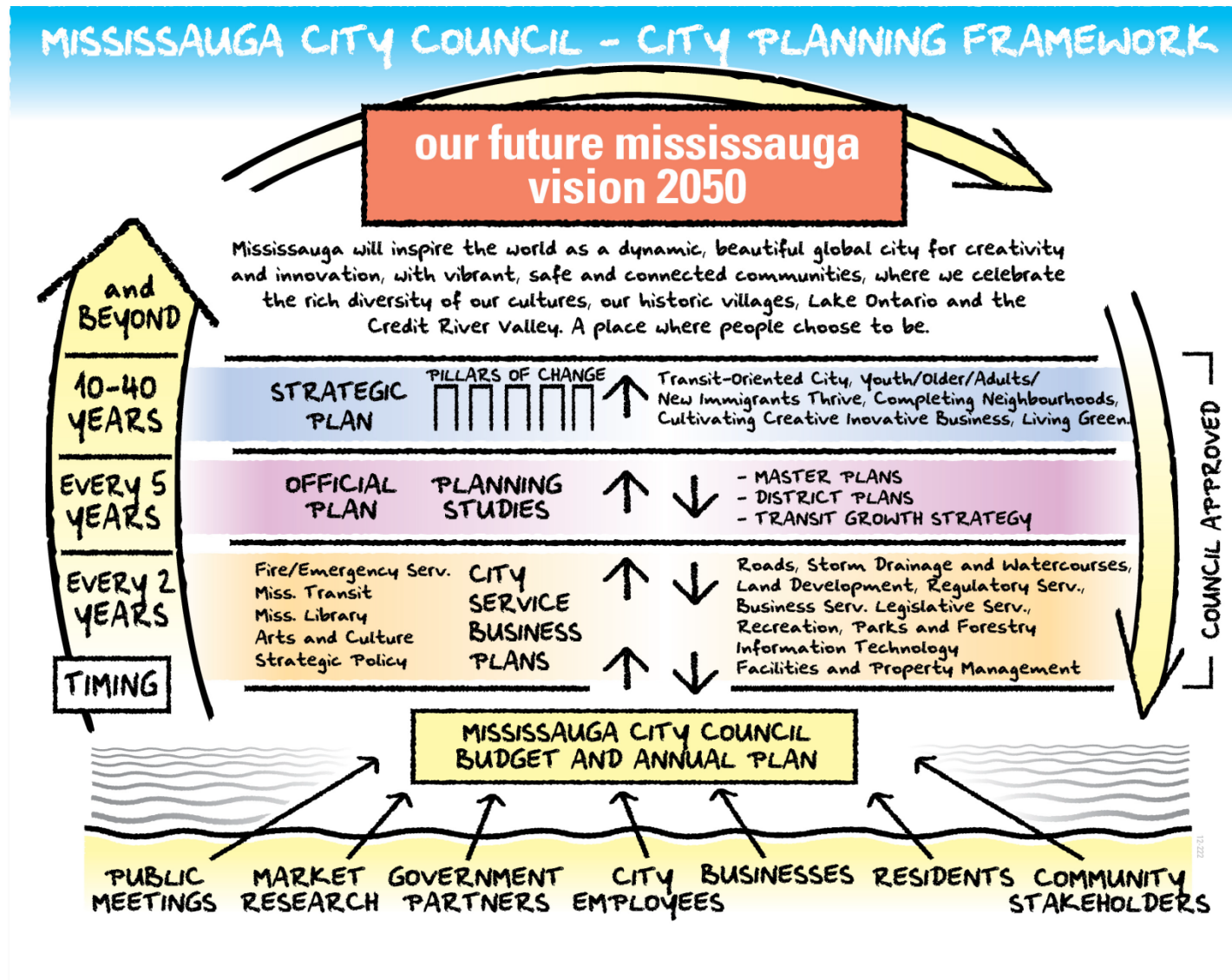
## Budget Requests

Throughout the document, reference is made to a Budget Request (BR) which is the tool to propose new revenues, or efficiencies, report additional resources to deliver service, or any recommended changes to staffing levels. The BR allows staff to share ideas across divisional boundaries and incorporate the full cost of providing that change, regardless of organizational responsibilities. If proposed, a service area plan will refer to a BR and contain a summary of each BR.





The City Planning Framework diagram shows direct and indirect links from the Business Plan and Budget to other planning efforts within the City and stakeholder input.



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## Year One of Our Four Year Plan Delivered Results

Council has significantly advanced the City in all of the five Strategic Pillars of the Strategic Plan and as a result we continue to achieve our vision as “a place where people choose to be.”

While delivering our daily services, as well as reacting to inevitable unknowns, Mississauga was able to deliver quality results to its citizens. As we deliver on our priorities, we are careful to strike a balance between service expectations and fiscal restraint.

The Mississauga Cultural Resource Map continues as a single source of information on Mississauga's cultural resources and offering information on over 8,000 resources - an increase of 15 per cent since 2012. The Culture Division's web-pages have also continued to grow in popularity with almost 350,000 visits last year - an increase of 15 per cent. The number of social media followers also continues to grow with a jump by almost 35 per cent in followers for Mississauga Celebration Square alone.

This year, the City's permanent Public Art program successfully delivered two major artworks – “Possibilities” by artist Michel de Broin at the roundabout at Duke of York Boulevard and Square One Drive and “Migration” by artist Alex Anagnostou at the corner of Burnhamthorpe Road and Duke of York Boulevard. Additionally, the Port Credit Cultural Node area was strengthened through the installation of several new temporary public artworks and additional outdoor cafes and patios. Mississauga Celebration Square continues to lead as the City's main

outdoor cultural space, programming more than 128 event days and attracting upwards of 605,000 visitors in 2012. City-run arts and culture events, such as Doors Open and Rebel - a National Youth Arts Week event, have also grown in popularity, with increased attendance of 16 per cent and 30 per cent respectively. Similarly, the number of arts and cultural events delivered by local community organizations through the support of the City has increased by 30 per cent, and attracted more than 1.1 million visitors.

The Library's Computer System (ILS) was implemented in 2012, and provides improved functionality that enhances the customer experience, meets accessibility requirements and provides more interactive features. The ILS is the basis for all key library operations including circulation, online catalogue, acquisitions, and customer accounts.

The City of Mississauga was selected as one of Canada's best employers for new Canadians in 2013. The City has received this designation three years in a row. It acknowledges our City's efforts to assist new Canadians in making the transition to a new workplace and a new life in Canada, and demonstrates our commitment to investing in the best talent through participation in a number of mentoring and internship programs aimed at new Canadians.

The City continued to work tirelessly on developing a transit oriented community and this work has helped to increase the City's annual transit ridership. Since its launch, MiWay has sold over 26,000 PRESTO cards and over 6.4 million trips have been taken by customers who have chosen PRESTO. PRESTO fares currently make up 25 per cent of fare revenues. MiWay's Express Routes 107 and 109 were improved to now provide midday service. MiWay introduced a new miExpress Route 108 which provides express service

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for commuters between Islington Subway and Meadowvale Business Park. With the opening of Erindale GO Transit Station, MiWay now provides direct service into the Station.

The future Light Rail Transit (LRT) system continued as a top priority project as the City develops a transit oriented city. In anticipation of LRT, service integration along the Hurontario corridor was improved with express services being provided by MiWay and Brampton Transit (Züm).

Maintaining our infrastructure is an ongoing priority. The reconstruction of Burnhamthorpe Road East from Hurontario Street to Dixie Road was completed and included the installation of new transit laybys, along with improvements to cycling facilities and noise barriers. Watercourse improvements were completed for Sheridan Creek, Turtle Creek and the Credit River Tributary. 88 roads (43 kilometers) were resurfaced along with 15 kilometers of new sidewalk and 19 kilometers of new cycling facilities were installed.

Relocation of Fire Station 106 was completed, as well as the land acquisition and design for the relocation of the fire station 119. Holcim Waterfront Estates opened fall of 2013 to accommodate banquets, corporate events and staff training. Frank McKechnie Pool was improved and reopened.

In 2013, the City began a 10-year program to treat approximately 20,000 City-owned-ash trees. Phase one of the Emerald Ash Borer Management Plan was implemented to protect, preserve and when necessary, replant City owned ash trees. Over 7,500 Park and Boulevard Trees were treated in 2013.

Energy Benchmarking, Energy Awareness and Re-commissioning (EBEAR) Program was implemented as a

corporate priority in 2013 to improve energy performance in City owned and operating facilities. Energy efficient design was incorporated for the new Meadowvale Community Centre and Library Redevelopment as well as Fire Station 119 in pursuing Leadership in Energy and Environment Design (LEED) certification. Both facilities will target achieving a LEED silver status incorporating numerous green technologies such as green roofs and water conservation.

The LED (Light Emitting Diode) street light project is advancing significantly and will be completed by the end of 2014. When completed, over 49,000 street lights will be utilizing the high efficiency lighting which includes a monitoring and control system to manage the streetlight network.

The City of Mississauga's received two Certificates of Merit from the Credit Valley Conservation for demonstrating innovation in low impact development resulting in the first Green Street retrofit project in Mississauga, and in recognition of leadership in storm water management to mitigate the impacts of climate change.

The comprehensive public consultation and design workshops for second units was completed and the Second Unit Implementation Strategy (SUIS) was prepared. The statutory public meeting to legalize second units was held. The SUIS was approved and implementing Official Plan policies and Zoning By-law regulations were adopted.

Inspiration Port Credit devoted the first part of 2013 to developing and sharing options for the future planning for the former Imperial Oil Limited's (IOL) refinery site and the Canada Land Company's (CLC) Port Credit Harbour Marina. The Inspiration Port Credit on-line public



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engagement website, the interactive project website connecting with over 10,500 people, won the APEX Communications Awards of Excellence sponsored by Communications Concepts Inc.

The City of Mississauga completed a new regulatory planning framework that will to guide and provide direction for all future development in the Downtown Core. The new planning framework will help to create significant economic development opportunities and build the Downtown that the City envisioned through the Downtown21 Master Plan – entailing a vibrant, pedestrian and transit-oriented urban centre. In terms of next steps, the City is now working through the appeals process on the new regulatory regime with Downtown landowners, to resolve issues of concern and come to agreement on a planning framework that serves all interests without compromise to the Downtown vision. Feasibility studies on the proposed Main Street District were also completed, entailing a Business Plan & Commercial Implementation Strategy to look at market demand, district management structures, development scenarios and strategic investment. A Public Market Study was also completed for the Main Street District with recommendations on different operational and development models.

The City of Mississauga is continuing to work with Ontario Power Generation and the Province to develop a shared vision for the Lakeview Lands. Key successes include the negotiation of a Site Access Agreement which allows the advancement of additional environmental testing; the commencement of a feasibility study which will review options for providing public access to the western pier; and the start-up of the master plan involving extensive public and stakeholder engagement.

The Lakeview Waterfront Connection, one of the outcomes of the Inspiration Lakeview Vision, has advanced favourably through the Environmental Assessment process and has gained a high degree of public support. This initiative, when complete, will re-generate Mississauga's eastern waterfront with close to 100 new acres of conservation land (through lakefill) providing aquatic and terrestrial habitat, and recreational trails.

In 2012, the Economic Development Office was involved in activities that will result in \$3.2 million of new and retained taxable assessment. That represents both planned or under construction investments. In addition \$23 million of capital investment is projected to generate an increase in tax revenue over the next three years. This activity represents 2,200 – 2,600 new jobs created and retained in Mississauga. To support the start-ups and growth of local business and the creation of jobs in Mississauga, the Mississauga Business Enterprise Centre (MBEC) provided small business training, resources and guidance resulting in: 35 businesses started; 182 jobs created; 102 consultations; 274 business registrations; and 5012 client inquiries.

Council endorsed the recommendations related to the City Committees of Council Structure Review which among other things recommended a three week cycle for Council and the Standing Committees as well as the creation of a new Transportation Committee to focus on this strategic priority.

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## Priorities for this Business Plan

This Business Plan lays out detailed plans for Council's consideration around four priorities: Deliver the Right Services; Implement Cost Containment Strategies; Maintain our Infrastructure; and Advance on our Strategic Vision.

### Deliver the Right Services

*Balance Citizen expectations with fiscal reality.*

Mississauga has a reputation as a leader in municipal service provision.

In 2012, Mississauga was ranked third overall out of 30 of Canada's largest cities for satisfaction with municipal services by Forum Research Inc. Ninety six per cent of citizens are satisfied with their City as a place to live (EnviroNics). The services that the City provides are important to our stakeholders and the foundation for our quality of life.

There are many variables that can impact positively or negatively the ability to maintain services every day, be they political, social, economic, technological, environmental or legal. In particular, policy at the provincial and federal levels often impacts the City's services and add to the complex web of service delivery offerings in over 200 separate lines of business.

Citizens expectations are changing as well, and Council, while showing an appetite for cost reductions where possible, have been clear to staff that there is no interest in significant service reductions. As such, in preparing this

plan, service leaders have set their service levels based on demand, requesting adjustments to resources to meet the demand, while ensuring that the services are delivered efficiently. This has been achieved in the proposed 2014 Budget with the cost to maintain existing services increasing within the rate of inflation at 1.6 per cent. This plan is based on the principle that existing services and service levels need to be maintained.

#### **This plan includes service levels such as:**

- 680 additional Sunday Hours for Mississauga Library in order to develop and maintain a strong customer base and provide services that support the Youth demographic;
- Mississauga Library has a collection of 1.3 million items including books, magazines, multimedia and electronic resources and offers over 6,400 in-house programs annually. An additional 350 outreach activities are also provided. With 138,000 residents attending programs in 2012, programming is a major focus for library staff;
- The Library has 446 public computer stations and wireless access at all locations, as well as 66,000 e-news subscribers and over 815,000 annual hits on the Library website;
- The 18 library locations are open for over 54,000 hours annually as places to gather, research and borrow materials;
- Access to the Mississauga Library Zinio streaming magazine services. In the first three months, the Mississauga Library System had over 950 registered users and over 5,000 retrievals of magazine titles;

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- Improvements to Roads Works Operations and Maintenance services and communication including the consolidation and centralization of Public Works communications and issues management and various related service improvements;
  - In-car Mobile Licensing Data Base, implemented by Mobile Licensing, in conjunction with Information Technology, that allows officers to acquire up-to-date information regarding licensees, track activity and coordinate enforcement response between officers;
  - For an average winter storm, major arterial and collector roads are cleared within 12 hours after the end of the storm. Residential roads, priority sidewalks and bus stops are cleared within 24 hours after the storm ends;
  - MiWay (The new Mississauga Transit) delivers over 1.3 million service hours annually, and has a fully accessible transit fleet of 458 buses equipped with Audio & Visual Stop Announcement Systems and Automated Vehicle Location (AVL), as well as with PRESTO automated fare card system devices;
  - Mississauga Fire and Emergency Services has 616 suppression staff operating 24 hours per day, 365 days per year on four shifts with 30 front line suppression vehicles, nine reserve and eight specialty vehicles;
  - Mississauga Fire and Emergency Services has detailed response times to ensure its services are deployed effectively and monitored to ensure compliance 24 hours per day, seven days a week;
  - All front line fire vehicles now carry EPI pens and all fire crews have been trained to provide symptom assist. In addition, all front line vehicles now carry oxygen kits for dogs and cats;
  - Recreation operates over two million square feet of building space, including 11 major community centres, the Hershey Sports Complex, 25 artificial ice pads, 11 indoor pools, seven outdoor pools, seven fitness centres and two golf courses, all of which attract over 12.2 million visitors annually;
  - Recreation provides 1.93 million program hours and 1.8 million hours of recreational drop-in classes;
  - Parks and Forestry cut grass every five working days on destination parkland, every 10 working days on community parkland and 12 times a year on boulevards;
  - Maintenance of 6,700 acres (2,711 hectares) of parkland and open space, including 530 sports fields, 255 playgrounds and over one million publicly owned trees, two marinas and 10 publicly maintained cemeteries;
  - Over 7,000 service requests from the 311 Citizen Contact Centre are received and resolved by Parks and Forestry, along with over 1,000 additional direct inquiries;
  - Priority One Response Time for Forestry Operations is 24 hours;
  - 4,000 caliper trees and 23,000 potted trees and shrubs are planted annually;
  - Mississauga Celebration Square hosts a dynamic line-up of free year-round events and festivals, delivered by both community organizations and City staff;
  - The Museums of Mississauga provide year-round public access to 11 buildings located across three sites: Bradley Museum, Benares Historic House, and the

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Leslie Log House. At present, almost 16,000 artefacts and 100,000 archaeological pieces form the collection;

- The Meadowvale Theatre provides year-round public access to a 395-seat professional community theatre for presentation of a variety of performances attracting upwards of 46,716 audience members. Annually, the theatre offers more than 130 shows and performances, 250 events, and 150 public performances;
- Mississauga 311 Citizen Contact Centre operates from 7:00 a.m. to 7:00 p.m., Monday to Friday, excluding holidays, and handles an average of 300,000 telephone and email inquiries annually. Currently, 84 per cent of the calls are answered within 30 seconds, and 84 per cent of inquiries are handled within the first call;
- Approximately 3,500 building permit applications are processed annually;
- Approximately 83,000 building, plumbing, heating and sign inspections are requested annually;
- Facilities and Property Management manages an inventory of approximately 27,000 facility systems to support various service providers within the division in approximately 5.3 million square feet of building space;
- Facilities and Property Management responds to over 500 service calls on park pathway and sport field lighting, manages over 600 agreements City wide relating to leases, licenses, acquisitions and easement agreements responds to approximately 10,600 security incidents, and to approximately 360 furniture requests;
- The IT Service Desk offers client support Monday to Friday 8:00 a.m. to 5:00 p.m. service desk coverage and provides on-call support 24 hours a day, seven days a

week, 365 days a year along with specific line of business support by Departmental IT Groups;

- Animal Services are available seven days a week 7:30 a.m. to 9:00 p.m; and
- Parking Enforcement Services are available seven days a week, 24 hours a day.

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## Implement Cost Containment Strategies

### *Demonstrate value for money*

Understanding current economic conditions and that public demand for accountability and value for money is increasing, it is more important than ever that our Business Plans demonstrate fiscal prudence.

Staff were charged again with the responsibility to review their base budgets to find savings and efficiencies. Every year this proves to be a more challenging task for staff as Mississauga's priority is to keep services at acceptable levels, while continuing to provide new initiatives to keep our city a desirable place to be. For 2014, \$7.9 million of savings were identified. This enabled the 2014 Budget to maintain existing services to increase by only the rate of inflation despite the cost increases exceeding inflation, and additional costs related to service enhancements approved in 2013.

### **Our strategy to ensure cost containment was:**

- Services that provide for the safety and security of residents were not reduced. Ensuring that these services are delivered as economically and efficiently as possible remained the goal;
- Services that generate net revenues, or break even, continue and were not a high priority for reduction if by compromising revenues there was no net reduction of the budget;
- Short-term maintenance cost savings that would drive higher costs in future due to asset deterioration were avoided;

- All services, regardless of funding source, were reviewed;
- Adjustments had regard for the potential to impact citizens and neighbourhoods which are more vulnerable;
- Reductions are sustainable for the long term; and
- Contracting out opportunities were explored.

### **This plan includes the implementation of:**

- Advanced Transportation Management System which will effectively change the City's control of traffic from a programmed passive control to an active system which is responsive to changing traffic conditions;
- Field computing for more efficient maintenance operations and improved work order management;
- Facilities and Property Management will continue to address the challenges of maintaining an aging portfolio in a cost effective manner while meeting the expectations of stakeholders for service;
- Improving the Asset Management Program information and functionality to drive more strategic facility planning decisions;
- A leased-space model which significantly reduces previously anticipated budget requirements related to plans for constructing and operating a stand-alone Artifact Preservation Centre. The City of Mississauga's Museum unit will begin to actively collect and store new artifacts using a leased-space model;
- Project Portfolio Management to improve organization results and improve efficiency, effectiveness and economy at the City and maintain and improve the City's service to its employees and residents;

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- Upgrade to the Revenue's Central Cashiers System which will improve data interfaces with other systems and automate reconciliation functions;
  - Automating Human Resources administrative processes and forms to create operating efficiencies;
  - A comprehensive review of the City's Business Licensing by-law has identified a number of areas where new licensing regimens are recommended;
  - Self-Serve Checkout project for Mississauga Library which will commence in the fourth quarter of 2013 with a completion date in 2015 for all 18 library locations, providing a more convenient and cost effective option for customers and staff;
  - The Forestry Mobile Solutions project, with expected project completion in summer 2014. The solution will implement technological efficiencies to Forestry staff through data driven operations, improved analytics and decision making capabilities, as well as GPS capabilities for the City's urban forest;
  - A comprehensive 30 year lifecycle model of park assets for Parks Capital Planning that recommends efficiencies to maintain park assets in a state of good repair and incorporate solutions to extend lifecycle periods; and
  - A new waste diversion plan to develop a long-term cost effective, efficient and standardized way to maximize reduction and diversion of wastes generated by City operations and the public.

## Maintain our Infrastructure

*To ensure we remain competitive*

Services that are provided by the City of Mississauga are dependent on safe and reliable infrastructure. The future success of our city depends on Mississauga remaining competitive with other major urban cities by maintaining our infrastructure, ensuring it is modern and that it meets the needs of our diverse and changing city.

The Corporation owns \$8 billion of assets based on historic cost and includes assets such as:

- 3<sup>rd</sup> largest municipal transit system in Ontario, with 458 fully accessible buses, of which 15 are hybrid-electric;
- 3,650 bus stops;
- Two bus garages;
- 5,210 kilometres of roads and 2,650 kilometres of sidewalks;
- 2,000 kilometres of storm sewer network including 200 kilometres of watercourses and 57 storm water management facilities;
- 223 bridges and culverts;
- 244 kilometres of bicycle lanes and boulevard multi-use trails;
- 56 kilometres of noise barriers;
- 19 at-grade parking facilities, four below-grade parking facilities, 113 on-street pay and display machines within two on-street parking districts and 74 off-street pay and display machines;
- 49,234 street lights and 511 traffic lights;

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- 1.3 million library items in multiple languages and formats at 18 branches;
  - Two museums;
  - The Living Arts Centre and Meadowvale Theatre;
  - 258 playgrounds, including three that are fully accessible;
  - 159 Ball Diamonds;
  - 264 Soccer and Five Cricket pitches;
  - 10 Cemeteries;
  - Two Marinas;
  - 136 Tennis Courts;
  - One million trees;
  - 225 kilometres of trails;
  - 129 Pedestrian bridges;
  - 22 kilometres of publicly owned shoreline;
  - 522 parks and 147 permitted picnic areas;
  - 6,700 acres (2,711 Ha) of parks and open space;
  - 20 fire stations and 47 fire vehicles;
  - 11 Major community centres, and one multi-purpose Sport Complex (Hershey Centre SportZone);
  - 25 ice pads, 11 indoor pools and seven outdoor pools;
  - Two golf courses;
  - 16 Concession locations; and
  - 2,484 desktop computers, 654 laptop computers, 148 field based units and 500 public access computers.

There is a need to maintain infrastructure in a state of good repair. It is more costly to allow infrastructure to slip to the point of complete replacement. Expectations for quality and performance have to be agreed upon, based on an understanding of what the cost implications of those expectations are.

For facilities' operating budgets, costs are much higher if we maintain assets beyond their lifecycle, resulting in more maintenance, service calls, service interruptions to programs and potentially lost revenue. As well, there can be higher costs associated with replacing systems on an emergency basis, after a system has failed. Therefore it is more cost effective to conduct regularly scheduled maintenance, renovations, rehabilitations and updates as required. Accordingly, as part of preparing the Business Plan, staff paid particularly close attention to the capital funding needs.

Preparing the capital forecast has been challenging for the City given competing priorities. The following categories were used to assist with the prioritization of capital requests to ensure that the highest priority projects were funded across the Corporation:

- Mandatory projects;
- Critical projects;
- Efficiency or Cost-Saving projects;
- State of Good Repair/Lifecycle; and
- Improve.

The definitions of these categories are detailed in the Financial Policies section near the end of this book.

When a capital asset does reach the end of its useful life, it is important that financial provision has been made to replace it. At present, only a portion of the replacement

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costs are contained within existing operating and capital budgets. More specifically, the City is only providing for 25 per cent of the depreciation cost, based on historical values, resulting in an annual infrastructure gap of \$86 million. The infrastructure gap can only be narrowed by increasing tax-based funding raised through an infrastructure levy or by issuing debt. Alternatively, the City can reduce service levels by maintaining infrastructure at a lower level.

In 2013, as has been forecast for many years, the City issued debt of \$50 million. The City has a comprehensive debt policy which will ensure that debt is used in a prudent and fiscally responsible manner. In updating the City's Credit Rating as a AAA in 2013, Standard and Poors noted the City's diverse economy, competitive tax rates and strong financial policies.

In order to maintain capital infrastructure with prudent debt management, the 2014-2016 Business Plan and Budget continues a recommended two per cent capital infrastructure and debt repayment levy, in each of the four years. The two per cent levy is forecasted to be required for more than 20 years, with one per cent on average going to the capital reserve and one per cent to debt repayments. This two per cent levy, along with the reduction in the capital program, will help in gradually reducing the infrastructure gap over the years.

Even with implementing the capital infrastructure and debt levy, there are \$45.5 million in 2014 and \$971.4 million in 2014 to 2023 of capital project requests that could not be funded within existing resources.

**Our strategy to continue to deal with the infrastructure funding gap includes:**

- Focus on the critical components of infrastructure with safety as a priority;
- Continue to produce accurate and up to date information on the City's infrastructure;
- Continue to develop and implement asset management strategies for various asset classes;
- Develop a more comprehensive long-term financial plan;
- Issue debt financing to invest in infrastructure;
- Increase our transfers to the capital reserve to provide funding for asset replacement and rehabilitation;
- Implement a dedicated funding source for Storm Water infrastructure through user fees assessed on impermeable surfaces by 2016;
- Assess opportunities through agencies such as Infrastructure Ontario and P3 Canada to incorporate alternative financing approaches;
- Improve accessibility inventory tracking and update based on pending Accessibility Legislation to drive strategic facility accessibility upgrades; and
- Work with partners throughout Canada to continue to tell the infrastructure story and challenges that face all municipalities across Canada to help leverage sustainable funding and revenue tools by the Federal and Provincial Governments.



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**This plan includes the implementation of:**

- 78.93 Hectares (173.65 Acres) of parkland and open space;
- Completion of the pre - Transit Project Assessment Process (TPAP) for Light Rail Transit on Hurontario/Main Street. The project is approaching the 30 per cent design level. The anticipated completion for the Preliminary Design and Transit Project Assessment Process (TPAP) is planned for late Spring/Summer 2014;
- A portion of Mississauga's Transitway bus rapid transit facility along the Highway 403/Eastgate Parkway corridor from the City Centre to Dixie Road, scheduled to open for operation in 2014;
- The Torbram Road grade separation project, which is underway and expected to be completed over the next few years;
- The Goreway Drive grade separation project, expected to start in 2014, beginning with the relocation of existing utilities. Construction is expected to follow in 2015 and 2016 and will be tendered by the City of Brampton;
- Relocation of Woodlands Library by mid-2014;
- Reopening of Westacres outdoor pool redevelopment for 2014 season;
- Relocation of Meadowvale Library with Meadowvale Community Centre by mid-2016;
- Reopening of redeveloped River Grove Community Centre in July 2014;
- Relocation of Fire Station 119 with construction starting in 2014;
- Parkland acquisition of five acres of Pheasant Run School site in conjunction with Heart House Hospice;
- Rehabilitation of six bridge structures and 24 kilometres (51 streets) of road pavement;
- Three new stormwater pond facilities for Cooksville, Sawmill and Sixteen Mile Creeks; and
- Six kilometres of new sidewalk.

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## Advance on our Strategic Vision

*To ensure Mississauga is a global urban city recognized for its Municipal leadership*

After the largest public engagement initiative in the City's history with residents and businesses, in April 2009 Council approved Our Future Mississauga which defined the five Strategic Pillars for Change that needed to be addressed to achieve our vision over the next 40 years.

In recent years, the City has developed more detailed master plans around culture, the environment, our downtown, cycling, recreation, parks, our library system, higher order transit, older adults, youth and economic development to name a few.

The plan will be implemented in a thoughtful way, leveraging partnerships throughout the community and beyond. Property taxes alone will not be able to fund the plan and we must be ready to take advantage of partnership opportunities.

Through the Strategic Action Plan, the City can be confident that it is targeting investing in the right areas.

The Business Plan allocates the resources to advance on that vision over the next four years and a progress report on the Strategic Plan is issued annually. Demonstrating linkage to the Strategic Plan was a key step in developing all the service area plans.

**This plan includes the implementation of:**

### **Move: Developing a Transit-Oriented City**

- MiWay is expected to reach record ridership in 2013 at 35.8 million revenue rides (an increase of 3.0 per cent from 2012); MiWay surpassed over 50 million boardings in 2012 and is expected to reach over 52 million boardings by the end of 2013;
- MiWay Mobile Site usage continues to grow with over 900,000 visits from January – July 2013 (increase of 47.4 per cent from January – July 2012); The MiWay App sales continue to increase with 8,369 app sales since its launch in July, 2011;
- Transitway project will see the creation of a dedicated east-west transit corridor across Mississauga which will complement and connect with local bus service, inter-regional transit service and the TTC. The first segment of the transitway is scheduled to open in 2014;
- Transitway Operations and Maintenance to ensure the success of the new Transitway scheduled to open in 2014;
- Completion and approval of the Hurontario-Main Street LRT Preliminary Design and Transit Project Assessment Process; and
- Expansion of the Malton Satellite campus facility and a second downtown bus terminal.

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**Belong: Ensuring Youth, Older Adults and New Immigrants Thrive**

- The Grade 4 Read to Succeed program rolled out to all schools offering an orientation to library services and registration for a library card. This year close to 500 students from the top 18 schools met at the Great Hall to hear presentations from authors Hugh Brewster and Allan Stratton. The program is generously supported by Friends of the Library;
- Assist in the opening of Sheridan College Phase II in 2016 which will result in 7,000 students in the Downtown;
- The Mississauga Affordable Housing Strategy to attract and keep people in Mississauga;
- Co-op Student Placements in partnership with Sheridan College to gain a source of fresh talent and to assist in succession planning;
- Events like Youth Art Week, and the creation of “cool places” like Mississauga Celebration Square to attract youth and young adults; and
- Continued implementation of the youth and older adult plans.

**Connect: Completing our Neighbourhoods**

- Recreation will be implementing Mississauga's Sport Plan to support the sustainability and growth of sport in Mississauga over the next five years;
- Two fitness centers are being redeveloped to better accommodate growing needs of existing and future fitness members;

- Resources have been identified to support Mississauga's bid to host the 2016 Ontario Summer Games;
- Enhanced Artistic Community Development is included to facilitate enhanced events and programming opportunities to showcase and develop local talent and expertise;
- A Community Recreation Facility partnership has been identified for the Churchill Meadows area with design taking place in 2015;
- HIGH FIVE ® Accreditation implementation for children's programs;
- A Brand Research Project will try to understand current perceptions of Mississauga and review the existing Visual Identity Program with the intent of refreshing the overall City brand and developing a complementary Downtown brand;
- Replacement of 311 Citizen Contact Centre's Knowledge Base System to provide increased functionality and to allow information to be accessible by citizens on the web anywhere, any time, on any device;
- Community Improvement Plans to ensure the visions established in planning studies are implemented and opportunities for community improvement and investments are acted on in a timely manner;
- Strengthen Heritage Planning in order to meet legislative timelines and obligations under the *Ontario Heritage Act* to conserve heritage assets;
- Implementation of the Downtown21 Master Plan to bring vitality to Mississauga's downtown core; and

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- Advancement with Inspiration Lakeview vision to revitalize one of our greatest assets, our waterfront, into a world class, sustainable place where people choose to be.

#### **Prosper: Cultivating Creative and Innovative Business**

- The City's Public Art program, launched in July 2010, has contributed greatly towards enhancing Mississauga's public realm and contributing to Mississauga's "cool factor" and will continue to be a priority for 2014 and beyond;
- Enabling grant support to local arts and cultural organizations which remains a priority for 2014 with the target of the \$3 per capita having been reached;
- Enhanced Artistic Community Development is included to facilitate enhanced events and programming opportunities to showcase and develop local talent and expertise;
- A Public Art Strategy, installing new public art works and fostering private investment;
- A Community Recreation Facility partnership has been identified for the Churchill Meadows area with design taking place in 2015;
- Funding for a Lead Generation Program will start in 2015, and will allow Mississauga to become a Global Business Magnet and to Target Opportunities in High Growth Sectors. It will create business opportunities, employment and contribute to the fiscal well-being of the city;
- Artifact Preservation and Collection Services will enable the City to collect and store artifacts,

achieving two key goals: to raise public perceptions on the importance of the City's heritage and to move towards the long term goal of establishing a central Museum to tell Mississauga's unique story of its modern development;

- Finance will be commencing work on the development of a Long Term Financial Plan, which will establish policies and direction to ensure the City has a sustainable financial plan well into the future;
- Information Communications Technology (ICT) Outreach Program to create business opportunities, employment and contribute to the fiscal well-being of the City;
- Life Sciences Outreach Program to attract and grow further investment in the life sciences sector;
- Lead Generation Program to allow for early engagement and work with companies making site location decisions; and
- Employment Opportunities in Intensification Areas Study are used to create complete communities and identify the types of employers that should be directed to these areas.

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### Green: Living Green

- Environment participation on 30 project teams, organizations and committees;
- Expanded Let Your Green Show campaign with increased partnerships, public participation and environmental benefits;
- Waste Diversion Plan to provide simple, convenient and standardized way to maximize waste reduction and diversion of wastes generated by City operations and the public;
- Community Outreach – expanded community environmental outreach at events and through social media to make it easier for residents to find information and engage in environmental action;
- Community Gardens – creation of three new community gardens per year until every neighbourhood has access to at least one garden;
- Community Garden Grant program to provide three new gardens a year towards a garden in every neighbourhood;
- Energy mapping and greenhouse gas emission inventory will increase knowledge and understanding of where and how energy is used and inform priority climate change adaptation and mitigation actions;
- Expanded environmental outreach to make it easier for residents to find information and engage in environmental action;
- Use updated corporate and community greenhouse gas inventories to set interim targets to help achieve

long term goal of transforming Mississauga into a net-zero carbon city;

- Implement the Energy Benchmarking, Energy Awareness and Retro-commissioning Program (EBEAR) initiative to support reduction in emissions; and
- Seek out grant opportunities to fund energy conservation capital improvements.

mississauga  
**livinggreen**



## City Budget & Financial Overview

The proposed Business Plan provides a balance between cost pressures and meeting the service demands of the community. The budgets of the service areas are prepared in conjunction with the business plans of the Corporation, ensuring goals and strategic priorities of the Corporation are taken into consideration.

The City has limited funding options – where possible we look for efficiencies and increase user fees. Yet once these options are exhausted we have left only two other options: increase property taxes or reduce services. The City aims for a balance between citizen expectations and keeping the cost of maintaining current service levels in line with inflation.

Staff has brought forward plans to move ahead in key areas which are in line with Council's direction and citizen expectations. The Budget is segmented into four components:

- Maintaining Current Service Levels;
- Operationalizing Past Decisions;
- New Initiatives and Revenues; and
- Special Purpose Levies that include protecting and replacing city-owned ash trees, providing sustainable funding for the City's infrastructure, and request for Councils' consideration in 2014 for funding for UTM's new Institute of Management and Innovation Complex.

Mississauga's property tax bill includes funding for three organizations (as it is a two-tier structured municipality) – City of Mississauga, the Region of Peel, and the Province of

Ontario (for education purposes). The City's Business Plan and Budget only impacts the City portion of the tax bill which is 31 per cent of the residential tax bill and 19 per cent of the non-residential tax bill.

According to Statistics Canada and the Fraser Institute, in terms of total taxes paid by an individual or business in Canada (including sales, income and all other taxes), municipalities receive a much smaller share than both the Provincial and Federal governments. For example, Ontario municipalities receive only 11 cents of every tax dollar raised in Ontario, yet own 65 per cent of the capital infrastructure. The Provincial and Federal governments receive 34 cents and 55 cents and own 32 per cent and 3.2 per cent of the capital infrastructure, respectively. This makes budgeting a challenge at the municipal level.

The following chart illustrates the impact on the property tax bill by major category.

Drivers of Operating Budget Costs	2014 %	2015 %	2016 %
Costs to Maintain Current Service Levels	1.6%	1.8%	-0.1%
Costs Incurred to Operationalize Prior Decisions	0.8%	0%	0.1%
New Initiatives/Revenues	0.8%	1.6%	2.3%
<b>Special Purpose Levies</b>			
Emerald Ash Borer Management Plan	0.8%	0%	0%
Capital Infrastructure Levy and Debt Repayment Levy	2.0%	2.0%	2.0%
UTM Funding	0.3%	0%	0%
<b>Impact on Total Residential Tax Bill</b>	<b>1.9%</b>	<b>1.7%</b>	<b>1.3%</b>
<b>Impact on Total Commercial Tax Bill</b>	<b>1.2%</b>	<b>1.0%</b>	<b>0.8%</b>

The following chart sets out the proposed operating budget for the city's fourteen service areas by cost driver. Additional details are included in the City Budget and Financial Overview section which follows.

Service Area	2013 Operating Budget (\$)	Maintain Current Service Level (\$)	Operationalize Prior Decisions (\$)	New Initiatives (\$)	2014 Proposed Budget (\$)	Increase from Prior Year
Fire and Emergency Services	89.1	3.5	0.0	0.4	93.0	4.4%
Roads & Storm Drainage	68.5	0.4	0.0	0.7	69.7	1.7%
Mississauga Transit	54.7	2.1	3.0	1.6	61.4	12.2%
Parks & Forestry	30.6	0.8	0.0	0.5	31.8	4.1%
Library Services	24.4	(0.1)	0.0	0.2	24.5	0.2%
Business Services	25.0	0.5	0.0	(0.0)	25.5	2.2%
Facilities & Property Management	20.0	(0.0)	0.1	0.0	20.1	0.5%
Recreation Services	19.8	1.7	(0.3)	0.0	21.2	6.8%
Information Technology	17.7	0.2	(0.0)	0.1	18.0	1.4%
Strategic Policy	11.2	0.2	0.1	0.0	11.5	2.7%
Land Development Services	6.9	0.3	0.0	0.0	7.2	5.0%
Arts & Culture	6.4	0.2	0.0	0.2	6.8	5.8%
Regulatory Services	1.7	0.6	0.0	(0.6)	1.7	(3.6%)
Legislative Services	(2.5)	(0.3)	0.1	0.0	(2.7)	7.4%
Mayor & Council	4.3	0.1	0.0	0.0	4.3	1.4%
Financial Transactions	(8.2)	(3.3)	0.0	0.0	(11.5)	39.9%
Assessment Growth						(0.3%)
<b>Total</b>	<b>369.7</b>	<b>6.8</b>	<b>3.0</b>	<b>3.1</b>	<b>382.6</b>	<b>3.2%</b>
<b>Special Purpose Levies*</b>						
Capital Infrastructure and Debt Repayment Levy				7.4	7.4	2.0%
Emerald Ash Borer Management Plan				2.8	2.8	0.8%
UTM Funding				1.0	1.0	0.3%
<b>Total Proposed Budget</b>	<b>369.7</b>			<b>14.3</b>	<b>393.8</b>	<b>6.3%</b>

\* Note - 2013 Special Purpose Levies are grouped with the Financial Transactions Service Area

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### **Special Purpose Levies**

Special Purpose Levies are a common funding tool used to address specific funding requirements over and above everyday normal budget pressures. Special Purpose Levies include fixed funding for replacing city-owned Ash trees, providing sustainable funding for the City's infrastructure, and, for Council's consideration in 2014, a request for funding from UTM for its new Institute of Management and Innovation Complex.

#### **Emerald Ash Borer (EAB) Levy**

All Southern Ontario municipalities have been faced with developing strategies and plans to protect and replace municipal owned ash trees due to a highly invasive insect known as the Emerald Ash Borer. This insect has the potential to infest and kill all 116,000 city-owned Ash trees if not properly treated. It is estimated that the majority of Ash trees within the City will be infested with EAB over the next ten years. As this is an extraordinary expense, and not part of everyday operations, as in 2013, it is once again recommended that this expense be designated as a Special Purpose Levy so as not to unduly influence decision-making discussions on delivery of other City services. In 2013, Council approved an active approach costing \$2.8 million (half of the staff recommended \$5.6 million). The proposed 2014 Budget includes an additional levy of \$2.8 million to help mitigate this problem. This special purpose levy will have an impact of 0.8 per cent on the City's tax levy requirements in 2014 and a tax bill impact of \$2.11 per \$100,000 of Residential Assessment.

### **Infrastructure and Debt Repayment Levy**

The City owns \$8 billion in infrastructure assets. The infrastructure gap in 2014 based on historical cost is estimated at \$91 million. Based on estimated replacement costs this gap grows to \$309 million. The City is only providing for nine percent of the replacement value of assets used up each year. Closing this gap would require an increase in the City's annual tax levy of over 84 per cent. The infrastructure gap can only be narrowed by increasing tax-based funding raised through an infrastructure levy and issuing debt. Alternatively, the City can reduce service levels and let the quality of infrastructure deteriorate.

The 2014-2016 Business Plan and Budget recommends inclusion of a Special Purpose Levy of two per cent on the City tax levy requirements for Capital Infrastructure and Debt Repayment. Out of the two per cent, on average, one percent is allocated to increase the Transfer from Operating to Capital to increase pay as you go capital funding. The other one percent is dedicated to debt repayment for principal and interest payments. This levy ensures the long-term financial stability of the capital program. Without this levy, the City would have to reduce service levels and let the quality of infrastructure deteriorate.

#### **University of Toronto Mississauga (UTM) Capital Funding Levy**

The 2014-2016 Business Plan and Update includes, for Council's consideration, a request from the UTM for funding assistance for its new Institute of Management and Innovation. If approved, the City's total commitment would be ten million over ten years. This would result in a 0.3 per cent impact on the City's tax levy requirements in 2014 or \$0.75 per \$100,000 of residential assessment.



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The following chart shows the forecast impact on the total property tax bill.

**Impact on Residential Tax Bill**

Description	City	Region	Education	Total
Required to Fund Ongoing Operations*	1.0%	0.4%	0.0%	1.4%
Emerald Ash Borer Management Plan	0.2%	0.0%	0.0%	0.2%
Capital Infrastructure and Debt Repayment Levy	0.6%	0.5%	0.0%	1.1%
UTM Funding	0.1%	0.0%	0.0%	0.1%
<b>Total</b>	<b>1.9%</b>	<b>0.9%</b>	<b>0.0%</b>	<b>2.8%</b>

**Impact on Commercial/Industrial Tax Bill**

Description	City	Region	Education	Total
Required to Fund Ongoing Operations*	0.6%	0.2%	0.0%	0.8%
Emerald Ash Borer Management Plan	0.1%	0.0%	0.0%	0.1%
Capital Infrastructure and Debt Repayment Levy	0.4%	0.3%	0.0%	0.7%
UTM Funding	0.1%	0.0%	0.0%	0.1%
<b>Total</b>	<b>1.2%</b>	<b>0.5%</b>	<b>0.0%</b>	<b>1.7%</b>

\*Includes new initiatives

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## Service Area Plans

The Corporation of the City of Mississauga has multiple lines of business. For business planning purposes, they are organized into fourteen distinct services. 2014 is the Update year for the 2013-2016 Business Plan and Budget. This document focuses primarily on updating and presenting exceptions and amendments to the four year approved Service Area Business Plans, while still providing comprehensive financial information and forecasts. Each service has developed its Business plan update consistent with corporate direction but specific to each individual sector. In answering these questions, the Service Area Plans present their story in four main chapters: Existing Core Services; Updates & Accomplishments; Proposed Budget; and Performance Measurement. The full plan, as approved last year, can be found online. For the update year, only the following sections are noted.

### Existing Core Services

#### 1.1 Vision and Mission

*Why does this service exist?*

#### 1.2 Service Delivery Model

*Who provides this service?*

### Updates & Accomplishments

#### 2.1 Updates

*What has changed since the full plan was written?*

#### 2.2 Accomplishments

*What are the most important accomplishments achieved so far?*

#### 2.3 Awards and recognitions

*Which awards or recognitions did this service receive?*

### Proposed Budget

*What will it cost?*

#### 3.1 Proposed Changes to Maintain Current Service Levels

#### 3.2 Proposed New Initiatives and New Revenues

#### 3.3 Highlights of Proposed Capital Program Budget

#### 3.4 Capital Program

### Performance Measures

#### 4.1 Balanced Scorecard

*What are the key measures for our services that are tracked to monitor progress?*

# Services Delivered

Roads, Storm Drainage, & Watercourses	Fire & Emergency Services	MIWay (Mississauga Transit)	Recreation	Parks & Forestry	Mississauga Library System	Land Development Services
Transportation Planning	Suppression	Business Development	Business Planning	Park Planning	Library Reference	Policy Planning
Works Operations	Fire Prevention	Transit Operations	Community Development	Park Development	Library Circulation	Development & Design
Infrastructure Management System	Administration	Business Systems	Community Recreation	Park Operations	Library Public Programs	Development Engineering
Infrastructure Maintenance	Training	Maintenance	Facility Operation	Forestry		Parks Planning
Street Lighting	Communication	Rapid Transit (Transitway/LRT)	Support Services	Environment		Business Services
Infrastructure Design & Construction	Fleet & Building Maintenance					Development services
Watercourse Maintenance						Building
Cycling						
Parking & TDM						
Geomatics						
Fleet Maintenance						
Traffic Operations						
Infrastructure Programing						
Arts & Culture	Regulatory Services	Facility & Property Management	Strategic Policy	Information Technology	Business Services	Legislative Services
Cultural & Heritage Planning	Administrative Services	Space Planning	Legal Services	Departmental IT Groups	Finance	Committee of Adjustment
Cultural Operation	Animal Services	Facilities Planning & Development	City Manager & Chief Administrative Officer	Departmental Systems	Revenue, & Materiel Management	Municipal Elections
	Compliance & Licensing Enforcement & Charity Gaming	Realty Services Energy Management	Internal Audit	SAP Centre of Excellence	Human Resources	Records Management
	Mobile Licensing Enforcement	Facilities Maintenance	Economic Development	Planning & Integration	Communications	Provincial Offences Administration
	Parking Enforcement	Accessibility	City Strategy & Innovations	Client Services		Vital Statistics
		Security Operations		Enterprise Systems		Printing & Mail Services
						Access & Privacy
						Council Support
						Legislated Compliance



## Roads, Storm Drainage and Watercourses

**Mission:** To plan, develop, construct and maintain a multi-modal transportation system which efficiently and safely moves people and goods, respects the environment and supports the development of Mississauga as a 21<sup>st</sup> Century city, while serving the municipality's social, economic and physical needs, and to plan, develop, construct and maintain a storm water management system which safeguards public and private infrastructure and property from erosion and flooding and enhances water quality.

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### This service is provided by three Divisions:

The Engineering and Works Division; the Transportation and Infrastructure Planning Division; and the Transportation Project Office and Business Services Division.

### Interesting facts about this service:

- The City's has over 5,210 lane kilometres of road network. If laid out end to end it would connect the City of Mississauga to Whitehorse, Yukon Territory and would take approximately 58 hours to drive; and
- Over 45,000 catch-basins, 33 watercourses and 57 storm water facilities across the City help to store, drain and clean the City's surface and rain water before it enters Lake Ontario.

### Highlights of the Business Plan include:

- Service levels are maintained through a two per cent net operating budget increase;
- An initiative is underway to implement the Advanced Transportation Management System which will effectively change the City's control of traffic from a programmed passive control to an active system which is responsive to changing traffic conditions;
- Improvements are planned to Works Operations and Maintenance services and communication including the consolidation and centralization of Public Works communications and issues management and various related service improvements;
- As required by new provincial legislation regarding ON1CALL services, a new service will provide locates for underground infrastructure;
- New street lighting technologies continue to be implemented in order to optimize energy and operational savings and provide environmental benefits;
- State of good repair for City's infrastructure continues to be a priority for this service; and
- A number of capital projects related to the stormwater program have been advanced in priority.



## Mississauga Fire and Emergency Services

**Mission:** To protect life, property and the environment in Mississauga from all perils through education, prevention, investigation, training, rescue, fire suppression, dangerous goods containment and life support services.

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### This service is provided by:

- 616 suppression staff operating 24 hours per day, 365 days per year on four shifts with 30 front line suppression vehicles, nine reserve and eight specialty vehicles;
- Communications (emergency dispatch) staff also operating 24 hours per day 365 days per year;
- Fire Prevention and Life Safety staff who help to develop and implement community educational programs and support fire safety in the community;
- Fire Training staff who provide training and education to all fire personnel to ensure the safety of both the community and staff;
- Fleet/Building Maintenance staff who ensure the ongoing reliability of the front line vehicles and safe working conditions for all staff; and
- Administration staff who oversee that all functions of Fire and Emergency Services are delivered in an effective and cost efficient manner.

### Interesting facts about this service:

- In 2013 MFES is on target to visit 30,000 residences in Mississauga to promote fire safety as part of the Home Safe Home program;
- All front line fire trucks carry oxygen kits for dogs and cats;
- Deployed EPI pens in all front line vehicles and delivered symptom assist training to all front line staff;
- MFES attends an average of 200 community events each year; and
- In 2012 MFES responded to more than 25,000 incidents.

### Highlights of the Business Plan include:

- Addressing MFES response time challenges;
- Continuing to implement recommendations made in the Fire Master Plan; and
- Ensuring the capacity to meet increasing training requirements.



## MiWay Transit

**Mission:** To provide a customer-focused transit service that offers safe, accessible, and efficient transportation options for all citizens.

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### **This service is provided by:**

The Transportation Works Department divisions: MiWay (Mississauga Transit), the Transportation Project Office and Business Services Division, the Transportation Infrastructure and Planning Division, Engineering and Works Division, and the support of the City's Corporate Services Department.

### **Interesting facts about this service:**

- MiWay is expected to reach record ridership in 2013 at 35.8 million revenue rides (an increase of three per cent from 2012);
- MiWay surpassed over 50 million boardings in 2012 and is expected to reach over 52 million boardings by the end of 2013;
- Phase 1 of Mississauga's Transitway will be completed in 2014, with the opening of four Stations. Improvements to the City Centre Transit Terminal will also be completed as part of the Transitway Phase 1; and
- Work is nearing completion on the pre - Transit Project Assessment Process (TPAP) for Light Rail Transit on Hurontario/Main Street in partnership with the City of Brampton and Metrolinx; the project is approaching the 30% design level.

### **Highlights of the Business Plan include:**

- Mississauga's Transitway construction is well underway with the planned opening from the City Centre to Dixie Station in 2014. Once operational, MiWay's Routes 107 and 109 will utilize the Transitway. An increase of 27,800 hours in 2014 will extend midday and weekend service along these routes. An increase of 21,900 hours annually starting in 2015 will increase frequency on Routes 109 & 107;
- The requested increase in service hours of two per cent will address instances of passenger overcrowding as a result of higher ridership levels. However, with the increase in ridership, denial of service caused by overcrowding will continue to erode our network's reliability on a daily basis;
- Speed of travel has also been deteriorating over the years as our City reaches almost full development; and
- Additional funding is required to improve peak hour and midday frequencies in line with customer expectations. The requested one per cent will also support feeding the Transitway which, by the end of the 2013-2016 Business Planning cycle will be fully implemented.
- A total increase in service hours in 2014 of five per cent which results in total additional service hours of 70,000.



## Recreation

**Mission:** Keeping Mississauga Healthy, Active and Connected.

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### **This service is provided by:**

Services are delivered by a multidisciplinary team working cooperatively to meet the recreation needs of the community. This team includes; Business Planning, Community Recreation, Community Development, Facility Operations and Support Services. All areas are committed to offering and encouraging life- long learning, leisure and quality recreation experiences.

### **Interesting facts about Recreation:**

- We average over 12 million visitors to Recreation facilities every year;
- Our part time compliment makes up 60 per cent of our overall workforce;
- We offer over two million recreation program hours annually; and
- Recreation received GOLD Youth Friendly Community Builder Designation from the Playworks Partnership for Youth.

### **Highlights of the Business Plan include:**

- A Community Recreation Facility partnership has been identified for the Churchill Meadows area with design taking place in 2015;
- Recreation will be implementing Mississauga's Sport Plan to support the sustainability and growth of sport in Mississauga over the next five years;
- Resources have been identified to support Mississauga's bid to host the 2016 Ontario Summer Games;
- \$454,000 in cost savings and efficiencies and \$98,000 in new revenues have been identified for 2014;
- Construction will begin on the newly designed Meadowvale Community Centre in 2014;
- Westacres outdoor pool redevelopment reopens for 2014 season;
- River Grove Community Centre redevelopment reopening in July 2014; and
- HIGH FIVE ® Accreditation implementation for children's programs.



## Parks and Forestry

**Mission:** Parks and Forestry is a dynamic team of staff, volunteers and partners working together to strengthen individuals, families, our communities and the environment through stewardship and by offering and encouraging lifelong learning, leisure and sustainable recreation experiences.

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### This service is provided by:

A multi-disciplinary team composed of Park Planning, Park Development, Park Operations, Forestry and Environment working cooperatively to meet the open space, outdoor recreational and environmental needs of the community.

### Interesting facts about this service:

- Maintenance of 6,700 acres (2,711 hectares) of parkland and open space, including 530 sports fields, 255 playgrounds and over one million publicly owned trees, two marinas and 10 publicly maintained cemeteries;
- Over 7,000 service requests from the 311 Citizen Contact Centre are received and resolved by Parks and Forestry, along with over 1,000 additional direct inquiries;
- 65 per cent of Living Green Master Plan actions either complete or underway; and
- Environment participation on 30 project teams, organizations and committees.

### Highlights of the Business Plan include:

- A proactive management approach to invasive pests and diseases such as the Emerald Ash Borer through treatment to preserve a portion of City owned Ash trees, along with removal or replacement of infected trees to ensure liability risks are mitigated;
- Lead and implement Council's environmental direction (I.e. Strategic Plan and Living Green Master Plan);
- The implementation of strategic goals through the development of P-508 (former Hancock Property), Park 302 Sports park, Port Credit Harbour dredging and various multi-use trails; and
- Maintaining park assets through the reconstruction of the Sawmill Valley Trail, Bruce Reynolds Park landscape improvements and the lifecycle repair programs including: bridges & underpasses; lit & unlit sport field maintenance; trail reconstruction; and replacement of play structures.





## Mississauga Library

**Mission:** To provide library services to meet life-long informational, educational, cultural and recreational need of all Mississauga citizens.

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### **This service is provided by:**

The Central Library; 17 Branch Libraries/Homebound Services; Electronic Resources and the Online Catalogue.

### **Interesting facts about this service:**

- Visitors – Over 4.5 million in-person visits;
- Circulation – Over 7.3 million items loaned; and
- Collection Size – Over 1.3 million items available through 18 locations throughout the City.

### **Highlights of the Business Plan include:**

- Self-Checkout (RFID) project will commence in the fourth quarter of 2013 with a completion date in 2015 for all 18 library locations;
- Collection growth funding is core to the Library Service. A well-developed relevant collection in multiple formats and languages is required to meet the needs of Mississauga's large and diverse population. The Library's collection has not kept pace in recent years with population growth. The Library Service Business Plan includes an initiative to improve the provision level;
- Woodlands Library relocation to be completed by mid-2014;

- Relocation of Meadowvale Library with Meadowvale Community Centre is planned for completion in mid-2016. The design phase is nearing completion;
- Expansion of Sunday Service to include 10 additional weeks of Sunday hours at all locations;
- Central Library Redevelopment Study will be completed in September, 2013; and
- Library lighting is an essential component in the provision of Library Services. Three libraries have been determined to have lighting levels below accepted industry standards.



## Land Development Services

**Mission:** To provide quality customer service by facilitating legislated approval processes from the creation of policies, the designation of lands through the processing of development applications and building permits to building inspections to ensure the health, safety and well-being of the public.

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### This service is provided by:

Planning and Building Department-Policy Planning, Development and Design, Building and Business Services; Transportation and Works Department-Development Engineering, Transportation Infrastructure and Planning; and Community Services Department-Parks Planning, Parks and Forestry.

### Interesting facts about this service:

- Over 17,000 customers served at the Planning and Building Customer Services Centre;
- 96% of all complete building permits reviewed within legislative timelines;
- Approximately 3,500 building permit applications processed annually; and
- Approximately 83,000 building, plumbing, heating and sign inspections are requested annually.

### Highlights of the Business Plan include:

- Completion of a three year plan to adjust fees, and labour and operating costs;
- Implementation of the Downtown21 Master Plan to bring vitality to Mississauga's downtown core;
- Implementation of the new Official Plan through Area Plan Reviews, Community Improvement Plans, Parking Standards Review, Growth Forecasts, Employment Land Review, Environmental Policies Review, Employment Opportunities in Intensification Areas and Zoning By-law Conformity Review;
- Development of an affordable housing strategy and action plan to provide housing choices to meet the needs of residents;
- Provision of training on project management practices and enhancement of public participation processes;
- Development and implementation of technology to allow electronic plan submissions, review and approval; and
- Enhancement of internal and external websites and expansion of on-line services.



## Legislative Services

**Mission:** To meet customers' diverse service needs by providing statutory and legislated services to the public, Council and other internal and external customers through a variety of service channels.

### **This service is provided by:**

The Office of the City Clerk, which consists of six service areas, including: Legislative Services, Court Administration, Vital Statistics and Committee of Adjustment, Records Management, Elections and Printing and Mailing

### **Interesting facts about this service:**

- In 2012, Legislative Services supported 205 meetings of Council and its Committees, representing 440 hours of meetings, while in 2013, it is anticipated that 160 meetings of Council and its Committees, representing approximately 300 hours of meetings will be supported;
- 624 Freedom of Information requests were received, of which 99.4 per cent were responded to within the 30 day response time;
- The Committee of Adjustment dealt with 680 variance and severance applications in 2012, with over 500 applications anticipated in 2013;
- 2,558 marriage licences were issued, with 246 marriage ceremonies performed;
- There were over 3,400 views of the City Council Mississauga TV; and

- Courthouse staff served over 89,800 in-court appearances, which was an increase of 18.5 per cent from 2011.

### **Highlights of the Business Plan include:**

- To accommodate the volume of requests for Early Resolution meetings, additional staff is required to manage and address the increased workload.
- Implementation of Electronic Records Management in a number of departments during the period of the plan will increase collaboration and ensure that valuable record assets of the City are protected.
- Preparation for the 2014 Municipal Election is in full swing.
- The 2014 Election Work Plan is underway to provide increased options for voters and prepare for increased voter turn-out.
- Ongoing support of Council and Committees, with enhanced transparency and openness by making information readily accessible to the public in electronic and in some cases video format.



## Arts and Culture

**Mission:** The Culture Division works towards implementing the Culture Master Plan by working collaboratively with a wide variety of partners to build strong cultural institutions, to foster complete communities and to stimulate a creative economy.

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### This service is provided by:

The Cultural Division is responsible for the delivery of the Arts and Culture service area. It is comprised of 39 full-time and 20 part-time expert and professional staff to deliver program and services in: arts and culture programming (i.e. digital, literary, visual and performing arts) educational and instructional programming (e.g. museums, dance, photography), event and film production management, granting, public art, research, cultural and heritage planning, digital engagement, and facility operations.

### Interesting facts about this service include:

- City funded festivals and events leveraged an additional \$2.5 million of private funding;
- Over one million people attended City-funded arts & culture festivals and events;
- More than 600,000 attended Mississauga Celebration Square events;
- 550,000 volunteer hours have been donated in support of local culture organizations, festivals and events;
- 31 pieces of public art can be found within Mississauga, of which 14 form the City's Public Art Collection;
- Almost 350,000 visits to the Culture Division's webpages and 11,000 followers on social media;

- Approximately 140 shows and performances are annually presented at the Meadowvale Theatre;
- Approximately 275 properties within Mississauga are designated in accordance with the *Ontario Heritage Act*;
- Approximately 15,000 artifacts and 200,000 archaeological pieces form the museum collection; and
- A total of 850 filming days occurred in Mississauga - a 150 per cent increase from 2011.

### Highlights of the Business Plan include:

- Attain a \$3 per capita investment ratio for the City's arts and culture grant program;
- Improve service delivery for heritage planning, artifact preservation and collection management, and community cultural outreach;
- Measure and communicate the City's performance on cultural development;
- Renew Culture Division web-pages and implement digital activation strategy;
- Implement the Public Art Master Plan and facilitate new public art works; and
- Continue the Port Credit Culture Node Pilot project.



## Regulatory Services

**Mission:** We achieve compliance with municipal by-laws and provide services in a safe and professional manner to maintain order, safety and community standards in the City.

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### **This service is provided by:**

Regulatory Services is one of five divisions in the Transportation and Works Department, comprises 133 staff and includes the following sections: Administrative Services; Compliance, Licensing and Charity Gaming; Mobile Licensing; and, Parking Enforcement.

### **Interesting facts about Regulatory Services:**

- Regulatory Services addressed over 32,000 requests for service;
- Issued more than 27,000 Licences of various types;
- Conducted 42,000 regulatory inspections;
- Issued 23,000 parking considerations;
- Issued in excess of 140,000 charges; and
- Enforces more than 30 different municipal by-laws.

### **Highlights of the Business Plan include:**

- Implementation of an Administrative Penalty System (APS) to reduce court backlog and streamline the process through which penalties are paid and disputed. APS will initially be introduced for parking enforcement matters followed by licensing;
- Completion of the business licensing review process including the expansion of regulation into the personal services sector;
- Proposed introduction of fee-based cost recovery by Mobile Licensing for mandatory inspection of licensed vehicles;
- Introduction of licensing of residential second units; and
- \$668,000 in new revenue through initiatives identified in proposals for 2014, which would yield a four per cent reduction in net budget.



## Facilities and Property Management

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

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### **This service is provided by:**

Space Planning; Facilities Planning and Development; Realty Services; Energy Management; Facilities Maintenance; Accessibility and Security.

### **Interesting facts about this service:**

- Responsible for facility assets with a replacement value of approximately \$1.3 billion;
- The City owns and operates a portfolio of over 300 buildings of various size and complexity with approximately 5.3 million square feet along with approximately 5,000 light poles and associated infrastructure for pathways, sport fields and parking lots;
- Manages over 600 agreements City wide relating to leases/ licenses and easement agreements; and
- Handled over 10,600 Security incident reports in 2012.

### **Highlights of the Business Plan include:**

- Contribute to the Living Green pillar of the *Strategic Plan* by expanding programs in the Energy Management area;
- Continue to address the challenges of maintaining an aging portfolio in a cost effective manner while meeting the expectations of stakeholders for service;
- Leverage the Asset Management Program information and functionality to drive more strategic facility planning decisions;

- Implement the Energy Benchmarking, Energy Awareness and Retro-commissioning Program (EBEAR) initiative to support reduction in emissions;
- Seek out grant opportunities to fund energy conservation capital improvements;
- Implement Hansen Field computing for more efficient maintenance operations and improved work order management;
- Enhance the safety and security of city properties, by monitoring, patrolling and reporting incidents on a regular basis;
- Improve accessibility inventory tracking and update based on pending Accessibility legislation to drive strategic facility accessibility upgrades;
- Manage and contribute to capital construction projects, including: project managing River Grove and Meadowvale Community Centre renovation projects, and the new construction of Fire Station 119; and
- Manage the maintenance and security of Mississauga Transitway Phase One stations that will be completed in the spring of 2014, along with eight others to be added later.



## Strategic Policy

**Mission:** Strategic Policy exists to lead, support and promote innovation, collaboration, accountability and partnerships. We lead by example in strategic risk taking and ensure the City's long term prosperity is protected.

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### **This service is provided by:**

City Manager and Chief Administrative Officer's Office;  
Economic Development; City Strategy and Innovations;  
Legal Services and Internal Audit.

### **Interesting facts about this service:**

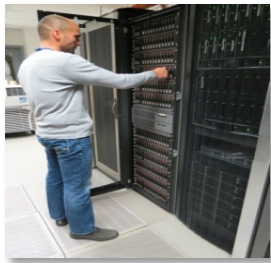
Strategic Policy work touches all business plans across the corporation and is achieved by collaboration across all five City departments;

- Key documents that shape our Business Plan include: Strategic Plan, City Business Plan, Downtown21 Master Plan, Economic Development Strategy, Inspiration Lakeview: A Vision, Municipal Act, 2001, Corporate Policies and the Audit Charter;
- The Economic Development Office increases the profile of the City as a national and international business centre with the implementation of Marketing and Advertising Plan;
- All audit recommendations are agreed to by management and followed up on twice a year; and
- The Mississauga Business Enterprise Centre responds to 8,000 contacts per year.

### **Highlights of the Business Plan include:**

- Legal Support and enhanced Audit Coverage to mitigate risk exposure;
- Continue to chart the future course for Port Credit through advancing Inspiration Port Credit.
- Implementation of the International Marketing Strategy to attract and retain foreign investment;
- Assist in the opening of Sheridan Phase II in September 2016, which will result in 7,000 students in the downtown;
- Advance a district energy strategy;
- Advance the implementation of the Downtown21 Master Plan to ensure we have a vibrant people place in the heart of Mississauga; and
- Develop strategies to capture new value for existing City resources in a sustainable way.





## Information Technology

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

---

### **This service is provided by:**

The Information Technology (IT) Division is comprised of five sections that focus on technology planning, service delivery, support and operations: Client Services, Departmental Systems, Enterprise Systems, Planning & Integration and the SAP Centre of Excellence. IT is also supported by the 4 Departmental IT Groups aligned with each of the major departments: Corporate Services, Community Services, Planning & Building and Transportation & Works. The IT Division will renew the organizational structure through the IT e3 initiative in January 2014.

### **Interesting facts about this service:**

- Information Technology facilitates the deployment of new business solutions and technologies to meet the business needs of the city and provides ongoing maintenance, daily support and IT asset lifecycle replacement;
- The IT Service Desk offers client support Monday to Friday 8:00 a.m. to 5:00 p.m. service desk coverage and provides on-call support 24 hours a day, seven days a week, 365 days a year along with specific line of business support by Departmental IT Groups;

- There are 597 kilometres of fibre connecting 92 City sites with over 2,400 desktop computers, 650 laptop computers, 500 public access computers, 200 multi-function copiers and 70 network servers accessing over 70 terabytes of data;
- Our mobile workforce has 1,100 cellular devices, 1,000 radios and 148 field computers; and
- The public access free Wi-Fi at 55 City facilities and access City services and info on the web nine million times in a year.

### **Highlights of the Business Plan include:**

- The operating budget will be slightly reduced through efficiency initiatives. IT will focus on implementing key recommendations and initiatives identified in the e3 review that occurred in 2012 including a focus on service management and project portfolio management.
- A new IT strategy is in place which focuses on providing more self-service, efficiencies in business process through a mobile workforce and access to City services through mobile technology (e.g. MiWay mobile app). The IT strategy also introduces technology for collaboration to facilitate engaging citizens, businesses and other government agencies and community groups.





## Business Services

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

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### **This service is provided by:**

Revenue & Materiel Management, Finance, Human Resources and Communications.

### **Interesting facts about this service:**

- Most initiatives undertaken by the other service areas involve the support and partnership of Business Services. This includes purchasing, human resources, communications and financial services;
- Finance prepares bi-weekly payroll deposits and cheques for over 3,800 full-time employees and 2,200 part-time employees and summer staff (includes active staff at a given time);
- Four internships are arranged annually through Career Bridge, an internship program for recent immigrants; and
- The 311 Citizen Contact Centre operates from 7:00 a.m. to 7:00 p.m., Monday to Friday, excluding holidays, and handles an average of 300,000 telephone and email inquiries annually.

### **Highlights of the Business Plan include:**

- Revenue and Materiel Management will be acquiring an upgrade to the Central Cashiers System which will improve data interfaces with other systems and automate reconciliation functions;
- Finance will be commencing work on the development of a Long Term Financial Plan, which will establish policies and direction to ensure the City has a sustainable financial plan well into the future;
- Human Resources will look to create operating efficiencies by automating its administrative processes and forms;
- A Brand Research Project will try to understand current perceptions of Mississauga and review the existing Visual Identity Program with the intent of refreshing the overall City brand and developing a complementary Downtown brand; and
- 311 Citizen Contact Centre requires a replacement of its Knowledge Base System to provide increased functionality and to allow information to be accessible by citizens on the web anywhere, any time, on any device.

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# Performance Measures

## Balanced Scorecard

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

By paying attention to all four areas an organization can retain balance to its performance and know that it is moving towards the attainment of its goals.

About the Measures for the City Business Plan:

### Financial Measures

*Impact on Total Tax Bill* measures the City's portion of the increase in the total property tax bill. The ability to keep this rate reasonable demonstrates an ability to achieve excellence in public administration and deliver services efficiently, at a reasonable cost.

### Customer Measures

*Resident Satisfaction with Mississauga* as a place to live measures the overall satisfaction of Mississauga residents with their city. These results are based on a poll conducted by Environics Research, featuring an analysis of public attitudes and issues of concern in the province of Ontario.

96 per cent of Mississauga's residents are satisfied with Mississauga as a place to live. This is by far the highest satisfaction rate among municipalities in the Region of Peel.

### Employee Measures

*Overall Employee Engagement Results* for The City of Mississauga are, when benchmarking with other comparable GTA organizations, eight per cent above the sector's benchmark.

This measure is the overall average of the "EFS Scales" which are the 27 significant workplace elements that are measured as an indicator of employee engagement. The results are based on the bi-annual survey conducted by Metrics@Work. It should be noted that the number does not represent an absolute score of satisfaction, but rather a placement on a scale for comparative purposes.

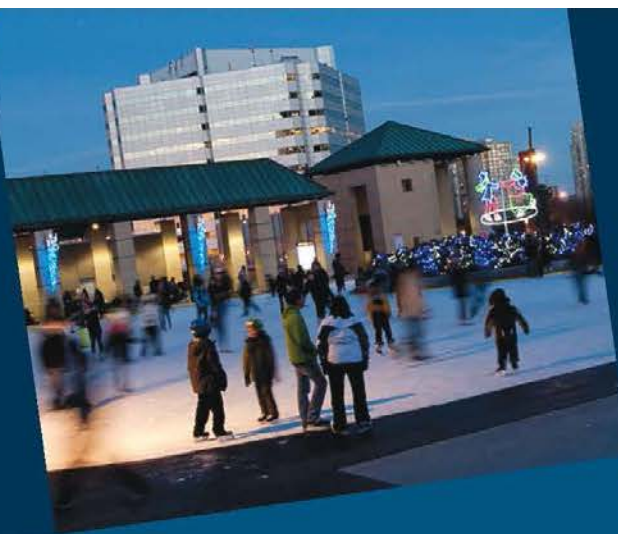
### Business Processes

*311 First Call Resolution (FCR) Rate* is the percentage of calls that are handled "one and done" in the Call Centre and do not require a service request to the business area. The benchmark identified by the Institute of Citizen-Centred Services (ICCS) states that you should only have to speak to a maximum of two people in order to get service, although one person is preferred for FCR. The 311 Citizen Contact Centre objective is that 87 per cent of the total calls are handled "one and done", and the call centre is meeting this rate.

Measures for the City	2010 (Actual)	2011 (Actual)	2012 (Actual)	2013 (Actual)	2014 (Planned)	2015 (Planned)	2016 (Planned)
<b>Financial:</b>							
Impact on Total Residential Tax Bill	0.6%	1.6%	2.1%	2.4%	2.8%	2.9%	2.5%
Impact on Total Commercial Tax Bill	0.4%	0.9%	1.3%	1.4%	1.7%	1.6%	2.0%
<b>Customer:</b>							
Overall Resident Satisfaction with Mississauga as a place to live	82%	84%	96%	96%	90%	90%	90%
<b>Employer:</b>							
Overall Employee Engagement Results	68%	68%	68%	68%	70%	70%	70%
<b>Business Process:</b>							
311 First Call Resolution Rate	93%	90%	84%	90%	90%	90%	90%







823 RECREATION FACILITIES  
 24/7, 365 DAYS A YEAR ACCESS TO FIRE  
 \$8 BILLION INFRASTRUCTURE  
 SNOW CLEARED FROM 5,210 KM OF ROADS AND 2,204 KM OF SIDEWALKS  
 POWER SUPPLIED TO 49,234 STREET LIGHTS AND 511 TRAFFIC LIGHTS  
 244 KM OF BICYCLE LANES AND BOULEVARD MULTI-USE TRAILS  
 56 KM OF NOISE BARRIERS  
 223 BRIDGES AND CULVERTS

# City Budget and Financial Overview

## 2014-2016 Business Plan Update and 2014 Budget

City of Mississauga, Ontario, Canada



1.3 MILLION LIBRARY ITEMS IN MULTIPLE LANGUAGES AND  
 GRASS CUT ON 530 SPORTS FIELDS  
 EQUIPMENT MAINTAINED ON 255 PLAYGROUNDS  
 23,314 RECREATION PROGRAMS  
 530 SPORTS FIELDS  
 511 SIGNALIZED INTERSECTIONS  
 25 ICE RINKS, 18 POOLS AND 11 COMMUNITY CENTRES  
 93 TRANSIT ROUTES, 1.3 MILLION HOURS OF SERVICE  
 102 EVENT DAYS AT CELEBRATION SQUARE AND 505,000  
 6,700 ACRES OF PARKS AND OPEN SPACES  
 5,210 KM OF ROADS  
 RECREATION FACILITIES

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## Table of Contents

<b>1.0</b>	<b>Introduction .....</b>	<b>3</b>
<b>2.0</b>	<b>Changes to Maintain Current Service Levels.....</b>	<b>12</b>
<b>3.0</b>	<b>Changes to Operationalize Prior Decisions .....</b>	<b>16</b>
<b>4.0</b>	<b>New Initiatives and New Revenues .....</b>	<b>17</b>
<b>5.0</b>	<b>Special Purpose Levies .....</b>	<b>19</b>
<b>6.0</b>	<b>Capital .....</b>	<b>21</b>
6.1	Capital Infrastructure Gap .....	21
6.2	Maintain Capital Infrastructure with Prudent Debt Management .....	22
6.3	Capital Program Funding Issues.....	26
6.4	2014 Capital Budget.....	28
6.5	2014 to 2023 Capital Budget Forecast .....	30
<b>7.0</b>	<b>Staffing Impacts of Proposed Budget.....</b>	<b>32</b>
<b>8.0</b>	<b>City Property Tax Distribution .....</b>	<b>33</b>
<b>9.0</b>	<b>Conclusion.....</b>	<b>36</b>

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## 1.0 Introduction

Last year the City of Mississauga undertook an extensive process to create a four year, detailed Business Plan and Budget covering 2013 to 2016. Approved in December 2012, the 2013-2016 Business Plan and Budget outlines how and where the City plans to allocate resources to provide good value for taxpayers. Detailed business plans are prepared every two years, with an update to the Plan undertaken in the second year. The four year plan is based on the City's four priorities. The year 2014 marks the second year of Mississauga's 2013-2016 Business Plan and Budget. For this "Update Year" staff focused on primarily updating and presenting exceptions and amendments to the four year approved Service Area Business Plans, while still providing comprehensive financial information and forecasts.

The Business Plan and Budget focuses primarily on preserving existing service levels and delivering these services in a cost effective manner, as well as providing for some priority strategic investments, infrastructure upgrades, additions and capital maintenance. It balances the increased costs to deliver these services to the community with reasonable tax impacts. The proposed 2014-2016 Business Plan Update and 2014 Budget has been developed to provide the right services in the most cost effective manner.

The following four priorities have guided the budget development process:

1. Deliver the Right Services;
2. Implement Cost Containment Strategies;
3. Maintain Our Infrastructure; and
4. Advance Our Strategic Vision.

In September 2013, Standard and Poor's reaffirmed the City of Mississauga's AAA credit rating, noting the City's diverse economy, competitive tax rates, and strong financial policies provide the City with financial resilience in dealing with future financial challenges. While this is a positive outcome, ongoing challenges including development related revenues below forecasts, limited assessment growth, ongoing asset renewal needs, declining reserve and reserve fund balances and reliance on debt financing, are impacting the City's overall financial resilience.

The proposed 2014-2016 Business Plan Update and 2014 Budget strengthens the City's resilience by developing a plan that continues the capital infrastructure and debt repayment levy, explores implementing Storm Water Fees and partnerships for delivering City services, such as recreation. Although the continuation of the two per cent capital infrastructure and debt repayment levy improves the City's resilience, even with this levy, the City will see deterioration in the quality of its infrastructure in the medium to long term and some service levels, including deferring or eliminating new capital initiatives.

Pressures impacting the cost of delivering the City's services in 2014, include legislative requirements, declining demand for some recreation programs, general price increases and the continued phasing out of the reserve fund support for Transit while at the same time enhancing Transit services. Actions to address the Emerald Ash Borer infestation, and increase funding for infrastructure add additional pressures and the requirement for special levies for community needs that are beyond normal service delivery. Finally, Council will be considering a new proposed special levy to provide capital funding to the University of Toronto Mississauga for its new Institute of Management and Innovation Complex.

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The City has limited funding options – where possible we look for efficiencies and increase user fees. Once these options are exhausted, there remains only a choice between increasing property taxes or reducing services or service levels.

The proposed 2014-2016 Business Plan Update and 2014 Budget provides a balance between financial pressures and meeting the service demands of the community. The Budget is presented in four components: the cost to Maintain Current Service Levels; the cost to Operationalize Prior Decisions; the cost to implement New Initiatives and New Revenues; and provisions for Special Purpose Levies.

Below is a brief overview of each of the four components of the Budget.

#### **Maintaining Current Service Levels**

The City aims to keep cost increases to maintain current service levels in line with inflation. Each year, City staff is challenged to reduce costs by identifying efficiencies and streamlining processes through continuous improvement while maintaining service levels. This year, staff has identified \$7.9 million in savings equivalent to reducing the City tax levy by 2.1 per cent. Overall the cost to maintain current services has a below inflation impact of 1.6 per cent on the City's tax levy.

#### **Operationalizing Past Decisions**

To ensure the growth of services is in line with resident expectations and needs, adequate funding is required to operationalize prior decisions. These are the costs associated with new initiatives or completed capital projects from the previous year. An example would be paying the operating costs for a full year for the Transitway that was

only for a portion of the previous year. These costs add 0.8 per cent to the City's tax requirements in 2014. The total impact on the City's tax levy to deliver current approved service levels, including prior decisions is 2.4 percent.

#### **New Initiatives and Revenues**

Proposals for new initiatives in 2014 are described in detail within each service areas Business Plan. In this budget, proposals for new initiatives in 2014 support Mississauga's Strategic Plan and primarily are focused on expanding transit service. New initiatives require an increase of 0.8 per cent in the City's tax levy.

#### **Special Purpose Levies**

The invasive Emerald Ash Borer is threatening ash trees in all Southern Ontario municipalities. To protect, preserve and when necessary, replant City owned ash trees, the City is implementing a Special Purpose Levy over the next eight to nine years to fund the Emerald Ash Borer program to maintain the tree canopy of Mississauga. In 2014 this levy will be increased from \$2.8 million to \$5.6 million, an impact of 0.8 per cent on the City's tax levy. The levy will remain at this amount for the next eight to nine years, when it will be eliminated.

Another Special Purpose Levy is required to maintain the \$8-billion capital infrastructure owned by the City in a state of good repair. A Capital Infrastructure and Debt Repayment Levy of two per cent on the tax levy will be required for at least the next twenty years, at a minimum, to support and ensure that the City is investing in maintaining its infrastructure. This approach balances the pay as you go philosophy with prudent borrowing within reasonable limits as outlined in the City's debt policy.



The proposed 2014 budget also includes for Council consideration a new Special Levy to support the capital funding request from the University of Toronto Mississauga's (UTM) for its new Institute of Management and Innovation Complex. If approved by Council, this levy will result in a 0.3 per cent increase in the City's tax levy.

Description	2014 (Millions)	% Change	2015 (Millions)	2016 (Millions)
<b>Prior Year Budget</b>	<b>\$369.7</b>	<b>0</b>	<b>\$11.2</b>	<b>\$7.9</b>
Changes to Maintain Current Service Levels	6.8	1.9%	8.3	1.0
Assessment Growth	N/A	(0.3%)	N/A	N/A
<b>Total Changes to Maintain Current Service Levels</b>	<b>\$6.0</b>	<b>1.6%</b>	<b>\$8.3</b>	<b>\$1.0</b>
Changes to Operationalize Prior Decisions	3.0	0.8%	0.0	0.2
<b>Total Changes to Maintain Current Service Levels and Operationalize Prior Decisions</b>	<b>\$9.8</b>	<b>2.4%</b>	<b>\$8.3</b>	<b>\$1.2</b>
New Initiatives	3.1	0.8%	7.3	8.0
New Revenues	0.0	0.0%	(1.1)	1.6
<b>Proposed Budget Excluding Special Purpose Levies</b>	<b>\$382.6</b>	<b>3.2%</b>	<b>\$25.7</b>	<b>\$44.4</b>

<b>Special Purpose Levies</b>				
Emerald Ash Borer Management Plan	\$2.8	0.8%	\$0.0	\$0.0
Capital Infrastructure Levy and Debt Repayment Levy	\$7.4	2.0%	\$7.9	\$9.6
UTM Funding	\$1.0	0.3%	\$0.0	\$0.0
<b>Impact on Total Residential Tax Bill</b>		<b>1.9%</b>		
<b>Impact on Total Commercial Tax Bill</b>		<b>1.2%</b>		

Overall commercial/industrial rates are lower than residential rates as commercial/industrial pay a much higher proportion of their taxes from educational tax increases which are expected to have no increase. The City tax increase is the same for both but the proportions are different.

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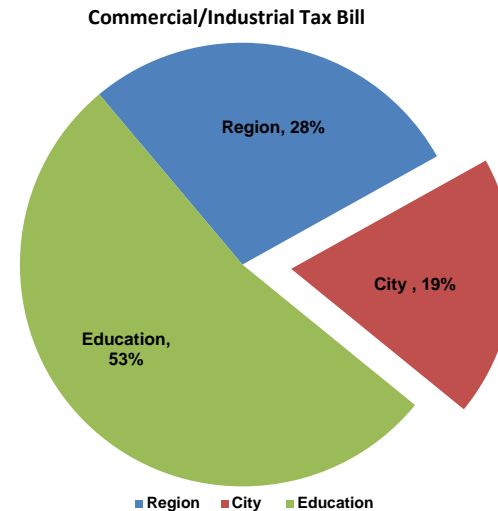
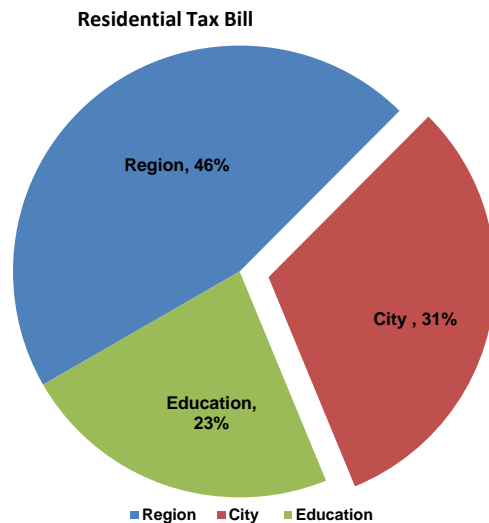
## Property Tax Bill

According to Statistics Canada and the Fraser Institute, in terms of total taxes paid by an individual or business in Canada (including sales, income and all other taxes), municipalities receive a much smaller share than both the Provincial and Federal governments. For example, Ontario municipalities receive only 11 cents of every tax dollar raised in Ontario, yet own 65 per cent of the capital infrastructure. The Provincial and Federal governments receive 34 cents and 55 cents and own 32 per cent and 3.2 per cent of the capital infrastructure, respectively.

The property tax bill in Mississauga provides funding for services provided by three government organizations – City

of Mississauga, the Region of Peel and the Province of Ontario for the Ministry of Education, as Mississauga is part of a two-tier municipal government structure. The property taxpayer is impacted by the decisions of all three bodies, and all three make up the total change in the property tax bill. The City's Business Plan and Budget only affects the City portion of the tax bill which is 31 per cent of the residential tax bill and 19 per cent of the non-residential tax bill, as shown in the following graphs. In order for taxpayers to more easily understand the impact of the City's budget on their taxes, we calculate the impact on the total tax bill. Expressing the change in this way also makes it easier to compare to other large, single tier cities such as Toronto, Ottawa, Hamilton and London.

## Distribution of the Property Tax Bill



### Impact on Property Tax Bill

The Region of Peel is in the process of finalizing their budget and the final tax rate is not known yet. However, based on budget directions from Regional Council, Peel Region has a target 2014 tax rate increase of 0.8 per cent for the proposed operating budget and an additional one per cent for the Region's infrastructure Levy. The Region's forecasted 1.8 per cent increase impacts the residential tax bill by 0.9 per cent which is reflected in the table below.

No increase is assumed in the Education tax rate as has been the case for the last 15 years. Combining these components with the City's tax rate will result in the total impact on a City of Mississauga resident's tax bill of 2.8 per

cent. Of the 2.8 per cent residential increase, only 1.4 per cent is for ongoing operations and new initiatives. The Emerald Ash Borer Management Plan requires 0.2 per cent funding to preserve and replant trees. Essential funding to support both the City and Region's capital forecasts and to help address infrastructure needs has a 1.1 per cent impact. Without infrastructure levies, the condition of the City's and the Region's infrastructure will deteriorate significantly. In addition, there is a capital funding request from University of Toronto Mississauga campus having a 0.1 per cent tax impact. For a commercial/industrial taxpayer the impact on the total tax bill is 1.7 per cent. Overall commercial/industrial rates are lower as they pay much higher educational taxes as illustrated in a previous chart.

### Impact on Residential Tax Bill

	City	Region	Education	Total
Required to Fund Ongoing Operations*	1.0%	0.4%	0.0%	1.4%
Emerald Ash Borer Management Plan	0.2%	0.0%	0.0%	0.2%
Capital Infrastructure and Debt Repayment Levy	0.6%	0.5%	0.0%	1.1%
UTM Funding	0.1%	0.0%	0.0%	0.1%
<b>Total</b>	<b>1.9%</b>	<b>0.9%</b>	<b>0.0%</b>	<b>2.8%</b>

### Impact on Commercial/Industrial Tax Bill

	City	Region	Education	Total
Required to Fund Ongoing Operations*	0.6%	0.2%	0.0%	0.8%
Emerald Ash Borer Management Plan	0.1%	0.0%	0.0%	0.1%
Capital Infrastructure and Debt Repayment Levy	0.4%	0.3%	0.0%	0.7%
UTM Funding	0.1%	0.0%	0.0%	0.1%
<b>Total</b>	<b>1.2%</b>	<b>0.5%</b>	<b>0.0%</b>	<b>1.7%</b>

\*Includes new initiatives

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## 2014 Budget Process

The proposed 2014 Budget is the result of an extensive process undertaken by staff. Throughout the spring Service Areas prepared their 2014-2016 Business Plan Updates. These plans were reviewed, revised and approved by the Leadership Team. The Budget provides the resources to implement the second year of the Business Plan. On June 26, 2013 staff presented a forecast for 2014 to Budget Committee, highlighting the challenges and opportunities impacting the 2014 Budget and advising Council of the time frame for the 2014-2016 Business Plan Update and 2014 Budget process. Service areas prepared their detailed operating and capital budgets, incorporating the Business Plan adjustments approved by the Leadership Team, through June to mid-August. Budget submissions were reviewed by the Leadership Team through September and October and the proposed budget was finalized for Council review. On October 1, 2013, a public Open House was held to receive community feedback on the 2014 Budget. On October 16, 2013 Budget Committee considered increases in fees and charges for 2014, which were approved by Council on October 23, 2013.

The process for Council review of the 2014 Budget is set out below. All Budget Committee meetings are open to the Public and are broadcast by Rogers TV.

- Distribution of the Budget Document to Council;
  - By November 20, 2013.
- Presentation of Budget Overview;
  - November 26, 2013 Budget Committee.
- Service Area Budget Presentations;
  - November 26 and 27, 2013.

- Budget Committee Deliberations; and
  - December 2,3,4, 2013 Budget Committee.
- Targeted Council Approval.
  - December 11, 2013.

## Business Plan and Budget Document

The overall City Business Plan is a consolidation of detailed Business Plans for each Service Area, identifying the resources to maintain service levels and proposed investments in strategic initiatives and the associated investment of tax dollars, in a transparent manner. The budget book contains the City Business Plan, the City Budget and Financial Overview, each of the Service Area's detailed Business Plans, information on Reserves and Reserve Funds, Financial Policies and a Glossary.

### City Services

The City of Mississauga delivers valued and essential services to our residents. These are services that are used every day by our residents. The City owns and maintains \$8-billion in infrastructure – this includes buildings, parks, playground equipment, buses, roads, sidewalks and many other items.

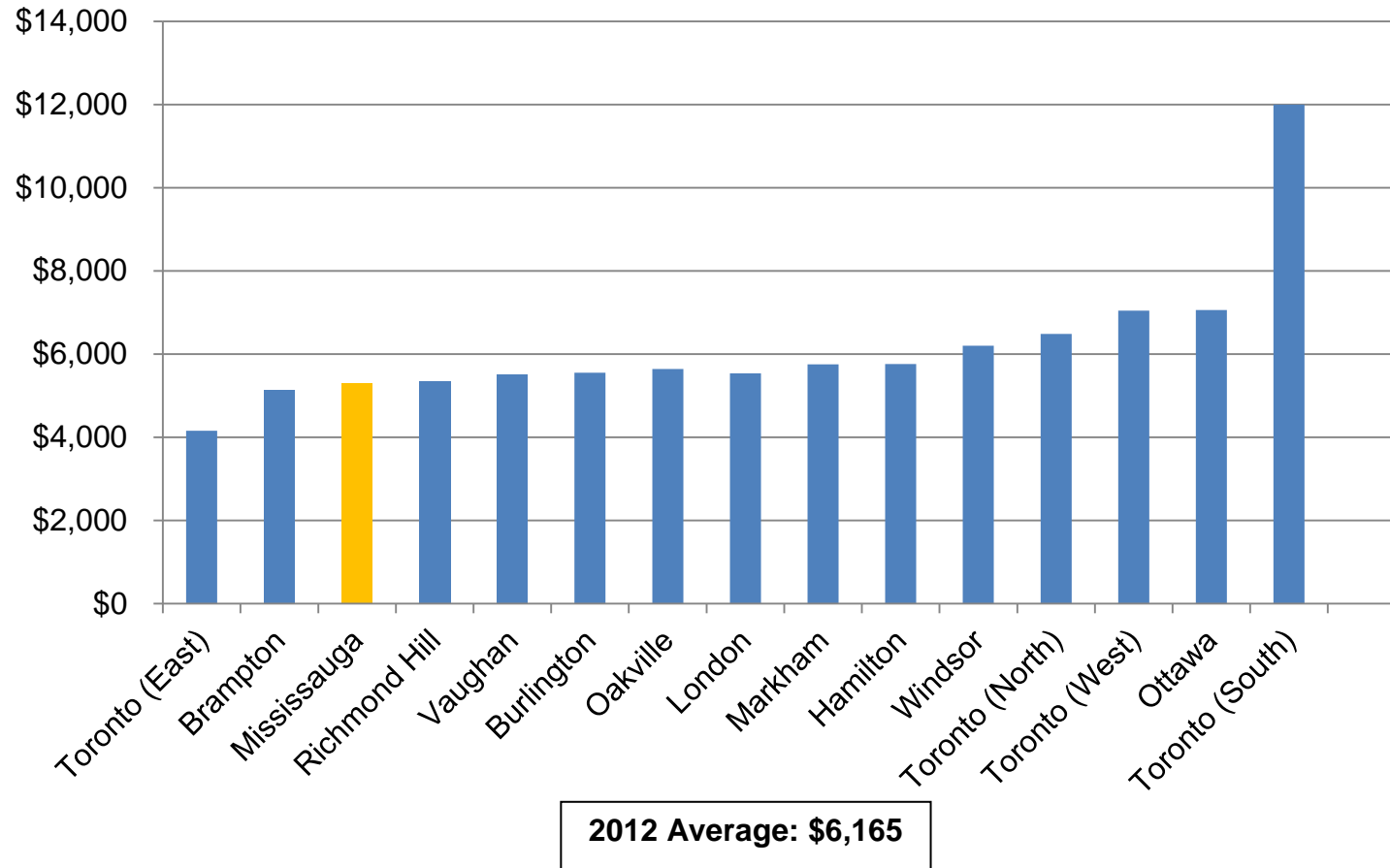
The average house in Mississauga in 2013 had a value of \$479,000. In 2013 this average home paid \$1,391 in City taxes. The major services received and the total annual amount paid per home for each are described below:

- Fire & Emergency Services - \$294
  - Twenty four hours a day, seven days per week availability 365 days a year;

- 
- Responded to 25,757 calls in 2012 with the 90th percentile total response time of seven minutes and 26 seconds for the first arriving truck on scene ; and
  - Over 43 per cent of calls are medically related.
  - Roads, Storm Drainage and Watercourses- \$229
    - Snow cleared from 5,210 kilometres of roads & 2,650 kilometres of sidewalks;
    - Power supplied to 49,234 street lights & 511 traffic lights;
    - 56 kilometres of noise barriers; and
    - 2,000 kilometres of storm sewers.
  - Transit - \$192
    - Third largest municipal transit system in Ontario;
    - 93 routes serving 3,850 bus stops;
    - 1.3 million hours of service with over 52 million passenger boarding in 2013; and
    - 100 per cent fully accessible MiWay buses.
  - Parks and Forestry - \$103
    - Care of over one million City owned trees;
    - Operation and maintenance of 10 municipal owned cemeteries, two of which are active;
    - Equipment maintenance of 255 playgrounds;
    - Maintenance of 530 sports fields (soccer, baseball, cricket, etc); and
    - 6,700 acres (2,711 hectares) of parkland maintained, including 522 parks and 225 kilometres of park trails and pathways.
  - Libraries - \$83
    - 18 libraries, providing 54,350 hours of service;
    - 1.3 million items in collection (multiple languages & formats); and
    - 446 public computer stations, and free wireless internet access.
  - Recreation - \$69
    - 23,314 recreation programs with two million recreation services hours;
    - 11 major Recreation Facilities; and
    - Programs run at 25 ice rinks and 18 pools.

### City Tax Rate Is Very Competitive

The following chart provides a comparison of 2012 taxes for a four bedroom home to various municipalities, primarily from the GTA. The comparison is for the total property tax bill, including both upper and lower tier municipal responsibilities and education. Mississauga's taxes are among the lowest.



The following table presents the total tax levy in 2012 on a per capita basis. The total tax levy includes upper and lower tier responsibilities and education. This table provides a comparison of the total property tax burden by resident. It does not show the tax levy raised on commercial and industrial properties. Mississauga is among the lowest in comparison to other major southern Ontario municipalities and is well below the average for Ontario municipalities.

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

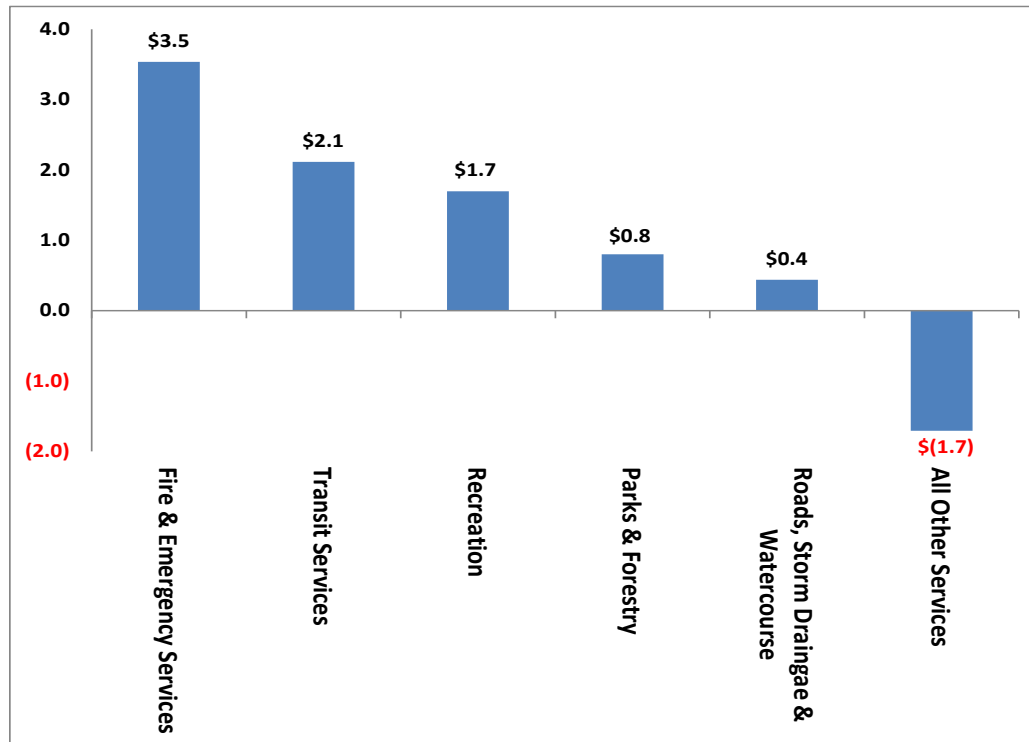
Municipality	Per Capita
Oakville	\$1,571
Windsor	\$1,509
Ottawa	\$1,474
Vaughan	\$1,459
Toronto	\$1,388
Hamilton	\$1,369
Burlington	\$1,351
London	\$1,276
<b>Mississauga</b>	<b>\$1,228</b>
Richmond Hill	\$1,219
Markham	\$1,144
Brampton	\$1,106
<b>Average</b>	<b>\$1,341</b>

## 2.0 Changes to Maintain Current Service Levels

The cost to deliver current service levels in the proposed 2014 Budget requires an increase of \$6.8 million. After considering assessment growth, the impact on the City's tax levy is 1.6 per cent (1.9 per cent less 0.3 percent assessment growth), which is below the rate of inflation. The following chart presents a breakdown of the \$6.8 million increased costs to maintain current service levels by service area. Five service areas account for the majority of the cost increases – Fire and Emergency Services; Transit Services; Recreation; Parks & Forestry; and Roads, Storm Drainage and Watercourses. Details can be found in Appendix 1A to Appendix 1C of this section with much greater detail available in Appendix 1 of each Service Area's Business Plan.

Distribution of Cost Increases to Maintain Existing Services by Service Area (\$ Millions)

Total Cost Increases \$6.8 Million.





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The following provides an overview of the cost increases by service area:

### **Fire and Emergency Services**

The Fire and Emergency Services budget is the largest driver of the cost increases required to maintain current service levels with a proposed increase of \$3.5 million. The Fire budget is close to 97 per cent labour, therefore the largest pressure in this service area is labour costs. The collective agreement for Fire expired at the end of 2010 and collective bargaining process continues. However, the existing agreement provides for wage parity with other Fire and Police services and settlements in other municipalities resulted in wage increases for Mississauga firefighters in 2013 creating a budget pressure in 2014 of \$2.1 million including the employer's share of OMERS contribution.

### **Mississauga Transit**

The increased costs of \$2.1 million to maintain current service levels in Transit are related to labour cost increases of \$1.8 million resulting from union contract settlements and non-union labour adjustments, and \$1.7 million in diesel fuel cost increases which represents a 10.6 per cent increase per litre. Additional revenues of \$3 million are expected in 2014 based on the approved fare increase and two per cent ridership growth; however, the increased revenue is partially offset by the \$1.5 million planned reduction in the transfer from the Provincial Gas Tax Reserve. In 2010, the transfer from the Gas Tax Reserve was increased above the annual gas tax revenue received from the Province to offset the significant reduction in revenue from the economic downturn. Utilizing Provincial Gas Tax funding in excess of the annual receipts from the Province is not sustainable.

The phasing out of the excess funding began in 2013 with the final reduction occurring in 2015.

### **Recreation**

The Recreation Services Budget requires an increase of \$1.7 million primarily driven by increases in labour of \$0.8 million, utility increases of \$0.3 million and lease cost increases of \$0.2 million related to 201 City Centre Drive. Offsetting some of the costs pressures are savings of \$0.4 million achieved through efficiencies in recreation programs, scheduling and improved facility maintenance. Revenues in the Recreation Services Budget for 2014 are lower than the previous year budget by \$0.6 million, to better align with actual year end results over the past few years.

### **Parks and Forestry**

The Parks and Forestry budget includes an increase of \$0.8 million primarily for utilities, labour and fuel costs. Included in the budget are savings of \$0.3 million related to the Parks and Forestry organizational review, and reduced vehicle rental costs.

### **Roads, Storm Drainage and Watercourses**

The Roads, Storm Drainage and Watercourses budget for maintaining current service levels is increasing by \$0.4 million. The pressure on the budget to maintain existing service levels includes increased costs for winter maintenance contracts and materials; increased engineering and works programs contract costs, increased fuel costs and labour. As a result of the LED Retrofit project that started in 2012, staff has identified savings of \$1.6 million in hydro costs for 2014. Additional savings include reduced contract costs associated with street sweeping, sidewalk clearing, and winter salt spreading.

## Other

The remaining service areas of Mississauga Library, Land Development Services, Legislative Services, Arts and Culture, Regulatory Services, Facilities and Property Management, Strategic Policy, Information Technology, Business Services, Council and Financial Transactions account for a decrease of \$1.7 million in the proposed 2014 Budget to maintain current service levels. The decrease includes efficiencies within service areas including the SunLife Benefits Contract.

### Cost to Maintain Current Service Levels By Cost Category

The following table highlights the main cost categories driving the \$6.8 million increase to maintain current service levels.

Description	2014 (\$ Millions)
<b>Increases/(Decreases) to Maintain Current Service Levels</b>	
Labour and Benefits	10.0
Other Cost Increases	10.3
Efficiencies and Cost Savings	(8.0)
Current Revenue Changes	(5.5)
<b>Total Changes to Maintain Current Service Levels</b>	<b>6.8</b>

Labour costs reflect economic adjustments for both union and non-union staff, based on recent market surveys and labour settlements. Over half the increase relates to annualization of approved contract settlements and increases for non-union staff provided in April 2013, and

therefore reflect past decisions and increases. As with previous years, the total labour budget also includes over \$5 million dollars in provisions for gapping savings. The total budget for staffing has been reduced by this amount recognizing that there will be some savings as a result of staff vacancies and turnover during the year.

There are significant pressures on other costs increases to deliver existing services. Many of these pressures are beyond the control of the City and include:

- Budgeted Diesel fuel costs have increased \$0.10/litre which represents a \$1.8 million or 10.1 per cent increase on a combined budget of \$20.3 million in Transit and Roads, Storm Drainage and Watercourses;
- Transfer to the Assessment Appeals Reserve has increased by \$1 million for a proposed budget of \$1.3 million to address the reserve's declining balance;
- Winter maintenance contract and operating material increases related to existing contracts are projected at \$0.8 million or 4.3 per cent on a budget of just under \$20 million; and
- Engineering and Works contracts are expected to increase by \$0.4 million or 2.4 per cent on a budget of \$15.6 million.

As in previous years, for 2014, City staff was given the challenge of identifying efficiencies and streamlining processes through continuous improvement while maintaining service levels. A target of one per cent of gross expenditures was set. As a result, staff identified \$7.9 million dollars in savings which is the equivalent of a tax rate impact of 2.1 per cent. These savings were implemented in most service areas of the City. Financial transactions included savings of \$2.2 million associated with the re-negotiated

SunLife ASO Contract. The street lighting LED retrofit program commenced in late 2012 and will be completed by 2014, resulting in significant budgeted energy savings of \$1.6 million in 2014. While staff continually strive to find efficiencies in delivering services to the community, some expanding service areas such as Transit, are finding such opportunities more challenging to identify.

Current revenues have increased by \$5.5 million dollars. Fees and user charges generate revenue to support services which provide benefits to specific individuals and organizations, rather than all residents. Ensuring fees and user charges increase to offset cost increases reduces pressure on the City's tax levy requirements and reliance on property taxes for these services. If fees do not increase to cover cost increases, tax support for the program or service must increase. The increase includes an expected Transit revenue increase of \$1.3 million. The Transit revenue increase is a combined result of growth in ridership and fare increases, offset by a planned reduction of a draw down from the Provincial Gas Tax Reserve Fund. The Enersource dividend is anticipated to increase by \$1.7 million from \$10.3 million dollars in 2013 to \$12 million in 2014. In addition, Payment in Lieu of Taxes is expected to increase by \$1.1 million from \$25.9 million in 2013 to \$27 million in 2014. The increase for Payment in Lieu of Taxes is primarily due to higher Greater Toronto Airport Authority payments.

#### Summary of Cost to Maintain Current Service Levels

The City's Budget to maintain current service levels represents an overall increase of 1.6 per cent after assessment growth, below the range of inflation as measured by CPI and the Construction price index. Comparing the increase in the City's Budget only to CPI is not a valid comparison as the "basket of goods"

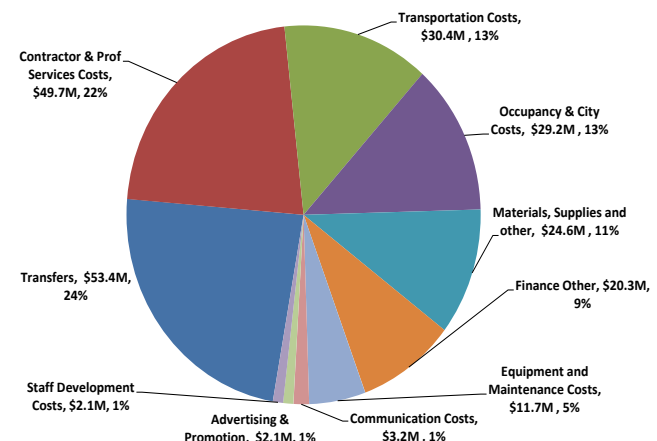
municipalities use to deliver service is different than those measured by CPI. The construction price index is more relevant for municipal comparisons. Many of the materials, supplies and contracts that the City purchases are driven by construction related price increases. The current CPI increase is 1.8 per cent and the increase in the construction price index is 2.4 per cent.

The following pie chart shows the breakdown of all operating costs in 2014 excluding direct City labour costs.

The Budget to Maintain Current Service levels:

- Maintains valued City Services;
- Provides for cost pressures associated with ongoing operations; and
- Results in a City property tax levy increase of 1.6 per cent and a resulting property tax increase of \$5.10 per \$100,000 residential assessment.

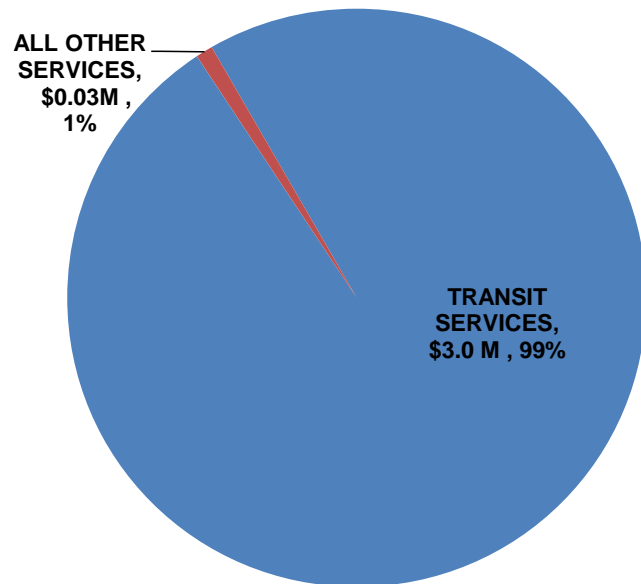
**Other Operating Costs 2014, \$226.7 Million**



### 3.0 Changes to Operationalize Prior Decisions

New Initiatives approved in the 2013 Budget and started part way through the year and capital projects completed during 2013 require increased expenditures for full year operations and therefore additional funding in 2014. These increases provide for a full year of costs related to new initiatives and the operating costs of new capital facilities. As identified in the chart below, the proposed 2014 budget includes increased costs of just over \$3 million to operationalize prior operating decisions.

Cost of Operationalizing Prior Decisions



Mississauga Transit accounts for 99 per cent of the increase due to the annualization of transit service improvements initiated in 2013 for the Transitway. This includes the full year costs for transit workers, diesel fuel and other maintenance costs to provide the expanded service. Appendix 1A identifies the costs to Operationalize Prior Decisions by service area in 2014.

#### Summary of Cost to Operationalize Prior Decisions

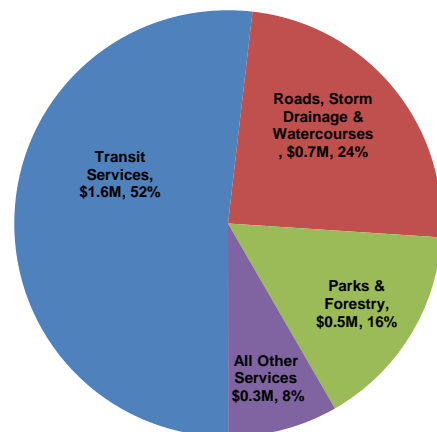
The City's Budget to Operationalize Prior Decisions represents a 0.8 per cent increase in the City's tax levy requirements. The budget to Operationalize Prior Decisions:

- Provides for the annualization of labour and ongoing costs for new initiatives approved in the previous year;
- Provides for the operating impact of new capital projects completed in previous years; and
- Results in a property tax increase of \$2.25 per \$100,000 of residential assessment.

## 4.0 New Initiatives and New Revenues

The proposed 2014 – 2016 Business Plan Update and Budget includes \$3.1 million in new initiatives and new revenues, excluding the potential new Special Levy related to the capital funding request from the University of Toronto's Mississauga Campus Innovation Centre. The proposed 2014 Budget includes \$3.7 million dollars for 24 proposed new initiatives and (\$0.6) million for six proposed new revenues. The following chart shows that 53 per cent of the proposed budget for new initiatives, net of new revenues, is for the expansion of Mississauga Transit service and 25 per cent is for Roads, Storm Drainage and Watercourses. Appendix 1A identifies New Initiatives and New Revenues by services area in 2014, with details provided within each departments individual business plans.

**Cost of New Initiatives and New Revenues**



### **Mississauga Transit initiatives include:**

- The Transitway Project will see the creation of a dedicated east-west transit corridor across Mississauga;
- The Transitway will increase service hours by 27,800 in 2014 and a further 21,900 in 2015;
- One per cent Service Growth to provide enhanced peak hour and midday services, plus two per cent to address congestion and overcrowding which will result in a total increase in service hours of 70,000; and
- Construction of the Hanlan Water project will result in an additional temporary 18,000 service hours to maintain existing service levels. The costs associated with the additional service hours are being recovered from the Region of Peel.

### **Roads, Storm Drainage and Waterworks include:**

- The Advanced Transportation Management initiative represents a framework to facilitate the planning and completion of specific projects to improve the movement of people and goods through the City; and
- In accordance with the Underground Infrastructure Notification Act, Municipalities are required to become members of ON1Call with respect to underground utility locate requests in Ontario by June 14, 2014.

### **Parks & Forestry initiatives include:**

- Parkland growth costs associated with the operating impact of maintaining newly developed and redeveloped parkland at current service levels; and
- Parks will improve waste management service levels and divert waste generation and contamination

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outcomes through the acquisition and purchase of new recycling receptacles and lids in all City parks along with dual stream receptacles in destination parks to meet the waste management objectives within parks of the City.

**Other New Initiatives and New Revenues include:**

- Administrative Penalties System;
- Business Licensing Review;
- Mobile Licensing Review;
- Mississauga Sports Plan Implementation;
- Building Maintenance Mechanic;
- Fire Training Officer;
- Grant Support to Culture Groups; and
- Library Sunday Service Expansion and Bed Bug Prevention.

New Initiatives and New Revenues result in an increase in the City's property tax increase of \$2.77 per 100,000 of residential assessment.

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## 5.0 Special Purpose Levies

The previous sections dealt with the costs to deliver the services the City provides on a daily basis to its residents and businesses. In addition to the pressures to provide these services the City is faced with three significant issues outlined below that drive special funding requirements over and above normal budget pressures. To address these issues the budget includes three special purpose levies.

### **Emerald Ash Borer Management Plan**

Emerald Ash Borer (EAB) is a highly destructive pest found exclusively in ash trees that has the potential to infest and kill all 116,000 City owned ash trees. All southern Ontario municipalities are faced with developing strategies and plans to protect and replace municipal owned ash trees. If not dealt with, there will be a significant decline in the tree canopy in Southern Ontario. It is estimated that the majority of ash trees within the City will be infested with EAB over the next 10 years. Staff are recommending that an active approach costing \$51 million over the next nine years be undertaken. This will allow the City to preserve a percentage of City owned ash trees, along with removing and replacing ash trees that would not be suitable candidates for treatment.

To provide this funding the City is proposing a Special Purpose levy of \$5.6 million each year for the next eight to nine years. For the 2013 Budget, Council approved \$2.8 million of the recommended \$5.6 million Special Levy. The proposed 2014 budget includes an addition levy of \$2.8 million to generate sufficient funding of this program. This special purpose levy will have an impact of 0.8 per cent on the City's tax levy requirements in 2014 and a tax bill impact of \$2.11 per \$100,000 of Residential Assessment.

### **Capital Infrastructure and Debt Repayment Levy**

The 2014-2016 Business Plan Update and 2014 Budget recommends inclusion of a Special Purpose Levy of two per cent on the City Tax Levy requirements for Capital Infrastructure and Debt Repayment. Out of the two per cent Special Purpose Levy, on average one per cent is allocated to increase the transfer from Operating to Capital to increase pay as you go capital funding. The other one per cent on average is dedicated to debt repayment for principal and interest payments. For 2014, 1.6 per cent or \$6.0 million of the proposed levy will be used to service principal and interest debt payments, with approximately \$3 million or 0.8 per cent of the proposed levy required to service the debt already issued in 2013. Therefore, about half the levy on the tax bill is already committed and cannot be reduced. Eliminating the remaining balance of the levy, 1.2 per cent on the total tax levy, would reduce capital spending by \$38 million in 2014 or 21 per cent of the \$178 million proposed Capital budget, and significantly affect the condition of the City's infrastructure in the future. The capital infrastructure and debt repayment levy will result in a property tax increase of \$5.55 per \$100,000 of residential assessment.

### **University of Toronto Mississauga (UTM) Capital Funding Levy**

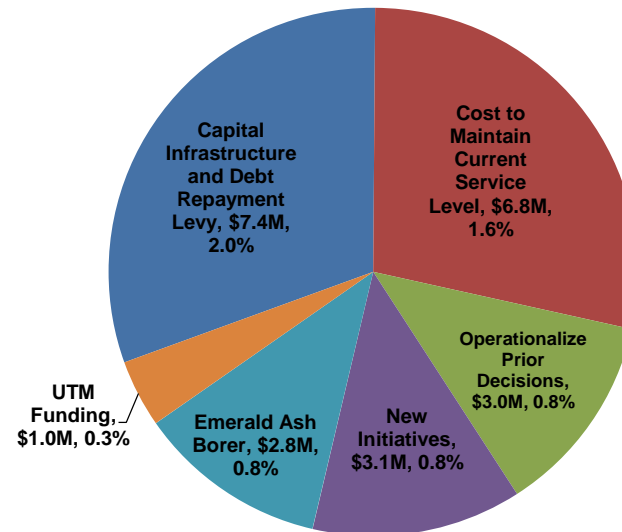
The 2014-2016 Business Plan Update and 2014 Budget includes for Council consideration and direction a potential Special Levy to assist with funding for construction of a new Innovation complex which will house the Institute of Management and Innovation. If approved by Council the City's total commitment would be \$10 million over 10 years and would have an impact of 0.3 per cent on the City's tax levy requirements in 2014 or \$0.75 per \$100,000 of residential assessment.

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## Summary

The City's 2014 Business Plan and Budget will have a total budget increase of \$24.1 million compared with the 2013 approved budget. As identified in the following chart, the \$24.1 million is comprised of \$6.8 million or 1.6 per cent for maintaining current service levels, \$3.0 million or 0.8 per cent for operationalizing prior decisions, \$3.1 million or 0.8 per cent for new initiatives and new revenues that will be implemented in 2014, \$2.8 million or 0.8 per cent to manage the trees affected by the Emerald Ash Borer, and \$7.4 million or 2.0 per cent to fund the capital infrastructure needs of the City and debt repayment for both principal and interest, and \$1 million or 0.3 per cent to assist with the capital funding of the UTM new innovation complex which will house the Institute of Management and Innovation.

**Allocation of the 2014 Proposed Budget increase of  
\$24.1 million**

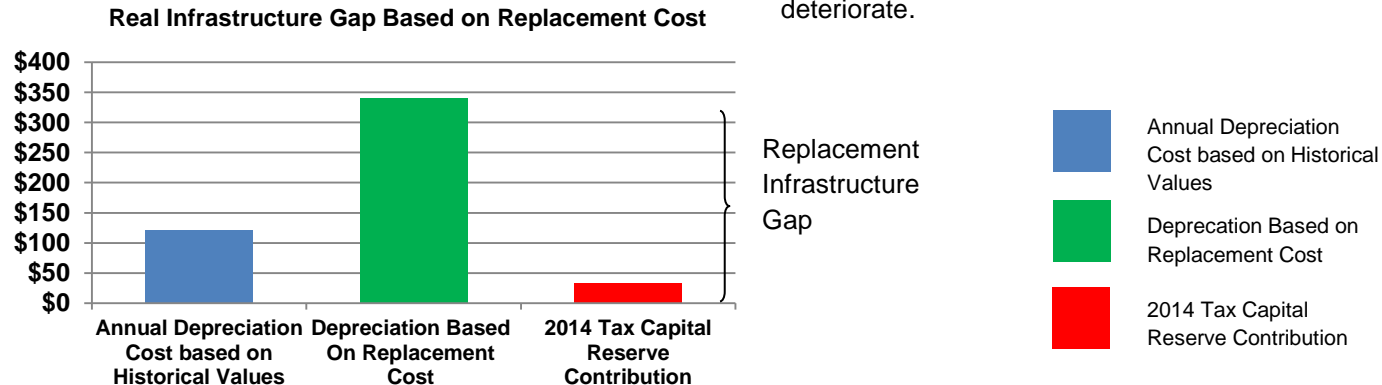




## 6.0 Capital

The City of Mississauga owns infrastructure assets with an estimated replacement cost of eight billion dollars. The accounting term for the annual deterioration and aging of assets is referred to as the amortization or depreciation expense. Depreciation expense recognizes the cost of infrastructure used up in a year and represents the amount that should be put aside each year to replace the infrastructure in the future, similar to investing funds into an RESP or RRSP to fund a child's university education or your own retirement needs. Depreciation expense is the cost of the assets or capital consumed each year while the Transfer to Capital refers to the amount of funding being provided from the tax levy for capital. The difference or gap between the depreciation expense and the Transfer to Capital is the infrastructure gap. If funds are not raised to fund infrastructure rehabilitation, there will be significant deterioration over time in the condition of City facilities, roads, sidewalks, parks and other assets.

Millions



### 6.1 Capital Infrastructure Gap

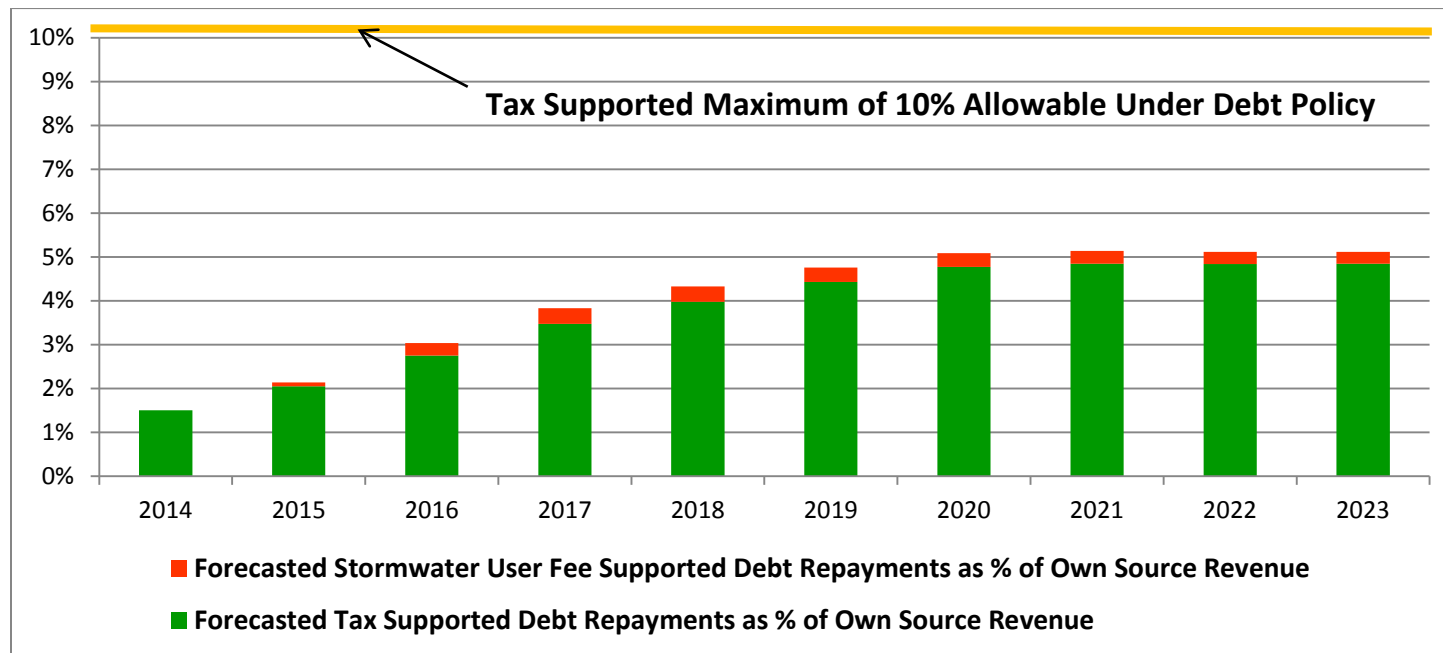
The following chart shows the estimated depreciation for 2014 based on historical costs for the City at \$123.4 million per year. The estimated depreciation based on replacement costs is \$340.1 million. The transfer to the capital reserve in 2013 was \$31.1 million and the forecasted incremental increase in 2014 is \$1.3 million for a total Transfer to Capital of \$32.4 million. Currently, the City is providing for about 26 per cent of the depreciation cost, based on historical values. The infrastructure gap in 2014 is estimated at \$91 million. To fully fund the City's historical depreciation cost, an increase in the City's tax levy of almost 25 per cent would be required. Based on estimated replacement costs, the City is only providing for nine per cent of the replacement value of assets used up each year, resulting in a real annual infrastructure gap as high as \$309 million. Closing this gap would require an increase in the City's annual tax levy of 84 per cent. In addition, as new infrastructure is added, depreciation costs increase. The infrastructure gap can only be narrowed by increasing tax based funding raised through an infrastructure levy and issuing debt. Alternatively, the City can reduce service levels and let the quality of infrastructure deteriorate.

## 6.2 Maintain Capital Infrastructure with Prudent Debt Management

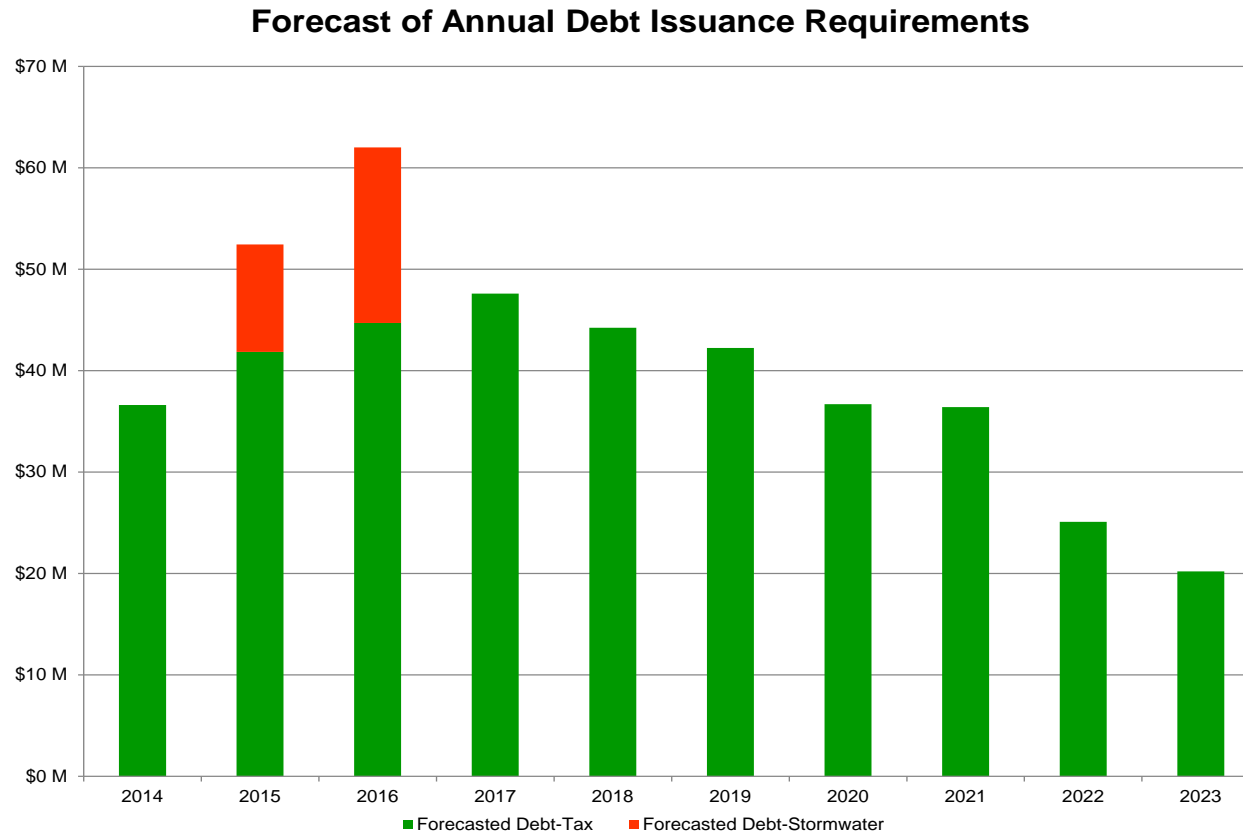
In order to address this infrastructure gap, the City requires a minimum annual levy equal to a two per cent increase in the City's Budget to provide funding for capital infrastructure and debt repayment. The two per cent levy is forecasted to be required for at a minimum the next 20 years, with one per cent on average going to the transfer to capital reserve directly to fund capital expenditures and one per cent to repay debt issued to finance capital requirements. This two per cent levy will help in gradually reducing the infrastructure gap over the years.

The City's debt policy includes a total annual debt repayment limit of 15 per cent of own source revenues, out of which the tax supported debt repayment limit is capped at 10 per cent of own source revenues. The following chart shows forecasted debt repayments as a percentage of own source revenues based on existing debt of \$50 million issued in 2013 plus \$403 million of forecasted total debt to be issued over the next 10 years. The City is well within the total annual debt repayment limit of 15 per cent of own source revenues.

**Debt Repayment of Principal and Interest as a Percentage of Own Source Revenues**

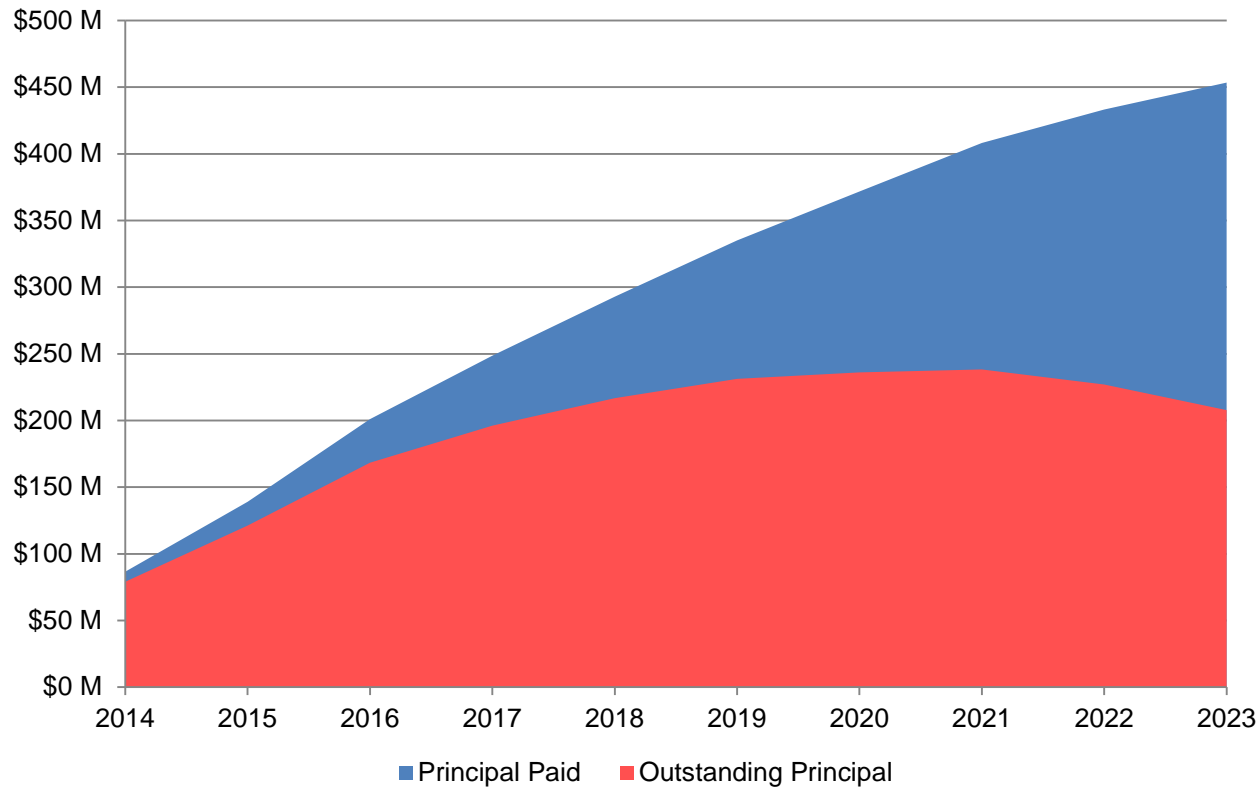


The following chart provides the forecasted annual debt requirements for each of the next 10 years. The red portions of the graph shown below represent debt required for storm water works of \$10.6 million in 2015 and \$17.3 million in 2016. The storm water debt is required for the Cooksville Creek Storm Water Pond. The debt is proposed to be funded with the Storm Water User Fee beginning in 2016. If the storm water rate is not implemented the storm water debt will require tax funding.



Including the tax supported debt issuance of \$50 million in 2013, the City is forecasting total debenture issues of \$453 million by 2023, as shown in the following chart. The City is forecasting that the outstanding principal will peak in 2021 at \$238 million and then starts to decline.

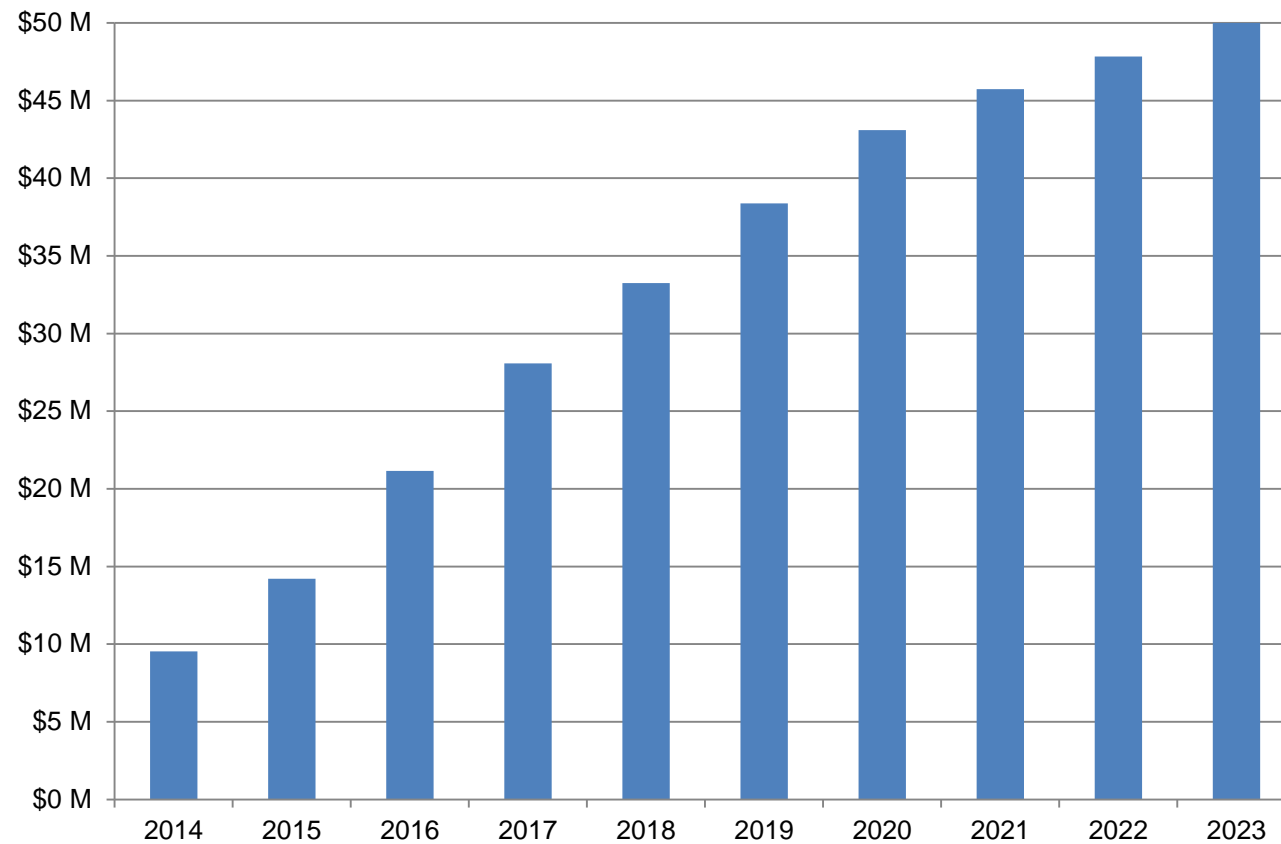
## Total Debt Issued



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The following chart provides the forecasted debt repayments of principal and interest in total over the next 10 years.

### Forecasted Debt Repayments



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### 6.3 Capital Program Funding Issues

To fully fund the 2014 – 2023 capital program requests the City would require an annual capital infrastructure and debt repayment levy of four per cent for the next 10 years. This would put significant pressure on the tax levy in 2014 and future operating budgets as well as requiring significant debt. Staff is proposing a two per cent capital infrastructure and debt repayment levy with on average a one per cent allocation between debt and capital infrastructure. The 2014 allocation is divided 0.4 per cent to fund capital infrastructure and 1.6 per cent to fund debt repayment for the 2013 debt issue of \$3 million and \$4.4 million for 2014 debt issues. This levy ensures the long term financial stability of the capital program.

With this constraint, there are \$45.5 million in 2014 and \$971.4 million in 2014 to 2023 of tax capital project requests that could not be funded. City staff developed a model to assist with the prioritization of capital requests to ensure that the highest priority projects were funded across the Corporation. All tax funded capital projects were prioritized in the following categories: Mandatory, Critical, Efficiency/Cost Savings, State of Good Repair and Improvements. The definitions of these categories are detailed in the financial policies section near the end of this book. Some Service Areas have funding sources other than tax based reserve funds and debt and those Service Areas used these funds for high priority projects. Examples of other funding sources include:

- Federal Gas Tax funds can be used to fund transit, roads and bridges;

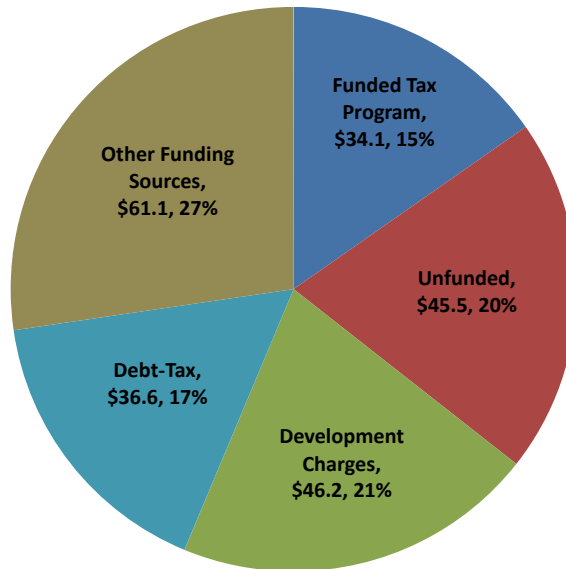
- Cash-in-lieu of Parkland can be used to fund parkland acquisition, recreational facilities and equipment; and
- Development Charges are used to fund projects required due to growth.

The charts which follow show total capital program requests for 2014 and for the 10 year period 2014 to 2023. In 2014, requests totalled \$223.5 million of which \$178 million can be funded with \$45.5 million or 20 per cent of requests unfunded. For 2014 to 2023, the unfunded amount is \$971.4 million or 37 per cent of the 10 year requests. While the funding shortfalls will have minimal impact on residents in 2014, over time there will be noticeable declines in the maintenance standards of roads, buildings, community centers, parks and other capital infrastructure owned and maintained by the City.

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**2014 Total Gross Capital Requests \$223.5 Million**

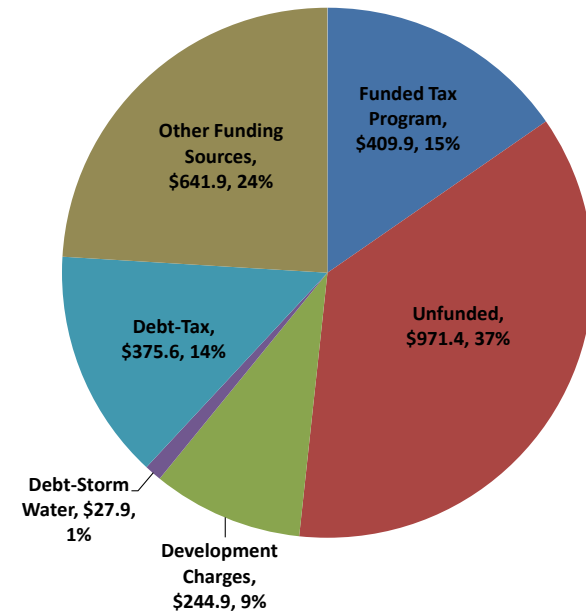
(Funded Capital Requests \$178 million)



\*Includes unfunded capital for projects normally funded by development charges and other non-tax funding sources

**2014 to 2023 Total Gross Capital Requests \$2.7 Billion**

(Funded Capital Requests \$1.7 Billion)



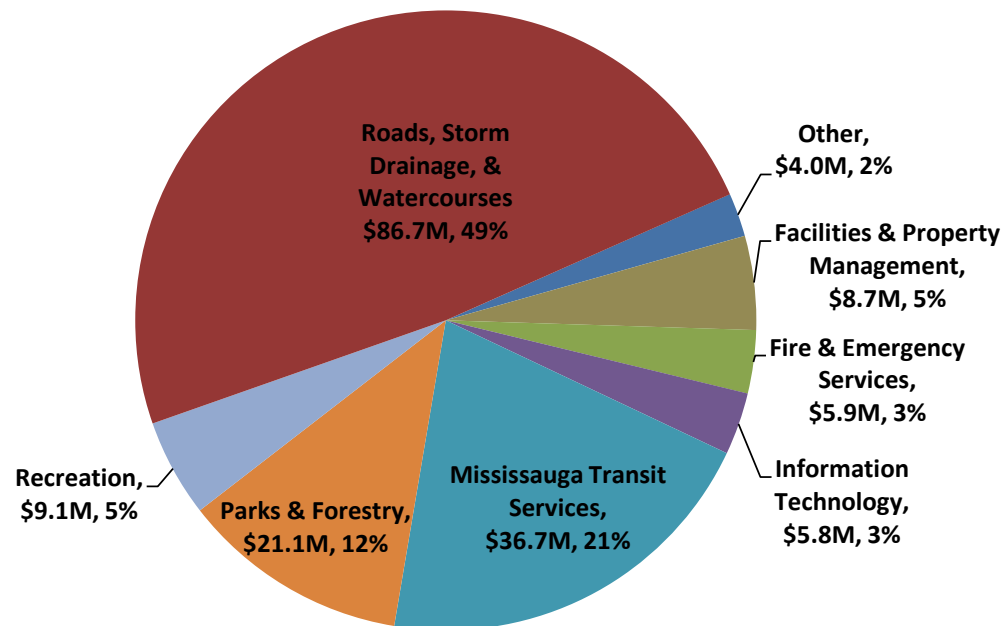
\*Includes unfunded capital for projects normally funded by development charges and other non-tax funding sources excluding the full cost of the LRT

## 6.4 2014 Capital Budget

The total proposed 2014 Gross Capital Budget is \$178 million. The allocation by Service Area is shown below. Transportation related expenditures account for 70 per cent of the Budget, with Roads, Storm Drainage and Watercourses at \$86.7 million or 49 per cent, and Transit at

\$36.7 million or 21 per cent. The next largest capital program is in the Parks and Forestry Services Area at \$21.1 million or 12 per cent of the total proposed Capital Budget. The Other category includes various Service Areas including Mississauga Library, Strategic Policy, Arts and Culture, and Regulatory.

**2014 Proposed Capital Program by Service Area \$178 Million**





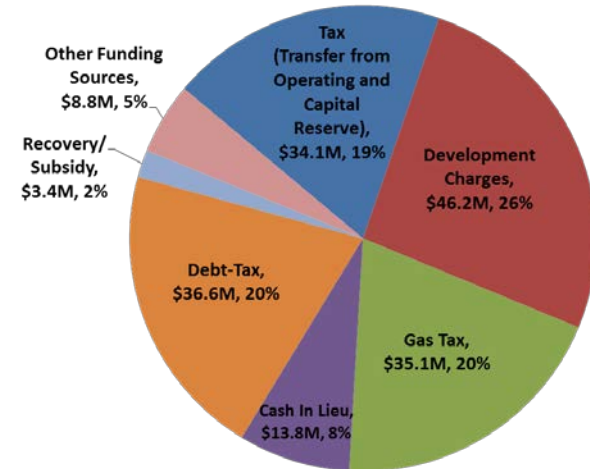
**Highlights of the 2014 proposed capital program are as follows:**

- \$33.1 million in storm drainage including \$14 million for Cooksville Creek Improvements;
- \$24.8 million in continued construction of the Transitway;
- \$16.2 million for road rehabilitation and \$5.5 million for bridges and structures rehabilitation;
- \$11.5 million in parkland acquisition, development, park facility installation and re-development;
- \$11.4 million in Major Roads projects which include the Ninth Line Widening - Eglinton Avenue West to Britannia Road West and the grade separations at Torbram and Goreway Roads;
- \$7.7 million for the design and construction of River Grove and Meadowvale Community Centres;
- \$7.3 million for building lifecycle maintenance of various City facilities;
- \$3.5 million for the final of the street lighting retrofit to light emitting diode (LED) project; and
- \$2.9 million for the second phase of the Emerald Ash Borer program to address the effects of the on City owned ash trees.

Almost 60 per cent of the 2014 Capital Budget is financed from taxes, debt, and gas tax. As the following chart highlights, the City is borrowing a total of \$36.6 million in 2014. Debt financing projects proposed in 2014 include the Transitway construction project, Cooksville Creek Flood Protection project, LED Street lighting Retrofit project, Road

Rehabilitation program and the Meadowvale Community Centre renovation project.

**Funding Sources the 2014 Proposed Capital Budget  
\$178 Million**



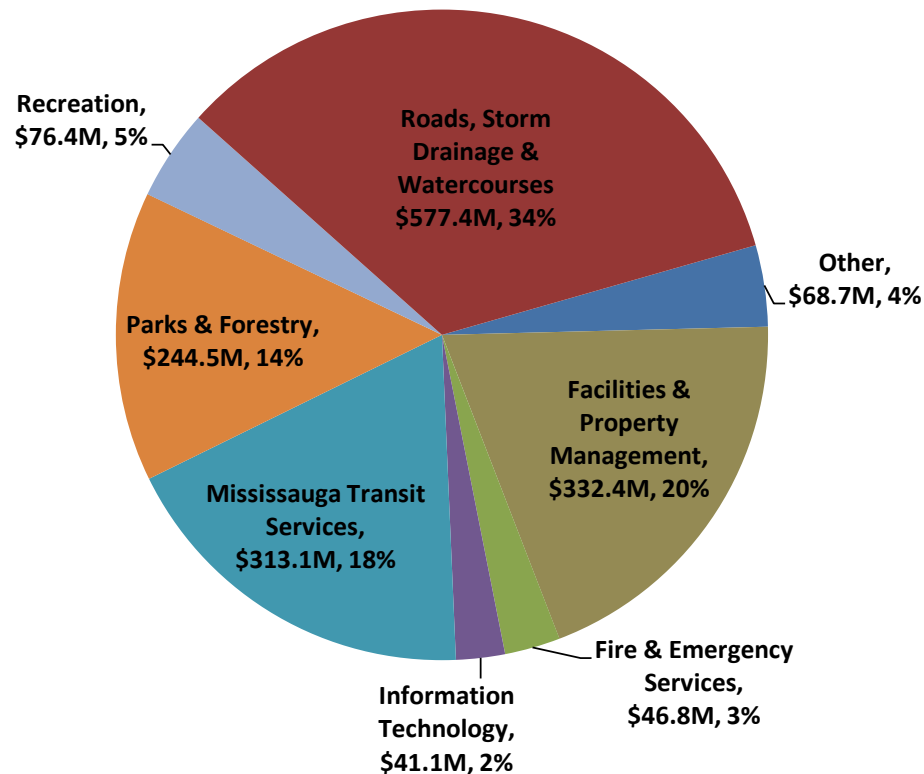
## 6.5 2014 to 2023 Capital Budget Forecast

The 10 year Capital Budget provides for investments in the City's existing infrastructure to maintain it in a state of good repair and in the development of infrastructure required to implement the Strategic Plan and related Master plans. The 10 year capital budget totals \$1.7 billion, which is primarily

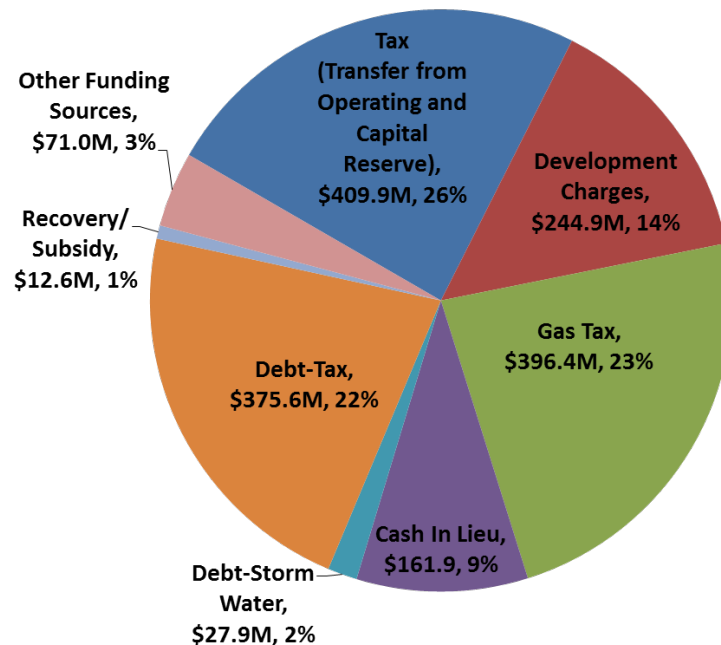
allocated to projects in Mississauga Transit, Roads, Storm Drainage and Watercourses, City facilities and Parks and Forestry. Tax based capital requests were prioritized through the Capital Prioritization process.

The following two charts show the forecasted 10 year capital programs by Service Area and the sources of funding for this program.

**2014-2023 Capital Budget Forecast By Service Area \$1.7 Billion (Excludes LRT)**



### Financing the 2014-2023 Capital Budget Forecast \$1.7 Billion



\*Note: 2014 to 2023 forecasted total debt issuance of \$403.5 million is made up of \$375.6 million funded with the Debt Repayment Levy and \$27.9 million supported from the proposed Stormwater User Fees.

#### Highlights of the 2014 to 2023 Forecast Capital Budget are as follows:

- \$315.3 million for building lifecycle maintenance of various City facilities;
- \$213.2 for road rehabilitation;

- \$195.5 million for replacement and growth bus acquisitions;
- \$119.8 million in storm drainage and erosion control projects;
- \$114.4 million for parkland acquisitions;
- \$69.7 million for the renovation of facilities including Meadowvale, River Grove and South Common Community Centres, Iceland Arena and the YMCA partnership;
- \$48.5 million for the Emerald Ash Borer program;
- \$39.8 million for the Transitway for a total of \$290 million;
- \$33.2 million in citywide facilities, waterfront development; bicycle/pedestrian system, City Centre development;
- \$32.0 million for design & construction of a new Museum;
- \$25 million for grade separations on Goreway Drive, Drew Road and Ninth Line, to relieve traffic congestion;
- \$21.5 million for Information Technology infrastructure;
- \$20.7 million for the renovations of five Fire Stations as well as construction of four new Fire Stations including one for Downtown21;
- \$19.6 million for new and replacement fire vehicles;
- \$19 million for the construction of a second downtown bus transit terminal; and
- \$13.9 million for the Cycling Program.

## 7.0 Staffing Impacts of Proposed Budget

The City of Mississauga delivers services and services are delivered by people. The new initiatives proposed in the 2014 Budget, with the expansion of transit service requiring a majority of new staffing resources, represent increased

service levels and some will require staffing in order to be able to deliver them. Restructuring and streamlining of services reflected in the Efficiency and Cost Savings section of the Service Area business plans have resulted in some staff reductions. The following table sets out the proposed full time equivalent (FTE) positions by service area.

Appendix 3A includes a listing of the proposed positions.

### Summary of Full Time Equivalents (FTEs)

Service Area	2013 FTEs	New Operating FTEs	New Capital FTEs	Total New FTEs	2014 FTEs
Roads, Storm Drainage & Watercourses	420.3	17.8	0.0	17.8	438.1
Fire & Emergency Services	706.0	3.5	0.0	3.5	709.5
Mississauga Transit	1,289.6	28.0	0.0	28.0	1,317.6
Recreation	756.2	(5.6)	0.0	(5.6)	750.6
Parks & Forestry	362.4	4.7	1.0	5.7	368.1
Mississauga Library System	324.5	(3.3)	0.0	(3.3)	321.2
Land Development Services	147.6	0.6	0.0	0.6	148.2
Legislative Services	77.4	4.8	0.0	4.8	82.2
Arts & Culture	58.4	(0.3)	0.0	(0.3)	58.1
Regulatory Services	133.0	5.0	0.0	5.0	138.0
Facilities & Property Management	182.3	0.0	0.0	0.0	182.3
Strategic Policy	88.1	0.4	0.0	0.4	88.5
Information Technology	129.3	1.0	(5.8)	(4.8)	124.5
Business Services	258.0	(1.0)	(1.0)	(2.0)	256.0
Departmental Business Services	92.1	(0.1)	0.0	(0.1)	92.0
Mayor and Council	39.2	0.0	0.0	0.0	39.2
<b>Total FTE by Service</b>	<b>5,064.4</b>	<b>55.5</b>	<b>(5.8)</b>	<b>49.7</b>	<b>5,114.1</b>
Transit Positions from the Hanlan Water Project *	0.0	18.0	0.0	18.0	18.0
<b>Total City-Wide FTE</b>	<b>5,064.4</b>	<b>73.5</b>	<b>(5.8)</b>	<b>67.7</b>	<b>5,132.1</b>

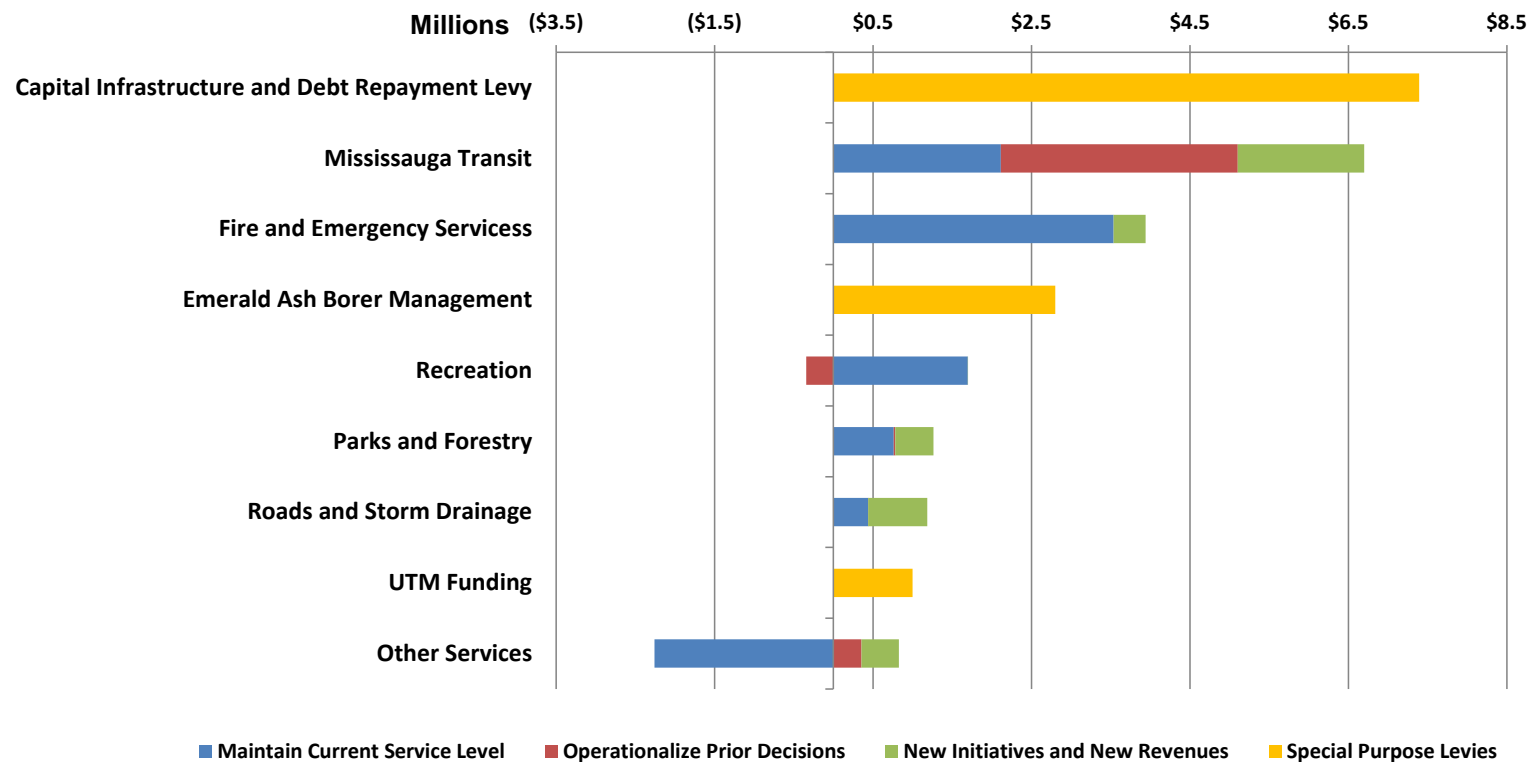
\*18 positions for the duration of the Hanlan Water Project are being funded by the Region of Peel.

Note: Numbers may not balance due to rounding.

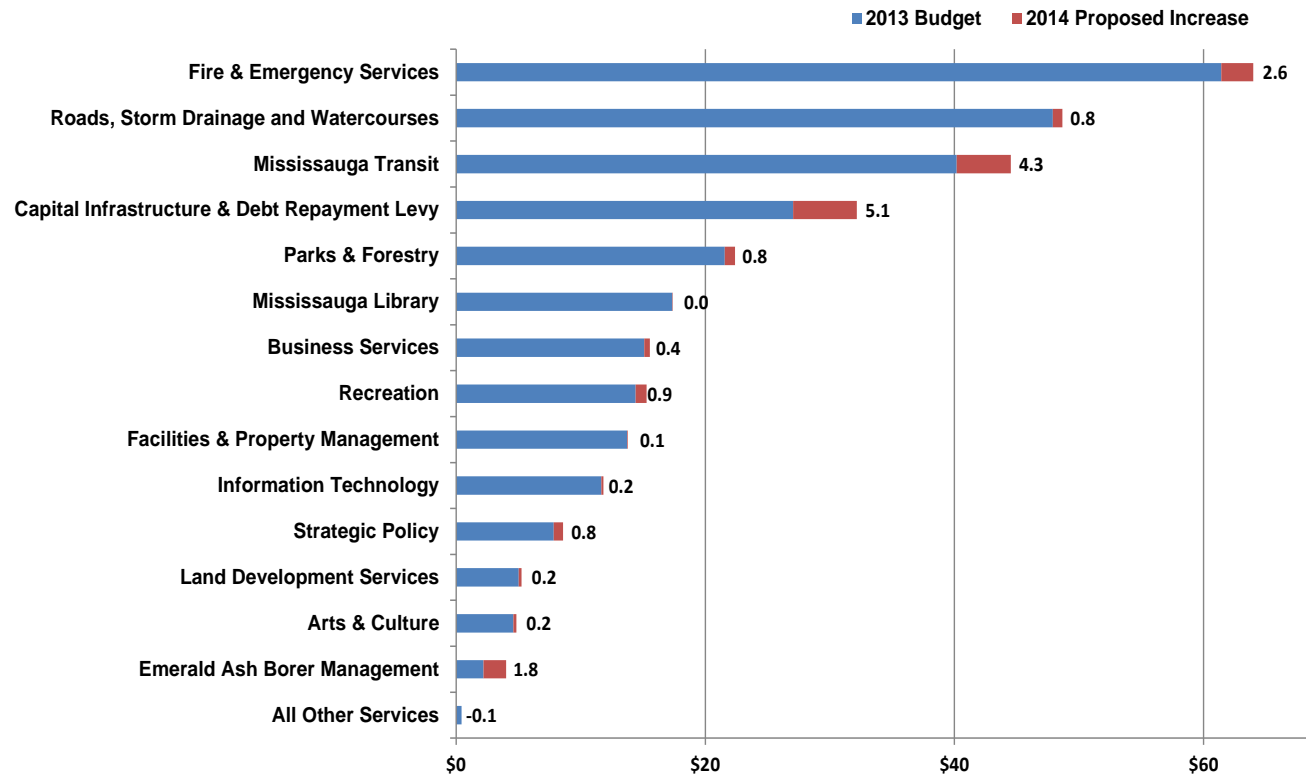
## 8.0 City Property Tax Distribution

### Where Your 2014 Increase in City Tax Dollars Will Go

The following charts illustrate where the increase in your residential City property taxes will go. The chart below illustrates the distribution of the 2014 budget increase of \$24.1 million by service area or major initiative, followed by the corresponding increase of \$18.09 per \$100,000 of residential assessment also distributed by service area or major initiative.



In 2013, the City share of property taxes was \$290.43 per \$100,000 of Assessment based on an average home. The 2014 Proposed Budget results in an increase of \$18.09 for a total of \$ 308.52 per \$100,000 of assessment after applying the forecast assessment growth of 0.3 per cent. The following chart shows where your city tax dollars go with the blue bar representing the 2013 budget and the associated increase in 2014 is shown by the red bar.



2013 City Share of Property Taxes are \$290.43 per \$100,000 of Assessment.  
 2014 Proposed Budget increase is \$18.09 for a total of \$308.52 per \$100,000 of Assessment.

## Property Tax Impacts

The following charts present the impact of the City's proposed 2014 Budget on residential, commercial and industrial property types with various assessed property values.

2014 Impact on Residential Tax Bill					
Type of Housing		Condominium	Townhouse	Detached 3 Bedroom	Detached 4 Bedroom Executive
Assessment	\$100,000	\$250,000	\$350,000	\$479,000	\$750,000
Proposed Mississauga Budget	\$18.09	\$45.23	\$63.33	\$86.67	\$135.70
Forecast Peel Region Budget	\$7.64	\$19.09	\$26.73	\$36.58	\$57.27
<b>Total</b>	<b>\$25.73</b>	<b>\$64.32</b>	<b>\$90.06</b>	<b>\$123.25</b>	<b>\$192.97</b>

2014 Impact on Commercial Tax Bill					
Assessment	\$100,000	\$500,000	\$1,000,000	\$5,000,000	\$10,000,000
Proposed Mississauga Budget	\$25.51	\$127.54	\$255.08	\$1,275.42	\$2,550.85
Forecast Peel Region Budget	\$10.77	\$53.83	\$107.65	\$538.27	\$1,076.54
<b>Total</b>	<b>\$36.28</b>	<b>\$181.37</b>	<b>\$362.73</b>	<b>\$1,813.69</b>	<b>\$3,627.39</b>

2014 Impact on Industrial Tax Bill					
Assessment	\$100,000	\$500,000	\$1,000,000	\$5,000,000	\$10,000,000
Proposed Mississauga Budget	\$28.42	\$142.10	\$284.21	\$1,421.03	\$2,842.06
Forecast Peel Region Budget	\$11.99	\$59.97	\$119.94	\$599.72	\$1,199.44
<b>Total</b>	<b>\$40.41</b>	<b>\$202.07</b>	<b>\$404.15</b>	<b>\$2,020.75</b>	<b>\$4,041.50</b>

Assumes a 1.8 per cent Regional tax rate increase.

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## 9.0 Conclusion

The City's proposed Gross 2014 Operating and Capital budgets total \$672.2 million and \$178 million respectively, as identified in Appendix 4A. The City is facing many pressures due to inflation, our strategic goals for the City including the demand to expand transit service, the Emerald Ash Borer management plan to protect the City's tree canopy and the need to maintain the City's capital infrastructure investment. The 2014 proposed budget tries to find an appropriate balance between meeting these pressures and the impact on the property taxpayer. When compared to taxes paid to other levels of government and for other non-discretionary expenditures, property taxes represent good value for money. Property taxes provide for the services that residents use every day and are a key ingredient in our quality of life.

The following appendices provide further detail:

Appendix 1A: 2014 Proposed Budget by Service Area

Appendix 1B: 2015 Proposed Budget by Service Area

Appendix 1C: 2016 Proposed Budget by Service Area

Appendix 2A: City Wide Capital Budget Summary – 2014 Recommended Funding

Appendix 2B: 2014 to 2023 Capital Budget Forecast by Service

Appendix 2C: 2014 to 2023 City Wide Capital Budget – Recommended Funding Summary

Appendix 3A: 2013 Summary of FTE Adjustments

Appendix 3B: City Budget Summary of Full-Time Equivalents

Appendix 4A: 2014 Proposed Budget by Gross Expenditures and Revenues



**Appendix 1A: 2014 Proposed Budget by Service Area (\$ millions)**

Service Area	2013 Operating Budget (\$)	Maintain Current Service Level (\$)	Operationalize Prior Decisions (\$)	New Initiatives (\$)	2014 Proposed Budget (\$)	Increase from Prior Year
Fire and Emergency Services	89.1	3.5	0.0	0.4	93.0	4.4%
Roads & Storm Drainage	68.5	0.4	0.0	0.7	69.7	1.7%
Mississauga Transit	54.7	2.1	3.0	1.6	61.4	12.2%
Parks & Forestry	30.6	0.8	0.0	0.5	31.8	4.1%
Library Services	24.4	(0.1)	0.0	0.2	24.5	0.2%
Business Services	25.0	0.5	0.0	(0.0)	25.5	2.2%
Facilities & Property Management	20.0	(0.0)	0.1	0.0	20.1	0.5%
Recreation Services	19.8	1.7	(0.3)	0.0	21.2	6.8%
Information Technology	17.7	0.2	(0.0)	0.1	18.0	1.4%
Strategic Policy	11.2	0.2	0.1	0.0	11.5	2.7%
Land Development Services	6.9	0.3	0.0	0.0	7.2	5.0%
Arts & Culture	6.4	0.2	0.0	0.2	6.8	5.8%
Regulatory Services	1.7	0.6	0.0	(0.6)	1.7	(3.6%)
Legislative Services	(2.5)	(0.3)	0.1	0.0	(2.7)	7.4%
Mayor & Council	4.3	0.1	0.0	0.0	4.3	1.4%
Financial Transactions	(8.2)	(3.3)	0.0	0.0	(11.5)	39.9%
Assessment Growth						(0.3%)
<b>Total</b>	<b>369.7</b>	<b>6.8</b>	<b>3.0</b>	<b>3.1</b>	<b>382.6</b>	<b>3.2%</b>
<b>Special Purpose Levies*</b>						
Capital Infrastructure and Debt Repayment Levy				7.4	7.4	
Emerald Ash Borer Management Plan				2.8	2.8	
UTM Funding				1.0	1.0	
<b>Total Proposed Budget</b>	<b>369.7</b>			<b>14.3</b>	<b>393.8</b>	

\* Note - 2013 Special Purpose Levies are grouped with the Financial Transactions Service Area

**Appendix 1B: 2015 Proposed Budget by Service Area (\$ millions)**

Service Area	2014 (\$)	Maintain Current Service Level (\$)	Operationalize Prior Decisions (\$)	New Initiatives (\$)	2015 Proposed Budget (\$)	Increase from Prior Year
Fire and Emergency Services	93.0	3.5	0.0	0.7	97.3	4.6%
Roads & Storm Drainage	69.7	1.1	0.0	0.2	71.0	1.9%
Mississauga Transit	61.4	1.2	0.0	4.1	66.8	8.7%
Parks & Forestry	31.8	0.3	0.0	0.4	32.5	2.0%
Library Services	24.5	0.2	0.0	0.0	24.7	1.0%
Business Services	25.5	0.3	0.0	0.2	26.0	2.0%
Facilities & Property Management	20.1	0.2	0.0	0.0	20.4	1.2%
Recreation Services	21.2	0.4	0.0	(0.0)	21.6	2.0%
Information Technology	18.0	0.2	(0.0)	0.1	18.3	1.6%
Strategic Policy	11.5	0.1	0.0	0.5	12.1	5.2%
Land Development Services	7.2	0.1	0.0	0.0	7.3	0.9%
Arts & Culture	6.8	0.0	0.0	0.2	7.0	2.9%
Regulatory Services	1.7	0.1	0.0	(0.1)	1.7	1.1%
Legislative Services	(2.7)	0.1	0.0	(0.0)	(2.7)	(2.6%)
Mayor & Council	4.3	0.4	0.0	0.0	4.7	8.8%
Financial Transactions	(11.5)	(0.1)	0.0	0.0	(11.5)	0.4%
Assessment Growth						(0.3%)
<b>Total</b>	<b>382.6</b>	<b>8.3</b>	<b>0.0</b>	<b>6.2</b>	<b>397.2</b>	<b>3.4%</b>
<b>Special Purpose Levies</b>						
Capital Infrastructure and Debt Repayment Levy	7.4			7.9	15.3	
Emerald Ash Borer Management Plan	2.8				2.8	
UTM Funding	1.0				1.0	
<b>Total Proposed Budget</b>	<b>393.8</b>				<b>416.3</b>	

**Appendix 1C: 2016 Proposed Budget by Service Area (\$ millions)**

Service Area	2015 (\$)	Maintain Current Service Level (\$)	Operationalize Prior Decisions (\$)	New Initiatives (\$)	2016 Proposed Budget (\$)	Increase from Prior Year
Fire and Emergency Services	97.3	2.3	0.0	1.9	101.5	4.3%
Roads & Storm Drainage	71.0	(5.9)	0.0	1.9	67.0	(5.7%)
Mississauga Transit	66.8	0.1	0.0	5.5	72.4	8.5%
Parks & Forestry	32.5	0.1	0.0	0.0	32.6	0.3%
Library Services	24.7	0.3	0.0	0.0	25.0	1.2%
Business Services	26.0	0.2	0.0	0.0	26.3	0.9%
Facilities & Property Management	20.4	0.2	0.0	0.0	20.6	1.0%
Recreation Services	21.6	0.3	0.2	(0.1)	22.1	2.4%
Information Technology	18.3	0.2	(0.0)	0.1	18.5	1.1%
Strategic Policy	12.1	0.1	0.0	0.1	12.3	1.9%
Land Development Services	7.3	0.3	0.0	0.0	7.5	3.5%
Arts & Culture	7.0	0.0	0.0	0.1	7.2	2.3%
Regulatory Services	1.7	0.1	0.0	0.0	1.8	7.7%
Legislative Services	(2.7)	0.0	0.0	0.0	(2.6)	(1.8%)
Mayor & Council	4.7	0.1	0.0	0.0	4.8	1.5%
Financial Transactions	(11.5)	2.5	0.0	0.0	(9.0)	(21.9%)
Assessment Growth						(0.3%)
<b>Total</b>	<b>397.2</b>	<b>1.0</b>	<b>0.2</b>	<b>9.6</b>	<b>408.0</b>	<b>2.3%</b>
<b>Special Purpose Levies</b>						
Capital Infrastructure and Debt Repayment Levy	15.3			8.4	23.7	
Emerald Ash Borer Management Plan	2.8				2.8	
UTM Funding	1.0				1.0	
<b>Total Proposed Budget</b>	<b>416.3</b>				<b>435.5</b>	

**Appendix 2A: City Wide Capital Budget Summary – 2014 Recommended Funding (\$ millions)**

<b>Service Area</b>	<b>Gross Cost (\$)</b>	<b>Recovery (\$)</b>	<b>Net Cost (\$)</b>
Fire & Emergency Services	5.9	0.0	5.9
Roads, Storm Drainage & Watercourses	86.7	3.3	83.5
Mississauga Transit	36.7	0.0	36.7
Parks & Forestry	21.1	0.1	21.0
Mississauga Library	2.1	0.0	2.1
Business Services	1.0	0.0	1.0
Facilities & Property Management	8.7	0.0	8.7
Recreation	9.1	0.0	9.1
Information Technology	5.8	0.0	5.8
Strategic Policy	0.2	0.0	0.2
Land Development Services	0.2	0.0	0.2
Arts & Culture	0.4	0.0	0.4
Regulatory	0.0	0.0	0.0
Legislative	0.0	0.0	0.0
<b>Total City Wide 2014 Capital Budget</b>	<b>178.0</b>	<b>3.4</b>	<b>174.6</b>

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**Appendix 2B: 2014 to 2023 Capital Budget Forecast by Service (\$ millions)**

Service Area	2014 (\$)	2015 (\$)	2016 (\$)	2017-2023 (\$)	Total (\$)
Fire & Emergency Services	5.9	7.8	4.5	28.5	46.8
Roads, Storm Drainage & Watercourses	86.7	79.6	67.7	343.3	577.4
Mississauga Transit	36.7	23.3	34.7	218.3	313.1
Parks & Forestry	21.1	37.0	29.9	156.5	244.5
Mississauga Library	2.1	9.1	7.4	1.1	19.8
Business Services	1.0	0.8	0.4	1.9	4.2
Facilities & Property Management	8.7	31.0	37.7	255.0	332.4
Recreation	9.1	17.4	11.7	38.2	76.4
Information Technology	5.8	4.0	3.6	27.7	41.1
Strategic Policy	0.2	0.4	0.1	0.1	0.8
Land Development Services	0.2	1.3	0.5	0.0	1.9
Arts & Culture	0.4	1.0	4.8	35.2	41.5
Regulatory	0.0	0.0	0.0	0.0	0.0
Legislative	0.0	0.0	0.2	0.3	0.5
<b>Total Proposed Capital Budget Forecast</b>	<b>178.0</b>	<b>212.7</b>	<b>203.3</b>	<b>1,106.1</b>	<b>1,700.2</b>

**Appendix 2C: 2014-2023 City Wide Capital Budget – Recommended Funding Summary (\$ millions)**

	2014 (\$)	2015 (\$)	2016 (\$)	2017 (\$)	2018 (\$)	2019 (\$)	2020 (\$)	2021 (\$)	2022 (\$)	2023 (\$)	Total (\$)
<b>Gross Cost</b>	178.0	212.7	203.3	157.1	157.4	172.1	164.1	149.9	151.2	154.3	<b>1,700.2</b>
<b>Recovery/Subsidy</b>	3.4	6.1	2.5	0.3	0.3	0.0	0.0	0.0	0.0	0.0	<b>12.6</b>
<b>Net Cost</b>	174.6	206.7	200.8	156.8	157.1	172.1	164.1	149.9	151.2	154.3	<b>1,687.6</b>
<b>Net Cost Funding Sources</b>											
Gas Tax	35.1	26.1	38.1	36.2	38.2	67.2	45.8	44.0	37.0	28.8	<b>396.4</b>
Cash in Lieu	13.8	38.4	21.6	4.7	10.9	2.5	16.8	16.1	21.1	16.1	<b>161.9</b>
Development Charges	46.2	46.6	31.7	27.0	17.3	12.6	17.4	7.4	10.3	28.4	<b>244.9</b>
Tax	34.1	35.7	37.2	31.5	36.4	36.8	41.6	42.6	54.0	60.0	<b>409.9</b>
Other - Reserves/Contributions	8.8	7.5	10.2	9.9	10.0	10.8	5.8	3.5	3.7	0.9	<b>71.0</b>
External Debt	36.6	52.4	62.0	47.6	44.2	42.2	36.7	36.4	25.1	20.2	<b>403.5</b>
<b>Total Funding Sources</b>	<b>174.6</b>	<b>206.7</b>	<b>200.8</b>	<b>156.8</b>	<b>157.1</b>	<b>172.1</b>	<b>164.1</b>	<b>149.9</b>	<b>151.2</b>	<b>154.3</b>	<b>1,687.6</b>

### Appendix 3A: 2014 Summary of FTE Adjustments by Service Area

Service	Operating / Capital	Reason	Initiative	Staff Description	Full Time Permanent FTE	Contract/ Part Time FTE	Total
Roads, Storm Drainage & Watercourses	Operating	New Initiative	Operations & Maintenance Service & Communications Improvements	Operations Project Manager	1.0	0.0	1.0
Roads, Storm Drainage & Watercourses	Operating	New Initiative	Advanced Transportation Management System (ATMS)	IT Communications Specialist	1.0	0.0	1.0
Roads, Storm Drainage & Watercourses	Operating	New Initiative	Advanced Transportation Management System (ATMS)	Traffic Signal Communications Technologist	1.0	0.0	1.0
Roads, Storm Drainage & Watercourses	Operating	New Initiative	Advanced Transportation Management System (ATMS)	Traffic Technologist	2.0	0.0	2.0
Roads, Storm Drainage & Watercourses	Operating	New Initiative	The Underground Infrastructure Notification Act for Municipalities	Office Coordinator -ON1Call	1.0	0.0	1.0
Roads, Storm Drainage & Watercourses	Operating	New Initiative	The Underground Infrastructure Notification Act for Municipalities	Field Technician - ON1Call	4.0	0.0	4.0
Roads, Storm Drainage & Watercourses	Operating	New Initiative	LED Street Lighting Conversion Project	Street Light Coordinator	1.0	0.0	1.0
Roads, Storm Drainage & Watercourses	Operating	New Initiative	Crossing Guard Program Service Improvement	Crossing Guard - Assistant Supervisor	1.0	0.0	1.0
Roads, Storm Drainage & Watercourses	Operating	Maintain Current Service Levels	Elimination of part time Crossing Guard hours to fund Assistant Supervisor	Crossing Guard	0.0	(0.8)	(0.8)
Roads, Storm Drainage & Watercourses	Operating	Maintain Current Service Levels	Crossing Guard Program	Crossing Guard	0.0	6.5	6.5
Roads, Storm Drainage & Watercourses	Operating	Maintain Current Service Levels	Geographic Information Systems (GIS) Specialist - Conversion	Geographic Information Systems (GIS) Specialist - PSAB	1.0	(1.0)	0.0
<b>Roads, Storm Drainage &amp; Watercourse - Total Operating FTEs</b>					<b>13.0</b>	<b>4.8</b>	<b>17.8</b>
Fire and Emergency Services	Operating	New Initiative	Building Maintenance mechanic	Building Maintenance Mechanic	1.0	0.0	1.0
Fire and Emergency Services	Operating	New Initiative	Fire Training Officer	Fire Training Officer	1.0	0.0	1.0
Fire and Emergency Services	Operating	New Initiative	Improve Emergency Management and Disaster Preparedness	Community Emergency Management Coordinator	1.0	0.5	1.5
<b>Fire &amp; Emergency Services - Total Operating FTEs</b>					<b>3.0</b>	<b>0.5</b>	<b>3.5</b>

### Appendix 3A: 2014 Summary of FTE Adjustments by Service Area (Cont'd)

Service	Operating / Capital	Reason	Initiative	Staff Description	Full Time Permanent FTE	Contract/ Part Time FTE	Total
Mississauga Transit	Operating	New Initiative	Hanlan Water Project	Transit Operator	0.0	12.0	12.0
Mississauga Transit	Operating	New Initiative	Hanlan Water Project	Route Supervisors	0.0	5.0	5.0
Mississauga Transit	Operating	New Initiative	Hanlan Water Project	Traffic Technologist	0.0	1.0	1.0
Mississauga Transit	Operating	New Initiative	Transitway Operations and Maintenance	Infrastructure Coordinator	1.0	0.0	1.0
Mississauga Transit	Operating	New Initiative	Transitway Operations and Maintenance	Transit Enforcement Officer	1.0	0.0	1.0
Mississauga Transit	Operating	New Initiative	1% Service Growth	Transit Operators	9.0	0.0	9.0
Mississauga Transit	Operating	New Initiative	Service Congestion and Overcrowding	Transit Operators	18.0	0.0	18.0
Mississauga Transit	Operating	Maintain Current Service Levels	Reduction of Temporary Budget	Elimination of 1 contract Transit Infrastructure Technolgist	0.0	(1.0)	(1.0)
<b>Mississauga Transit - Total Operating FTEs</b>					<b>29.0</b>	<b>17.0</b>	<b>46.0</b>
Recreation	Operating	Maintain Current Service Levels	Conversion of Two Long Term Contract Employees to Full Time	Customer Service Representative	2.0	(2.0)	0.0
Recreation	Operating	Maintain Current Service Levels	SMG Agreement Renewal-Customer Service	Customer Service Representative	0.0	7.0	7.0
Recreation	Operating	Maintain Current Service Levels	Meadowvale Community Center Redevelopment Closure Impacts	Various	0.0	(11.0)	(11.0)
Recreation	Operating	Operating Impact of Capital	Holcim Waterfront Estate	Food Services Co-ordinator	1.0	0.0	1.0
Recreation	Operating	Maintain Current Service Levels	Recreation Program Efficiencies	Various	0.0	(0.9)	(0.9)
Recreation	Operating	Maintain Current Service Levels	Improved Facility Maintenance	Various	0.0	(0.7)	(0.7)
Recreation	Operating	Maintain Current Service Levels	Customer Service Schedule Efficiencies	Various	0.0	(2.0)	(2.0)
Recreation	Operating	New Initiative	Sports Tourism Co-ordinator-Cost Share with Toronto Tourism	Sports Tourism Coordinator	1.0	0.0	1.0
<b>Recreation - Total Operating FTEs</b>					<b>4.0</b>	<b>(9.6)</b>	<b>(5.6)</b>
Parks and Forestry	Operating	Maintain Current Service Levels	Remodeling for the Future	Various	0.0	(0.2)	(0.2)
Parks and Forestry	Operating	New Initiative	Parkland Growth	Parks Person	0.0	2.3	2.3
Parks and Forestry	Operating	New Initiative	Waste Diversion Plan	Corporate Waste Diversion Specialist & Part Time Students	1.0	0.7	1.7
Parks and Forestry	Operating	New Initiative	Community Outreach - Environmental	Environment Outreach Coordinator	1.0	0.0	1.0
<b>Parks &amp; Forestry - Total Operating FTEs</b>					<b>2.0</b>	<b>2.7</b>	<b>4.7</b>
Parks and Forestry	Capital	New Initiative	Lifecycle Replacement	Contract Hansen Project Leader / Application Developer	0.0	1.0	1.0
<b>Parks &amp; Forestry - Total Capital FTEs</b>					<b>0.0</b>	<b>1.0</b>	<b>1.0</b>



### Appendix 3A: 2014 Summary of FTE Adjustments by Service Area (Cont'd)

Service	Operating / Capital	Reason	Initiative	Staff Description	Full Time Permanent FTE	Contract/ Part Time FTE	Total
Mississauga Library	Operating	New Initiative	Sunday services-additional 10 weeks	Library Administration	0.0	1.7	1.7
Mississauga Library	Operating	Maintain Current Service Levels	Efficiencies due to Self Check-Out implementation	Library various	(5.0)	0.0	(5.0)
<b>Mississauga Library - Total Operating FTEs</b>					<b>(5.0)</b>	<b>1.7</b>	<b>(3.3)</b>
Land Development Services	Operating	Maintain Current Service Levels	Contract Election Sign Removal	Contract Election Sign Removal	0.0	0.6	0.6
<b>Land Development Services - Total Operating FTEs</b>					<b>0.0</b>	<b>0.6</b>	<b>0.6</b>
Legislative Services	Operating	Maintain Current Service Levels	Municipal Election 2014	Election Temporary Staff	0.0	4.0	4.0
Legislative Services	Operating	Maintain Current Service Levels	Printing and Mail Services, Temporary labour reduction due to increase efficiency	Print Shop Temporary Labour	0.0	(0.2)	(0.2)
Legislative Services	Operating	New Initiative	Early Resolution Legislation Service Pressure	Court Admin Clerk	1.0		1.0
<b>Legislative Services - Total Operating FTEs</b>					<b>1.0</b>	<b>3.8</b>	<b>4.8</b>
Arts and Culture	Operating	New Initiative	Artifact Preservation & Collection Services	Museums-Administration	1.0	0.0	1.0
Arts and Culture	Operating	New Initiative	Strengthen Heritage Planning	Heritage Planning	0.0	0.5	0.5
Arts and Culture	Operating	New Initiative	Strengthen Cultural Outreach	Culture Support Administration	0.0	0.4	0.4
Arts and Culture	Operating	Maintain Current Service Levels	Contract staff reduction due to completion of Heritage Plans for Mississauga's Villages Project	Heritage administration various	0.0	(2.0)	(2.0)
Arts and Culture	Operating	Maintain Current Service Levels	Reduce hours at Museums	Museums-Benares programming	0.0	(0.2)	(0.2)
<b>Arts &amp; Culture - Total Operating FTEs</b>					<b>1.0</b>	<b>(1.3)</b>	<b>(0.3)</b>
Regulatory Services	Operating	New Initiative	Administrative Penalties System	Administrative Assistant	1.0	0.0	1.0
Regulatory Services	Operating	New Initiative	Administrative Penalties System	Supervisor	1.0	0.0	1.0
Regulatory Services	Operating	New Initiative	Business Licensing Review	Administrative Assistant	1.0	0.0	1.0
Regulatory Services	Operating	New Initiative	Mobile Licensing Review	Mobile Licensing Officer	1.0	0.0	1.0
Regulatory Services	Operating	New Initiative	Mobile Licensing Review	Administrative Assistant	1.0	0.0	1.0
<b>Regulatory Services - Total Operating FTEs</b>					<b>5.0</b>	<b>0.0</b>	<b>5.0</b>
Strategic Policy	Operating	Maintain Current Service Levels	Project Management Support Office	Student	0.0	0.4	0.4
<b>Strategic Policy - Total Operating FTEs</b>					<b>0.0</b>	<b>0.4</b>	<b>0.4</b>
Information Technology	Operating	New Initiative	SAP Enterprise Reporting (Decision Support System) Implementation	Project Leader - Decision Support System	1.0	0.0	1.0
Information Technology	Operating	Maintain Current Service Levels	Conversion of part-time AV technician position in IT Client Services	Audio Visual Technician	1.0	(1.0)	0.0
<b>Information Technology - Total Operating FTEs</b>					<b>2.0</b>	<b>(1.0)</b>	<b>1.0</b>
Information Technology	Capital	Maintain Current Service Levels	Capital project completion	Various Temporary positions	0.0	(4.8)	(4.8)
Information Technology	Capital	New Initiative	SAP Enterprise Reporting (Decision Support System) Implementation	Project Leader - Decision Support System	0.0	(1.0)	(1.0)
<b>Information Technology - Total Capital FTEs</b>					<b>0.0</b>	<b>(5.8)</b>	<b>(5.8)</b>

### Appendix 3A: 2014 Summary of FTE Adjustments by Service Area (Cont'd)

Service	Operating / Capital	Reason	Initiative	Staff Description	Full Time Permanent FTE	Contract/ Part Time FTE	Total
Business Services	Operating	Cost Increase	Conversion of Customer Service Advisor to Permanent	Customer Service Advisor	1.0	(1.0)	0.0
Business Services	Operating	Efficiency and Cost Savings	Elimination of Ergonomist	Ergonomist	0.0	(0.5)	(0.5)
Business Services	Operating	Efficiency and Cost Savings	Reduction of AODA Consultant	AODA Consultant	0.0	(0.5)	(0.5)
<b>Business Services - Total Operating FTEs</b>					<b>1.0</b>	<b>(2.0)</b>	<b>(1.0)</b>
Business Services	Capital	Efficiency and Cost Savings	Integrated Budget System Project	Integrated Budget System Project Leader	0.0	(1.0)	(1.0)
Business Services	Capital	Efficiency and Cost Savings	Storm Water Study	Storm Water Analyst	0.0	(1.0)	(1.0)
Business Services	Capital	Operating Impact of Capital	Human Resources Admin Processes and Forms Automation	Human Resources Business Analyst	0.0	1.0	1.0
<b>Business Services - Total Capital FTEs</b>					<b>0.0</b>	<b>(1.0)</b>	<b>(1.0)</b>
Department Business Services	Operating	Maintain New Service Levels	Efficiencies and Cost Savings	Dispatch/Records/Engineering Counter/Reception	0.0	(0.4)	(0.4)
Department Business Services	Operating	Maintain New Service Levels	Efficiencies and Cost Savings	CO-OP Student Hansen Data collection	0.0	(0.1)	(0.1)
Department Business Services	Operating	Maintain New Service Levels	Expand the Customer Service student from 17 weeks to 34 weeks for business requirements gather, process documentation, and testing.	Summer/Fall Student	0.0	0.3	0.3
<b>Departmental Business Services - Total Operating FTEs</b>					<b>0.0</b>	<b>(0.1)</b>	<b>(0.1)</b>
<b>Total City-Wide Staff Adjustments</b>					<b>56.0</b>	<b>11.7</b>	<b>67.7</b>

**Appendix 3B: City Budget Summary of Full-Time Equivalents**  
**Fire & Emergency Services**

Program	2013	2014	2015	2016
Suppression	616.0	616.0	636.0	656.0
Building Maintenance	2.0	3.0	3.0	3.0
Vehicle Maintenance	10.0	10.0	11.0	11.0
Prevention	39.0	39.0	39.0	39.0
Divisional Support Services	39.0	41.5	42.5	42.5
<b>Total Service Distribution</b>	<b>706.0</b>	<b>709.5</b>	<b>731.5</b>	<b>751.5</b>

**Roads, Storm Drainage and Watercourses**

Program	2013	2014	2015	2016
Maintenance Control	119.5	120.5	120.5	120.5
Engineering & Capital Works	59.4	59.4	59.4	59.4
Development Construction	12.0	17.0	17.0	17.0
Corporate Fleet Maintenance	27.7	27.7	27.7	27.7
Crossing Guards	68.9	75.5	75.5	75.5
Traffic Management	52.7	57.7	59.7	61.7
Transportation & Infrastructure Planning	47.3	47.3	48.3	56.8
Parking Facilities	2.0	2.0	2.0	2.0
Corporate Support Services Geomatics	31.0	31.0	31.0	31.0
<b>Total Service Distribution</b>	<b>420.3</b>	<b>438.1</b>	<b>441.1</b>	<b>451.6</b>

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**Appendix 3B: City Budget Summary of Full-Time Equivalents****Mississauga Transit**

Program	2013	2014	2015	2016
Business Development	53.6	54.6	55.6	55.6
Business Systems	19.0	19.0	19.0	19.0
Maintenance	185.2	186.2	186.2	185.2
Office of the Director	3.0	3.0	4.0	4.0
Operations	1,022.8	1,066.8	1,108.8	1,119.8
Transportation Project Office	6.0	6.0	6.0	11.0
<b>Total Service Distribution</b>	<b>1,289.6</b>	<b>1,335.6</b>	<b>1,379.6</b>	<b>1,394.6</b>

**Parks and Forestry**

Program	2013	2014	2015	2016
Environment	5.0	7.7	7.7	7.0
Forestry	50.4	50.4	49.4	49.4
Park Planning & Development	31.8	32.8	32.5	30.8
Parks Operations	273.2	275.2	278.2	278.3
Divisional Support Services	2.0	2.0	2.0	2.0
<b>Total Service Distribution</b>	<b>362.4</b>	<b>368.1</b>	<b>369.7</b>	<b>367.5</b>

**Mississauga Library**

Program	2013	2014	2015	2016
Central Library Services	72.7	71.2	70.2	69.2
Public Services	212.8	211.0	208.0	206.0
Divisional Support Services	39.0	39.0	39.0	38.0
<b>Total Service Distribution</b>	<b>324.5</b>	<b>321.2</b>	<b>317.2</b>	<b>313.2</b>

---

**Appendix 3B: City Budget Summary of Full-Time Equivalents****Business Services**

Program	2013	2014	2015	2016
Communications	55.6	55.6	55.2	55.2
Finance	67.8	65.8	65.3	65.3
Human Resources	66.5	66.5	68.0	65.0
Revenue & Materiel Management	68.1	68.1	67.1	66.1
<b>Total Service Distribution</b>	<b>258.0</b>	<b>256.0</b>	<b>255.6</b>	<b>251.6</b>

**Facilities and Property Management**

Program	2013	2014	2015	2016
Building Maintenance	33.0	33.0	33.0	33.0
Building Operations	39.6	39.6	39.6	39.6
Capital Project Management and Space Planning	33.0	33.0	33.0	32.0
FPM Divisional Support Service	8.0	8.0	7.3	7.3
Realty Services	10.0	10.0	10.0	10.0
Security	54.7	54.7	54.7	54.7
Utilities	4.0	4.0	4.0	4.0
<b>Total Service Distribution</b>	<b>182.3</b>	<b>182.3</b>	<b>181.6</b>	<b>180.6</b>

**Recreation**

Program	2013	2014	2015	2016
Recreation Facilities and Programs	607.3	594.7	605.7	614.2
Divisional Support Services	79.0	79.0	77.0	77.0
Golf and Hershey Centre	69.9	76.9	76.9	76.9
<b>Total Service Distribution</b>	<b>756.2</b>	<b>750.6</b>	<b>759.6</b>	<b>768.1</b>

**Appendix 3B: City Budget Summary of Full-Time Equivalents**  
**Information Technology**

Program	2013	2014	2015	2016
Information Technology	129.3	124.5	123.5	123.5
<b>Total Service Distribution</b>	<b>129.3</b>	<b>124.5</b>	<b>123.5</b>	<b>123.5</b>

**Strategic Policy**

Program	2013	2014	2015	2016
City Strategy & Innovations	24.1	24.5	24.5	24.5
Economic Development	14.5	14.5	15.5	16.5
Internal Audit	8.0	8.0	8.0	8.0
Legal Services	41.5	41.5	41.5	40.5
<b>Total Service Distribution</b>	<b>88.1</b>	<b>88.5</b>	<b>89.5</b>	<b>89.5</b>

**Land Development**

Program	2013	2014	2015	2016
Building Division	80.3	80.9	80.3	80.3
Development and Design	47.0	47.0	47.0	47.0
Policy Planning	20.3	20.3	20.3	20.3
<b>Total Service Distribution</b>	<b>147.6</b>	<b>148.2</b>	<b>147.6</b>	<b>147.6</b>

**Arts & Culture**

Program	2013	2014	2015	2016
Mississauga Celebration Square	8.0	8.0	8.0	8.0
Heritage	4.0	2.5	2.5	2.5
Culture Operations	37.4	38.2	39.2	39.2
Culture Planning	4.0	4.0	4.5	4.5
Culture Support Services	5.0	5.4	5.5	5.5
<b>Total Service Distribution</b>	<b>58.4</b>	<b>58.1</b>	<b>59.7</b>	<b>59.7</b>

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**Appendix 3B: City Budget Summary of Full-Time Equivalents****Regulatory**

Program	2013	2014	2015	2016
Enforcement Administration	8.0	8.0	8.0	8.0
Animal Services	33.3	33.3	33.3	33.3
Mobile Licensing	14.0	16.0	17.0	17.0
Compliance & Licensing Enforcement	26.8	27.8	28.8	28.8
Parking Enforcement	51.0	53.0	53.0	53.0
<b>Total Service Distribution</b>	<b>133.0</b>	<b>138.0</b>	<b>140.0</b>	<b>140.0</b>

**Legislative Services**

Program	2013	2014	2015	2016
Elections	3.0	7.0	3.0	3.0
Provincial Offence Act	20.5	21.5	21.5	21.5
Office of the City Clerk	41.4	41.4	41.4	41.4
Printing and Mail Services	12.5	12.3	12.3	12.3
<b>Total Service Distribution</b>	<b>77.4</b>	<b>82.2</b>	<b>78.2</b>	<b>78.2</b>

**Mayor & Council**

Program	2013	2014	2015	2016
Mayor's Office	5.0	5.0	5.0	5.0
Councillor's Offices	34.2	34.2	34.2	34.2
<b>Total Service Distribution</b>	<b>39.2</b>	<b>39.2</b>	<b>39.2</b>	<b>39.2</b>

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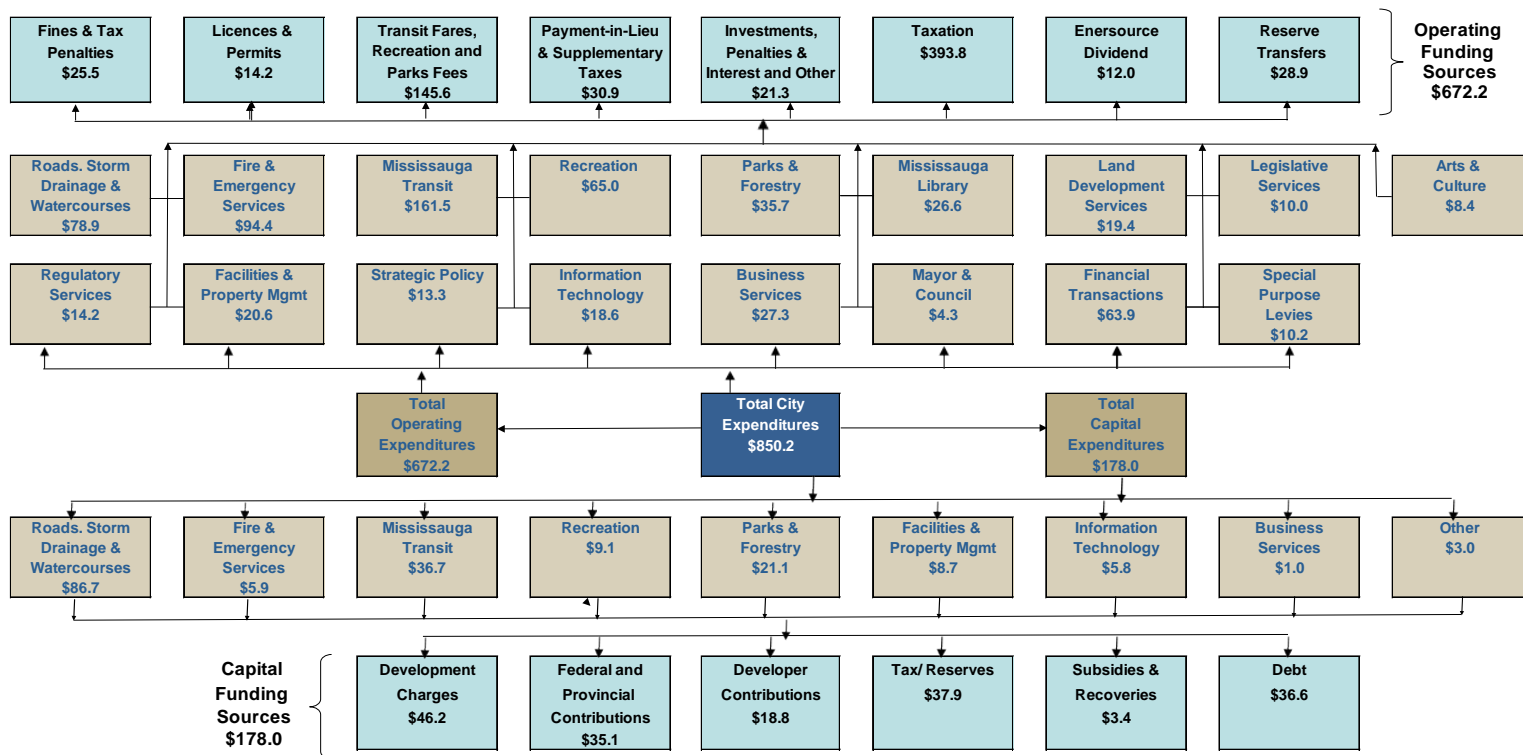
**Appendix 3B: City Budget Summary of Full-Time Equivalents****Departmental Business Services**

Program	2013	2014	2015	2016
Community Services	19.5	19.5	19.5	19.5
Corporate Services	8.0	8.0	8.0	8.0
Planning and Building	30.3	30.7	30.7	30.7
Transportation and Works	34.3	33.8	33.8	33.8
<b>Total Service Distribution</b>	<b>92.1</b>	<b>92.0</b>	<b>92.0</b>	<b>92.0</b>
<b>City Wide Total</b>	<b>5,064.4</b>	<b>5,132.1</b>	<b>5,205.6</b>	<b>5,248.3</b>



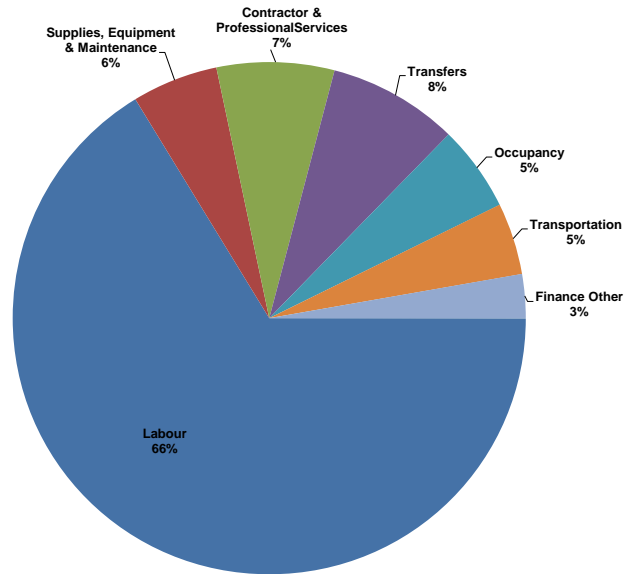
## Appendix 4A: 2014 Proposed Budget by Gross Expenditures and Revenues

Mississauga's 2014-2016 Business Plan Update and 2014 Budget, comprises of both the operating and capital budgets, totaling \$672.2 million and \$178 million respectively.

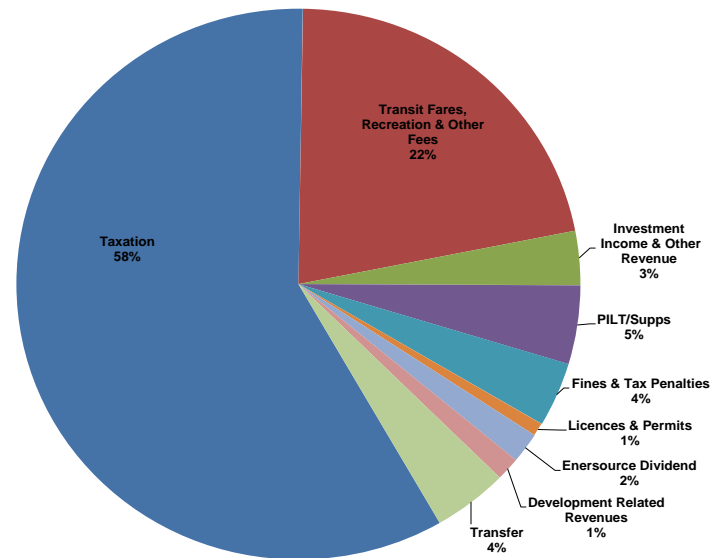


The following charts provide a breakdown of the City's 2014 Operating Budget by major cost and revenue category.

**2014 Major Operating Expenditure  
Categories \$672.2**



**2014 Major Revenue Categories  
\$672.2 Million**





# Fire and Emergency Services

## 2014-2016 Business Plan Update and 2014 Budget

City of Mississauga, Ontario, Canada



**24/7, 365** DAYS PER YEAR ACCESS TO EMERGENCY SERVICES.  
**20** STATIONS ACROSS THE CITY PROVIDING  
'CALL TO CURB' EMERGENCY SERVICES FOR OVER  
**741,000** RESIDENTS AND VISITORS.  
VISITED OVER **25,000** HOMES TO PROVIDE FIRE SAFETY  
INFORMATION AS PART OF THE HOME SAFE HOME PROGRAM.  
**11,193** MEDICAL CALLS.



Last year the City of Mississauga undertook an extensive process to create a four year, 2013 through 2016, detailed Business Plan and Budget. Approved in December 2012, the 2013-2016 Business Plan and Budget outlines how and where the City plans to allocate resources to provide good value for taxpayers. Reviewed and updated annually, the four year plan is based on the City's four strategic priorities. 2014 marks the second year of Mississauga's four year Business Plan and Budget. For this "Update Year" staff have focused on primarily updating and presenting exceptions and amendments to the four year approved Service Area Business Plans, while still providing comprehensive financial information and forecasts.

The following summary document sets out a brief description of the Service Area, what has changed since writing the 2013-2016 Business Plan and Budget and performance measurements. The complete 2014-2016 Business Plan and Budget can be found on the City's website.

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## Table of Contents

<b>Existing Core Services .....</b>	<b>4</b>
1.1 Vision and Mission .....	4
1.2 Service Delivery Model .....	5
<b>Updates &amp; Accomplishments .....</b>	<b>7</b>
2.1 Updates .....	7
2.2 Accomplishments .....	8
2.3 Awards and Recognitions .....	9
<b>Proposed Budget .....</b>	<b>10</b>
3.1 Changes to Maintain Current Service Levels and Operationalize Prior Decisions .....	15
3.2 Proposed New Initiatives and New Revenues .....	17
3.3 Highlights of Proposed Capital Program Budget .....	18
3.4 Capital Program .....	19
<b>Performance Measures .....</b>	<b>20</b>
4.1 Balanced Scorecard .....	20
<b>Appendices .....</b>	<b>22</b>
Appendix 1: Details of Changes to Maintain Current Service Levels and Operationalize Prior Decisions .....	23
Appendix 2: Budget Requests .....	25
Appendix 3: Proposed 2014 Capital Program .....	40
Appendix 4: Proposed 2015-2016 Capital Program .....	41

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# Existing Core Services

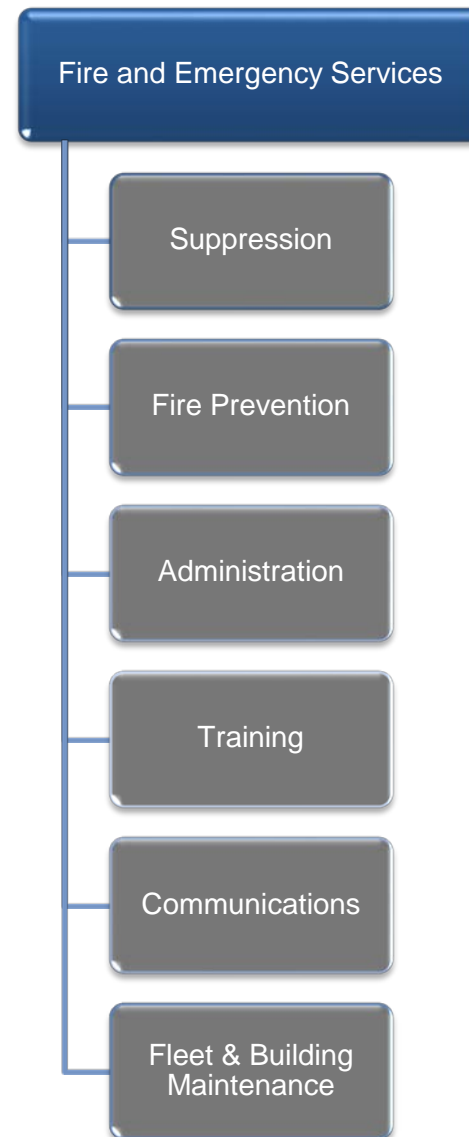
## 1.1 Vision and Mission

### Vision

We are a progressive organization dedicated to preserving life, property and the environment in Mississauga.

### Mission

To protect life, property and the environment in Mississauga from all perils through education, prevention, investigation, training, rescue, fire suppression, dangerous goods containment and life support services.



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## 1.2 Service Delivery Model

- Multi-faceted, all risk emergency response service;
- 616 suppression staff operating on four shifts;
- 30 front line suppression vehicles, nine reserve and eight specialty vehicles;
- Staff are divided up between 20 stations, communications dispatch centre, city hall and the Garry W. Morden Centre; and
- Administration is located at Station 101 (headquarters).

### Guiding Principles:

- To provide a service that has appropriate quality assurances and accountability measures;
- To provide a service that responds to the changing needs and circumstances of the City of Mississauga;
- To provide a service that strives to meet service delivery objectives; and
- To provide a service that is equally accessible to the entire community.

In Ontario the provision of fire protection services is based on the three lines of defence which are:

- Public education and prevention;
- Fire safety standards and code enforcement; and
- Fire suppression.

These are equally important as fire prevention and public education use a proactive approach in reducing the probability of fires occurring and helping to limit the loss of life and property in the fires that do occur.

Mississauga Fire and Emergency Services (MFES) put a very high priority on the value of public education.

MFES has programs for older adults, school aged children, special interest and social groups, and business in Mississauga. All of these programs are geared to life safety, injury prevention, and fire safe learning behaviours.

### Station Visits

This public education program is provided to various groups in Mississauga, including elementary classes, scouts and pre-school groups. It allows the group to tour the fire station and learn about fire safety and the various public safety programs available to residents.

### Truck Visits

Our on duty staff bring a fire department truck with them to many community events such as school fairs and parades. This provides an excellent public education opportunity.

### Post Fire Community Blitz

This is a public education program that is directed to neighbourhoods that have had a fire in their immediate vicinity. Fire crews go door to door and distribute public education material, answer questions and provide information to residents on how to make their homes fire safe.



## Home Safe Home Program

Fire suppression crews have the opportunity to visit homes in their response area and provide valuable fire safety information. The Home Safe Home website has safety information in 12 languages. Visit [home-safe-home.ca](http://home-safe-home.ca) for more details.

## In-company Inspections

Suppression crews conduct fire safety inspections of mercantile, commercial and industrial occupancies within their respective response areas.



MFES Delivering Fire Safety Messages – Home Safe Home Program





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## Updates & Accomplishments

### 2.1 Updates

The rapid expansion of urban areas across the province has necessitated that future growth be managed through intensification of the existing footprint. Growth forecasts suggest that a large proportion of those additional Mississauga residents will reside in the downtown core and in the Hurontario and Dundas corridor. The major impacts of intensification on fire services are:

- Increased traffic congestion and narrower streets resulting in eroding response times;
- Increased employment impacting the need for building inspections and fire prevention;
- Increased call volumes; and
- Changes in building stock impacting vertical response time and associated inspections.

In an effort to mitigate some of the impacts of intensification on fire service, the 2010 Fire Master Plan recommended:

- The construction of new fire stations in order to provide adequate distribution and concentration of suppression capabilities;
- Targeted public education;
- Increased schedule of regular fire inspections; and
- Investigation into the use of smaller fire suppression vehicles.

Time is a critical component when dealing with emergency situations. The ability of MFES personnel to arrive at a fire, access and begin to mitigate the emergency in a timely and efficient manner is critical in reducing property loss and ensuring the safety of the occupants. In life threatening

medical related emergencies, rapid, efficient and effective delivery of emergency medical response is a critical element in patient survivability. Patient outcomes are dependent on the speed with which trained personnel can arrive on the scene.

To mitigate risk and improve response time, MFES has implemented many recommendations outlined in the Fire Master Plan including:

- Modifying the deployment model to send the five closest pumping units to a fire at a single family dwelling;
- Implementing Mobile Data Units in all front line vehicles;
- Implementing Automatic Vehicle Locators to automatically send closest available unit;
- Augmenting the red light pre-emption device program;
- Developing public education material in multiple languages and making them available online;
- Commencing the development of a high rise public education program; and
- Increasing Home Safe Home visits by 15,000 in 2012.

#### Operating Pressures

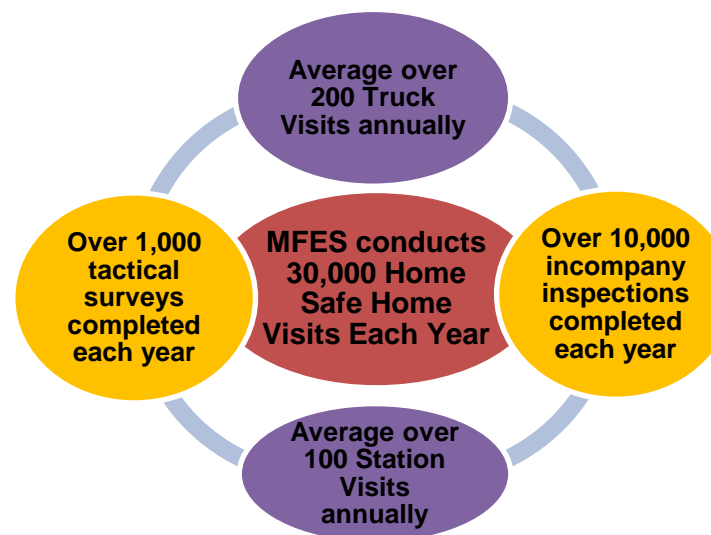
- Additional suppression resources will be required to adequately staff new stations proposed to address underserviced areas, growth areas and increasing overall response times; and
- Additional resources are being requested to support increased building maintenance requirements and front line training programs.

## 2.2 Accomplishments

- The relocation of Fire Station 106 was completed and now is home to both Fire and Emergency Services and a Peel Regional Paramedic Services Satellite Station;
- To date MFES has visited over 31,000 residences in Mississauga to promote fire safety as part of the Home Safe Home Program;
- All front line vehicles now carry oxygen kits for dogs and cats;
- Land acquisition and design has been completed for the relocation of Fire Station 119;
- On duty suppression crews completed 10,950 incompany inspections in 2012;
- All front line vehicles now carry EPI pens and all fire crews have been trained to provide symptom assist;
- Mobile Data Units have been installed in all of the front line vehicles; and
- MFES participated in the Toronto Blue Jays “Swing into Summer Safety” campaign which helps to educate and raise awareness in school age children about fire safety and other injury prevention.



‘Care Enough to Wear Pink’ Campaign – Pumper wrapped in Pink to help raise awareness and funds for Breast Cancer research – Initiated by IAFF Local 1212



### 2.3 Awards and Recognitions

- The MFES D Shift Technical Rescue Team won the Mississauga Real Estate Board Firefighter of the year award;
- MFES was recognized as the top public collector for The Mississauga Food Bank, amassing 101,851 pounds of food between June 2012 and May 2013; and



MFES Platoon Chief Al Hills delivering food to the Mississauga Food Bank

- MFES along with Peel Regional Paramedic Service and Peel Regional Police participated in the Sirens for Life Blood Donor Competition.

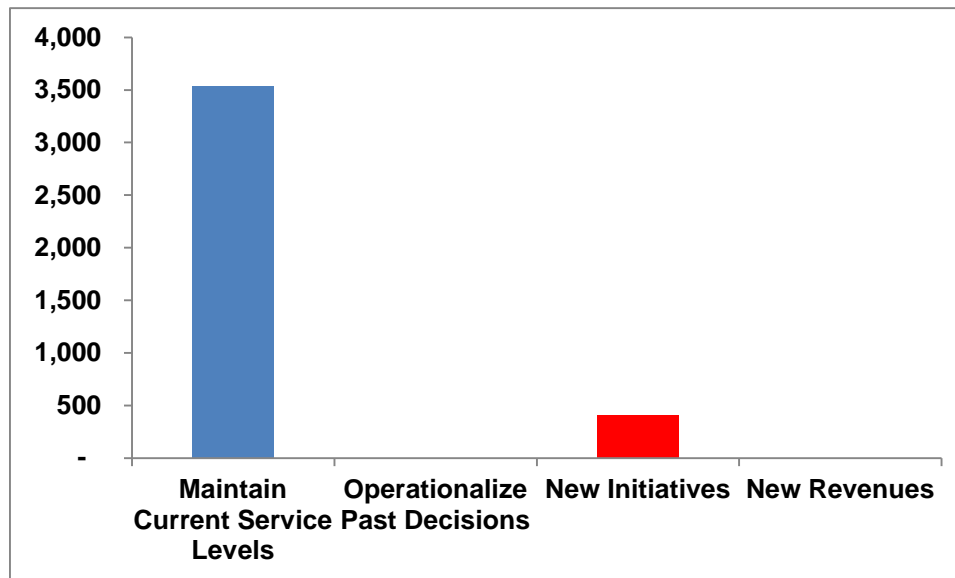


MFES and Peel Regional Paramedic Staff participating in the Sirens for Life Blood Donor Competition

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## Proposed Budget

This part of the Business plan sets out the financial resources required to deliver the proposed 2014-2016 Business Plan. Information is provided by major expenditure and revenue category as well as by program. The costs to maintain existing service levels and operationalize prior decisions are identified separately from proposed changes. The prior year budget for 2013 was \$89,072,000 and the proposed budget for 2014 is \$93,014,042 for a total proposed budget change of \$3,941,909 as illustrated in the chart below.



### Total Changes to Maintain Current Service Levels

Fire and Emergency Services works towards balancing cost pressures with finding efficiencies and cost savings throughout its operation. Overall, 97 per cent of this service area's budget is labour and 94 per cent is directly associated with front line service.

The impact of maintaining current service levels for Fire and Emergency Services is \$3.536 million. This represents the majority of the increase to the 2013 base Operating Budget. 2013 budget pressures and savings came from the following areas:

- Labour costs are projected to increase by \$3.386 million and result from economic adjustments and changes to fringe benefits; and
- Other costs and materials are forecasted to increase by \$150,000.

---

**Total New Initiatives and Revenues**

Two resources are being requested to support increased building maintenance requirements and front line training programs. They combine for a net increase of \$406,000 to the base operating budget. Details can be found below and in Appendix 2 of this document.

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### **Training Resource**

The primary focus of the staff is the planning, development and delivery of over 50 different programs that provide the required skills to 616 firefighters and officers to allow them to deliver front line emergency services safely and effectively.

*Bill C45, The Fire Protection and Prevention Act (FPPA), Occupational Health and Safety Act (OHSA)* and Ministry of Labour (MOL) all mandate the fire service to provide ongoing safety and competency training to mitigate the risks faced by front line firefighters. In order to meet these requirements as well as the increasing research, program design, delivery and evaluation components for more than 50 core programs an additional resource is being requested to satisfy these requirements.

### **Building Maintenance Resource**

Given a 40 per cent increase in new building inventory, existing staff are not able to adequately meet MFES service demands. With existing infrastructure continuing to age, demand and preventative maintenance becomes increasingly important to extend building component lifecycles, and reduce replacement/repair cost pressures.

Legislated workplace Health and Safety obligations, spread across 20 individual work locations, also prove to be a unique service pressure for this section. With the recommended infrastructure improvements and additions, as well as ongoing building maintenance requirements, an additional staff resource is being requested.



Garry W. Morden Centre

The following table identifies the budgeted expenditures and revenues for 2013 to 2016 by major program within the service area, as well as 2012 actuals by programs.

Description	2012 Actuals (\$000's)	2013 Budget (\$000's)	2014 Proposed Budget (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)
<b>Expenditures to Deliver Current Services</b>					
Fire Building Maintenance	1,174	1,074	1,083	1,235	1,278
Fire Support Services	6,520	5,505	5,854	6,317	6,622
Fire Vehicle Maintenance	2,931	3,003	3,091	3,163	3,348
Prevention	4,265	4,761	4,938	5,157	5,276
Suppression	71,337	76,067	78,981	82,028	84,385
<b>Total Expenditures</b>	<b>86,228</b>	<b>90,411</b>	<b>93,946</b>	<b>97,900</b>	<b>100,909</b>
<b>Revenues</b>	<b>(1,551)</b>	<b>(1,339)</b>	<b>(1,339)</b>	<b>(1,339)</b>	<b>(1,339)</b>
New Initiatives	0	0	406	722	1,898
<b>Proposed Net Budget Including New Initiatives &amp; New Revenues</b>	<b>84,677</b>	<b>89,072</b>	<b>93,014</b>	<b>97,283</b>	<b>101,468</b>
<b>Expenditures Budget - Changes by Year</b>			<b>4%</b>	<b>4%</b>	<b>3%</b>
<b>Proposed Net Budget - Changes by Year</b>			<b>4%</b>	<b>5%</b>	<b>4%</b>

Note: Numbers may not balance due to rounding.



The following table separates the financial requirements into those required to maintain current service levels; to operationalize prior decisions; and proposed new initiatives and new revenues. More details are provided in sections 3.1 and 3.2.

Description (\$000's)	2014 Proposed Budget (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)
<b>Prior Year Total Expenditures Budget</b>	<b>90,411</b>	<b>94,353</b>	<b>98,622</b>
<b>Increases/(Decreases) to Maintain Current Service Levels</b>			
Labour and Benefits	3,386	3,485	2,224
Other Cost Increases	150	62	64
<b>Total Expenditures to Maintain Service Levels</b>	<b>93,946</b>	<b>97,900</b>	<b>100,910</b>
<b>Prior Year Revenue Budget</b>	<b>(1,339)</b>	<b>(1,339)</b>	<b>(1,339)</b>
<b>Total Revenues</b>	<b>(1,339)</b>	<b>(1,339)</b>	<b>(1,339)</b>
<b>Net Expenditures to Maintain Services</b>	<b>92,608</b>	<b>96,561</b>	<b>99,571</b>
<b>Net Changes to Maintain Current Service Levels</b>	<b>3,536</b>	<b>3,547</b>	<b>2,288</b>
<b>Net Expenditure to Maintain Current Service Levels and Operationalize Prior Decisions</b>	<b>92,608</b>	<b>96,561</b>	<b>99,571</b>
Proposed New Initiatives & New Revenues - Expenses	406	722	1,898
<b>Proposed New Initiatives &amp; New Revenues</b>	<b>406</b>	<b>722</b>	<b>1,898</b>
<b>Proposed Total Expenditures Budget</b>	<b>94,353</b>	<b>98,622</b>	<b>102,807</b>
<b>Proposed Total Revenues Budget</b>	<b>(1,339)</b>	<b>(1,339)</b>	<b>(1,339)</b>
<b>Proposed Net Budget</b>	<b>93,014</b>	<b>97,283</b>	<b>101,469</b>

Note: Numbers may not balance due to rounding.



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### 3.1 Changes to Maintain Current Service Levels and Operationalize Prior Decisions

The following table identifies the major changes in the costs to maintain existing service levels and the cost increases arising from prior decisions. Detailed explanations of changes to 2014 as well as the proposed Full Time Equivalent Staffing by Program can be found in Appendix 1.

#### Proposed Changes to Maintain Current Service Levels

Description (\$000's)	FTE	2014 Proposed Budget (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)
<b>Labour and Benefits</b>	<b>0.0</b>	<b>3,386</b>	<b>3,485</b>	<b>2,224</b>
<b>Other Cost Increases</b>				
Increase in utilities cost	0.0	15	22	25
Fuel cost increase	0.0	46	33	33
Increase in consultants expense	0.0	10	0	0
Other Changes	0.0	78	7	6
<b>Other Cost Increases</b>	<b>0.0</b>	<b>150</b>	<b>62</b>	<b>64</b>
<b>Total Changes to Maintain Current Service Levels</b>	<b>0.0</b>	<b>3,536</b>	<b>3,547</b>	<b>2,288</b>

Note: Numbers may not balance due to rounding.

### 3.2 Proposed New Initiatives and New Revenues

The following table presents the costs by budget request for proposed new initiatives and proposed new revenues. Detailed descriptions of each budget request can be found in Appendix 2.

#### Proposed New Initiatives and New Revenues

Description	BR #	FTE	2014 Proposed Budget (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)	2014 to 2016 Capital (\$000's)
<b>New Initiatives</b>						
Building Maintenance Mechanic	885	1.0	117	8	8	0
Fire Training Officer	887	1.0	139	4	3	0
Improve Emergency Management and Disaster Preparedness	1134	1.5	150	37	3	0
Fire Training Officer	894	1.0	0	144	3	0
Fleet Mechanic	895	1.0	0	126	8	
New Fire station #120 Hurontario & Eglinton	889	20.0		403	1,431	3,660
New Fire station #123 Winston Churchill area	893	20.0	0	0	443	4,200
<b>Total New Initiatives</b>		<b>45.5</b>	<b>406</b>	<b>722</b>	<b>1,898</b>	<b>7,860</b>
<b>New Revenues</b>						
<b>Total New Revenues</b>		<b>0.0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total New Initiatives and New Revenues</b>		<b>45.5</b>	<b>406</b>	<b>722</b>	<b>1,898</b>	<b>7,860</b>

Note: Numbers may not balance due to rounding.

The following table outlines the 2012 actual costs, 2013 approved budget and proposed 2014 Budget and Forecasts for the remaining three years, by major expense and revenue categories.

**Proposed Budget by Category**

Description (\$000's)	2012 Actuals (\$000's)	2013 Budget (\$000's)	2014 Proposed Budget (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)
<b>Total Expenditures before Administrative and Support Costs</b>					
Labour Costs	81,803	86,121	89,913	94,120	98,242
Other Operating Costs	3,946	3,490	3,561	3,616	3,674
<b>Total Expenditures</b>	<b>85,750</b>	<b>89,611</b>	<b>93,474</b>	<b>97,736</b>	<b>101,916</b>
Total Revenues	(1,551)	(1,339)	(1,339)	(1,339)	(1,339)
<b>Net Expenditures before Administrative and Support Costs</b>	<b>84,199</b>	<b>88,272</b>	<b>92,136</b>	<b>96,398</b>	<b>100,577</b>
Administrative and Support Costs	478	800	878	885	891
<b>Net Budget</b>	<b>84,677</b>	<b>89,072</b>	<b>93,014</b>	<b>97,283</b>	<b>101,469</b>

Note: Numbers may not balance due to rounding.

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### 3.3 Highlights of Proposed Capital Program Budget

The major impact of growth and intensification on the fire service is increased traffic congestion which results in longer response times. The number of multi storey residential occupancies has increased considerably and is projected to continue to increase particularly in the downtown core.

Many of the buildings currently under construction have submitted building applications prior to the new mandatory sprinkler legislation. High rise occupancies pose several challenges to MFES, not the least of which is the ability of crews to reach an emergency scene on upper floors. This is known as vertical response and can add up to 10 minutes to total response time. In an effort to mitigate some of the impacts of intensification on fire service, the Fire Master Plan and subsequently the 2014-2016 Business Plan recommends supplementary resourcing and infrastructure to immediately address current and future service requirements.

MFES has developed an implementation plan for new stations which will address service delivery gaps in three high priority areas in the city. The locations where new infrastructure has been recommended in the Hurontario and Eglinton; Burnhamthorpe and Winston Churchill; and Dundas and Cawthra areas. A responsible growth strategy will permit impact assessments of each of the initial three stations as they are implemented to understand the influence of these stations on response time and on adjacent response areas. After the impact of these new stations has been fully assessed, MFES will consider additional facilities where a need is demonstrated.



Highrise Development in Downtown Mississauga

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### 3.4 Capital Program

This section summarizes the forecast 10 year capital requirements for this service. The following table presents the forecast by major program. The next table summarizes the sources of financing for the capital forecast. A detailed listing of 2014 to 2016 projects is contained in Appendix 3 and 4.

#### Proposed Capital Program

Program Expenditures (\$000's)	2014 Proposed Budget (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)	2017 Forecast (\$000's)	2018-2023 Forecast (\$000's)	Total 2014-2023 (\$000's)
Stations & Auxiliary Buildings	2,103	4,505	3,242	4,142	7,663	21,655
Vehicles & Equipment	3,762	3,338	1,280	1,170	15,546	25,096
<b>Total Expenditures</b>	<b>5,865</b>	<b>7,843</b>	<b>4,522</b>	<b>5,312</b>	<b>23,209</b>	<b>46,751</b>

Note: Numbers may not balance due to rounding.

#### Proposed Capital Program (continued)

Program Funding (\$000's)	2014 Proposed Budget (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)	2017 Forecast (\$000's)	2018-2023 Forecast (\$000's)	Total 2014-2023 (\$000's)
Development Charges	693	3,705	0	0	87	4,485
Tax	3,562	2,838	4,522	5,312	23,122	39,356
Debt	1,610	1,300	0	0	0	2,910
<b>Total Funding</b>	<b>5,865</b>	<b>7,843</b>	<b>4,522</b>	<b>5,312</b>	<b>23,209</b>	<b>46,751</b>

Note: Numbers may not balance due to rounding.

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## Performance Measures

### 4.1 Balanced Scorecard

**First Unit Travel Time (90<sup>th</sup> Percentile)** captures how long it takes from the time the truck leaves the station until it arrives on the scene. The benchmark for this measure is four minutes based on industry guidelines and best practices

**First Unit Total Response Time (90<sup>th</sup> Percentile)** captures total response time which is call processing time (dispatch) + crew preparation time + plus vehicle travel time. The benchmark for this measure is six minutes and 20 seconds for all emergency incidents. These are based on industry guidelines and best practices

**Concentration of Resources (90<sup>th</sup> Percentile)** Captures the total response time to assemble a minimum total complement of 20 firefighters at a fire involving a typical single family dwelling.

**Number of Defibrillator Saves Annually** is a result of quick response and well trained suppression staff, MFES has continued to have great success in saving lives through the application of defibrillation. The goal is to continue to improve on that success through continued training and reaching the benchmark of 10 per cent of all applications resulting in a positive outcome.

**Average number of training hours/firefighter annually**  
MFES is extremely proud of our safety record. The safety of our firefighters and our residents is the number one priority. MFES continually strives to increase the number of training hours available to each member of the suppression staff.

### **Number of Home Safe Home Inspections Annually**

carried out by MFES crews was the first in the GTAA to develop this program where on duty fire crews have the opportunity to visit homes in their response area and provide valuable fire safety information. MFES benchmark is to complete all homes in the City within a 10 year cycle.

Measures for Fire and Emergency Services	2010 (Actual)	2011 (Actual)	2012 (Actual)	2013 (Planned)	2014 (Planned)	2015 (Planned)	2016 (Planned)
<b>Financial:</b>							
Cost per Capita for Emergency Services	\$110.53	\$112.56	\$116.77	\$118.73	\$121.00	\$124.00	\$127.00
<b>Customer:</b>							
Number of Home Safe Home Visits	16,500	16,500	30,000	30,000	30,000	30,000	30,000
Number of Defibrillator Saves	25	24	27	27	27	28	29
<b>Employees/ Innovation:</b>							
Average number of training hours/firefighter annually	150	150	160	165	170	175	180
% of Staff having Fire Prevention Officer Certification	60%	53%	41%	50%	50%	60%	70%
% of Staff having Fire & Life Safety Certification	40%	53%	44%	50%	50%	60%	70%
<b>Internal Business Process:</b>							
First Unit Travel Time (90 <sup>th</sup> Percentile) (seconds) [STANDARD 240 SECONDS]	324	321	322	325	328	331	334
First Unit Total Response Time (90 <sup>th</sup> Percentile) (seconds) [STANDARD 380 SECONDS]	439	437	440	443	446	449	452
Total Response Time to get 20 FF on scene of structure Fire (90 <sup>th</sup> Percentile) (seconds) [STANDARD 620 SECONDS]	1,336	1,032	828	831	834	837	840

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## **Appendices**



## Appendix 1: Details of Changes to Maintain Current Service Levels and Operationalize Prior Decisions

### Changes to Maintain Current Service Levels

Description	2013 Budget (\$000's)	2014 Proposed Budget (\$000's)	Change (\$000's)	Details
<b>Labour and Benefits</b>	<b>86,121</b>	<b>89,507</b>	<b>3,386</b>	Increase reflects negotiated union agreements, economic adjustment increases, labour adjustments and other fringe benefit changes.
<b>Other Cost Increases</b>				
Increase in utilities cost	379	394	15	Increase reflects anticipated higher utilities costs
Fuel cost increase	422	468	46	Increase is due to rising fuel costs
Increase in consultants expense	15	25	10	Increase in legal expenses
Other Changes	800	878	78	Other changes reflect budget increases to IT Maintenance allocation and Business Support Allocation.
<b>Total Other Cost Increases</b>	<b>1,615</b>	<b>1,765</b>	<b>150</b>	
<b>Efficiencies and Cost Savings</b>				
<b>Total Efficiencies and Cost Savings</b>	<b>0</b>	<b>0</b>	<b>0</b>	
<b>Current Revenue Changes</b>				
<b>Total Current Revenue Changes</b>	<b>0</b>	<b>0</b>	<b>0</b>	
<b>Total Changes to Maintain Current Service Levels</b>	<b>87,736</b>	<b>91,272</b>	<b>3,536</b>	

Note: Numbers may not balance due to rounding.

### Changes to Operationalize Prior Decisions

Description (\$000's)	2013 Budget (\$000's)	2014 Proposed Budget (\$000's)	Change (\$000's)	Details
<b>Annualization of Previous Years Operating Cost Decisions</b>				
Total Annualization of Previous Years Operating Cost Decisions	0	0	0	
<b>Operating Impact of New Capital Projects</b>				
Total Operating Impact of New Capital Projects	0	0	0	
Total Changes to Operationalize Prior Decisions	0	0	0	
Total Costs to Maintain Current Services Levels and Operationalize Prior Decisions	87,736	91,272	3,536	

Note: Numbers may not balance due to rounding.

### Proposed Full Time Equivalent Staffing Distribution by Program

Program	2013	2014	2015	2016
Suppression	616.0	616.0	636.0	656.0
Building Maintenance	2.0	3.0	3.0	3.0
Vehicle Maintenance	10.0	10.0	11.0	11.0
Prevention	39.0	39.0	39.0	39.0
Divisional Support Services	39.0	41.5	42.5	42.5
<b>Total Service Distribution</b>	<b>706.0</b>	<b>709.5</b>	<b>731.5</b>	<b>751.5</b>

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## Appendix 2: Budget Requests

### Proposed 2014-2016 New Initiatives and New Revenues

Please see the Budget Requests for the 2014-2016 Business Planning Cycle with details to follow.

Description	BR #	Year
<b>New Initiatives</b>		
Building Maintenance Mechanic	885	2014
Fire Training Officer	887	2014
Improve Emergency Management and Disaster Preparedness	1134	2014
Fire Training Officer	894	2015
Fleet Mechanic	895	2015
New Fire station #120 Hurontario & Eglinton	889	2015
New Fire station #123 Winston Churchill area	893	2016

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Budget Request #: 885

**Proposed Initiative**

Building Maintenance Mechanic

**Department**

Community Services Department

**Service Area**

Fire and Emergency  
Services

**Required Operating Investment**

Impacts (\$000s)	2014	2015	2016
Gross Expenditures	117.5	125.7	133.2
Reserves & Reserve Funds	0.0	0.0	0.0
User Fees & Other Revenues	0.0	0.0	0.0
Tax Levy Requirements	117.5	125.7	133.2
* Net Change in \$		8.1	7.5
FTEs	1.0	1.0	1.0

*\* Any net change that is negative, (in brackets), is a good thing. It means a reduction in expenditure or an increase in revenue.*

**Required Capital Investment**

Total Capital (\$000s)	2013 & Prior	2014	2015	2016	2017 & Beyond
Expenditures	0.0	0.0	0.0	0.0	0.0

**Why Staff Recommend this Initiative**

There have been five new stations, two relocated stations and five station additions since the last new building maintenance hire adding approximately 40,000 square feet of floor space. The Fire Master Planning process has also identified the potential need for new infrastructure including four new stations in the short term and an additional three in the long term.

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*Budget Request #: 885*

**Details of Service Change**

The last hire in this section was 1995. Since that time a 40 per cent increase in building inventory has occurred with five new stations and four station additions. In the same time frame the legislated Health and Safety inspection process has tripled in frequency and in this unionized environment represents an additional service pressure. At the current time approximately 100 service requests remain outstanding that Fire maintenance personnel have not been able to service. These outstanding requests are frequently referenced in employee survey debriefs.

**Service Impact**

With the relocation of Station 116 and 106 as well as additions to existing stations (105), and the planned relocation of Station 119 from a leased facility to City owned facility, MFES will have added a significant amount of additional inventory to the building maintenance portfolio since the last hire. Two additional SCBA compressor and air cylinder filling stations requiring mandatory air quality testing and maintenance have recently been added. Along with increased workplace Health and Safety improvement/maintenance obligations, it is anticipated that new infrastructure identified in the Fire Master Plan will add an even more significant amount of space that will require regular and preventative maintenance.

---

Budget Request #: 887

**Proposed Initiative**

Fire Training Officer

**Department**

Community Services Department

**Service Area**

Fire and Emergency  
Services

**Required Operating Investment**

Impacts (\$000s)	2014	2015	2016
Gross Expenditures	138.6	142.8	145.5
Reserves & Reserve Funds	0.0	0.0	0.0
User Fees & Other Revenues	0.0	0.0	0.0
Tax Levy Requirements	138.6	142.8	145.5
* Net Change in \$		4.1	2.7
FTEs	1.0	1.0	1.0

\* Any net change that is negative, (in brackets), is a good thing. It means a reduction in expenditure or an increase in revenue.

**Required Capital Investment**

Total Capital (\$000s)	2013 & Prior	2014	2015	2016	2017 & Beyond
Expenditures	0.0	0.0	0.0	0.0	0.0

**Why Staff Recommend this Initiative**

Bill C45, *The Fire Protection and Prevention Act (FPPA)*, *Occupational Health and Safety Act (OHSA)* and Ministry of Labour (MOL) Fire Service regulations all mandate MFES to provide ongoing safety and competency training to mitigate the risks faced by front line firefighters. The current program requirements have exceeded the capacity of the current training staff complement to effectively address these needs.

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*Budget Request #: 887*

**Details of Service Change**

MFES ratio of suppression staff per training officer is 88:1. A review of surrounding municipalities shows an average of approximately 70:1. Adding a new Training Officer in 2014 will reduce the MFES ratio to 77:1 which is still 10 per cent above average for the surrounding area. The position requested for 2014 will address standards compliance and driver training both of which present significant safety and legislative demands.

**Service Impact**

Additional training officers are required to effectively address the increasing safety training needs of our staff. Health and Safety legislation and stringent Ministry of Labour Fire Service Standards present increasing mandatory training requirements. Coupled with an expanded annual curriculum and at the Garry W Morden Center, these regulatory agencies and safety standards demand an increase to the full time training officer complement. The current staff complement does not have the capacity to meet the increasing research, program design, delivery and evaluation components for more than 50 core programs.

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Budget Request #: 1134

**Proposed Initiative**

Improve Emergency Management  
and Disaster Preparedness

**Department**

Community Services Department

**Service Area**

Fire and Emergency  
Services

**Required Operating Investment**

Impacts (\$000s)	2014	2015	2016
Gross Expenditures	150.0	186.9	189.9
Reserves & Reserve Funds	0.0	0.0	0.0
User Fees & Other Revenues	0.0	0.0	0.0
Tax Levy Requirements	150.0	186.9	189.9
* Net Change in \$		36.9	3.0
FTEs	1.5	1.5	1.5

*\* Any net change that is negative, (in brackets), is a good thing. It means a reduction in expenditure or an increase in revenue.*

**Required Capital Investment**

Total Capital (\$000s)	2013 & Prior	2014	2015	2016	2017 & Beyond
Expenditures	0.0	0.0	0.0	0.0	0.0

**Why Staff Recommend this Initiative**

The City of Mississauga is large, highly populated municipality that requires a multi-faceted approach to dealing with large scale emergencies. This position is critical to ensure consistent and clear communication to all stakeholders and ensuring appropriate responses to significant large scale emergencies.



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*Budget Request #: 1134*

**Details of Service Change**

Will enhance the Emergency Management program by developing and maintaining hazard specific plans and sub plans for flooding, power failures, winter storm conditions, fixed and transportation hazardous materials events, tornado, hurricane and other natural disaster as well as contagion. It will also be directly responsible for the maintenance and communication of all sub plans including public, Council and media communications, evacuation and sheltering, business continuity, emergency mitigation, phased Emergency Operating Centre call out and operations, information management and control, event analysis and public education.

**Service Impact**

This position would have hands on responsibility for an event specific emergency response program for large scale emergencies including development and maintenance of detailed plans for floods and other weather related events as well as other large scale emergency events identified and prioritized through regular hazards identification and analysis studies.

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Budget Request #: 894

**Proposed Initiative**

Fire Training Officers

**Department**

Community Services Department

**Service Area**

Fire and Emergency  
Services

**Required Operating Investment**

Impacts (\$000s)	2014	2015	2016
Gross Expenditures	0.0	143.8	146.7
Reserves & Reserve Funds	0.0	0.0	0.0
User Fees & Other Revenues	0.0	0.0	0.0
Tax Levy Requirements	0.0	143.8	146.7
* Net Change in \$		143.8	2.9
FTEs	0.0	1.0	1.0

\* Any net change that is negative, (in brackets), is a good thing. It means a reduction in expenditure or an increase in revenue.

**Required Capital Investment**

Total Capital (\$000s)	2013 & Prior	2014	2015	2016	2017 & Beyond
Expenditures	0.0	0.0	0.0	0.0	0.0

**Why Staff Recommend this Initiative**

Bill C45, *The Fire Protection and Prevention Act (FPPA)*, *Occupational Health and Safety Act (OHSA)* and Ministry of Labour (MOL) Fire Service regulations all mandate MFES to provide ongoing safety and competency training to mitigate the risks faced by front line firefighters. The current program requirements have exceeded the capacity of the current training staff complement to effectively address these needs.

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*Budget Request #: 894*

**Details of Service Change**

Add one new training officer in 2014 to meet training requirements of MFES and assess requirement for additional training officer in 2015.

**Service Impact**

Additional training officers are required to effectively address the increasing safety training needs of our staff. Health and Safety legislation and stringent Ministry of Labour Fire Service Standards present increasing mandatory training requirements. Coupled with an expanded annual curriculum and at the Garry W Morden Center, these regulatory agencies and safety standards demand an increase to the full time training officer complement. The current staff complement does not have the capacity to meet the increasing research, program design, delivery and evaluation components for more than 50 core programs.

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Budget Request #: 895

**Proposed Initiative**

Fleet Mechanic

**Department**

Community Services Department

**Service Area**

Fire and Emergency  
Services

**Required Operating Investment**

Impacts (\$000s)	2014	2015	2016
Gross Expenditures	0.0	125.8	133.7
Reserves & Reserve Funds	0.0	0.0	0.0
User Fees & Other Revenues	0.0	0.0	0.0
Tax Levy Requirements	0.0	125.8	133.7
* Net Change in \$		125.8	7.9
FTEs	0.0	1.0	1.0

*\* Any net change that is negative, (in brackets), is a good thing. It means a reduction in expenditure or an increase in revenue.*

**Required Capital Investment**

Total Capital (\$000s)	2013 & Prior	2014	2015	2016	2017 & Beyond
Expenditures	0.0	0.0	0.0	0.0	0.0

**Why Staff Recommend this Initiative**

Unreliable apparatus can affect the ability of the fire department to perform their duties. MFES has added hybrid vehicles to the fleet and in conjunction with required preventative and demand maintenance new apparatus that may be associated with new infrastructure the demand on the mechanical divisions will continue to increase.

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*Budget Request #: 895*

**Details of Service Change**

All vehicles are currently serviced by seven mechanics. The addition of one mechanic will improve the ability to provide timely servicing combined with the additional bay space available at the Garry W. Morden Centre staff will be able to service more vehicles simultaneously.

**Service Impact**

The addition of this position will improve the ability to provide both demand and preventative maintenance on a timely basis to ensure the reliability of front line vehicle response. Maintenance requirements for fire apparatus is complex, highly technical and must be addressed immediately when issues occur. Unreliable apparatus can affect the ability of the fire department to perform their duties.

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Budget Request #: 889

**Proposed Initiative**

Station 120- Hurontario and Eglinton  
Area

**Department**

Community Services Department

**Service Area**

Fire and Emergency  
Services

**Required Operating Investment**

Impacts (\$000s)	2014	2015	2016
Gross Expenditures	0.0	403.0	1,833.9
Reserves & Reserve Funds	0.0	0.0	0.0
User Fees & Other Revenues	0.0	0.0	0.0
Tax Levy Requirements	0.0	403.0	1,833.9
* Net Change in \$		403.0	1,430.9
FTEs	0.0	20.0	20.0

*\* Any net change that is negative, (in brackets), is a good thing. It means a reduction in expenditure or an increase in revenue.*

**Required Capital Investment**

Total Capital (\$000s)	2013 & Prior	2014	2015	2016	2017 & Beyond
Expenditures	750.0	455.0	3,205.0	0.0	0.0

**Why Staff Recommend this Initiative**

This area is primarily residential where life risk is high. This station will allow MFES to meet response time targets in this response area and assist meeting targets in surrounding areas. It will also position MFES to be able to appropriate service this area now and also considers the impact of future growth.

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*Budget Request #: 889*

**Details of Service Change**

This station was identified in the 2010 Fire Master Plan as the number one priority and based on 2012 updated response data this station remains the first priority. In 2012 there were 1,048 emergency incidents in this response area with 518 or 49 per cent being deficient. Almost 50 per cent of those deficient calls are over the total response time target by more than 40 seconds. One of the most significant concerns for emergency response is the impending growth in this area. High density construction is estimated to increase by more than 2,700 new apartment units and 650 row housing units in this area alone. With close to 50 per cent of the calls currently not meeting any recognized standard, the growth will increase the number of deficient calls by approximately 30 per cent in 10 years.

**Service Impact**

This station will allow MFES to have a better distribution of its resources in this highly populated residential area and address existing service deficiencies as well as addressing future growth. It will allow MFES to meet appropriate response time targets in this response area now and in the future. The addition of new staffing and station locations will allow MFES to continually improve on our in-company inspection program, tactical survey program and home safe home program and will improve our mandated public education programs.

---

Budget Request #: 893

**Proposed Initiative**

Station 123 - Burnhamthorpe and  
Winston Churchill Area

**Department**

Community Services Department

**Service Area**

Fire and Emergency  
Services

**Required Operating Investment**

Impacts (\$000s)	2014	2015	2016
Gross Expenditures	0.0	0.0	442.7
Reserves & Reserve Funds	0.0	0.0	0.0
User Fees & Other Revenues	0.0	0.0	0.0
Tax Levy Requirements	0.0	0.0	442.7
* Net Change in \$		0.0	442.7
FTEs	0.0	0.0	20.0

*\* Any net change that is negative, (in brackets), is a good thing. It means a reduction in expenditure or an increase in revenue.*

**Required Capital Investment**

Total Capital (\$000s)	2013 & Prior	2014	2015	2016	2017 & Beyond
Expenditures	1,540.0	0.0	1,290.0	2,910.0	0.0

**Why Staff Recommend this Initiative**

Address significant service area gaps in this highly residential area.



---

*Budget Request #: 893*

**Details of Service Change**

As part of the Fire Master Planning process this station has been identified as a requirement to ensure this area of the City is properly serviced. This station will be located in the Burnhamthorpe Road. and Winston Churchill Boulevard. area. As a result of higher population growth MFES responds to more than 1,600 incidents in this area annually. This station will dramatically improve MFES response times in this area. This station catchment area would cover part of the Erin Mills Planning District and The Western Business Park Planning District. The Erin Mills planning district is comprised mainly of residential properties made up of a combination of low density detached and semi-detached units, medium density townhouses and high density apartment residential development. The Western Business planning district will primarily accommodate business employment uses, with retail commercial development focused along Dundas Street West. The businesses are diverse and include retail trade, wholesale trade, manufacturing, professional, scientific and technical services, transportation and warehousing.

**Service Impact**

The addition of new staffing at this location will allow MFES to continually improve on our in-company inspection program, tactical survey program and home safe home program and will continue to improve our mandated public education programs. This station will allow MFES to better serve the needs of the Western Business Park and the residents in the Erin Mills Planning District. In addition, MFES will be better able to assemble an effective fire force in this station catchment area, while also supporting the needs in the surrounding planning districts.

### Appendix 3: Proposed 2014 Capital Program

#### Program: Stations & Auxiliary Buildings

Project Number	Project Name	Gross Cost (000's)	Recovery (000's)	Net Cost (000's)	Funding Sources
CMFS00032	Design and Construction Leased Station 119	1,610	0	1,610	Debt Financing
CMFS00033	Design and Construction of New Fire Station 120	455	0	455	Fire Development Charges Reserve Fund
CMFS00050	Fire & Emergency Services Master Plan Review	38	0	38	Fire Development Charges Reserve Fund
<b>Subtotal</b>		<b>2,103</b>	<b>0</b>	<b>2,103</b>	

#### Program: Vehicles & Equipment

Project Number	Project Name	Gross Cost (000's)	Recovery (000's)	Net Cost (000's)	Funding Sources
CMFS00053	Hoses & Fittings, Breathing equipment, Furniture, Appliances	164	0	164	Fire Vehicle & Equipment Replacement Reserve Fund
CMFS00060	Personal Protective Equipment Replacement	956	0	956	Fire Vehicle & Equipment Replacement Reserve Fund
CMFS00062	Personal Protective Equipment Replacement	50	0	50	Fire Vehicle & Equipment Replacement Reserve Fund
CMFS00071	Refurbish Fire Vehicles	222	0	222	Fire Vehicle & Equipment Replacement Reserve Fund
CMFS00081	Replacement of fire vehicles	2,170	0	2,170	Fire Vehicle & Equipment Replacement Reserve Fund
CMFS00121	New Fire Truck - Fire Station 120	200	0	200	Fire Development Charges Reserve Fund
<b>Subtotal</b>		<b>3,762</b>	<b>0</b>	<b>3,762</b>	
<b>Total Expenditures</b>		<b>5,865</b>	<b>0</b>	<b>5,865</b>	

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#### Appendix 4: Proposed 2015-2016 Capital Program

##### Program: Stations & Auxiliary Buildings

Sub-Program	2015 Forecast (\$000's)	2016 Forecast (\$000's)
FIRE Stations - Renovations	0	332
FIRE Stations New	4,505	2,910
<b>Subtotal</b>	<b>4,505</b>	<b>3,242</b>

##### Program: Vehicles & Equipment

Sub-Program	2015 Forecast (\$000's)	2016 Forecast (\$000's)
FIRE Equipment Replacement	169	0
FIRE Safety Clothing Replacement	60	60
FIRE Vehicles	3,109	1,220
<b>Subtotal</b>	<b>3,338</b>	<b>1,280</b>
<b>Total Expenditures</b>	<b>7,843</b>	<b>4,522</b>





# Roads, Storm Drainage & Watercourses 2014-2016 Business Plan Update and 2014 Budget

City of Mississauga, Ontario, Canada



THE CITY'S ROAD NETWORK IS **5,210** LANE KM LONG.  
MISSISSAUGA RESIDENTS GENERATE OVER **1.1** MILLION  
AUTOMOBILE TRIPS PER DAY.  
OVER **45,000** STORM DRAINS AND **2,000 KM** OF STORM SEWERS  
CAPTURE RAINFALL THROUGHOUT THE CITY.



Last year the City of Mississauga undertook an extensive process to create a four year, 2013 through 2016, detailed Business Plan and Budget. Approved in December 2012, the 2013-2016 Business Plan and Budget outlines how and where the City plans to allocate resources to provide good value for taxpayers. Reviewed and updated annually, the four year plan is based on the City's four strategic priorities. 2014 marks the second year of Mississauga's four year Business Plan and Budget. For this "Update Year" staff have focused on primarily updating and presenting exceptions and amendments to the four year approved Service Area Business Plans, while still providing comprehensive financial information and forecasts.

The following summary document sets out a brief description of the Service Area, what has changed since writing the 2013-2016 Business Plan and Budget and performance measurements. The complete 2014-2016 Business Plan and Budget can be found on the City's website.

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## Table of Contents

<b>Existing Core Services .....</b>	<b>4</b>
1.1 Vision and Mission .....	4
1.2 Service Delivery Model .....	5
2.1 Updates.....	6
2.2 Accomplishments.....	7
2.3 Awards and Recognitions .....	8
<b>Proposed Budget.....</b>	<b>9</b>
3.1 Changes to Maintain Current Service Levels and Operationalize Prior Decisions.....	16
3.2 Proposed New Initiatives and New Revenues.....	18
3.3 Highlights of Proposed Capital Program Budget .....	20
3.4 Capital Program .....	21
<b>Performance Measures .....</b>	<b>22</b>
4.1 Balanced Scorecard.....	22
<b>Appendices.....</b>	<b>26</b>
Appendix 1: Details of Changes to Maintain Current Service Levels and Operationalize Prior Decisions .....	27
Appendix 2: Budget Requests .....	31
Appendix 3: Proposed 2014 Capital Program .....	39
Appendix 4: Proposed 2015-2016 Capital Program .....	53

# Existing Core Services

## 1.1 Vision and Mission

### Vision

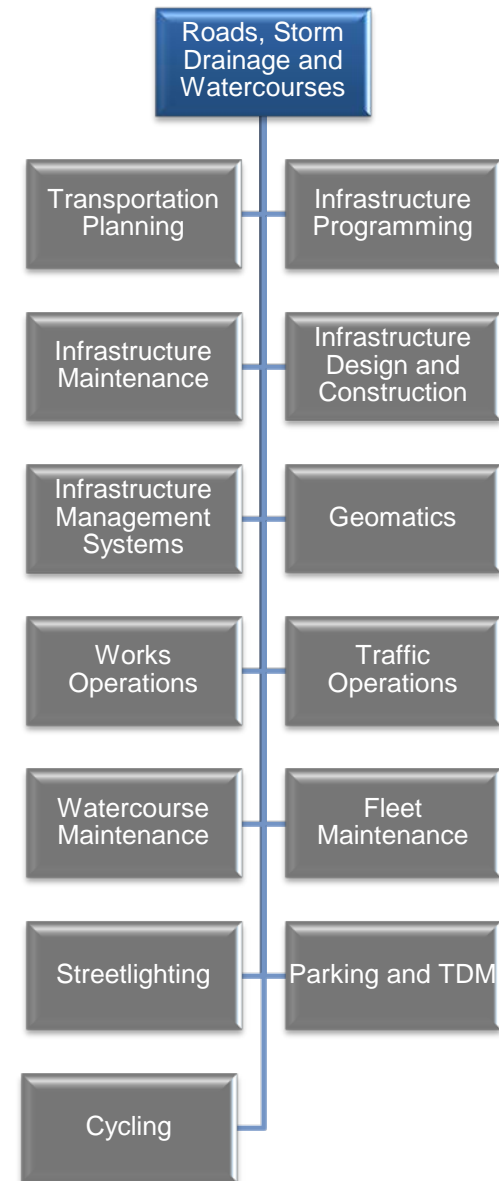
The vision for the Roads, Storm Drainage and Watercourses (RSDW) service area is to be a leader in delivering and managing safe and functional municipal transportation and storm water infrastructure.

### Mission

The mission of the Roads, Storm Drainage and Watercourses service area is two-fold:

To plan, develop, construct and maintain a multi-modal transportation system which efficiently and safely moves people and goods, respects the environment and supports the development of Mississauga as a 21<sup>st</sup> Century city, while serving the Municipality's social, economic and physical needs.

To plan, develop, construct and maintain a storm water management system which safeguards public and private infrastructure and property from erosion and flooding and enhances water quality.





## 1.2 Service Delivery Model

The RSDW service area operates out of the Transportation and Works Department and is responsible for the planning, construction, maintenance and overall management of Mississauga's roadways, bridges, sidewalks, storm water management systems and related assets. Infrastructure that is managed as part of this service also includes street lighting, municipal parking, noise barriers, watercourses, the cycling network, and the City's fleet of vehicles.

The management of infrastructure assets is accomplished through a number of operational activities including: infrastructure planning and programming, transportation planning, infrastructure design and construction, infrastructure maintenance and repair, geomatics, and public works operations such as winter maintenance, street sweeping, graffiti cleaning and litter pick up, traffic management, streetlighting and crossing guards.

This service area has a number of linkages and dependencies with other City service areas including Land Development Services, Legal Services, Business Services, Strategic Policy, Transit, and Recreation Services.

This service area manages the following infrastructure:

- Over 5,210 lane kilometres of road network with 511 signalized intersections; 223 bridge and culvert structures and 56 kilometres of noise barriers;
- 2,000 kilometres of storm sewer network along with 200 kilometres of watercourses and 57 storm water facilities;
- Over 2,400 kilometres of sidewalks along with 200 kilometres of bicycle lanes, signed routes and multi-use trails; and

- 20 at-grade parking facilities, four below-grade parking facilities, 114 on-street, 77 off-street pay and display machines.



This service area is responsible for clearing snow from over 5,210 lane kilometres of roads each year as well as maintaining parking infrastructure, as seen below



---

## Updates & Accomplishments

### 2.1 Updates

Mississauga continues to mature as a city. Increasing, urbanization, aging infrastructure and the demand for a more sophisticated, multi-modal transportation system and supporting traffic and maintenance operation are significant pressures contributing to the challenges of managing a large municipal transportation network.

A portion of Mississauga's Transitway bus rapid transit facility along the Highway 403/Eastgate Parkway corridor from the City Centre to Dixie Road is nearing completion and scheduled to open for operation in 2014.

Planning and preliminary design work for the Hurontario/Main Light Rail Transit (LRT) project is also nearing completion. Discussions are underway with Metrolinx regarding project implementation.

Traffic congestion remains high on the public agenda. Growth in surrounding municipalities continues to put additional pressure on Mississauga's road infrastructure. Planning for the implementation of an Advanced Transportation Management System (ATMS) is underway. The system will enable staff to monitor traffic in real time and improve the effectiveness of the City's roadways.

Climate change and environmental accountability are key public policy concerns. The July 2013 storm has resulted in the City advancing a number of capital projects to address stormwater management in south-eastern portion of Mississauga. In addition, the *Storm Water Financing Study* is now complete and the implementation of a dedicated

storm water rate based on a user pay principle will be pursued over the next two years.

The LED (Light Emitting Diode) street light project is advancing significantly and will be completed by the end of 2014. When completed, over 49,000 street lights will be utilizing the high efficiency lighting which includes a monitoring and control system to manage the streetlight network.



Work crews converted 22,000 of the 49,000 street lights to energy efficient Low Emitting Diode (LED) technology

---

Recent legislated changes to the *Underground Infrastructure Notification Act* have resulted in the need for additional resources to inspect, administer and sign off on locate requests within a designated time period.

Implementation of the City's Parking Strategy is underway, including a review of the needs and opportunities for downtown parking. There is continued emphasis on the management of parking demand through pricing.

Over-arching themes for this service area continue to be public safety and the responsible maintenance of infrastructure to maintain a state of good repair.

## 2.2 Accomplishments

- The reconstruction of Burnhamthorpe Road East from Hurontario Street to Dixie Road was completed and included the installation of new transit laybys, along with improvements to cycling facilities and noise barriers;
- Watercourse improvements were completed for Sheridan Creek, Turtle Creek and the Credit River Tributary;
- 22,000 streetlights and 9,000 signal heads will be converted to high efficiency LED lighting;
- 88 roads (43 kilometres) were resurfaced along with 15 kilometres of new sidewalk;
- 19 kilometres of new cycling facilities were installed along Bristol Road, Unity Drive, Creditview Road, Cawthra Road, Winston Churchill Boulevard, and Southdown Road, Colonial Drive, Ridgeway Drive, Coopers Avenue, City Centre Drive, Grand Park Drive, Nahani Way, Constitution Drive and Avebury Road;

- One kilometre of noise barrier will be replaced along Rathburn Road West, McLaughlin Road, Creditview Road, and Eglinton Avenue West; and
- Burnhamthorpe Road West off-street and Karyia Drive on-street parking facilities were installed.



Low Impact Development rain garden on First Street





Credit River Tributary Erosion Control works were completed within Credit Valley Golf and Country Club lands

### 2.3 Awards and Recognitions

- 2013 Credit Valley Conservation Certificate of Merit for the Lakeview and Elm Drive Green Street Projects;
- 2013 Credit Valley Conservation Certificate of Merit for the Storm Water Finance Study;
- 2013 The Salt Institute Excellence in Storage Award for the Malton, Clarkson, Meadowvale and Mavis District Works Yards;
- 2013 Mississauga Urban Design Award of Merit for Context, City Wide Scale and Innovation for Urban Roundabout and Public Art Possibilities; and
- 2012 Canadian Institute for Transportation Engineers Project of the Year Award for Sustainable Downtown Urban Transportation for the Sheridan College Campus, Duke of York roundabout, and Square One Drive flush street.



Cyclist's enjoying a leisurely ride along the Bristol Road

## Proposed Budget

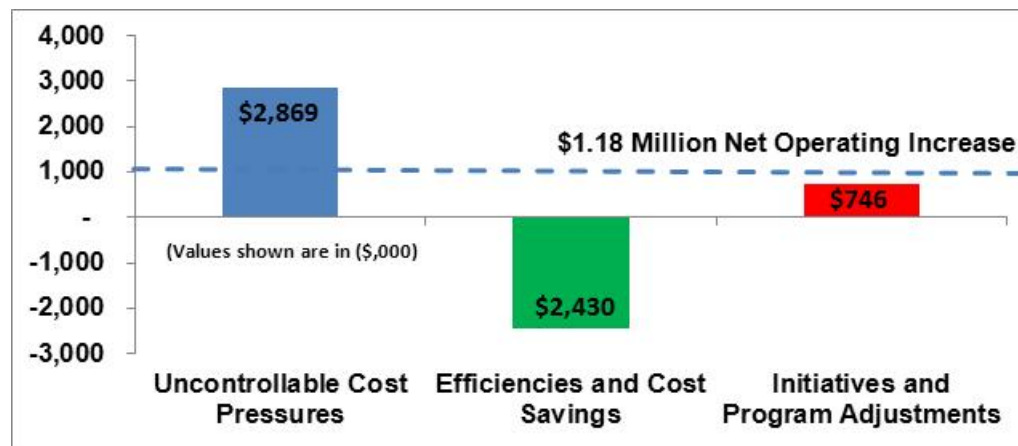
This part of the Business plan sets out the financial resources required to deliver the proposed 2014-2016 Business Plan. Information is provided by major expenditure and revenue category as well as by program. The costs to maintain existing service levels and operationalize prior decisions are identified separately from proposed changes. The prior year budget for 2013 was \$68,529,000 and the proposed budget for 2014 is \$69,714,000. This represents a two per cent net increase or \$1,185,000 over the previous year's budget. The sections below represent the areas impacting the 2014 proposed budget.

### Total Changes to Maintain Current Service Levels

This service area works towards balancing uncontrollable cost pressures with finding efficiencies and cost savings throughout its operation. Approximately 40 per cent of this service area's budget is outsourced - only 43 per cent of the proposed operating budget is attributed to internal labour costs. Significant components of major operating programs such as winter maintenance, road and sidewalk repairs and street cleaning are already outsourced: approximately 66 per cent, 77 per cent and 53 per cent respectively. In addition, existing contracts are reviewed regularly and opportunities explored to achieve more efficient and effective ways to deliver programs and services.

For 2014, the net impact of maintaining current service levels for the Roads, Storm Drainage and Watercourses service area is a modest increase of \$439,000. Increases to labour and contract costs in the amount of \$2.869 million are offset by projected operational savings and efficiencies from various areas. This service area was able to exceed the one per cent cost reduction target set for the 2014 current budget. The reductions included savings of electricity and maintenance costs for street lighting, and reductions in various operating contracts, equipment and materials budgets for a total savings of \$2.43 million. Details regarding the cost pressures and savings can be found in Appendix 1.

The graph illustrates the factors influencing the 2014 proposed budget.



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### **Total Changes to Operationalize Prior Decisions**

In 2013, an Environmental Engineer was hired to enhance the level of environmental management of City-owned properties. Additional parking revenue is expected through an increase in parking rates in the City Centre district, 50 per cent of which is transferred to the City Centre Parking Reserve Fund in accordance with City Policy. There is a zero net impact as a result of these changes to the 2013 budget. Details of the Total Changes to Operationalize Prior Decisions can be found in Table 3.1.

### **Total New Initiatives and Revenues**

Five initiatives are proposed in the 2014 budget. They combine for a net increase of \$746,000 to the base operating budget in 2014. Below is a summary of each of the 2014 initiative. Additional details can be found in Appendix 2 of this business plan and budget.

*1. The Advanced Transportation Management System (ATMS): \$195,500 net increase to the 2014 operating budget and a \$2.332 million net allocation to the 2014 Capital Budget.*

The Advanced Transportation Management initiative represents a framework to facilitate the planning and completion of specific projects to improve the movement of people and goods through the City. Without this initiative, the service levels for traffic operations will decrease significantly, as higher traffic demands, transit priority and conflicting interests erode available road network capacity. Traffic delays and queuing will tend to be longer and complaints will increase. The proposed initiative includes the hiring of four new positions in 2014.

In 2014, two new positions are required to deploy and manage the wireless system: a Traffic Signal Communications Technician and a dedicated IT Communications Specialist to support and maintain the signal communications network. Operational savings of \$440,000 over three years (2015 to 2017) are expected as Bell communication services are gradually replaced with the new communication system upgrade. Additionally, two Traffic Operations Technicians are required to initiate and operate the new Traffic Management Centre.

The Traffic Management Centre also requires \$1.5 million in capital funds in 2014 for construction and \$832,000 to complete the deployment of the wireless communications network, purchase system hardware/software and upgrade/replace existing traffic control field equipment. Once implemented, the ATMS will effectively change the City's control of traffic from programmed passive control to one that is responsive to changing traffic conditions. Decisions and actions can be made in real time.

*2. The Underground Infrastructure Notification Act for Municipalities: \$431,000 net increase to the 2014 operating budget.*

In accordance with *The Underground Infrastructure Notification Act*, municipalities are required to become members of ON1Call with respect to underground utility locate requests in Ontario by June 14, 2014. As a result, there will be operating budget pressures for ON1Call fees and additional utility locate costs that involve the City's underground infrastructure like storm sewers, traffic signal cables and street lighting cables.

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Membership within the ON1Call system will significantly increase the volume of utility locates requested, dispatched and inspected by City resources. The City is exploring the option of outsourcing this body of work to an existing member of ON1Call or other suitable company in an effort to minimize costs while also minimizing risk exposure to the City's underground infrastructure. Failing this, the projections shown in this initiative anticipate the addition of five staff to handle the increased demand for utility locates. One full-time office coordinator will be required to coordinate and dispatch all incoming requests and provide clearances to the ON1Call customers. Also, four field technicians are required to review and inspect all locates in the field.

*3. Works Operations & Maintenance Service and Communications Improvements: \$66,600 net increase to the 2014 operating budget.*

A significant shift in the way the public communicates with the City has impacted service levels in the Public Works Maintenance and Operations business unit. Growth in the use of 311 Citizen Contact Centre, The City's website, Public Info, e-mails to Council and staff, Twitter, Facebook and on-line web portals has significantly impacted staff's ability to meet service levels and legislated maintenance standards.

To deal with the increase in the number of channels, the volume of communications and service requests, staff are pulled away from their regular service delivery duties to assist in handling the increased work load, particularly during peak periods. This has created poor response times, inconsistent responses, delayed service delivery, duplication, and significantly impacts the City's ability to meet the legislated maintenance standards.

This initiative will improve the current situation by consolidating and centralizing Public Works communications, service improvements and overall issues management into one position. A new Operations Project Manager will be responsible to coordinate and trouble-shoot problems; organize request driven work; communicate effectively and efficiently with residents and Council; provide timely, consistent information and responses; ascertain needs; assessing data, project plans and statistics; examine existing business models; analyze findings; compile reports; develop and maintain strategic and operational analytical capabilities. In addition, there is a need to do more operational planning and business review of the Works Operations and Maintenance service area.

*4. LED Street Lighting Conversion Project: \$2.1 million net allocation to the 2014 capital budget*

The LED Street Lighting Conversion Project involves the conversion of approximately 49,000 street lights to LED luminaires and includes the deployment of a street lighting monitoring system. Field implementation began in November 2012 and is expected to continue through to December 2014. A Street Lighting Coordinator is required in 2014 to initiate field monitoring, coordinate and administer the Street Lighting Services Agreement with Enersource, and to leverage the capabilities of the street lighting monitoring system such as optimizing energy reduction opportunities. The position's operating budget is offset by annual savings from energy and maintenance costs.

The conversion to LED street lights will result in significant reductions to future energy and maintenance costs. In addition, the City is eligible for a \$1.4 million incentive from the Ontario Power Authority's SaveOnEnergy Program. The capital funds requested in 2014 are required to complete the street light conversion project.

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*5. Crossing Guard Program Service Improvements: \$52,700 net increase to the 2014 operating budget.*

Over the past few years, the supervisory responsibilities and demands involving the Crossing Guard Program have grown. Administrative duties include providing customer service for two school boards, crossing guard recruiting, training, performance monitoring and the administration of attendance, time, and labour. During the months of July and August, supervisory staff are required to review, update and modify training procedures and protocols to ensure compliance with the *Highway Traffic Act* regulations and safety practices. In addition, supervisors and leads are engaged in school safety promotional preparations such as "School Walking Routes". Recently, governance adjustments to the City's Traffic Safety Committee, has transferred responsibility to supervisory staff to arrange, conduct and report on field safety inspections along school crossing routes.

Currently, the Crossing Guard Assistant Supervisor position is a part-time position that works a seven hour day during the September to June school year. This initiative proposes to convert that position to a full-time permanent position to meet the growing year-round administrative and service demands of the Crossing Guard Program. The permanent position will provide a back-up to the Crossing Guard Supervisor and allow for program sustainability through succession-line planning. Service and administrative improvements will be realized in the delivery of the Crossing Guard Program and ensure the ongoing safety of school children crossing the street.

Two program adjustments are proposed and appear in the 2015 and 2016 operating budget forecast. While they will not be approved as part this budget cycle, it was important to include them as they are items that contain future budget pressures. Below is a summary of each initiative. Additional details can be found in Appendix 2 of this business plan and budget

*1. Storm Water Financing Implementation: \$1,741.5 million impact to the 2016 operating budget.*

In December 2012, Council endorsed in principle the shift of a property tax funded storm water program to one funded by a dedicated storm water charge. The Stormwater Financing Study, recommended that the level of service for the City's storm water program be increased from the current "status quo" service level to the proposed "interim" service level defined by the study, to better address the needs of the City's storm water infrastructure and related programs. This initiative identifies the administrative and operating budget impacts associated with implementing the stormwater rate and increasing the City's storm water program from the current service level to the proposed interim level of service.

It is expected that storm water charges attributed to City owned lands and any grants approved by Council to offset storm water program charges to property owners and will need to be funded by taxes through the City's operating budget. The storm water charge will be assessed for properties based on the amount of impervious surface using a tiered single family unit approach. The proposed interim service level includes improvements to annual inspection, maintenance and enforcement programs for the City's municipal storm water infrastructure systems and will provide for the much needed management, operational, administrative, customer service and technology support to ensure the program and billing system operate effectively.

The figures shown in Table 3.2 and in Appendix 2 are preliminary. A comprehensive report will be presented to General Committee of Council later this year.



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2. *Cycling Master Plan Implementation Refresh: \$136,600 forecasted net impact to the 2015-2016 operating budget.*

The Cycling Master Plan (CMP) is a critical element of the multi-modal transportation approach that is required to realize the City's long term urbanization objectives. The need for two additional staff was identified in the CMP in order to deliver on the remainder of the City's commitments within the plan. The new positions will be needed to focus on program monitoring and evaluation, network safety enhancements and education and awareness programs. In response to budget pressures, the new positions have been deferred, and it is proposed that they be phased-in over two years beginning in 2015.

Deferral of the additional staff recommended in the CMP will slow down the City's ability to deliver on the actions in the plan, particularly for network safety enhancements, monitoring and evaluation and education/awareness programs. Without new staff proposed for 2015-2016, the Cycling Office will be unable to adequately deliver on things like expansion of "cross-ride" intersection markings, retrofit of way-finding signage on existing routes, cycling counts and monitoring initiatives, and community outreach and education.

The following table identifies the budgeted expenditures and revenues for 2013 to 2016 by major program within the service area, as well as 2012 actuals by programs.

Description	2012 Actuals (\$000's)	2013 Budget (\$000's)	2014 Proposed Budget (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)
<b>Expenditures to Deliver Current Services</b>					
Maintenance Control	7,696	7,228	9,906	10,234	10,541
Sewer Bridges & Watercourses	2,264	1,944	1,688	1,720	1,752
Winter Maintenance	17,246	21,554	21,880	22,762	23,683
Roads and Sidewalk Maintenance	8,764	8,175	7,539	7,644	7,753
Cleaning and Litter Pickup	5,126	5,634	4,295	4,320	4,345
Development Construction	1,060	1,157	1,185	1,643	1,675
Engineering & Capital Works	(541)	360	821	1,457	1,548
Corporate Fleet Maintenance	1,318	1,416	1,490	1,680	1,868
Transportation & Infrastructure Planning	4,589	5,165	5,505	5,622	5,763
Streetlighting	8,201	7,599	5,969	4,455	3,941
Crossing Guards	2,778	2,632	2,861	2,916	2,921
Traffic Management	10,318	10,457	10,498	10,978	11,217
Parking Facilities	877	911	937	941	944
Geomatics	3,218	3,379	3,545	3,624	3,691
<b>Total Expenditures</b>	<b>72,915</b>	<b>77,611</b>	<b>78,117</b>	<b>79,996</b>	<b>81,643</b>
<b>Revenues</b>	<b>(10,457)</b>	<b>(8,932)</b>	<b>(8,999)</b>	<b>(8,999)</b>	<b>(16,374)</b>
Transfers From Reserves and Reserve Funds	(150)	(150)	(150)	(150)	(150)
New Initiatives			746	173	1,853
<b>Proposed Net Budget Including New Initiatives &amp; New Revenues</b>	<b>62,308</b>	<b>68,529</b>	<b>69,714</b>	<b>71,020</b>	<b>66,972</b>
<b>Expenditures Budget - Changes by Year</b>			1%	2%	2%
<b>Proposed Net Budget - Changes by Year</b>			2%	2%	-6%

Note: Numbers may not balance due to rounding.

The following table separates the financial requirements into those required to maintain current service levels; to operationalize prior decisions; and proposed new initiatives and new revenues. More details are provided in sections 3.1 and 3.2.

Description	2014 Proposed Budget (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)
<b>Prior Year Total Expenditures Budget</b>	<b>77,611</b>	<b>78,863</b>	<b>80,169</b>
<b>Increases/(Decreases) to Maintain Current Service Levels</b>			
Labour and Benefits	1,305	1,157	546
Other Cost Increases	1,564	1,398	1,687
Efficiencies and Cost Savings	(2,430)	(1,422)	(759)
<b>Total Expenditures to Maintain Service Levels</b>	<b>78,050</b>	<b>79,996</b>	<b>81,643</b>
<b>Prior Year Revenue Budget</b>	<b>(9,082)</b>	<b>(9,149)</b>	<b>(9,149)</b>
Current Revenue Changes	0	0	(7,375)
Revenue Changes Associated with Efficiencies and Cost Savings	0	0	0
<b>Total Revenues</b>	<b>(9,082)</b>	<b>(9,149)</b>	<b>(16,524)</b>
<b>Net Expenditures to Maintain Services</b>	<b>68,968</b>	<b>70,847</b>	<b>65,118</b>
<b>Net Changes to Maintain Current Service Levels</b>	<b>439</b>	<b>1,133</b>	<b>(5,901)</b>
<b>Increases/(Decreases) to Operationalize Prior Decisions</b>			
Annualization of Previous Years Budget Decisions - Revenue	(67)	0	0
Annualization of Previous Years Budget Decisions - Expenses	67	0	0
Operating Impact of New Capital Projects - Revenue	0	0	0
Operating Impact of New Capital Projects - Expenses	0	0	0
<b>Changes to Operationalize Prior Decisions</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Expenditure to Maintain Current Service Levels and Operationalize Prior Decisions</b>	<b>68,968</b>	<b>70,847</b>	<b>65,118</b>
Proposed New Initiatives & New Revenues - Expenses	746	173	1,853
<b>Proposed New Initiatives &amp; New Revenues</b>	<b>746</b>	<b>173</b>	<b>1,853</b>
<b>Proposed Total Expenditures Budget</b>	<b>78,863</b>	<b>80,169</b>	<b>83,496</b>
<b>Proposed Total Revenues Budget</b>	<b>(9,149)</b>	<b>(9,149)</b>	<b>(16,524)</b>
<b>Proposed Net Budget</b>	<b>69,714</b>	<b>71,020</b>	<b>66,972</b>

Note: Numbers may not balance due to rounding.

### 3.1 Changes to Maintain Current Service Levels and Operationalize Prior Decisions

The following two tables identify the major changes in the costs to maintain existing service levels and the cost increases arising from prior decisions. Detailed explanations of changes to 2014 as well as the proposed Full Time Equivalent Staffing by Program can be found in Appendix 1.

#### Proposed Changes to Maintain Current Service Levels

Description	FTE	2014 Proposed Budget (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)
<b>Labour and Benefits</b>	<b>0.0</b>	<b>1,305</b>	<b>1,157</b>	<b>546</b>
<b>Other Cost Increases</b>				
Contractor Others - Winter Program	0.0	657	688	719
Operating Materials - Winter Program	0.0	187	194	202
Contractor Others - Engineering and Works Programs (Excluding Winter Program)	0.0	372	253	257
Fuel Increase for Corporate Fleet Maintenance and Works/Inspection/Survey Vehicles	0.0	132	191	191
Hydro and Utility Maintenance - Streetlighting	0.0	0	0	247
201 City Centre Lease	0.0	184	6	7
Other Changes	0.0	32	66	63
<b>Other Cost Increases</b>	<b>0.0</b>	<b>1,564</b>	<b>1,398</b>	<b>1,687</b>
Hydro and Maintenance reduction related to the Streetlight LED Retrofit project	0.0	(1,630)	(1,422)	(759)
Reduction in Cleaning Program - Contractor Budget	0.0	(240)	0	0
Reduction in Winter Salt Spreading - Operating Materials Budget	0.0	(151)	0	0
Reduction in Vehicle Maintenance Budget	0.0	(150)	0	0
Reduction in Mileage Vehicle Reimburse Budget	0.0	(55)	0	0
Reduction in Guild Electric Contractor Budget	0.0	(50)	0	0
Utilities Savings (Hydro, Heat and Water)	0.0	(42)	0	0
Reduction in Traffic Computer Maintenance Budget	0.0	(25)	0	0
Other Changes	0.0	(88)	0	0
<b>Efficiencies and Cost Savings</b>	<b>0.0</b>	<b>(2,430)</b>	<b>(1,422)</b>	<b>(759)</b>
<b>Current Revenue Changes</b>				
Storm Water Financing Revenue related to BR 920	0.0	0	0	(7,375)
<b>Current Revenue Changes</b>	<b>0.0</b>	<b>0</b>	<b>0</b>	<b>(7,375)</b>
<b>Total Changes to Maintain Current Service Levels</b>	<b>0.0</b>	<b>439</b>	<b>1,133</b>	<b>(5,901)</b>

Note: Numbers may not balance due to rounding.

**Proposed Changes to Operationalize Prior Decisions**

Description	FTE	2014 Proposed Budget (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)
<b>Annualization of Prior Years Operating Cost Decisions</b>				
Environmental Management Engineer Position	0.0	34	0	0
Transfer to Reserve - City Centre District Parking	0.0	34	0	0
Parking Revenues - City Centre District	0.0	(67)	0	0
<b>Annualization of Prior Years Operating Cost Decisions</b>	<b>0.0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Operating Impact of New Capital Projects</b>	<b>0.0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Changes to Operationalize Prior Decisions</b>	<b>0.0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Note: Numbers may not balance due to rounding.

### 3.2 Proposed New Initiatives and New Revenues

The following table presents the costs by budget request for proposed new initiatives and proposed new revenues. Detailed descriptions of each budget request can be found in Appendix 2.

Description	BR #	FTE	2014 Proposed Budget (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)	2014 to 2016 Capital (\$000's)
<b>New Initiatives</b>						
Advanced Transportation Management System (ATMS)	562	8.0	196	53	6	5,146
The Underground Infrastructure Notification Act for Municipalities	714	5.0	431	10	8	0
Operations & Maintenance Service and Communications Improvements	551	1.0	67	65	3	0
Crossing Guard Program Service Improvement	1129	0.2	53	2	2	0
Storm Water Financing Implementation	920	7.5	0	0	1,741	0
LED Street Lighting Conversion Project	720	1.0	0	0	0	2,100
Cycling Master Plan Implementation Refresh	766	2.0	0	43	94	0
<b>Total New Initiatives</b>		<b>24.7</b>	<b>746</b>	<b>173</b>	<b>1,853</b>	<b>7,246</b>
<b>Total New Revenues</b>		<b>0.0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total New Initiatives and New Revenues</b>		<b>24.7</b>	<b>746</b>	<b>173</b>	<b>1,853</b>	<b>7,246</b>

Note: Numbers may not balance due to rounding.

The following table outlines the 2012 actual costs, 2013 approved budget and proposed 2014 Budget and Forecasts for the remaining three years, by major expense and revenue categories.

**Proposed Budget by Category**

Description	2012 Actuals (\$000's)	2013 Budget (\$000's)	2014 Proposed Budget (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)
<b>Total Expenditures before Administrative and Support Costs</b>					
Labour Costs	27,962	28,185	30,364	31,848	33,366
Other Operating Costs	43,112	47,730	46,837	46,629	48,413
<b>Total Expenditures</b>	<b>71,074</b>	<b>75,915</b>	<b>77,201</b>	<b>78,477</b>	<b>81,778</b>
Total Revenues	(10,607)	(9,082)	(9,149)	(9,149)	(16,524)
<b>Net Expenditures before Administrative and Support Costs</b>	<b>60,467</b>	<b>66,833</b>	<b>68,052</b>	<b>69,328</b>	<b>65,254</b>
Administrative and Support Costs	1,841	1,696	1,662	1,692	1,718
<b>Net Budget</b>	<b>62,308</b>	<b>68,529</b>	<b>69,714</b>	<b>71,020</b>	<b>66,972</b>

Note: Numbers may not balance due to rounding.

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### 3.3 Highlights of Proposed Capital Budget Program

Capital budget details for 2014 and 2015 can be found in Appendix 3. While priority projects are funded in 2014, significant pressure to fund future key projects continues. This underscores the need to continue the infrastructure levy.

Two key projects for this service area are the Advanced Transportation Management System and the LED Street Lighting Conversion Project. Details of these projects have been profiled within the *New Initiatives and Revenue* section of this Business Plan and can also be found in Appendix 2.

The City's inventory of bridges and structures remains the most critical of the City's transportation assets to maintain from a safety perspective. A forecast of \$64 million over the next 10 years will be required to maintain the City's structures in a state of good repair. Six structures are budgeted for rehabilitation in 2014 and an additional four structures will require detailed condition survey and design work in preparation for rehabilitation in 2015.

This business plan includes a \$28 million reduction to the forecasted 10 year capital program for road rehabilitation to align with the recent results from the pavement condition survey. The deployment of well-established maintenance practices coupled with timely renewal has allowed the road network to achieve better than expected results. Notwithstanding this, the overall network condition and service level is still expected to decline in accordance with established target levels over the next 10 years. Twenty four kilometres of road are scheduled for rehabilitation in 2014.

The 10 year capital program for major road and grade separation projects has been adjusted to align with the 10 year projections for development charges revenue. The Torbram Road grade separation project is underway and expected to be completed over the next few years. The Goreway Drive grade separation project is expected to start in 2014, beginning with the relocation of existing utilities. Construction is expected to follow in 2015 and 2016. The Environmental Assessment for Ninth Line north of Derry Road is underway. Design and construction are expected to begin next year and continue through to 2015. The Environmental Assessment for McLaughlin Rd between Bristol Road and Britannia Road West is underway. Design work and any land requirements will take place in 2014 followed by construction in 2015.

The capital forecast for growth and lifecycle renewal has been slowed as a result of limited funding for the following programs; cycling network expansion, sidewalk network expansion, traffic signal network expansion and fleet lifecycle replacement. The long-term impact of this will continued to be monitored and adjustments made to annual plans.

With respect to storm drainage, several capital projects related to Cooksville Creek flooding have been advanced: construction of a stormwater quantity and quality facility on Park 317 in the Hurontario Street/Matheson Boulevard West area, and design for two facilities at Helen Molasy Memorial Park and Eastgate Park, respectively. Construction for the Cooksville Creek flood protection project behind Rhonda Valley has been rebudgeted to reflect increased costs based on the detailed design. In addition, funding is provided for a Flood Evaluation Study for Serson, Applewood and Little Etobicoke Creeks.



### 3.4 Capital Program

This section summarizes the forecast 10 year capital requirements for this service. The following table presents the forecast by major program. The next table summarizes the sources of financing for the capital forecast. A detailed listing of 2014 to 2016 projects is contained in Appendix 3 and 4.

#### Proposed Capital Program

Program Expenditures	2014 Proposed Budget (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)	2017 Forecast (\$000's)	2018-2023 Forecast (\$000's)	Total 2014-2023 (\$000's)
Bridge & Structure Rehabilitation	5,500	5,500	5,500	5,500	42,000	64,000
Major Roads	11,395	29,855	8,605	6,345	11,634	67,834
Other Engineering	20,473	10,992	14,922	18,428	47,731	112,546
Roadway Rehabilitation	16,296	10,208	20,100	27,100	139,500	213,204
Storm Drainage	33,081	23,036	18,620	5,970	39,070	119,777
<b>Total Expenditures</b>	<b>86,745</b>	<b>79,591</b>	<b>67,747</b>	<b>63,343</b>	<b>279,935</b>	<b>577,361</b>

Note: Numbers may not balance due to rounding.

#### Proposed Capital Program (continued)

Program Funding	2014 Proposed Budget (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)	2017 Forecast (\$000's)	2018-2023 Forecast (\$000's)	Total 2014-2023 (\$000's)
Subsidies and Senior Govt Level Grants	0	0	0	0	0	0
Recoveries from Others	3,293	4,918	793	300	300	9,604
Gas Tax	10,870	13,030	12,100	12,100	75,600	123,700
Cash In Lieu	160	350	0	0	0	510
Development Charges	38,658	33,932	18,236	16,783	72,091	179,699
Tax	6,842	13,729	17,690	33,258	129,181	200,698
Development Contributions	3,979	1,119	1,629	903	2,763	10,393
Debt	22,944	12,513	17,300	0	0	52,757
<b>Total Funding</b>	<b>86,745</b>	<b>79,591</b>	<b>67,747</b>	<b>63,343</b>	<b>279,935</b>	<b>577,361</b>

Note: Numbers may not balance due to rounding.

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# Performance Measures

## 4.1 Balanced Scorecard

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

By paying attention to all four areas an organization can retain balance to its performance and know that it is moving towards the attainment of its goals.

About the Measures for Roads, Storm Drainage and Watercourses:

### Financial Measures

*The average road and storm water maintenance operating costs* are measures that indicate the City's ability to manage cost pressures associated with aging infrastructure and climate change respectively. Without compromising public safety, this service area will continue to apply best practices and find efficiencies in day to day operations while providing consistent service levels.

*The average winter maintenance operating cost* is a measure of the City's ability to balance winter maintenance operating costs with defined service levels. Without compromising public safety, this service area will continue to apply best practices and find operating efficiencies throughout all winter maintenance activities.

*The annual gross revenue for parking* is a measure of the City's ability to introduce new parking management initiatives and adjust parking rates. The City's objective is to implement improvements to parking management in strategic areas which is expected to increase parking revenues over the term of this business plan.

### Customer Measures

*The percentage of customer requests meeting target response dates* is a measure that indicates the service area's ability to respond to resident and Council service requests in accordance with established response times and service levels.

*Citizen satisfaction* is a measure that indicates how satisfied residents are with road maintenance, traffic flow and environmental planning. The scale for this measure is from one to 10 with 10 being the highest level of satisfaction.

### Employee Measures

*Overall employee engagement survey participation* is a measure indicating the percentage of employees participating in the Employee Engagement Survey. The employee engagement survey is conducted every two to three years. It is important to the City that employees continue to participate in this survey and express how they feel about working at the City.

*Overall job engagement* is a measure of the percentage of employees that feel they are engaged in their respective work at the City. It is important to the City that employees feel that their work contributes to the organization.

*Employee overall satisfaction* is a measure which indicates the percentage of employees that are satisfied with their employment at the City. This statistic is measured every two to three years as part of the Employee Engagement Survey.

### Business Process Measures

*The percentage of roads in "good" condition or better* is a measure that indicates the City's ability to manage lifecycle asset management programs for roads. A pavement condition survey is conducted every three years whereby a condition rating is applied to every city owned road in Mississauga.

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*The percentage of bridges and culverts in “good” condition or better* is a measure that indicates the City’s ability to manage lifecycle asset management programs for bridges and culverts. A mandatory bridge and culvert condition survey is performed every two years whereby a condition rating is applied to every city owned bridge and culvert in Mississauga.

*The percentage of City owned intersections that function at or above capacity* is a measure that indicates the efficiency with which traffic moves through intersections within the City. While the percentage of intersections operating at or above capacity has not changed in recent years, the delay experienced by vehicles at these intersections has increased.

*The number of collisions per thousand population* is a measure that indicates the city’s ability to provide safe traffic management programs. This measure is very sensitive and will fluctuate from year to year.

*The percentage of time that established winter maintenance response times are met* is a measure that indicates the frequency with which the city meets its service level objectives for winter operations. The extent and severity of winter events will have an impact on this measure.

Measures for RSDW	2011 (Actual)	2012 (Planned)	2012 (Actual)	2013 (Planned)	2014 (Planned)	2015 (Planned)	2016 (Planned)
Financial:							
Average Road Maintenance Operating Cost Per Lane Km*	\$1,878	\$1,890	\$1,881	\$1,900	\$1,931	\$1,951	\$1,990
Average Storm Water Management Operating Cost per Km of Storm Sewer*	\$1,351	\$1,380	\$1,297	\$1,415	\$1,444	\$1,473	\$1,500
Average Winter Maintenance Operating Cost Per Lane Km*	\$3,772	\$3,264	\$3,285	\$3,800	\$3,850	\$3,390	\$3,950
Annual Gross Parking Revenues	\$691,000	\$891,000	\$1,158,000	\$1,124,000	New plan to be prepared		
Customer:							
Percentage of customer requests meeting target response date***	90%	90%	90%	90%	90%	90%	90%
Average citizen satisfaction rating for roads, storm drainage and watercourses**	81%	81%	81%	81%	75%	75%	75%
Employee/Innovations and Learning Measures:							
Overall Employee Engagement Survey Participation****	58%	60%	75%	75%	75%	75%	75%
Overall Job Engagement****	63%	65%	74%	74%	74%	74%	74%
Employee satisfaction ****	61%	65%	77%	77%	77%	77%	77%

Measures for RSDW	2011 (Actual)	2012 (Planned)	2012 (Actual)	2013 (Planned)	2014 (Planned)	2015 (Planned)	2016 (Planned)
<b>Internal Business Process Measures:</b>							
Percentage of Roads in Good Condition Or Better*	76%	74%	77%	77%	76%	76%	75%
Percentage of Bridges in Good Condition Or Better*	81%	80%	81%	80%	80%	80%	80%
Percentage of City owned intersections that function at or above capacity	14%	15%	14%	15%	15%	15%	15%
Number of Collisions per 1000 population	7	8	7	8	8	8	8
Percentage of Time that Winter Response Times Were Met*	100%	100%	100%	100%	100%	100%	100%
Percentage of scheduled fleet converted to Green Fleet Standards	93%	100%	98%	100%	100%	100%	100%

\* Note indicates that the MPMP Program definitions were used.

\*\* Note indicates that the survey methodology for Citizen Satisfaction changed in 2011. This indicator is now measured as a percentage out of 100 instead of 10 response units.

\*\*\* Note indicates that the value was estimated.

\*\*\*\* Note indicates that the survey results from the 2012 Employee Engagement Survey reflect the totals for Engineering and Works, Transportation Infrastructure Planning and The Transportation Project Office and Business Services, whereas the previous results were for all of Transportation and Works.

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## **Appendices**

## Appendix 1: Details of Changes to Maintain Current Service Levels and Operationalize Prior Decisions

### Changes to Maintain Current Service Levels

Description	2013 Budget (\$000's)	2014 Proposed Budget (\$000's)	Change (\$000's)	Details
<b>Labour and Benefits</b>	<b>28,185</b>	<b>29,490</b>	<b>1,305</b>	Increase reflects negotiated union agreements, economic adjustment increases, labour adjustments and other fringe benefit changes.
<b>Other Cost Increases</b>				
Contractor Others - Winter Program	14,923	15,580	657	Increase reflects growth and projected contract cost increases.
Operating Materials - Winter Program	4,680	4,867	187	Cost increases for the purchase of pre-salt, salt and sand.
Contractor Others - Engineering and Works Programs (Excluding Winter Program)	15,278	15,651	372	Increase reflects growth and projected contract cost increases.
Fuel Increase for Corporate Fleet Maintenance and Works/Inspection/Survey Vehicles	2,156	2,287	132	Fuel increase of \$.10/litre.
201 City Centre Lease	229	413	184	To reflect adjustment in lease agreement for 2014.
Other Changes	1,200	1,232	32	Other changes reflect budget increases to IT Maintenance allocation, Parking Facilities and Business Support Allocation.
<b>Total Other Cost Increases</b>	<b>38,466</b>	<b>40,030</b>	<b>1,564</b>	

### Changes to Maintain Current Service Levels (Cont'd)

Description	2013 Budget (\$000's)	2014 Proposed Budget (\$000's)	Change (\$000's)	Details
<b>Efficiencies and Cost Savings</b>				
Hydro and Maintenance reduction related to the Streetlighting LED Retrofit Project	7,599	5,969	(1,630)	The Streetlighting LED Retrofit commence in late 2012 and will be completed by 2014, resulting in a significant reduction in energy and maintenance costs in future years
Reduction in Cleaning Program - Contractor Budget*	0	(240)	(240)	Favourable contract pricing for street sweeping, walkway/sidewalk cleaning and spring street cleaning
Reduction in Winter Salt Spreading - Operating Materials Budget*	0	(151)	(151)	Cost savings from favourable contract pricing received in 2013
Reduction in Vehicle Maintenance Budget	1,368	1,218	(150)	Budget reduced to reflect prior year expenditure level
Reduction in Mileage Vehicle Reimburse Budget	453	398	(55)	Budget reduced to reflect prior year expenditure level
Reduction in Guild Electric Contractor Budget*	0	(50)	(50)	Savings based on new contract pricing
Reduction in Traffic Computer Maintenance Budget*	0	(25)	(25)	Savings based on new contract pricing
Utilities Savings (Hydro, Heat and Water)	559	518	(42)	Budget reduced to reflect current market rates
Other Changes	982	894	(88)	Budget reduction to various operating accounts within Transportation & Infrastructure Planning Division, Parking Facilities and Geomatics Programs.
<b>Total Efficiencies and Cost Savings</b>	<b>10,961</b>	<b>8,530</b>	<b>(2,430)</b>	
<b>Current Revenue Changes</b>				
Other Changes	(9,082)	(9,082)	0	
<b>Total Current Revenue Changes</b>	<b>(9,082)</b>	<b>(9,082)</b>	<b>0</b>	
<b>Total Changes to Maintain Current Service Levels</b>	<b>68,529</b>	<b>68,968</b>	<b>439</b>	

Note: Numbers may not balance due to rounding.



### Changes to Operationalize Prior Decisions

Description	2013 Budget (\$000's)	2014 Proposed Budget (\$000's)	Change (\$000's)	Details
<b>Annualization of Previous Years Operating Cost Decisions</b>				
Environmental Management Engineer Position	0	34	34	Annualization of labour from 2013 budget
Transfer to Reserve - City Centre District Parking	0	34	34	Annualization of Transfer to Reserve
Parking Revenues - City Centre District	0	(67)	(67)	Annualization of Revenues
<b>Total Annualization of Previous Years Operating Cost Decisions</b>	<b>0</b>	<b>0</b>	<b>0</b>	
<b>Operating Impact of New Capital Projects</b>				
<b>Total Operating Impact of New Capital Projects</b>	<b>0</b>	<b>0</b>	<b>0</b>	
<b>Total Changes to Operationalize Prior Decisions</b>	<b>0</b>	<b>0</b>	<b>0</b>	
<b>Total Costs to Maintain Current Services Levels and Operationalize Prior Decisions</b>	<b>68,529</b>	<b>68,968</b>	<b>439</b>	

Note: Numbers may not balance due to rounding.

\* Budget is included in total - under a prior category

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**Proposed Full Time Equivalent Staffing Distribution by Program**

Program	2013	2014	2015	2016
Maintenance Control	119.5	120.5	120.5	120.5
Engineering & Capital Works	59.4	59.4	59.4	59.4
Development Construction	12.0	17.0	17.0	17.0
Corporate Fleet Maintenance	27.7	27.7	27.7	27.7
Crossing Guards	68.9	75.5	75.5	75.5
Traffic Management	52.7	57.7	59.7	61.7
Transportation & Infrastructure Planning	47.3	47.3	48.3	56.8
Parking Facilities	2.0	2.0	2.0	2.0
Corporate Support Services Geomatics	31.0	31.0	31.0	31.0
<b>Total Service Distribution</b>	<b>420.3</b>	<b>438.1</b>	<b>441.1</b>	<b>451.6</b>

Note: Numbers may not balance due to rounding.

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## Appendix 2: Budget Requests

### Proposed 2014-2016 New Initiatives and New Revenues

Please see the Budget Requests for the 2014-2016 Business Planning Cycle with details to follow.

Description	BR #	Year
<b>New Initiatives</b>		
Advanced Transportation Management System (ATMS)	562	2014
The Underground Infrastructure Notification Act for Municipalities	714	2014
Operations & Maintenance Service and Communications Improvements	551	2014
Crossing Guard Program Service Improvement	1129	2014
Storm Water Financing Implementation	920	2016
LED Street Lighting Conversion Project	720	2014
Cycling Master Plan Implementation Refresh	766	2015

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Budget Request #: 562

**Proposed Initiative**

Advanced Transportation  
Management System (ATMS)

**Department**

Transportation & Works  
Department

**Service Area**

Roads, Storm Drainage &  
Watercourses

**Required Operating Investment**

Impacts (\$000s)	2014	2015	2016
Gross Expenditures	195.5	248.4	254.0
Reserves & Reserve Funds	0.0	0.0	0.0
User Fees & Other Revenues	0.0	0.0	0.0
Tax Levy Requirements	195.5	248.4	254.0
* Net Change in \$		52.8	5.6
FTEs	4.0	6.0	8.0

*\* Any net change that is negative, (in brackets), is a good thing. It means a reduction in expenditure or an increase in revenue.*

**Required Capital Investment**

Total Capital (\$000s)	2013 & Prior	2014	2015	2016	2017 & Beyond
Expenditures	4,000.0	3,925.0	2,425.0	2,200.0	2,000.0

**Why Staff Recommend this Initiative**

The existing traffic control system is at the end of its life and the opportunity exists to replace it with modern technologies and approaches in the form of an Advanced Transportation Management System (ATMS). It is no longer sufficient for the City to simply operate and maintain traffic signals. The system as a whole requires improved integration and active management to provide the users with what they require to make the appropriate trip and mode choices.

**Details of Service Change**

The ATMS represents a framework to facilitate the planning and completion of specific projects to improve the movement of people and goods through the City. An additional \$10.55 million in capital funding over five years (2014-2018) and \$262,900 in the current operating budget are required to support the implementation of various projects shown below.

The Traffic Signal Communications Upgrade project requires \$3.6 million in capital funds over three years (2014-2016) to continue the wireless deployment and additional operating funds for two new positions; a traffic signal communications technician and a dedicated IT communications specialist to support and maintain the traffic signal communications network. Savings in the amount of \$440,000 over three years (2015-2017) are expected as Bell communication services are gradually eliminated by the new communication system.

The Traffic Control System Replacement project requires \$5.45 million in capital funds over five years to acquire system hardware/software and to upgrade/replace existing traffic control field equipment.

The Traffic Management Centre requires \$1.5 million in capital funds in 2014 for furnishings and operating funds for eight new traffic technician positions over four years beginning in 2014 in order to operate the new centre.

Cost sharing discussions are underway with The Region of Peel and the Ministry of Transportation of Ontario as they are partners in this initiative.

**Service Impact**

An Advanced Transportation Management System (ATMS) will effectively change the City's control of traffic from a programmed passive control to an active and dynamic control. Decisions and actions can be made ongoing and timely. Without this initiative, the service levels for traffic operations will decrease significantly as higher traffic demands, transit priority and conflicting interests erode available road network capacity. Traffic delays and queuing will tend to be longer and complaints will increase.

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Budget Request #: 714

**Proposed Initiative**

The Underground Infrastructure  
Notification Act for Municipalities

**Department**

Transportation & Works  
Department

**Service Area**

Roads, Storm Drainage &  
Watercourses

**Required Operating Investment**

Impacts (\$000s)	2014	2015	2016
Gross Expenditures	431.0	440.9	449.1
Reserves & Reserve Funds	0.0	0.0	0.0
User Fees & Other Revenues	0.0	0.0	0.0
Tax Levy Requirements	431.0	440.9	449.1
* Net Change in \$		9.9	8.3
FTEs	5.0	5.0	5.0

\* Any net change that is negative, (in brackets), is a good thing. It means a reduction in expenditure or an increase in revenue.

**Required Capital Investment**

Total Capital (\$000s)	2013 & Prior	2014	2015	2016	2017 & Beyond
Expenditures	0.0	0.0	0.0	0.0	0.0

**Why Staff Recommend this Initiative**

In accordance with *The Underground Infrastructure Notification Act*, Municipalities are required to become members of ON1Call with respect to underground utility locate requests in Ontario by June 14, 2014. As a result, there will be operating budget impact for ON1Call fees and additional utility locate costs that involve the City's underground infrastructure like storm sewers, traffic signal cables and street lighting cables.

**Details of Service Change**

Currently, locate requests for City infrastructure are called in directly to the City by stakeholders. On average there are 1,500 calls annually (125 calls per month) for storm sewer locates. Staffing levels handling these calls include one administrative person occupying 25 per cent of the position duties, and a two person field crew assigned to solely perform field locates.

The ON1Call process is expected to generate 30,000 requests annually for locates within the City of Mississauga. Of these requests, ON1Call will clear 15,000 requests, and will forward the remaining 15,000 locate requests to the City. It is forecasted that City staff will clear 8,000 requests without a site visit, while the remaining 7,000 requests will require a site visit, investigation and marking, followed by an in-office confirmation of the locate with the requestor.

To meet the demands of this initiative, it is anticipated that the equivalency of five additional staff will be required; one office coordinator to coordinate and dispatch all incoming requests and provide clearances to customers and four field technicians to review and inspect all locates. These resources are in addition to existing complement working on locates.

To deliver on this initiative, staff are exploring partnership opportunities with other agencies to minimize the financial impact while effectively delivering on this initiative without putting the City at risk or compromising public safety.

**Service Impact**

Membership and participation in the ON1Call system will significantly increase the current numbers of utility locates requested and inspected by the City. Sufficient resources are required to manage the expected increase in work load and meet the legislated response times. Once implemented, stakeholders and agencies will see a seamless and efficient approach to locating all underground utilities throughout the City.

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Budget Request #: 551

**Proposed Initiative**

Operations & Maintenance Service  
and Communications Improvements

**Department**

Transportation & Works  
Department

**Service Area**

Roads, Storm Drainage &  
Watercourses

**Required Operating Investment**

Impacts (\$000s)	2014	2015	2016
Gross Expenditures	66.6	131.5	134.0
Reserves & Reserve Funds	0.0	0.0	0.0
User Fees & Other Revenues	0.0	0.0	0.0
Tax Levy Requirements	66.6	131.5	134.0
* Net Change in \$		64.9	2.5
FTEs	1.0	1.0	1.0

*\* Any net change that is negative, (in brackets), is a good thing. It means a reduction in expenditure or an increase in revenue.*

**Required Capital Investment**

Total Capital (\$000s)	2013 & Prior	2014	2015	2016	2017 & Beyond
Expenditures	0.0	0.0	0.0	0.0	0.0

**Why Staff Recommend this Initiative**

A significant shift in the way the public communicates with the City has occurred. Adopting to meet service levels and public expectations is required. The number of customer service requests (CSR's) is increasing. Disseminating information, coordinating field investigation and responses effectively are necessary to meet public expectations and maintain service levels. In addition, there is a need to do more operational planning and business review of the Operations and Maintenance service area.



**Details of Service Change**

A shift in the way the public communicates with the City has impacted service levels in the Works Maintenance and Operations business unit. Growth in the use of 311 Citizen Contact Centre, the City's website, e-mails to Council and staff, Twitter, Facebook and online web portals has significantly impacted its ability to meet service levels and legislated maintenance standards. To deal with the increase in the number of channels, the volume of communications and service requests, staff are being pulled away from regular service duties to assist in handling the increased work load, particularly during peak periods. This has created poor response times, inconsistent responses, delayed service delivery, duplication, and significantly impacts the City's ability to meet the legislated maintenance standards.

This initiative will improve the current situation by consolidating and centralizing Public Works communications, service improvements and overall issues management into one position. The position will be responsible to coordinate and trouble-shoot problems; organize request driven work; communicate effectively and efficiently with residents and Council; provide timely, consistent information and responses; emergency response planning and status updates; ascertaining needs, assessing data, project plans and statistics; and examining existing business models; analyzing findings; compiling reports, while developing and maintaining strategic and operational analytical capabilities.

**Service Impact**

This initiative will result in the improved ability meet today's expectations with respect to communications and more effectively and efficiently address incoming service requests via 311 Citizen Contact Centre, City website, Public Info, e-mail, Council, Twitter, Facebook, and direct contact with the public.

Service delivery improvements will be achieved in the areas of winter maintenance operations, emergency communications, summer maintenance and operations, litter pick up and street cleaning and fall leaf collection. Residents submitting requests via telephone will be responded to faster, consistently and more accurately. Residents who utilize social Media and web based tools will also see improvements to response times and will be able to get timely information and updates during emergency situations such as flooding events.

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Budget Request #: 1129

**Proposed Initiative**

Crossing Guard Program Service  
Improvement

**Department**

Transportation & Works  
Department

**Service Area**

Roads, Storm Drainage &  
Watercourses

**Required Operating Investment**

Impacts (\$000s)	2014	2015	2016
Gross Expenditures	52.7	54.8	56.6
Reserves & Reserve Funds	0.0	0.0	0.0
User Fees & Other Revenues	0.0	0.0	0.0
Tax Levy Requirements	52.7	54.8	56.6
* Net Change in \$		2.1	1.8
FTEs	0.2	0.2	0.2

*\* Any net change that is negative, (in brackets), is a good thing. It means a reduction in expenditure or an increase in revenue.*

**Required Capital Investment**

Total Capital (\$000s)	2013 & Prior	2014	2015	2016	2017 & Beyond
Expenditures	0.0	0.0	0.0	0.0	0.0

**Why Staff Recommend this Initiative**

There are currently over 200 Crossing Guards servicing 150 locations throughout the City. In order to maintain service delivery, safety requirements, manage training and administrative demands and provide sufficient supervisory coverage, a full-time Crossing Guard Assistant Supervisor is required.

### **Details of Service Change**

Over the past two years, the supervisory responsibilities and demands involving the Crossing Guard Program have grown. Year-round supervisory assistance is required to administer the Crossing Guard Program. Administrative duties include providing customer service for two school boards, crossing guard recruiting, training, performance monitoring and the administration of attendance, time, and labour.

During the months of July and August, supervisory staff are also required to review, update and modify training procedures and protocols to ensure compliance with the *Highway Traffic Act* regulations and safety practices. In addition, supervisors and leads are engaged in school safety promotional preparations such as "School Walking Routes". Recently, governance adjustments to the City's Traffic Safety Committee, has transferred responsibility to supervisory staff to arrange, conduct and report on field safety inspections along school crossing routes.

Currently, the Crossing Guard Assistant Supervisor position is a part-time position that works a seven hour day during the September to June school year. This initiative proposes to convert that position to a full-time permanent position to meet the growing year-round administrative and service demands of the Crossing Guard Program.

### **Service Impact**

The requirement for a full-time permanent Crossing Guard Assistant Supervisor will allow supervisory staff to meet the growing, year-round demands placed on the program and supervisory staff. In addition, the permanent position will provide a back-up to the Crossing Guard Supervisor and allow for program sustainability through succession-line planning. Service and administrative improvements will be realized in the delivery of the Crossing Guard Program and ensure the ongoing safety of school children crossing the street.

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Budget Request #: 920

**Proposed Initiative**

Storm Water Financing  
Implementation (Initial Estimate)

**Department**

Transportation & Works  
Department

**Service Area**

Roads, Storm Drainage &  
Watercourses

**Required Operating Investment**

Impacts (\$000s)	2014	2015	2016
Gross Expenditures	0.0	0.0	1,741.5
Reserves & Reserve Funds	0.0	0.0	0.0
User Fees & Other Revenues	0.0	0.0	0.0
Tax Levy Requirements	0.0	0.0	1,741.5
* Net Change in \$		0.0	1,741.5
FTEs	0.0	0.0	7.5

*\* Any net change that is negative, (in brackets), is a good thing. It means a reduction in expenditure or an increase in revenue.*

**Required Capital Investment**

Total Capital (\$000s)	2013 & Prior	2014	2015	2016	2017 & Beyond
Expenditures	0.0	0.0	0.0	0.0	0.0

**Why Staff Recommend this Initiative**

In December 2012, Council endorsed in principle the shift of a property tax funded storm water program to one funded by a dedicated storm water charge. The Stormwater Financing Study recommended that the level of service for the City's storm water program be increased from the current "status quo" service level to the proposed "interim" service level defined by the study to better address the needs of the City's storm water infrastructure and related programs.

**Details of Service Change**

This initiative identifies the preliminary operating budget implications associated with the stormwater rate and increasing the City's stormwater program from the current service level to the proposed interim level of service. An additional funding amount of approximately \$1.7 million will be required to deliver the interim service level along with the operational, enforcement, technical and administrative needs of the program identified. These funding amounts are to be ultimately funded from the stormwater rate.

It is also expected that storm water charges attributed to City owned lands and any grants approved by Council to offset storm charges to property owners will need to be funded by taxes through the City's operating budget. The net impact of removing the storm water program from the tax base and adding the City property rate charges and grants is estimated to be a reduction of \$5.75 million in the City's operating budget. The estimated retained budget funded by property taxes is \$1 million, to fund the City's stormwater rate charge and grants.

The figures and dates shown in this budget request are preliminary. A comprehensive report will be presented to General Committee later this year.

**Service Impact**

The stormwater charge will be assessed for properties based on the amount of impervious surface using a tiered single family unit approach. The proposed interim service level includes improvements to annual inspection, maintenance and enforcement programs for the City's municipal stormwater infrastructure systems and will provide for the much needed management, operational, administrative, customer service and technology support to ensure the program and billing system operate effectively.

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Budget Request #: 720

**Proposed Initiative**

LED Street Lighting Conversion  
Project

**Department**

Transportation & Works  
Department

**Service Area**

Roads, Storm Drainage &  
Watercourses

**Required Operating Investment**

Impacts (\$000s)	2014	2015	2016
Gross Expenditures	0.0	0.0	0.0
Reserves & Reserve Funds	0.0	0.0	0.0
User Fees & Other Revenues	0.0	0.0	0.0
Tax Levy Requirements	0.0	0.0	0.0
* Net Change in \$		0.0	0.0
FTEs	1.0	1.0	1.0

*\* Any net change that is negative, (in brackets), is a good thing. It means a reduction in expenditure or an increase in revenue.*

**Required Capital Investment**

Total Capital (\$000s)	2013 & Prior	2014	2015	2016	2017 & Beyond
Expenditures	25,000.0	3,500.0	0.0	0.0	0.0

**Why Staff Recommend this Initiative**

When completed, the LED Street Lighting Conversion Project, with an estimated capital debt cost of \$28.5 million will reduce future operating costs by approximately 55 per cent for energy and 50 per cent for maintenance, along with environmental benefits. Additional staff resources have been identified through an e3 Street Lighting Review and a Street Lighting Services Agreement Audit to manage increasing work requirements and optimize energy and operational savings.

**Details of Service Change**

The LED Street Lighting Conversion Project involves the conversion of approximately 49,000 street lights to LED luminaires and includes the deployment of a street lighting monitoring system. Field implementation began in November 2012 and is expected to continue through to December 2014. The conversion to LED street lights will result in significant reductions to future energy and maintenance costs. The project is debt financed with energy and maintenance savings more than offsetting debt servicing costs. In addition, the City is eligible for a \$1.4 million incentive from the Ontario Power Authority's SaveOnEnergy Program. The estimated payback period is four years after project completion. Capital debt funding of \$35 million was initially allocated for project implementation, however, due to favourable tender prices, the overall capital debt funding is now projected at \$28.5 million over three years (2012-2014).

A Street Lighting Coordinator is required in 2014 to assist with field monitoring, coordination and administration of the Street Lighting Services Agreement with Enersource, as well as taking advantage of the capabilities of the street lighting monitoring system such as optimizing energy reduction opportunities. Support for this additional staff resource has been identified through the e3 Street Lighting Review and in the Street Lighting Services Agreement Audit. The labour cost involved is to be offset from the LED energy savings.

**Service Impact**

LED street lighting will not only provide future energy and maintenance savings and environmental benefits, but will also provide safer lighting with improved visibility and a reduction in light pollution in the sky. The transition to LED lighting will increase vehicular and pedestrian safety by providing better visibility, object recognition and colour rendition, while also reducing the City's carbon footprint. LED luminaires are dark-sky friendly and have been certified as such by the International Dark-Sky Association.

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Budget Request #: 766

**Proposed Initiative**

Cycling Master Plan Implementation  
Refresh

**Department**

Transportation & Works  
Department

**Service Area**

Roads, Storm Drainage &  
Watercourses

**Required Operating Investment**

Impacts (\$000s)	2014	2015	2016
Gross Expenditures	0.0	42.9	136.6
Reserves & Reserve Funds	0.0	0.0	0.0
User Fees & Other Revenues	0.0	0.0	0.0
Tax Levy Requirements	0.0	42.9	136.6
* Net Change in \$		42.9	93.7
FTEs	0.0	1.0	2.0

*\* Any net change that is negative, (in brackets), is a good thing. It means a reduction in expenditure or an increase in revenue.*

**Required Capital Investment**

Total Capital (\$000s)	2013 & Prior	2014	2015	2016	2017 & Beyond
Expenditures	0.0	0.0	0.0	0.0	0.0

**Why Staff Recommend this Initiative**

The Cycling Master Plan (CMP) is a critical element of the multi-modal transportation approach that is required to realize the City's long term urbanization objectives. Implementation of the CMP is led by the Cycling Office which was established through the conversion of one position and the addition of one new position. The need for two additional staff was identified in the CMP and initially recommended by staff for 2012 and 2013. A review and update of the CMP is planned for 2015.



**Details of Service Change**

The Cycling Master Plan and Implementation Strategy includes 17 recommendations and 79 actions required to foster a culture where cycling is an everyday activity, build an integrated cycling network, and adopt a "safety-first" approach for cycling in Mississauga. Taken individually, implementation of each action is unlikely to have a major impact on how many people choose to cycle in Mississauga. Taken collectively, the recommendations and actions form a comprehensive program designed to support the development of a multi-modal transportation network and corresponding shift in transportation choices.

Over the first three years, the Cycling Office has focused on building the cycling network and working with partners such as the Mississauga Cycling Advisory Committee and Smart Commute to foster a cycling culture. The need for two additional staff has been identified in order to deliver on the remainder of the City's commitments within the plan. The new positions will be needed to focus on program monitoring and evaluation, network safety enhancements and education and awareness programs. In response to budget pressures, the new positions have been deferred, and it is proposed that they be phased-in over two years beginning in 2015.

Note: This budget request only addresses future operating pressures for cycling. The capital budget for cycling can be found within the capital budget section of the business plan.

**Service Impact**

Deferral of the additional staff recommended in the CMP will slow down the City's ability to deliver on the actions in the plan, particularly for network safety enhancements, monitoring and evaluation and education/awareness programs. Without new staff proposed for 2015-2016, the Cycling Office will be unable to adequately deliver on things like expansion of "cross-ride" intersection markings, retrofit of way-finding signage on existing routes, cycling counts and monitoring initiatives, and community outreach and education.

Building an average of 30 kilometres of new cycling facilities per year continues to be the long-term target. However, without increased resources, meeting this target will not be sustainable in the years to come and will impact the City's ability to complete the network identified within the Master Plan within a time-frame of 20 years. Network additions should be balanced with other "soft" program elements of the Master Plan like cycling skills education and promotions in order to leverage the investment in cycling infrastructure and enable more residents to choose to cycle for their daily transportation needs.

### Appendix 3: Proposed 2014 Capital Program

#### Program: Bridge & Structure Rehabilitation

Project Number	Project Name	Gross Cost (000's)	Recovery (000's)	Net Cost (000's)	Funding Sources
TWBR00021	Bloor Street over East Etobicoke Creek	700	0	700	Federal Gas Tax Reserve Fund
TWBR00021	Bridge Repairs	100	0	100	Federal Gas Tax Reserve Fund
TWBR00021	Burnhamthorpe Road West over Sawmill Creek	1,300	0	1,300	Federal Gas Tax Reserve Fund
TWBR00021	Burnhamthorpe Road West over Sawmill Creek	1,100	0	1,100	Federal Gas Tax Reserve Fund
TWBR00021	Canadian National Railway (Metrolinx) Goreway Drive	625	0	625	Federal Gas Tax Reserve Fund
TWBR00021	Glen Erin Drive over Pedestrian Trail	380	0	380	Federal Gas Tax Reserve Fund
TWBR00021	Mississauga Road over Mullet Creek	670	0	670	Federal Gas Tax Reserve Fund
TWBR00021	Pedestrian Overpass over Derry Road West	325	0	325	Federal Gas Tax Reserve Fund
TWBR00022	Bridge Structure Detail Inspections & Design at various locations	300	0	300	Federal Gas Tax Reserve Fund
<b>Subtotal</b>		<b>5,500</b>	<b>0</b>	<b>5,500</b>	

#### Program: Major Roads

Project Number	Project Name	Gross Cost (000's)	Recovery (000's)	Net Cost (000's)	Funding Sources
TWMR00004	Torbram Road Grade Separation	4,000	0	4,000	City - Wide Engineering Development Charges Reserve Fund
TWMR00045	Belgrave Drive Ramp Extension & Widening - Mavis Road to Cantay Road (EA)	250	0	250	City - Wide Engineering Development Charges Reserve Fund
TWMR00046	Courtneypark Drive East Widening - Kennedy Road to Tomken Road (Design)	250	0	250	City - Wide Engineering Development Charges Reserve Fund
TWMR00047	Goreway Drive Rail Grade Separation	2,000	0	2,000	City - Wide Engineering Development Charges Reserve Fund

**Program: Major Roads (Cont'd)**

Project Number	Project Name	Gross Cost (000's)	Recovery (000's)	Net Cost (000's)	Funding Sources
TWMR00048	Intersection Capital Program	495	0	495	City - Wide Engineering Development Charges Reserve Fund
TWMR00052	Ninth Line Widening - Derry Road to North Limit - Phase 1	3,000	0	3,000	City - Wide Engineering Development Charges Reserve Fund/Capital Reserve Fund
TWMR00053	Preliminary Engineering Studies	100	0	100	City - Wide Engineering Development Charges Reserve Fund
TWMR00071	Mavis Road from Courtnepark Drive to North City Limits (EA)	500	0	500	City - Wide Engineering Development Charges Reserve Fund
TWMR00111	Second Line over Highway 401- Pedestrian/Cycling Bridge (includes Piers)	500	0	500	Debt Financing
TWMR00140	Square One Drive from Hammerson Drive to Duke of York Blvd (EA)	300	300	0	Recoveries from Others
<b>Subtotal</b>		<b>11,395</b>	<b>300</b>	<b>11,095</b>	

**Program: Other Engineering**

Project Number	Project Name	Gross Cost (000's)	Recovery (000's)	Net Cost (000's)	Funding Sources
TWOE00094	Customer Self Service Permits	20	0	20	Capital Reserve Fund
TWOE00086	Cycling Program	1,060	0	1,060	City - Wide Engineering Development Charges Reserve Fund/Federal Gas Tax Reserve Fund
TWOE00097	Field Equipment Replacement - Traffic Controllers	190	0	190	Capital Reserve Fund
TWOE00056	LED Streetlighting Retrofit Project	3,500	1,400	2,100	Debt Financing
TWOE00087	Multi-Use Trails along Hanlan Routes	625	0	625	City - Wide Engineering Development Charges Reserve Fund
TWOE00229	New Vehicles & Equipment	195	0	195	Public Works Buildings & Fleet Development Charges Reserve Fund/Capital Reserve Fund

**Program: Other Engineering (Cont'd)**

Project Number	Project Name	Gross Cost (000's)	Recovery (000's)	Net Cost (000's)	Funding Sources
TWOE00089 TWOE00105	Noise Wall Program	1,638	0	1,638	City - Wide Engineering Development Charges Reserve Fund/Debt Financing
TWOE00255	North Central Works Yard Feasibility Study	50	0	50	City - Wide Engineering Development Charges Reserve Fund/Capital Reserve Fund
TWOE00090	Pay & Display Parking Meters - City Centre & Lakeshore	160	0	160	Cash-in-lieu of Parking Reserve Fund - City Centre/Port Credit
TWOE00297	Permanent Snow Storage Sites - 2	1,000	0	1,000	Public Works Buildings & Fleet Development Charges Reserve Fund/Capital Reserve Fund
TWOE00091	Property Acquisition	2,540	0	2,540	City - Wide Engineering Development Charges Reserve Fund
TWOE00092	Salt Management Program	50	0	50	Capital Reserve Fund
TWOE00093	Sidewalks	1,000	0	1,000	City - Wide Engineering Development Charges Reserve Fund
TWOE00088	Site Assessments and Data Management	470	0	470	Capital Reserve Fund
TWOE00222 TWOE00316	Streetlighting	1,420	0	1,420	Debt Financing
TWOE00095	Survey and Control Network	25	0	25	Capital Reserve Fund
TWOE00096	Topographical Updating	145	0	145	Capital Reserve Fund
TWOE00040	Traffic Management Centre	3,925	1,593	2,332	City - Wide Engineering Development Charges Reserve Fund/Capital Reserve Fund/Contributions Reserve Fund - Roads
TWOE00098	Traffic Signal Equipment Enhancements	115	0	115	City - Wide Engineering Development Charges Reserve Fund

**Program: Other Engineering (Cont'd)**

Project Number	Project Name	Gross Cost (000's)	Recovery (000's)	Net Cost (000's)	Funding Sources
TWOE00099	Traffic Signals	770	0	770	City - Wide Engineering Development Charges Reserve Fund/Capital Reserve Fund/Roadway Infrastructure Maintenance Reserve Fund/Contributions Reserve Fund - Traffic Signals
TWOE00101	Traffic System and Intelligent Transportation System (ITS)	75	0	75	City - Wide Engineering Development Charges Reserve Fund
TWOE00320	Vehicle & Equipment Replacement	1,500	0	1,500	Main Fleet Vehicle and Equipment Replacement Reserve Fund
<b>Subtotal</b>		<b>20,473</b>	<b>2,993</b>	<b>17,480</b>	

**Program: Road Rehabilitation**

Project Number	Project Name	Gross Cost (000's)	Recovery (000's)	Net Cost (000's)	Funding Sources
TWRR00019 TWRR00086 TWRR00096	Road Rehabilitation	16,196	0	16,196	Debt Financing/Federal Gas Tax Reserve Fund
TWRR00018	Crack Sealing	100	0	100	Roadway Infrastructure Maintenance Reserve Fund
<b>Subtotal</b>		<b>16,296</b>	<b>0</b>	<b>16,296</b>	

**Program: Storm Drainage**

Project Number	Project Name	Gross Cost (000's)	Recovery (000's)	Net Cost (000's)	Funding Sources
TWSD00083	Credit River Erosion Control - Behind Steen Drive	740	0	740	Storm Water Management Development Charges Reserve Fund/Capital Reserve Fund
TWSD00086	Applewood Creek Crossing Improvements - Culvert under Lakeshore Road East	425	0	425	Contributions Reserve Fund - Drainage
TWSD00087	Serson Creek Crossing Improvements - Culvert under Lakeshore Road	425	0	425	Contributions Reserve Fund - Drainage

**Program: Storm Drainage (Cont'd)**

Project Number	Project Name	Gross Cost (000's)	Recovery (000's)	Net Cost (000's)	Funding Sources
TWSD00083	Credit River Erosion Control - Behind Steen Drive	740	0	740	Storm Water Management Development Charges Reserve Fund/Capital Reserve Fund
TWSD00086	Applewood Creek Crossing Improvements - Culvert under Lakeshore Road East	425	0	425	Contributions Reserve Fund - Drainage
TWSD00087	Serson Creek Crossing Improvements - Culvert under Lakeshore Road	425	0	425	Contributions Reserve Fund - Drainage
TWSD00089	Drainage Improvements - Various Locations	100	0	100	Contributions Reserve Fund - Drainage
TWSD00090	Minor Erosion Control Works - Various Locations	80	0	80	Storm Water Management Development Charges Reserve Fund/Capital Reserve Fund
TWSD00091	Storm Sewer Oversizing - Various Locations	200	0	200	Storm Water Management Development Charges Reserve Fund
TWSD00092	Monitoring and minor modification of Storm Water Management Facilities - Various Locations	80	0	80	Storm Water Management Development Charges Reserve Fund

**Program: Storm Drainage (Cont'd)**

Project Number	Project Name	Gross Cost (000's)	Recovery (000's)	Net Cost (000's)	Funding Sources
TWSD00114	Land Acquisition - Sawmill Creek Pond #5805 - North of Highway 403, West of Winston Churchill Boulevard	2,240	0	2,240	Storm Water Management Development Charges Reserve Fund/Contributions Reserve Fund - Drainage
TWSD00116	New Facility - Sawmill Creek Pond #5805 - North of Highway 403, West of Winston Churchill Boulevard (Design/Construct)	950	0	950	Contributions Reserve Fund - Drainage
TWSD00126	Land Acquisition - Storm Water Management Pond #5503 (North 16) - Between Ninth Line and Tenth Line	1,730	0	1,730	Storm Water Management Development Charges Reserve Fund
TWSD00128	New Facility - Storm Water Management Pond #5503 (North 16) - Between Ninth Line and Tenth Line (Design/Construct)	1,000	0	1,000	Storm Water Management Development Charges Reserve Fund

**Program: Storm Drainage (Cont'd)**

Project Number	Project Name	Gross Cost (000's)	Recovery (000's)	Net Cost (000's)	Funding Sources
TWSD00187	Storm Sewer Network Modelling - City-wide Model	100	0	100	Capital Reserve Fund
TWSD00188	Storm Water Management Pond Dredging and Rehabilitation - Pond 2601A (Eastgate Business Park) (Design/Construct)	1,150	0	1,150	Capital Reserve Fund
TWSD00200	Cooksville Creek Flood Storage Facility - Eglinton Avenue East and Kennedy Road (Eastgate Park) (Design)	460	0	460	Storm Water Management Development Charges Reserve Fund/Capital Reserve Fund
TWSD00201	Cooksville Creek Improvements and Flood Protection - Paisley Boulevard East	5,149	0	5,149	Storm Water Management Development Charges Reserve Fund/Debt Financing
TWSD00203	New Facility - Cooksville Creek Pond #3702 - North of Matheson Boulevard between McLaughlin Road and Hurontario Street (Park 317)	7,015	0	7,015	Storm Water Management Development Charges Reserve Fund/Capital Reserve Fund
TWSD00207	Land Acquisition - Cooksville Creek Pond #3702 - North of Matheson Boulevard between McLaughlin Road and Hurontario Street (Park 317)	6,500	0	6,500	Storm Water Management Development Charges Reserve Fund
TWSD00219	Cooksville Creek Flood Protection Berm Improvement - Helen Molasy Memorial Park (EA/Design)	150	0	150	Storm Water Management Development Charges Reserve Fund/Capital Reserve Fund
TWSD00240	Lisgar Community Basement Water Infiltration Investigation - Unspecified Improvements	200	0	200	Capital Reserve Fund
TWSD00241	Sixteen Mile Creek Culvert Improvement - Argentia Road Extension (Design/Construct)	1,530	0	1,530	Storm Water Management Development Charges Reserve Fund
TWSD00242	Stormwater Financing Study, Phase 2, Stages 3 and 4	720	0	720	Capital Reserve Fund

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**Program: Storm Drainage (Cont'd)**

Project Number	Project Name	Gross Cost (000's)	Recovery (000's)	Net Cost (000's)	Funding Sources
TWSD00275	Flood Evaluation Study - Serson, Applewood, and Little Etobicoke Creeks	350	0	350	Capital Reserve Fund
TWSD00277	Cooksville Creek Flood Protection - Dyking downstream of Central Parkway East, behind Rhonda Valley	1,787	0	1,787	Storm Water Management Development Charges Reserve Fund/Debt Financing
<b>Subtotal</b>		<b>33,081</b>	<b>0</b>	<b>33,081</b>	
<b>Total Expenditures</b>		<b>86,745</b>	<b>3,293</b>	<b>83,452</b>	



#### Appendix 4: Proposed 2015-2016 Capital Program

##### Program: Bridge & Structure

Sub-Program	2015 Forecast (\$000's)	2016 Forecast (\$000's)
Bridge & Structure Rehabilitation	4,780	0
Bridge Repairs	420	5,200
Bridge and Culvert Appraisal & Improvement Priority	0	0
Inspection & Design	300	300
<b>Subtotal</b>	<b>5,500</b>	<b>5,500</b>

##### Program: Major Roads

Sub-Program	2015 Forecast (\$000's)	2016 Forecast (\$000's)
Grade Separation	14,000	5,000
Intersection Improvements	495	495
Road Improvements	15,360	3,110
<b>Subtotal</b>	<b>29,855</b>	<b>8,605</b>

##### Program: Other Engineering

Sub-Program	2015 Forecast (\$000's)	2016 Forecast (\$000's)
Cycling Program	1,680	1,680
Environmental Management-City Owned Properties	0	0
New Vehicles & Equipment	195	195
Noise Wall Program	0	1,480
Parking - Municipal	350	0
Property Acquisition	0	0
Salt Management Program	50	50
Sidewalks	350	350
Specialized Equipment	0	0
Streetlighting	600	600
Survey Equipment and Control	25	25
Topographical Updating	45	45
Traffic Signals	3,435	3,260
Vehicle & Equipment Replacement	4,212	2,377
Works Yards Space	50	4,860
<b>Subtotal</b>	<b>10,992</b>	<b>14,922</b>

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**Program: Roadway Rehabilitation**

Sub-Program	2015 Forecast (\$000's)	2016 Forecast (\$000's)
Crack Sealing	100	100
Parking Lot Rehabilitation	0	0
Roadway Infrastructure Review	750	0
Road Rehabilitation	9,358	20,000
<b>Subtotal</b>	<b>10,208</b>	<b>20,100</b>

**Program: Storm Drainage**

Sub-Program	2015 Forecast (\$000's)	2016 Forecast (\$000's)
Channelization	0	0
Culvert Improvement	2,471	0
Drainage	260	260
Erosion Control	80	80
Flood Relief	10,585	0
Storm Sewer	1,750	0
Storm Sewer Oversizing	200	200
Study	250	250
Storm Water Management (SWM) Facilities	7,440	17,830
<b>Subtotal</b>	<b>23,036</b>	<b>18,620</b>
<b>Total Expenditures</b>	<b>79,591</b>	<b>67,747</b>



# Mississauga Transit

## 2014-2016 Business Plan Update and 2014 Budget

City of Mississauga, Ontario, Canada



MORE THAN **3,650** BUS STOPS.  
**3<sup>RD</sup>** LARGEST MUNICIPAL TRANSIT SYSTEM IN ONTARIO.  
**93** TRANSIT ROUTES, **1.3** MILLION HOURS OF SERVICE.  
FULLY ACCESSIBLE **458** BUS FLEET.



Last year the City of Mississauga undertook an extensive process to create a four year, 2013 through 2016, detailed Business Plan and Budget. Approved in December 2012, the 2013-2016 Business Plan and Budget outlines how and where the City plans to allocate resources to provide good value for taxpayers. Reviewed and updated annually, the four year plan is based on the City's four strategic priorities. 2014 marks the second year of Mississauga's four year Business Plan and Budget. For this "Update Year" staff have focused on primarily updating and presenting exceptions and amendments to the four year approved Service Area Business Plans, while still providing comprehensive financial information and forecasts.

The following summary document sets out a brief description of the Service Area, what has changed since writing the 2013-2016 Business Plan and Budget and performance measurements. The complete 2014-2016 Business Plan and Budget can be found on the City's website.

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## Table of Contents

<b>Existing Core Services .....</b>	<b>4</b>
1.1 Vision and Mission .....	4
1.2 Service Delivery Model .....	5
<b>Updates &amp; Accomplishments .....</b>	<b>6</b>
2.1 Updates .....	6
2.2 Accomplishments .....	11
2.3 Awards and Recognitions .....	15
<b>Proposed Budget .....</b>	<b>16</b>
3.1 Changes to Maintain Current Service Levels and Operationalize Prior Decisions.....	21
3.2 Proposed New Initiatives and New Revenues .....	23
3.3 Highlights of Proposed Capital Program Budget .....	25
3.4 Capital Program .....	26
<b>Performance Measures .....</b>	<b>27</b>
4.1 Balanced Scorecard .....	27
<b>Appendices .....</b>	<b>29</b>
Appendix 1: Details of Changes to Maintain Current Service Levels and Operationalize Prior Decisions .....	30
Appendix 2: Budget Requests .....	33
Appendix 3: Proposed 2014 Capital Program .....	44
Appendix 4: Proposed 2015-2016 Capital Program .....	46

# Existing Core Services

## 1.1 Vision and Mission

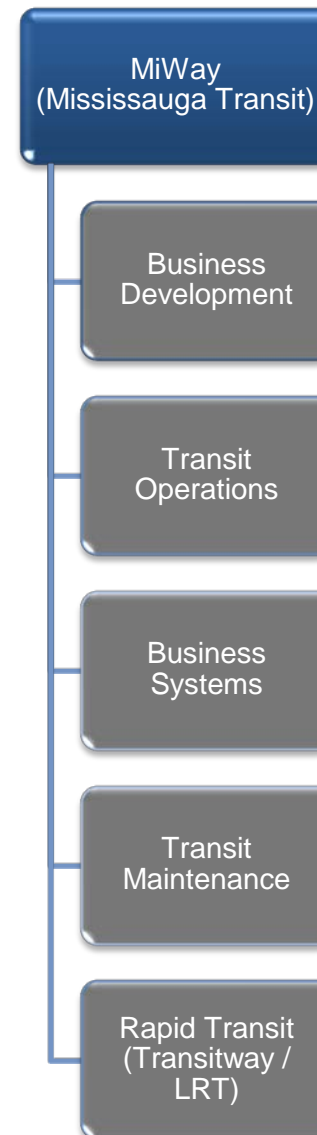
MiWay operates conventional, fixed route transit service within the boundaries of the City of Mississauga. As part of the Greater Toronto Area, MiWay connects to commuter rail and regional bus service provided by GO Transit, and integrates service with neighbouring municipalities. The system connects with Brampton Transit to the north, Oakville Transit to the west, and the Toronto Transit Commission (TTC) to the east, with direct connections to the Islington and Kipling Subway Stations.

### Vision

MiWay: A lifestyle choice to your destination.

### Mission

To provide a customer-focused transit service that offers safe, accessible, and efficient transportation options for all citizens.



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## 1.2 Service Delivery Model

Delivering effective and efficient transit services that meet the needs of customers is a multifaceted business that, due to the nature of the operational environment, faces continuous change and complexity.

Effective delivery of service is interdependent on involvement and participation from each of the staff transit groups and their service responsibilities.

MiWay's service delivery model aims to achieve a balance between customer expectations and the cost of delivering attractive service that has value. Good employee relationships and sound financial management play an equally important role in the effective delivery of service.

At the centre of our service are our existing and potential customers of MiWay. Our service goal is to deliver excellent customer service through safe, flexible, integrated transit services that meet the needs of an increasingly diverse community.

MiWay strives to consistently accomplish two service delivery outcomes that satisfy customers' needs:

- Develop a service plan that will assign the right capacity at the right time, based on customer travel patterns, dependent on time of day and day of the week; and
- Meet the service plan by having the right bus at the right time at each bus stop and terminal, consistently throughout the day, every day of the week.

The Service Development section constantly reviews ridership data, origin and destination surveys, customer feedback, and operator and customer input to model and

determine the best possible allocation of buses to meet the needs of customers.

The Operations and Maintenance sections work on having the required amount of operators and buses fit for service every hour of every day.



Bus Operations at the City Centre Transit Terminal



# Updates & Accomplishments

## 2.1 Updates

### MiWay Service

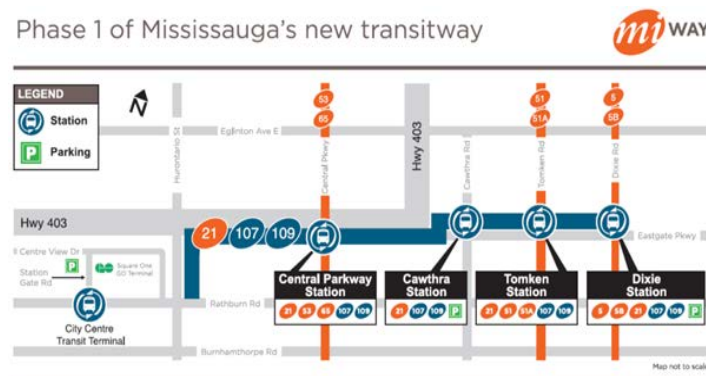
All indicators point to a sustained surge in public demand for transit service within our City. The requested one per cent and two per cent increase in service hours provided in 2013, allowed MiWay to address instances of passenger overcrowding as a result of higher ridership levels. However, with the increase in ridership, denial of service caused by overcrowding will continue to erode our network's reliability on a daily basis.

A changing job market and more employment opportunities in Mississauga has resulted in the traditional one-way eastbound commuter demand starting to trend towards a two-way flow during the peak periods. MiWay is many years away from reaching balanced passenger movements during the peak hours. Demand by time period has also changed with ridership pressures being exerted on our midday and evening delivery. Continuous monitoring of resources is required to ensure MiWay meets the changing travel needs of our customers.

Speed of travel has also been deteriorating over the years as our City reaches almost full development. Delivering public transit in the midst of substantially increased vehicular traffic without proper infrastructure of transit priority measures has exposed our service to the damaging effect of declining network speeds. Lower speeds cause loss of frequency which can only be countered by deploying additional resources with corresponding additional costs.

In response to this challenge, services have and will continue to be realigned or completely re-designed to withstand these growing pressures while still maintaining the best possible supply/demand balance. MiWay has built a strong coverage transit network whereby many customers have good access to public transit. As the City grows, the pressures on the network will become challenging without future investment in transit growth and improvements. Future transit improvements will focus on meeting growth demands, improving the express network as well as Transitway services and eventually Light Rail Transit (LRT) options for customers. This focus will allow the network to be built to grow new revenue riders and offer competitive choices to the car.

With the opening of the Transitway in the spring of 2014, MiWay's MiExpress Routes 107 and 109 and MiLocal Route 21 will transition onto the Transitway and provide service between the City Centre Transit Terminal and Dixie Road.





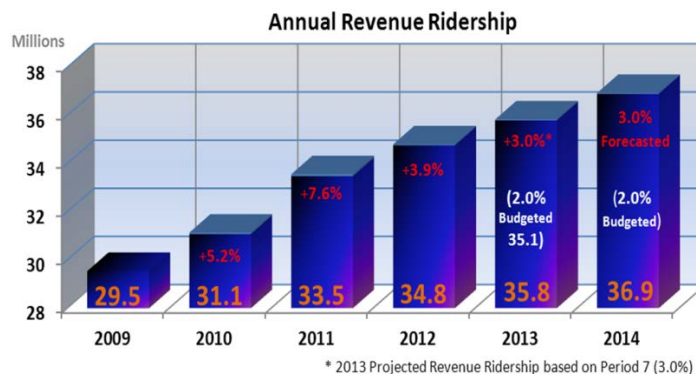
Once operating along the Transitway, Routes 107, 109, and 21 will connect with several north-south MiWay routes. Travelling across Mississauga on this dedicated corridor will be more efficient and offer more reliable service, bypassing congestion.

Existing MiWay routes will be adjusted to better align with the Transitway. Weekend services will also be added along the express network to improve network connectivity, and ensure full coverage along the Transitway throughout the week.

### Ridership

In spite of the economic downturn of 2008-2009, MiWay's annual ridership surpassed a record 50 million in 2012. It is forecasted that MiWay's annual boardings will set a record of 52 million in 2013 and 54 million boardings in 2014.

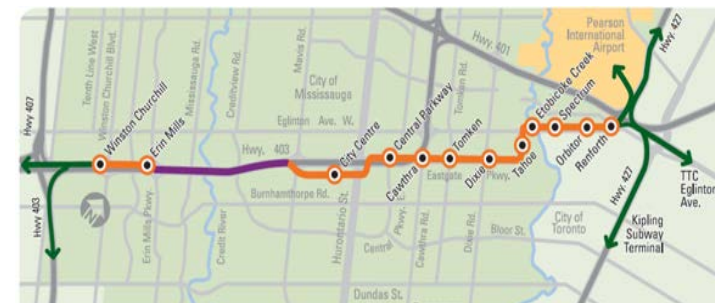
Annual revenue ridership levels continue to climb on MiWay. MiWay achieved record riders in 2012 at 34.8 million (an increase of 3.9 per cent from 2011), and is expected to reach 35.8 million by the end of 2013 (an increase of three per cent from 2012).



### The Mississauga Transitway

Mississauga's new Transitway will provide east-west service supporting thousands of riders per day, making it faster for commuters to travel to, from and through Mississauga and across the region. When fully complete, the 18 kilometer Transitway will have 12 stations beginning at Winston Churchill Boulevard in the west and ending at Renforth Drive in the east.

From the west, passengers will travel on a dedicated Transitway from Winston Churchill Boulevard to Erin Mills Parkway. Buses will then travel on an existing bus-only lane on Highway 403 from Erin Mills Parkway to Mississauga's downtown core via Centre View Drive and Rathburn Road. The Transitway then continues along a dedicated corridor that runs parallel to Highway 403 and north of Eastgate Parkway and Eglinton Avenue to Renforth Station. From there, passengers will be able to connect to Toronto Pearson International Airport and the Toronto Transit Commission subway stations.



Transitway Alignment within Mississauga

As part of the Mississauga Transitway Phase One, four stations along the Transitway are scheduled to be completed in the spring of 2014: Central Parkway Station, Cawthra Station, Tomken Station and Dixie Station. Once completed, Phase One will offer more reliable service by allowing buses to bypass congestion as they travel on a dedicated corridor.

Improvements to the City Centre Transit Terminal will also be completed as part of the Mississauga Transitway Phase One. Enhancements to the Terminal will include larger Transitway shelters on the north and south side of Rathburn Road. Real time schedule information will also be made available through upgrading of the existing departure boards inside the Terminal.



Transitway Shelters at the City Centre Transit Terminal

MiWay's Express Routes 107 and 109, as well as local Route 21, will transition to the Transitway in the spring of 2014. These MiExpress and MiLocal east-west routes will connect with north-south MiWay routes between the City Centre and Dixie Road. When the Transitway is fully complete, GO Transit buses will travel on it as well.

Below is the project schedule for the Transitway from Winston Churchill Boulevard in the west and ending at Renforth Drive in the east:

#### Project Schedule:

2014	Stations Opening	Central Parkway, Cawthra, Tomken, Dixie
	Enhancements	City Centre Transit Terminal
2015	Stations Opening	Tahoe, Etobicoke Creek, Winston Churchill, & Erin Mills
2016	Stations Opening	Spectrum, Orbitor, & Renforth

#### Hurontario/Main Street Study

LRT service is planned along the Hurontario/Main Street corridor between Brampton and Port Credit in Mississauga. In partnership with the City of Brampton, this project will initiate the transformation of Hurontario Street into a 21<sup>st</sup> Century Main Street with an integrated higher-order system supported by appropriate land use and built form framework.

Building upon the completion of the Hurontario-Main Street Corridor Master Plan (October 2010) and the Metrolinx Benefits Case Assessment (BCA), the next phase involved undertaking the preliminary design for LRT and completing the Environmental Assessment (EA) through the Transit Project Assessment Process (TPAP).

Although timelines for TPAP are shorter than the traditional EA, this still requires substantial design work to be completed prior to commencing the six month review process. Work is nearing completion on the preliminary design and the required TPAP and the project will be approaching the 30 per cent design level. A third Public Information Centre (PIC) will be held during the four month

TPAP comment period followed by two months of internal review by the Ontario Ministry of the Environment.

Metrolinx has recently advised that they will be taking over the Federal Public Private Partnership (P3) application process and have provided indications of greater involvement as the project moves closer towards implementation. This will require considerable staff involvement to ensure municipal interests are maintained. Once funding is obtained and at full build out, the system would eventually operate between Port Street in Port Credit and the Brampton GO Station along Hurontario and Main Streets.

The LRT will replace the limited stop express bus service currently operating along Hurontario Street and service the Lakeshore, Milton and Georgetown GO lines as well as the Mississauga City Centre.



Light Rail Transit along the Hurontario/Main Street Corridor

### **Presto – GTA Fare Card**

In May 2011, PRESTO was rolled out on all MiWay routes. The PRESTO fare card can now be purchased from the

PRESTO website, at the City Centre Transit Terminal or at any GO Transit train station. The PRESTO fare card system is intended to provide fare structure alignment and seamless travel within the Greater Toronto and Hamilton Area (GTHA) with the eventual elimination of paper transit fare media where only PRESTO or cash are to be the accepted form of payment.



The PRESTO fare card provides the ability to set separate fares and cards to be configured as concession fares (i.e. child/student/post-secondary). In May 2012, MiWay launched a weekly loyalty program that rewards PRESTO cardholders who frequently travel on MiWay with a free ride after 12 full fare trips in the same week.

Since its launch, MiWay has sold over 26,000 PRESTO cards and over 6.4 million trips have been taken by customers who have chosen PRESTO. PRESTO fares currently make up 25 per cent of MiWay fare revenues.

As customer use of the PRESTO fare card continues to grow on MiWay, paper fare media (tickets and passes) will be phased out.

### **MiWay Brand**

The MiWay brand, launched in 2010, represents a customer-focused approach to grow ridership.

Continuing to build MiWay brand momentum in the community to generate and sustain interest in evolving transit services during ongoing Mississauga Transitway

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construction, is critical to influencing perceptions about transit and encouraging new customers to try the system. Research shows that service frequency is the most important motivator for increasing transit usage, and the new Mississauga Transitway has considerable potential to address the perceived convenience of transit in Mississauga.



### **Three-Year MiWay Business Marketing Strategy (2013-2015)**

The purpose of the three-year strategy is to guide MiWay's marketing plans and tactics as it strives to provide customer-focused transit service. The plan was informed by extensive primary research in addition to market and industry research.

The primary research included stakeholder interviews, focus groups and quantitative research (online survey). A set of transit marketing best practices was identified based on case studies.

The three year business marketing strategy contains four strategic priorities based on key findings from the research. The priorities are:

- Communicate to manage service expectations – promote efficiency;

- Increase ridership by focusing on targeted choice riders: students (age 15-24), business commuters (within Mississauga and cross-border) and GO commuters;
- Create consistent brand awareness and understanding among key target audiences, including all internal employees; and
- Develop and implement a social/digital strategy for brand and operational communication and transparency.

The three year MiWay Business Marketing Strategy will be implemented during the Mississauga Transitway construction (scheduled for completion in 2015) and the development of the five year MiWay Service Plan and 10-Year Transit Roadmap.

### **Information Technology**

MiWay's technology plan continues to focus on modernization of legacy systems, better access to customer information, and implementation of performance metrics. In 2013 a significant milestone was achieved with the launch of a new workforce management application for bus allocation and operator ad hoc work assignments that is fully integrated to the application used to develop service plans and provide customer information.

MiWay's Intelligent Transportation System's (ITS) customer information plan was enabled to provide real time next bus arrival information through terminal signs; the first examples can be seen on the Transitway terminals. The ITS program continues with the addition of planned functionality; like automatic passenger counters (APC) and automatic vehicle location (AVL) on all MiWay vehicles, including change off cars and supervisor units.

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### **Transit Technology**

MiWay's Intelligent Transportations System (ITS) integrates GPS (global positioning satellite) technology and dynamic sensors to offer vehicle location, and time/location stamp of images, number of riders, and vehicle performance. In the next couple of years the following functionality will be launched:

- Automatic passenger counters for ridership information;
- Automated garage management for asset tracking;
- Real time next bus arrival at terminal level;
- On-street incident management; and
- Mobile real time customer schedule information.

### **Workforce Management**

This program uses a modular application to manage every aspect of operators' activities, including the service plan and customer contact administration; this program will deliver:

- Integration with City's payroll system;
- Replacement of Customer Feedback application;
- Introduction of operator performance management; and
- Integration with on-street (MiWay's Intelligent Transportations System) information.

### **Fleet Management**

This is the third body of work of MiWay's technology plan and is to be commenced in 2014. This program integrates the MiWay's Intelligent Transportations System (ITS) and fuel management systems to the fleet management application. The plan is to deliver:

- Vehicle performance dashboard; and
- New fleet management application.

### **Operator Uniforms**

MiWay's Bus Operator uniforms are being updated to display the MiWay brand in place of the old Mississauga Transit logo. Uniform specifications have been developed to consider a new brand colour for shirts and modern comfortable styles. The quality and durability of the uniforms are being considered and new uniforms should be available in spring 2014.

Research shows that our Bus Operators are MiWay's brand ambassadors for both MiWay and the City. The new uniform will instill pride for our Operators and continue to build awareness of the MiWay brand.

### **Diesel Fuel Price Increases**

For 2014, the diesel fuel budget is being increased to bring it in line with prices paid during 2013. The adjustment from \$0.94 to \$1.04 per litre for 2014 creates a \$1.7 million pressure in the operating budget. Similar increases have been forecasted for 2015 and 2016.

## **2.2 Accomplishments**

Every year funds are dedicated to making improvements to the transit services for customers. The following are successes achieved through funding and support in 2013.

### **Service Levels**

- Ridership Growth: MiWay is expected to reach record ridership in 2013 at 35.8 million revenue rides (an increase of three per cent from 2012);
- Over 50 Million Boardings: MiWay surpassed over 50 million boardings in 2012 and is expected to reach over 52 million boardings by the end of 2013;



- **More Service for Humber College:** In anticipation of the Transitway, service on Route 107 – Malton Express was extended to Humber College (North Campus). The extension of service now provides fast, limited stop express service between City Centre Transit Terminal and Humber College via Westwood Mall;
- **New Express Midday Service:** MiWay's Express Routes 107 and 109 were improved to now provide midday service. The added service on Route 107 now provides all day express service to the Malton area and Humber College. On Route 109, these improvements provide customers with another viable option when travelling between City Centre Transit Terminal and Islington Subway Station. The new service also benefits businesses in the Airport Corporate Centre by providing customers with all day express service to/from Islington Subway Station;
- **Direct Service to Erindale GO Station:** GO Transit opened the newly renovated Erindale GO Station which includes a new multi-level parking structure, new bus loop and dedicated transit only lanes. With the opening of the Station, MiWay now provides direct service into the Station, utilizing the new bus loop and transit-only lanes. The extension of Route 20 – Rathburn strengthens service along the entire Rathburn corridor from Islington Subway Station to Erindale GO Station via the City Centre Transit Terminal;
- **New Express Service to Meadowvale Business Park:** MiWay introduced a new miExpress Route 108 which provides express service for commuters between Islington Subway and Meadowvale Business Park. Infrastructure within the Meadowvale Business Park was

also improved with shelters being installed at the offices of Royal Bank of Canada and Bank of Montreal;

- **Reinforcing Service at the Skymark Hub & Airport Corporate Centre:** In preparation of the Transitway, a series of service improvements were made to anchor routes at the Skymark Hub. Once the Transitway and the Renforth Gateway Terminal are completed, the routes anchored at the Skymark Hub will be re-oriented to the Renforth Gateway terminal; and
- **Service changes at the Skymark Hub** stem from the need to both streamline MiWay services currently servicing Islington Subway and to re-shape our services within the Airport Corporate Centre, taking advantage of the travel time savings offered by the Transitway. MiWay redesigned existing services within the area and introduced two Airport Corporate Shuttles: Routes 72 and 73. Both routes are now anchored at the Skymark Hub and act as efficient local feeder routes that improve service reliability with schedules coordinated with other major routes to minimize transfer waiting time.

#### **Mississauga Transitway**

- **The Mississauga Transitway Phase One:** Phase One of the Transitway is scheduled to be completed by the spring of 2014, with four stations (Central Parkway, Cawthra, Tomken and Dixie) along the dedicated bus corridor;
- **Improvements to the City Centre Transit Terminal:** As part of the Mississauga Transitway Phase One improvements to the City Centre Transit Terminal will also be completed. Enhancements to the Terminal will include larger Transitway shelters on the north and south side of Rathburn Road;

- New Real time Schedule Information: Real time schedule information will also be provided at the City Centre Transit Terminal and eventually at all Transitway Stations. Real time information will be available through the upgrading of the existing departure boards inside the Terminal. In the future, real time information will also be available through customer mobile devices; and
- Transitway Communication Plan: In partnership with Corporate Communications, a Communication Plan has been developed and implemented to promote and educate residents about the Transitway and its benefits.



Transitway Bus Wrap

### Light Rail Transit (LRT)

- In anticipation of LRT, service integration along the Hurontario corridor was improved with express services being provided by MiWay and Brampton Transit (Züm);
- Work is nearing completion on the pre - Transit Project Assessment Process (TPAP) for Light Rail Transit on Hurontario/Main Street; and
- The project is approaching the 30 per cent design level. The anticipated completion for the Preliminary Design

and Transit Project Assessment Process (TPAP) is planned for late Spring/Summer 2014.

### PRESTO/Fares

- Since its launch, MiWay has sold over 26,000 PRESTO cards and over 6.4 million trips have been taken by customers who have chosen PRESTO; and
- PRESTO fares currently make up 25 per cent of fare revenues.



Presto Fare Card

### Accessibility Improvements

- MiWay has been successful and compliant with the new Integrated Accessibility Standards Regulation (IASR) in 2013 and has accomplished much in relation to accessibility improvements within our facilities, policies, and services.

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## Information Technology

- In 2013, a new workforce management application was launched for bus allocation and operator ad hoc work assignments that is fully integrated to the application used to develop service plans and provide customer information; and
- MiWay's Intelligent Transportations System's (ITS) customer information plan was enabled to provide real time next bus arrival information through terminal signs; the first examples can be seen on the Transitway terminals.

## Customer Information Improvements:

The investment in new technology is changing the way customers prefer to contact MiWay for information. Self-service through mobile devices is increasing rapidly while live customer service assistance is declining. MiWay will continue to invest in self-service information option for future improvements and cost savings.

- Mobile Site usage continues to grow with over 900,000 visits from January – July 2013 (increase of 47.4 per cent from January – July 2012);
- The MiWay App sales continue to increase with 8,369 app sales since its launch in July, 2011;
- MiWay Call Centre receives an average of 36,000 calls/month (decrease of 5.3 per cent from 2011);
- Citylink (24-hour automated schedule system) receives approximately 3.4 million customer calls annually (decrease of eight per cent from 2011); and
- Click n'Ride (online trip planner) has over 1.4 million visits from January – July 2013.

## Community Outreach

MiWay staff participates in just over 100 events in Mississauga annually to promote and educate the public about the benefits of riding MiWay. Our 2013 message focus was to communicate the improvements to the MiWay services and promote the Transitway services opening soon.

- MiWay's award-winning High School student Ambassador Program has been a great success educating students on the benefits of transit. In 2012-13, the program expanded to 19 participating secondary schools, from 15 in the previous year. More improvements are planned for this program in upcoming school years.



MiWay's Transit Ambassador Program Winners 2013 from Stephen Lewis Secondary School



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## 2.3 Awards and Recognitions

### Transit Operations

MiWay Operators work in complex environments daily, with many challenging factors including weather, congestion, as well as construction. In 2013, two days in particular presented exceptional weather challenges.

#### MiWay Keeps on Operating

**Winter Storm:** On February 8, 2013, the Greater Toronto Area (GTA) experienced the biggest snow storm in over five years. Despite the significant amount of snowfall that blanketed our City, MiWay Operators made every effort to come to work and deliver transit service to our customers through severe commuting challenges.

**Excessive Rain and Flooding:** During the evening rush hour on July 8, 2013, the GTA experienced a significant weather event and power blackout that covered 80 per cent of the City. MiWay facilities, terminals, and roads were impacted by flooding, and power outages, including several MiWay buses that were trapped by flooding on the 400 series highways.

Despite all the challenges, MiWay employees provided safe service in very trying circumstances. No employees or customers were injured during this period and no material loss was experienced due to accidents. MiWay delivered full revenue service the following morning and assisted GO Transit by providing emergency shuttles between Port Credit and Long Branch stations.

- 462 employees were given formal Letters of Recognition for their contribution during the July 8, 2013 flooding.

**Safe Driving Awards** - Each year MiWay identifies operators whose performance excels in terms of their dedication to work, their customer feedback and their safe driving record.

- In 2013, 184 Operators were formally recognized for their excellence in these areas.

MiWay recognizes the Safe work of its staff through an annual appreciation BBQ, Safety Awards and Certification from the Ontario Safety League.

- In 2013, 725 Certificates of Recognition were issued to MiWay Operators; and
- In September 2013, 17 Operators and three Maintenance Staff were recognized at Mississauga City Council for their achievement of 25 years of Safe Work with MiWay.

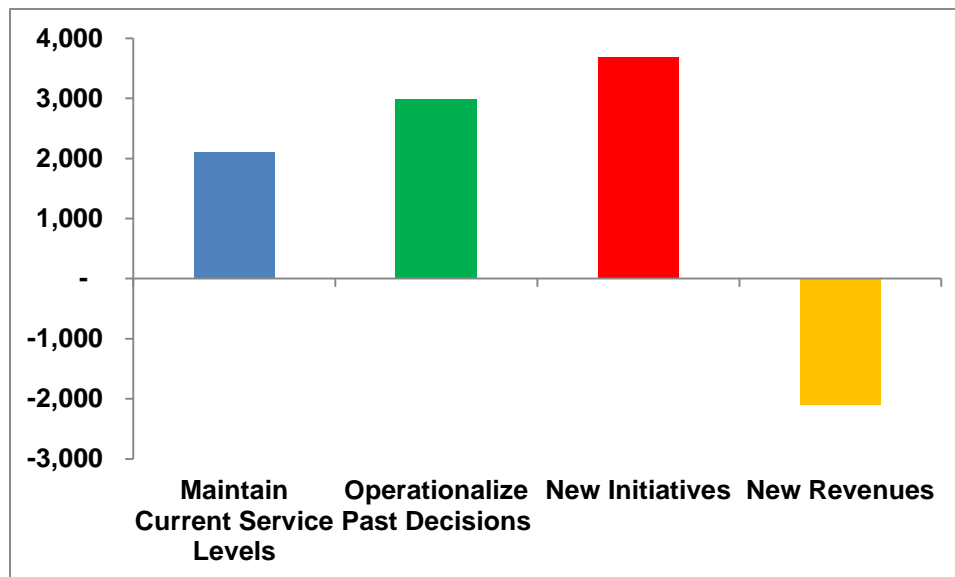
### Transit Maintenance

- Joseph Passley, Maintenance Technician, received a Corporate Award for Excellence in the category of Continuous Improvement; and
- The Corporate Awards for Excellence Program is the City of Mississauga's opportunity to highlight accomplishments and recognize those who have significantly contributed to the City's success. Joe designed and built a test bench for the auxiliary heaters on our buses. This equipment significantly reduced testing time and improved the reliability of the re-built product.

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## Proposed Budget

This part of the Business plan sets out the financial resources required to deliver the proposed 2014-2016 Business Plan. Information is provided by major expenditure and revenue category as well as by program. The costs to maintain existing service levels and operationalize prior decisions are identified separately from proposed changes. The prior year budget for 2013 was \$54,717,910 and the proposed budget for 2014 is \$61,416,980.



### Total Changes to Maintain Current Service Levels

The impact of maintaining current service levels for the Transit service is an increase of \$2.1 million for 2014. The following budget changes are proposed:

- Labour costs are projected to increase by \$1.8 million and reflects negotiated union agreements, economic adjustment increases, labour adjustments and other fringe benefit changes;
- The diesel fuel budget is being increased to bring it in line with prices paid during 2013, which is also the average price that is forecasted for 2014. The adjustment from \$0.94 to \$1.04 per litre for 2014 creates a \$1.7 million pressure in the operating budget;
- Communication and “smart” bus related maintenance and support costs are forecasted to increase by \$100,000;
- The removal of the one-time increase for new MiWay operator uniforms reduces the budget by \$400,000;
- Other costs are forecasted to increase by \$127,000;

- 
- Farebox revenues are forecasted to increase by \$3 million related to the proposed 2014 fare increase and ridership growth of two per cent.
  - The draw on the Provincial Gas Tax Reserve Fund is being reduced by \$1.5 million; and
  - Other revenue adjustments have resulted in a \$257,000 decrease.

#### **Total Changes to Operationalize Prior Decisions**

The following budget changes are proposed to operationalize prior decisions in the Transit service for 2014:

- Labour (45 transit operators), diesel fuel and minor maintenance items are forecasted to increase by \$3 million for 2013 service improvements, which added 28,900 service hours in 2013 and 39,100 in 2014, for a total of 68,000.

#### **Total New Initiatives and Revenues**

Four initiatives are proposed in the Transit service for the 2014 budget and combine for a net increase of \$1.6 million to the base operating budget. Below is a summary of each initiative:

##### **BR #552: Hanlan Water Project**

- The Hanlan Water Project includes installing a 2.4 meter diameter Hanlan Feedermain and a 1.5 meter diameter Mississauga City Centre Subtransmission Watermain. Construction impact is expected to begin in the fall of 2013; Project to be completed by mid-2016;
- Construction to impact three north-south routes (5 - Dixie, 23-Lakeshore and 51- Tomken), which together carry 14,500 passengers daily; Four east-west routes will also be impacted due to intersection work (3 – Bloor, 26/76 Burnhamthorpe and 20-Rathburn), which together carry 20,700 passengers daily;
- An additional 18,000 service hours annually will be required to maintain the current level of service;
- Five temporary route supervisors will be required to monitor the affected routes and maintain the service reliability; and
- To be fully funded by the Region of Peel.

##### **BR #724: Transitway Operations & Maintenance**

- The Bus Rapid Transit Project will see the creation of a dedicated east-west transit corridor (Transitway) across Mississauga;
- When fully complete, the 18 kilometre Transitway will have 12 stations beginning at Winston Churchill Boulevard in the west and ending at Renforth Drive in the east; and
- Increase of 27,800 hours annually; Increase of 21,900 hours starting in mid-2015.

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**BR #725: Service Growth – 1 per cent**

- BR #726 proposes measures to moderate the negative effect of increased traffic congestion and overcrowding (arising from increased ridership);
- Additional funding is required to improve peak hour and midday frequencies in line with customer expectations; and
- The requested one per cent will also support feeding the Transitway which, by the end of the 2013-2016 Business planning cycle will be fully implemented.

**BR #726: Service Congestion and Overcrowding – 2 per cent**

- With the increases in ridership, denial of service caused by overcrowding will continue to erode MiWay's network reliability; and
- Speed of travel has been steadily deteriorating over the years as the city reaches almost full development.

Description (\$ 000's)	BR #	FTE	2014 Proposed Budget (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)	2014 to 2016 Capital (\$000's)
<b>New Initiatives</b>						
Hanlan Water Project*	552	0.0	0	0	0	0
Transitway Operations and Maintenance	724	19.0	196	1,171	1,395	39,765
Service Growth - 1%	725	27.0	439	1,000	1,115	0
Service Congestion and Overcrowding	726	55.0	960	1,976	2,251	0
Hurontario LRT	945	5.0	0	0	758	0
<b>Total New Initiatives</b>		<b>106.0</b>	<b>1,595</b>	<b>4,147</b>	<b>5,518</b>	<b>39,765</b>
<b>New Revenues</b>						
<b>Total New Revenues</b>		<b>0.0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total New Initiatives and New Revenues</b>		<b>106.0</b>	<b>1,595</b>	<b>4,147</b>	<b>5,518</b>	<b>39,765</b>

Note: Numbers may not balance due to rounding.

\* 18 contract FTEs will be added in 2014 then eliminated in 2016, fully recoverable from the Region of Peel.

The following table identifies the budgeted expenditures and revenues for 2013 to 2016 by major program within the service area, as well as 2012 actuals by programs.

Description	2012 Actuals (\$000's)	2013 Budget (\$000's)	2014 Proposed Budget (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)
<b>Expenditures to Deliver Current Services</b>					
Business Development	6,004	6,863	7,236	7,487	8,029
Business System	2,158	3,877	4,122	3,520	3,558
Maintenance	42,306	43,887	46,773	49,934	53,219
Office of Director	4,687	3,037	2,995	3,124	3,212
Operations	85,571	92,872	96,029	101,447	106,734
Transportation Project Office Transit	531	588	627	638	648
<b>Total Expenditures</b>	<b>141,257</b>	<b>151,124</b>	<b>157,781</b>	<b>166,150</b>	<b>175,398</b>
<b>Revenues</b>	<b>(74,895)</b>	<b>(78,313)</b>	<b>(81,585)</b>	<b>(87,953)</b>	<b>(92,892)</b>
Transfers From Reserves and Reserve Funds	(18,365)	(18,093)	(16,375)	(15,575)	(15,575)
New Initiatives	0	0	1,595	4,147	5,518
<b>Proposed Net Budget Including New Initiatives &amp; New Revenues</b>	<b>47,997</b>	<b>54,718</b>	<b>61,417</b>	<b>66,770</b>	<b>72,450</b>

<b>Expenditures Budget - Changes by Year</b>			<b>4%</b>	<b>5%</b>	<b>6%</b>
<b>Proposed Net Budget - Changes by Year</b>			<b>12%</b>	<b>9%</b>	<b>9%</b>

Note: Numbers may not balance due to rounding.

The following table separates the financial requirements into those required to maintain current service levels; to operationalize prior decisions; and proposed new initiatives and new revenues. More details are provided in sections 3.1 and 3.2.

Description (\$000's)	2014 Proposed Budget (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)
<b>Prior Year Total Expenditures Budget</b>	<b>151,124</b>	<b>161,470</b>	<b>171,122</b>
<b>Increases/(Decreases) to Maintain Current Service Levels</b>			
Labour and Benefits	1,823	3,095	2,157
Other Cost Increases	1,575	1,534	2,068
Efficiencies and Cost Savings	(27)	0	0
<b>Total Expenditures to Maintain Service Levels</b>	<b>154,494</b>	<b>166,099</b>	<b>175,347</b>
<b>Prior Year Revenue Budget</b>	<b>(96,406)</b>	<b>(100,053)</b>	<b>(104,352)</b>
Current Revenue Changes*	(1,258)	(3,457)	(4,109)
Revenue Changes Associated with Efficiencies and Cost Savings	0	0	0
<b>Total Revenues</b>	<b>(97,664)</b>	<b>(103,510)</b>	<b>(108,461)</b>
<b>Net Expenditures to Maintain Services</b>	<b>56,831</b>	<b>62,589</b>	<b>66,886</b>
<b>Current Year Net Tax Levy</b>	<b>56,831</b>	<b>62,589</b>	<b>66,886</b>
<b>Increase in Net Tax Levy</b>	<b>2,113</b>	<b>1,172</b>	<b>116</b>
<b>Net Changes to Maintain Current Service Levels</b>	<b>2,113</b>	<b>1,172</b>	<b>116</b>
<b>Increases/(Decreases) to Operationalize Prior Decisions</b>			
Annualization of Previous Years Budget Decisions - Revenue	(296)	(17)	(5)
Annualization of Previous Years Budget Decisions - Expenses	3,287	51	51
<b>Changes to Operationalize Prior Decisions</b>	<b>2,991</b>	<b>34</b>	<b>46</b>
<b>Net Expenditure to Maintain Current Service Levels and Operationalize Prior Decisions</b>	<b>59,822</b>	<b>62,622</b>	<b>66,932</b>
Proposed New Initiatives & New Revenues - Revenue	(2,094)	(825)	1,648
Proposed New Initiatives & New Revenues - Expenses	3,689	4,972	3,870
<b>Proposed New Initiatives &amp; New Revenues</b>	<b>1,595</b>	<b>4,147</b>	<b>5,518</b>
<b>Proposed Total Expenditures Budget</b>	<b>161,470</b>	<b>171,122</b>	<b>179,268</b>
<b>Proposed Total Revenues Budget</b>	<b>(100,053)</b>	<b>(104,352)</b>	<b>(106,818)</b>
<b>Proposed Net Budget</b>	<b>61,417</b>	<b>66,770</b>	<b>72,450</b>

Note: Numbers may not balance due to rounding.

\* 2014 includes a \$1.5M reduction to draw on Provincial Gas Tax

### 3.1 Changes to Maintain Current Service Levels and Operationalize Prior Decisions

The following two tables identify the major changes in the costs to maintain existing service levels and the cost increases arising from prior decisions. Detailed explanations of changes to 2014 as well as the proposed Full Time Equivalent Staffing by Program can be found in Appendix 1.

#### Proposed Changes to Maintain Current Service Levels

Description (\$000's)	FTE	2014 Proposed Budget (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)
<b>Labour and Benefits</b>	<b>(1.0)</b>	<b>1,823</b>	<b>3,095</b>	<b>2,157</b>
<b>Other Cost Increases</b>				
Diesel increase @ \$0.10 per litre	0.0	1,748	1,703	1,702
CAD/AVL Maintenance	0.0	250	(570)	0
Removal of one time MiWay operator uniform increase in 2013	0.0	(400)	0	0
Removal of VCOMM budget added in 2013	0.0	(150)	0	0
Other Changes	0.0	127	401	366
<b>Other Cost Increases</b>	<b>0.0</b>	<b>1,575</b>	<b>1,534</b>	<b>2,068</b>
<b>Efficiencies and Cost Savings</b>				
IT Maintenance Allocations	0.0	(27)	0	0
<b>Efficiencies and Cost Savings</b>	<b>0.0</b>	<b>(27)</b>	<b>0</b>	<b>0</b>
<b>Current Revenue Changes</b>				
Transit Fare Increase	0.0	(1,576)	(1,891)	(1,576)
Revenue increase based on a 2% increase in ridership	0.0	(1,439)	(1,470)	(1,500)
Revenue increase based on an additional 1% increase in ridership	0.0	0	(730)	(730)
Reduction to draw on PGTRF	0.0	1,100	800	0
Reduction to draw for one time MiWay operator uniform increase in 2013	0.0	400	0	0
Other Changes	0.0	257	(166)	(303)
<b>Current Revenue Changes</b>	<b>0.0</b>	<b>(1,258)</b>	<b>(3,457)</b>	<b>(4,109)</b>
<b>Total Changes to Maintain Current Service Levels</b>	<b>(1.0)</b>	<b>2,113</b>	<b>1,172</b>	<b>116</b>

Note: Numbers may not balance due to rounding.

## Proposed Changes to Operationalize Prior Decisions

Description (\$000's)	FTE	2014 Proposed Budget (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)
<b>Annualization of Prior Years Operating Cost Decisions</b>				
BR#27 - 2013 Transitway Operations and Maintenance	0.0	1,878	0	0
BR#42 - 2013 Service Congestion and Overcrowding	0.0	682	24	31
BR#160 - 2013 Service Growth - 1%	0.0	430	10	15
<b>Annualization of Prior Years Operating Cost Decisions</b>	<b>0.0</b>	<b>2,991</b>	<b>34</b>	<b>46</b>
<b>Operating Impact of New Capital Projects</b>				
<b>Operating Impact of New Capital Projects</b>	<b>0.0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Changes to Operationalize Prior Decisions</b>	<b>0.0</b>	<b>2,991</b>	<b>34</b>	<b>46</b>

Note: Numbers may not balance due to rounding.



### 3.2 Proposed New Initiatives and New Revenues

The following table presents the costs by budget request for proposed new initiatives and proposed new revenues. Detailed descriptions of each budget request can be found in Appendix 2.

#### Proposed New Initiatives and New Revenues

Description (\$ 000's)	BR #	FTE	2014 Proposed Budget (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)	2014 to 2016 Capital (\$000's)
<b>New Initiatives</b>						
Hanlan Water Project*	552	0.0	0	0	0	0
Transitway Operations and Maintenance	724	19.0	196	1,171	1,395	39,765
Service Growth - 1%	725	27.0	439	1,000	1,115	0
Service Congestion and Overcrowding	726	55.0	960	1,976	2,251	0
Hurontario LRT	945	5.0	0	0	758	0
<b>Total New Initiatives</b>		<b>106.0</b>	<b>1,595</b>	<b>4,147</b>	<b>5,518</b>	<b>39,765</b>
<b>New Revenues</b>						
<b>Total New Revenues</b>		<b>0.0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total New Initiatives and New Revenues</b>		<b>106.0</b>	<b>1,595</b>	<b>4,147</b>	<b>5,518</b>	<b>39,765</b>

Note: Numbers may not balance due to rounding.

\* 18 contract FTEs will be added in 2014 then eliminated in 2016, fully recoverable from the Region of Peel.

The following table outlines the 2012 actual costs, 2013 approved budget and proposed 2014 Budget and Forecasts for the remaining three years, by major expense and revenue categories.

#### Proposed Budget by Category

Description (\$000's)	2012 Actuals (\$000's)	2013 Budget (\$000's)	2014 Proposed Budget (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)
<b>Total Expenditures before Administrative and Support Costs</b>					
Labour Costs	107,472	115,461	122,147	128,819	133,768
Other Operating Costs	31,346	33,575	37,192	40,128	43,284
<b>Total Expenditures</b>	<b>138,818</b>	<b>149,036</b>	<b>159,339</b>	<b>168,947</b>	<b>177,052</b>
Total Revenues	(93,260)	(96,406)	(100,053)	(104,352)	(106,818)
<b>Net Expenditures before Administrative and Support Costs</b>	<b>45,558</b>	<b>52,630</b>	<b>59,286</b>	<b>64,594</b>	<b>70,234</b>
Administrative and Support Costs	2,439	2,088	2,131	2,175	2,216
<b>Net Budget</b>	<b>47,997</b>	<b>54,718</b>	<b>61,417</b>	<b>66,770</b>	<b>72,450</b>

Note: Numbers may not balance due to rounding.

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### **3.3 Highlights of Proposed Capital Program Budget**

#### **2014 Capital Budget Highlights include the following:**

- \$3 million to purchase six growth buses;
- \$2.5 million for farebox refurbishment;
- \$2.1 million for capital bus maintenance (i.e. engines, transmissions);
- \$640,000 for bus signs, mini terminals/bus loops, and bus stops & signs;
- \$465,000 for facility repairs;
- \$24.8 million for the Mississauga Transitway construction; and
- \$3 million for the Dundas Street corridor study.

#### **2015 to 2023 Capital Forecast Highlights include the following:**

- \$180.4 million to replace 346 buses;
- \$21.5 million for Capital bus maintenance (i.e. engines, transmissions);
- \$19 million for the construction of a second downtown bus terminal;
- \$12 million to purchase 24 growth buses;
- \$5.5 million for the construction of a Kipling Subway Inter-Regional Terminal;
- \$3 million for the design of a third bus storage/maintenance facility;
- \$3 million for the Malton storage/maintenance facility expansion and improvement;
- \$3 million for bus signs, mini terminals/bus loops, and bus stops and signs;
- \$2.5 million for farebox refurbishment;
- \$2 million for the replacement of the Maintenance Management System;
- \$15 million for the Mississauga Transitway construction; and
- \$1.8 million for the bridge rehabilitation at the Cooksville GO Station.

### 3.4 Capital Program

This section summarizes the forecast 10 year capital requirements for this service. The following table presents the forecast by major program. The next table summarizes the sources of financing for the capital forecast. A detailed listing of 2014 to 2016 projects is contained in Appendix 3 and 4.

#### Proposed Capital Program

Program Expenditures (\$000's)	2014 Proposed Budget (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)	2017 Forecast (\$000's)	2018-2023 Forecast (\$000's)	Total 2014-2023 (\$000's)
Buildings	465	6,440	10,740	10,440	3,240	31,325
Buses	7,600	4,600	13,930	14,030	183,905	224,065
Higher Order Transit	27,765	10,000	6,800	0	0	44,565
On-street Facilities	640	640	290	425	1,875	3,870
Other Transit	0	1,250	2,500	250	1,550	5,550
Vehicles and Equipment	225	395	445	315	2,315	3,695
<b>Total Expenditures</b>	<b>36,695</b>	<b>23,325</b>	<b>34,705</b>	<b>25,460</b>	<b>192,885</b>	<b>313,070</b>

Note: Numbers may not balance due to rounding.

#### Proposed Capital Program (continued)

Program Funding (\$000's)	2014 Proposed Budget (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)	2017 Forecast (\$000's)	2018-2023 Forecast (\$000's)	Total 2014-2023 (\$000's)
Gas Tax	24,199	13,055	26,045	24,059	185,366	272,724
Development Charges	2,496	270	3,660	1,401	7,520	15,347
Debt	10,000	10,000	5,000	0	0	25,000
<b>Total Funding</b>	<b>36,695</b>	<b>23,325</b>	<b>34,705</b>	<b>25,460</b>	<b>192,885</b>	<b>313,070</b>

Note: Numbers may not balance due to rounding.

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# Performance Measures

## 4.1 Balanced Scorecard

A Balanced Scorecard identifies and measures four key areas of an organization's performances; Financial, Customers, Employees, and Business processes. By paying attention to all four areas, an organization can retain balance in its performance and ensure that it is moving towards the attainment of its goals.

About the Measures for MiWay:

### Financial Measures

*Ridership* is the total number of paid trips. The emphasis on paid trips is to differentiate between all trips taken by customers (includes transfers) and trips for which a fare is paid; with every paid fare customers are entitled to travel for two hours within Mississauga and neighbouring systems.

*Municipal operating contribution per capita* is the amount that the City contributes to MiWay per City of Mississauga resident.

*Revenue to cost (R/C) ratio* is the percentage of cost recovered through the fare box.

### Customer Measures

*Information requests* are trip planning requests resolved through MiWay call centre.

*Self-service options* include CityLink which is an interactive phone service that provides next bus information, Click n' Ride which is an on-line trip planning service, as well as MiWay's Mobile Site and App which makes information available through Smart Phones.

*Resolution rate* is the rate of success in which customers' inquiries received are handled within standard response time.

### Employee Measures

*Employee engagement* is measured through the bi-annual employee engagement survey which is a proxy to employee engagement and level of job satisfaction.

*Preventable accidents/100,000 kilometres* measures on-street accidents by 100,000 kilometres; MiWay bus operators drive about 30 million kilometres a year.

*Lost Time Frequency* measures the number of Lost Time Incidents that occurred over a specific time period based on number of hours worked.

### Business Process Measures

*Schedule adherence* refers to the percentage buses are on time within a range of three minutes ahead or up to seven minutes late from posted schedule (This is MiWay's first on-street performance indicator made possible by MiWay's Intelligent Transportations System (ITS) program).

*Fleet availability* is a ratio that tracks if the buses required to comply with plan service to the public were available. A large ratio would mean excess capacity and a ratio too close to one would mean a high risk of service interruption due to mechanical and bus availability issues.

*Boarding per trip* measures the number of times a customer needs to board a bus to reach their destination; for example, a ratio equal to one means customers need to board only one bus to reach their destination.

Measures for MiWay (Mississauga Transit)	2010 (Actual)	2011 (Actual)	2012 (Actual)	2013 (Planned)	2014 (Planned)	2015 (Planned)	2016 (Planned)
<b>Financial:</b>							
Revenue Ridership	31,083,100	33,448,800	34,761,500	35,456,700	36,165,900	36,889,200	37,627,000
Municipal Operating Contribution per Capita	\$69	\$81	\$80	\$85	\$90	\$90	\$95
Revenue to Cost Ratio	47%	46%	45%	45%	45%	46%	47%
<b>Customer:</b>							
Customer Contact (Feedback & Information Requests)	408,612	465,834	443,046	447,476	451,951	456,470	461,035
Self-Service Option (CityLink, Clickn'Ride, Mobile Site)	6,298,200	7,485,200	7,673,300	7,826,700	7,983,300	8,143,000	8,305,800
Customer Contact Resolution Rate	96%	84%	87%	90%	92%	92%	94%
<b>Employees/Innovation:</b>							
Corporate Employee Satisfaction Survey (conducted every 2 years; Transit Statistic)	63%	n/a	63.5%	n/a	65%	n/a	67%
Preventable Accidents/100,000 kms.	0.29	0.24	0.24	0.25	0.25	0.25	0.23
Lost Time Frequency (# of LTI / 200,000 hours)	18.3	16.4	14.9	15.0	15.0	15.0	15.0
<b>Internal Business Process:</b>							
Schedule Adherence (+3) min. / ( - ) 7 minutes	N/A	N/A	87%	90%	90%	95%	95%
Fleet Availability [above daily requirements]	N/A	1.13	1.16	1.13	1.12	1.10	1.08
Average No. of Transfers per Passenger Trip	1.47	1.47	1.45	1.45	1.45	1.47	1.50

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## **Appendices**

## Appendix 1: Details of Changes to Maintain Current Service Levels and Operationalize Prior Decisions

### Changes to Maintain Current Service Levels

Description	2013 Budget (\$000's)	2014 Proposed Budget (\$000's)	Change (\$000's)	Details
<b>Labour and Benefits</b>	<b>115,461</b>	<b>117,284</b>	<b>1,823</b>	Increase reflects negotiated union agreements, economic adjustment increases, labour adjustments and other fringe benefit changes.
<b>Other Cost Increases</b>				
Diesel Fuel Increase	16,340	18,088	1,748	Diesel fuel increase of \$0.10/litre
CAD/AVL Maintenance	320	570	250	Communication and "smart" bus related support/maintenance cost increases for various MiWay IT systems
Removal of one time MiWay operator uniform increase in 2013	819	419	(400)	Replace operators uniforms with new MiWay brand uniforms - funded via provincial gas tax
Removal of VCOMM budget added in 2013	150	0	(150)	Budget reduced to reflect prior year expenditure level
Other Changes	22,936	23,063	127	Other minor increases
<b>Total Other Cost Increases</b>	<b>40,565</b>	<b>42,140</b>	<b>1,575</b>	
<b>Efficiencies and Cost Savings</b>				
IT Maintenance Allocations	202	175	(27)	To reflect adjustments in IT maintenance agreements for 2014
<b>Total Efficiencies and Cost Savings</b>	<b>202</b>	<b>175</b>	<b>(27)</b>	
<b>Current Revenue Changes</b>				
Transit Fare Increase	(71,948)	(73,524)	(1,576)	2014 fare increase (\$0.10 cents/ticket, 9% UTM increase, \$4/monthly pass, \$3 monthly senior pass, Seniors \$0.05/tickets)
Revenue increase based on a 2% increase in ridership*	0	(1,439)	(1,439)	2% revenue increase for ridership growth
Reduction to draw on PGTRF	(18,081)	(16,981)	1,100	Reduced draw related to planned reduction in Provincial Gas Tax Reserve Fund reliance
Reduction to draw for one time MiWay operator uniform increase in 2013*	(400)	0	400	Replace operators uniforms with new MiWay brand uniforms - funded via provincial gas tax
Other Changes	(5,977)	(5,721)	257	Other minor decreases
<b>Total Current Revenue Changes</b>	<b>(96,406)</b>	<b>(97,664)</b>	<b>(1,258)</b>	
<b>Total Changes to Maintain Current Service Levels</b>	<b>59,822</b>	<b>61,935</b>	<b>2,113</b>	

Note: Numbers may not balance due to rounding.



### Changes to Operationalize Prior Decisions

Description (\$000's)	2013 Budget (\$000's)	2014 Proposed Budget (\$000's)	Change (\$000's)	Details
<b>Annualization of Previous Years Operating Cost Decisions</b>				
BR#27 - 2013 Transitway Operations and Maintenance*	0	1,878	1,878	Annualization of 18 operators, diesel fuel and minor maintenance items.
BR#42 - 2013 Service Congestion and Overcrowding*	0	682	682	Annualization of 18 operators, diesel fuel and minor maintenance items.
BR#160 - 2013 Service Growth - 1%*	0	430	430	Annualization of 9 operators, diesel fuel and minor maintenance items.
<b>Total Annualization of Previous Years Operating Cost Decisions</b>	<b>0</b>	<b>2,991</b>	<b>2,991</b>	
<b>Operating Impact of New Capital Projects</b>				
<b>Total Operating Impact of New Capital Projects</b>	<b>0</b>	<b>0</b>	<b>0</b>	
<b>Total Changes to Operationalize Prior Decisions</b>	<b>0</b>	<b>2,991</b>	<b>2,991</b>	
<b>Total Costs to Maintain Current Services Levels and Operationalize Prior Decisions</b>	<b>59,822</b>	<b>64,926</b>	<b>5,104</b>	

Note: Numbers may not balance due to rounding.

\*Budget is included in total - under a prior category.

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**Proposed Full Time Equivalent Staffing Distribution by Program**

Program	2013	2014	2015	2016
Business Development	53.6	54.6	55.6	55.6
Business Systems	19.0	19.0	19.0	19.0
Maintenance	185.2	186.2	186.2	185.2
Office of the Director	3.0	3.0	4.0	4.0
Operations	1,022.8	1,066.8	1,108.8	1,119.8
Transportation Project Office	6.0	6.0	6.0	11.0
<b>Total Service Distribution</b>	<b>1,289.6</b>	<b>1,335.6</b>	<b>1,379.6</b>	<b>1,394.6</b>

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## Appendix 2: Budget Requests

### Proposed 2014-2016 New Initiatives and New Revenues

Please see the Budget Requests for the 2014-2016 Business Planning Cycle with details to follow.

Description	BR #	Year
<b>New Initiatives</b>		
Hanlan Water Project	552	2014
Transitway Operations and Maintenance	724	2014
Service Growth - 1%	725	2014
Service Congestion and Overcrowding	726	2014
Hurontario LRT	945	2016

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Budget Request #: 552

**Proposed Initiative**  
Hanlan Water Project

**Department**  
Transportation & Works  
Department

**Service Area**  
Mississauga Transit

**Required Operating Investment**

Impacts (\$000s)	2014	2015	2016
Gross Expenditures	1,932.0	2,168.0	0.0
Reserves & Reserve Funds	0.0	0.0	0.0
User Fees & Other Revenues	1,932.0	2,168.0	0.0
Tax Levy Requirements	0.0	0.0	0.0
* Net Change in \$		0.0	0.0
FTEs	18.0	18.0	0.0

*\* Any net change that is negative, (in brackets), is a good thing. It means a reduction in expenditure or an increase in revenue.*

**Required Capital Investment**

Total Capital (\$000s)	2013 & Prior	2014	2015	2016	2017 & Beyond
Expenditures	0.0	0.0	0.0	0.0	0.0

**Why Staff Recommend this Initiative**

The construction of the Hanlan Feedermain and Mississauga City Centre watermain will have significant impacts on many roadways throughout the City over the next few years. Consequently the impact on MiWay services will also be considerable, impacting several major corridor routes.

### **Details of Service Change**

The Hanlan Water Project includes installing the 2.4 metres diameter Hanlan Feedermain and the 1.5 metres diameter Mississauga City Centre Subtransmission Watermain. Construction will be done in two ways: Open cut and Tunnelling. The construction route is divided into two sections: the South Section and the North Section.

The South Section includes the 2,400-mm Hanlan Feedermain between Lakeview Water Treatment Plant and the Dixie/Eastgate intersection.

The North Section includes the 2,400-mm Hanlan Feedermain between the Dixie/Eastgate intersection and Hanlan Reservoir and Pumping Station and the 1,500-mm Mississauga City Centre Subtransmission Main. Installing a section of the Mississauga City Centre (MCC) Subtransmission Main is also in the North Section. The watermain will travel south on Tomken Road from the Hanlan Reservoir and Pumping Station to Eastgate Parkway, then west on Eastgate Parkway to Cawthra Road and south on Cawthra Road to Burnhamthorpe Road.

The work is expected to begin in 2013, and will be completed in sections over the following two and a half to three years. Construction should be completed by mid-2016. Construction status will be monitored regularly and schedules will be revised accordingly.

### **Service Impact**

The construction will impact directly three transit routes (5-Dixie, 23-Lakeshore and 51-Tomken) which carry 14,500 passengers daily (eight per cent of total daily activities) for the entire duration of the construction. In addition, it will significantly impact another four east-west routes due to intersection work (3-Bloor, 26/76 Burnhamthorpe and 20-Rathburn), which together carry 20,700 passengers daily (12 per cent of total daily activities). All of the routes listed above are MiWay's core routes provide service along major arterial corridors and are currently operating at capacity. Thus, in order to accommodate the existing ridership demands and avoid incidents of overcrowding, it is crucial to provide existing passenger capacity and ensure current service frequencies continue.

An additional 18,000 service hours annually will be required to maintain the current level of service due to the traffic delays within the project area. As well, five temporary route supervisors will also be required to monitor the affected routes and maintain the current service reliability performance. These positions are temporary so if the impacts are less than anticipated the resources can be reduced.

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Budget Request #: 724

**Proposed Initiative**

Transitway Operations and  
Maintenance (Recommended  
Option)

**Department**

Transportation & Works  
Department

**Service Area**

Mississauga Transit

**Required Operating Investment**

Impacts (\$000s)	2014	2015	2016
Gross Expenditures	203.4	1,631.3	3,184.4
Reserves & Reserve Funds	0.0	0.0	0.0
User Fees & Other Revenues	7.0	264.0	422.0
Tax Levy Requirements	196.4	1,367.3	2,762.4
* Net Change in \$		1,170.9	1,395.1
FTEs	2.0	19.0	19.0

*\* Any net change that is negative, (in brackets), is a good thing. It means a reduction in expenditure or an increase in revenue.*

**Required Capital Investment**

Total Capital (\$000s)	2013 & Prior	2014	2015	2016	2017 & Beyond
Expenditures	100.0	0.0	0.0	0.0	0.0

**Why Staff Recommend this Initiative**

The Transitway will be opening in phases starting in 2014. There is a lot of infrastructure and projected increase in operations and a comprehensive maintenance and operations program is needed to ensure the success of the Transitway. The Transitway Project is a partnership between Canada, Ontario, Metrolinx and the City of Mississauga.

### **Details of Service Change**

Customers: The Transitway project will see the creation of a dedicated east-west transit corridor across Mississauga which will run along the Highway 403, Eastgate Parkway and Eglinton Avenue corridors, connecting Winston Churchill Boulevard to Highway 427. Once operational, Transitway services will complement and connect with local bus service, inter-regional transit service and the TTC.

The first segment of the Transitway is scheduled to open in 2014. The full Transitway will be operational in 2016. The new Transitway will be 12 kilometres in length, with 11 new stations and 23 new bridge/culvert structures. The City is responsible for funding seven kilometres of transitway as well as eight Stations. GO, a division of Metrolinx, is responsible for five kilometres of transitway and three stations. 15 buses have been acquired as part of the Transitway Project to support MiWay operations.

Option: 1. Re-route #107, #109 and #21; 2. Increase of 27,800 hours annually starting in October 2013; 3. Increase of 10,950 hours annually starting in July 2015, with a further annualization of 10,950 hours in 2016.

Risk Management: The Mississauga Transitway project is utilizing a comprehensive risk management program throughout the design and construction phase of the project. A commissioning phase for the Transitway will be developed for all users (transit service providers, maintenance staff, enforcement and emergency service providers) to mitigate risks.

### **Service Impact**

Maintenance and operating costs for the Transitway will cover: Roadway costs - maintenance of the Transitway by the City including winter and grounds maintenance and future roadway repair (a cost sharing agreement with GO Transit/Metrolinx for their five kilometres portion (2.5 kilometres for Transitway west and 2.5 kilometres for Transitway east) is being finalized); Parking lot and station costs - parking lots for Transitway east (350 spaces) and maintenance and operating costs for eight Transitway east stations; Staffing costs - MiWay bus operators (33 FTEs) and one-time training costs, enforcement and security officers (four FTEs), MiWay infrastructure coordinator (one FTE), engineering and works maintenance contract coordinator (one FTE).

Future capital costs of the Transitway will cover: Presto support, including acquisition of Presto units for the Transitway stations; asset management, including bridge condition surveys; and associated capital costs for vehicles for enforcement and security officers.

Future revenue from the Transitway will include: farebox revenue from new ridership (Transitway station advertising revenue not included at this time).

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Budget Request #: 725

**Proposed Initiative**

Service Growth – 1%

**Department**

Transportation & Works  
Department

**Service Area**

Mississauga Transit

**Required Operating Investment**

Impacts (\$000s)	2014	2015	2016
Gross Expenditures	489.5	1,599.8	2,834.0
Reserves & Reserve Funds	0.0	0.0	0.0
User Fees & Other Revenues	50.4	160.5	279.9
Tax Levy Requirements	439.1	1,439.3	2,554.1
* Net Change in \$		1,000.2	1,114.8
FTEs	9.0	18.0	27.0

*\* Any net change that is negative, (in brackets), is a good thing. It means a reduction in expenditure or an increase in revenue.*

**Required Capital Investment**

Total Capital (\$000s)	2013 & Prior	2014	2015	2016	2017 & Beyond
Expenditures	0.0	0.0	0.0	0.0	0.0

**Why Staff Recommend this Initiative**

To reduce the gap between demand and supply, an additional one per cent in transit service hours will provide MiWay a minimum ability to enhance peak hour and midday frequencies and bring them a bit more in line with customer expectations (expressed through the Customer Contact Systems records and in the latest Customer Satisfaction Survey). The requested one per cent will also support feeding the Transitway which, by end of the 2013-2016 Business Planning Cycle will be fully implemented.



**Details of Service Change**

The recently completed Customer Satisfaction Survey clearly states that residents expect better frequencies as the most important condition to embrace public transit and enable further growth.

BR#726 proposed some measures to moderate the negative effect of increased traffic congestion and overcrowding arising from increased ridership, but did nothing to reduce the gap between demand and supply.

Additional funding would be required to provide MiWay a minimum ability to enhance peak hour and midday frequencies and not only bring them just a bit more in line with clear customer expectations (expressed through the Customer Contact Systems records and in the latest Customer Satisfaction Survey), but also to fully support the massive investment on the Transitway which, by the end of the 2013-2016 business planning cycle should be fully implemented.

An additional one per cent annual increase in transit service hours would translate into 13,400 hours in 2013, 13,700 in 2014, 13,900 in 2015 and 14,200 in 2016.

**Service Impact**

The 13,400 additional service hours identified for 2013 are equivalent to 53 daily hours, all of them addressing weekday pressures, with no allocation reserved for weekend service considerations. That number of additional hours would allow MiWay to address current peak hour frequency pressures for up to two routes per year during the next business planning cycle. That is not enough to take care of the needs identified.

There is an expectation, though, that through ongoing service rationalization efforts on one hand, and through route realignments both pre and post Transitway implementation those needs could be mitigated, if not completely met. Failure to address the projected gap between demand and supply will result in a severe loss of service quality, causing unmanageable overcrowding pressures on our local system, discouraging residents from considering transit as a viable –reasonable- transportation alternative and effectively contributing to further traffic congestion, and leaving the Transitway infrastructure without adequate support to reap the full return on investment on that massive investment.

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Budget Request #: 726

**Proposed Initiative**

Service Congestion and  
Overcrowding

**Department**

Transportation & Works  
Department

**Service Area**

Mississauga Transit

**Required Operating Investment**

Impacts (\$000s)	2014	2015	2016
Gross Expenditures	1,064.2	3,261.9	5,754.8
Reserves & Reserve Funds	0.0	0.0	0.0
User Fees & Other Revenues	104.2	326.1	568.3
Tax Levy Requirements	960.0	2,935.8	5,186.5
* Net Change in \$		1,975.9	2,250.7
FTEs	18.0	36.0	55.0

*\* Any net change that is negative, (in brackets), is a good thing. It means a reduction in expenditure or an increase in revenue.*

**Required Capital Investment**

Total Capital (\$000s)	2013 & Prior	2014	2015	2016	2017 & Beyond
Expenditures	0.0	0.0	0.0	0.0	0.0

**Why Staff Recommend this Initiative**

Denial of service caused by overcrowding continues to erode our network's reliability on a daily basis. Changes in travel patterns and increased overall ridership levels are exerting added pressures on a system without the resources to respond appropriately and on a timely manner.

**Details of Service Change**

Incidences of reported overcrowding continue to be logged at the same pace as in previous years, as a result of higher ridership levels.

Speed of travel has been steadily deteriorating over the years as our City reached almost full development. The accelerated pace of growth in surrounding communities and the shift in employment patterns which made us a net importer of labour have resulted in progressive traffic congestion impairing service reliability and increasing travel times.

Indicators point to a sustained surge in demand for transit service in our City. The gap between demand and supply projected for the coming years must be managed by adding additional services hours. Even with the requested two per cent increase in service hours, the supply/demand gap will be widened by the end of 2016.

The two per cent adjustment would add 26,800 additional service hours in 2013, 27,300 in 2014, 27,900 in 2015, and 28,400 in 2016.

**Service Impact**

This request does not address true service growth, which would only be possible through the progressive launch of the Transitway operations supported by dedicated service improvement funding (both aspects are the subject of separate BR).

Failure to manage the projected gap between demand and supply will result in a severe loss of service quality, causing unmanageable overcrowding pressures on our system, discouraging residents from considering transit as a viable –reasonable- transportation alternative and effectively contributing to further traffic congestion.

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Budget Request #: 945

**Proposed Initiative**

Hurontario LRT

**Department**

Transportation & Works  
Department

**Service Area**

Mississauga Transit

**Required Operating Investment**

Impacts (\$000s)	2014	2015	2016
Gross Expenditures	0.0	0.0	757.7
Reserves & Reserve Funds	0.0	0.0	0.0
User Fees & Other Revenues	0.0	0.0	0.0
Tax Levy Requirements	0.0	0.0	757.7
* Net Change in \$		0.0	757.7
FTEs	0.0	0.0	5.0

*\* Any net change that is negative, (in brackets), is a good thing. It means a reduction in expenditure or an increase in revenue.*

**Required Capital Investment**

Total Capital (\$000s)	2013 & Prior	2014	2015	2016	2017 & Beyond
Expenditures	0.0	0.0	0.0	0.0	0.0

**Why Staff Recommend this Initiative**

Building upon the previous investment and anticipated completion of the Hurontario-Main Street Light Rail Transit Project (Preliminary Design and Transit Project Assessment Process), the next phase will require preparation for the eventual project construction and implementation.

**Details of Service Change**

Prior to establishing a project funding and management model for full implementation, various pre-emptive works can be initiated to maintain project momentum, understand and minimize implementation risks, and facilitate the timely construction. These items include establishing the backbone for a future Project Office to bridge the gap until full funding is achieved. A focus should be on maintaining community engagement while working on the development of the full implementation model. There is a need to prioritize and manage risk items such as initiating property acquisitions and addressing utility conflicts that can both significantly impact ultimate implementation timelines and costs. This unit should also manage the legal and procurement pieces required to fully initiate project development and navigate through the governmental funding/approval processes (i.e. P3 Canada).

**Service Impact**

Building upon the previous investment and anticipated completion of the Hurontario-Main Street Light Rail Transit Project (Preliminary Design and Transit Project Assessment Process), the next phase will require preparation for the eventual project funding, contracting, construction and implementation. Responsibilities will require overall Project Management (one FTE), Contract Management (two FTE), Legal (one FTE) and Procurement (one FTE). Responsibilities may also need to incorporate Communication and Realty activities.

### Appendix 3: Proposed 2014 Capital Program

#### Program: Buildings

Project Number	Project Name	Gross Cost (000's)	Recovery (000's)	Net Cost (000's)	Funding Sources
TWTR00196	Transit Facility Repairs - CCTT Washroom Upgrades	425	0	425	Federal Gas Tax Reserve Fund
TWTR00074	Transit Facility Repairs (Minor)	40	0	40	Federal Gas Tax Reserve Fund
<b>Subtotal</b>		<b>465</b>	<b>0</b>	<b>465</b>	

#### Program: Buses

Project Number	Project Name	Gross Cost (000's)	Recovery (000's)	Net Cost (000's)	Funding Sources
TWTR00079	Transit Farebox Refurbishment	2,500	0	2,500	Federal Gas Tax Reserve Fund
TWTR00066	Transit Capital Bus Maintenance - Major Component Rehabilitation/Replacement	2,100	0	2,100	Federal Gas Tax Reserve Fund
TWTR00067	Transit Bus Acquisitions - Growth	3,000	0	3,000	Transit Development Charges Reserve Fund & Federal Gas Tax Reserve Fund (Regional Allocation to City)
<b>Subtotal</b>		<b>7,600</b>	<b>0</b>	<b>7,600</b>	

#### Program: Higher Order Transit

Project Number	Project Name	Gross Cost (000's)	Recovery (000's)	Net Cost (000's)	Funding Sources
TWTR00065	Transit BRT - Construction	24,765	0	24,765	Debt Financing & Federal Public Transit Reserve Fund
TWTR00069	Transit Dundas Corridor Study	3,000	0	3,000	Move Ontario 2020 Higher Order Transit Reserve Fund
<b>Subtotal</b>		<b>27,765</b>	<b>0</b>	<b>27,765</b>	

**Program: On-street Facilities**

Project Number	Project Name	Gross Cost (000's)	Recovery (000's)	Net Cost (000's)	Funding Sources
TWTR00070	Transit Mini Terminals/Bays/Bus Loops - Replacement	100	0	100	Federal Gas Tax Reserve Fund
TWTR00072	Transit Bus Stops/Pads (Accessibility Plan) - Replacement	140	0	140	Federal Gas Tax Reserve Fund (Regional Allocation to City)
TWTR00071	Transit MiWay Signs	400	0	400	Federal Gas Tax Reserve Fund (Regional Allocation to City)
<b>Subtotal</b>		<b>640</b>	<b>0</b>	<b>640</b>	

**Program: Vehicles and Equipment**

Project Number	Project Name	Gross Cost (000's)	Recovery (000's)	Net Cost (000's)	Funding Sources
TWTR00073	Transit Capital Equipment Acquisition - Maintenance Section	145	0	145	Federal Gas Tax Reserve Fund
TWTR00205	Transit Change-Off Vehicle Acquisitions - Replacement	40	0	40	Federal Gas Tax Reserve Fund (Regional Allocation to City)
TWTR00078	Transit Security Vehicles & Equipment - Growth - BRT	40	0	40	Transit Development Charges Reserve Fund & Federal Gas Tax Reserve Fund (Regional Allocation to City)
<b>Subtotal</b>		<b>225</b>	<b>0</b>	<b>225</b>	
<b>Total Expenditures</b>		<b>36,695</b>	<b>0</b>	<b>36,695</b>	

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#### Appendix 4: Proposed 2015-2016 Capital Program

##### Program: Buildings

Sub-Program	2015 Forecast (\$000's)	2016 Forecast (\$000's)
Transit Minor Improvements	40	40
Transit New Construction	6,400	10,700
<b>Subtotal</b>	<b>6,440</b>	<b>10,740</b>

##### Program: Buses

Sub-Program	2015 Forecast (\$000's)	2016 Forecast (\$000's)
Bus Equipment	2,500	0
Bus Replacement	0	10,225
Bus-Major Maintenance	2,100	2,200
Fleet Expansion	0	1,505
<b>Subtotal</b>	<b>4,600</b>	<b>13,930</b>

##### Program: Higher Order Transit

Sub-Program	2015 Forecast (\$000's)	2016 Forecast (\$000's)
Bus Rapid Transit	10,000	5,000
Hurontario Corridor	0	1,800
<b>Subtotal</b>	<b>10,000</b>	<b>6,800</b>

##### Program: On-street Facilities

Sub-Program	2015 Forecast (\$000's)	2016 Forecast (\$000's)
Mini Terminals, Bay & Bus Loops	100	100
Passenger Shelters, Pads, Signs	540	190
<b>Subtotal</b>	<b>640</b>	<b>290</b>



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**Program: Other Transit**

Sub-Program	2015 Forecast (\$000's)	2016 Forecast (\$000's)
Transit Information Systems	1,000	2,500
Transit Surveys	250	0
<b>Subtotal</b>	<b>1,250</b>	<b>2,500</b>

**Program: Vehicles and Equipment**

Sub-Program	2015 Forecast (\$000's)	2016 Forecast (\$000's)
Transit Equipment	195	145
Transit Vehicles	200	300
<b>Subtotal</b>	<b>395</b>	<b>445</b>
<b>Total Expenditures</b>	<b>23,325</b>	<b>34,705</b>





# Parks and Forestry

## 2014-2016 Business Plan Update and 2014 Budget

City of Mississauga, Ontario, Canada

**6,700 ACRES** OF PARKLAND AND OPEN SPACE.  
**22 KM** OF PUBLICLY ACCESSIBLE LAKE ONTARIO SHORELINE.  
**522 PARKS**, **530** SPORTS FIELDS, **255** PLAYGROUNDS AND  
**225 KM** OF TRAILS.  
**1 MILLION** CITY OWNED TREES.



Last year the City of Mississauga undertook an extensive process to create a four year, 2013 through 2016, detailed Business Plan and Budget. Approved in December 2012, the 2013-2016 Business Plan and Budget outlines how and where the City plans to allocate resources to provide good value for taxpayers. Reviewed and updated annually, the four year plan is based on the City's four strategic priorities. 2014 marks the second year of Mississauga's four year Business Plan and Budget. For this "Update Year" staff have focused on primarily updating and presenting exceptions and amendments to the four year approved Service Area Business Plans, while still providing comprehensive financial information and forecasts.

The following summary document sets out a brief description of the Service Area, what has changed since writing the 2013-2016 Business Plan and Budget and performance measurements. The complete 2014-2016 Business Plan and Budget can be found on the City's website.

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## Table of Contents

<b>Existing Core Services .....</b>	<b>4</b>
1.1 Vision and Mission .....	4
1.2 Service Delivery Model .....	5
<b>Updates &amp; Accomplishments .....</b>	<b>7</b>
2.1 Updates .....	7
2.2 Accomplishments .....	14
2.3 Awards and Recognitions .....	16
<b>Proposed Budget .....</b>	<b>17</b>
3.1 Changes to Maintain Current Service Levels and Operationalize Prior Decisions .....	21
3.2 Proposed New Initiatives and New Revenues .....	23
3.3 Highlights of Proposed Capital Program Budget .....	25
3.4 Capital Program .....	26
<b>Performance Measures .....</b>	<b>27</b>
4.1 Balanced Scorecard .....	27
<b>Appendices .....</b>	<b>30</b>
Appendix 1: Details of Changes to Maintain Current Service Levels and Operationalize Prior Decisions .....	31
Appendix 2: Budget Requests .....	33
Appendix 3: Proposed 2014 Capital Program .....	52
Appendix 4: Proposed 2015-2016 Capital Program .....	56

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## Existing Core Services

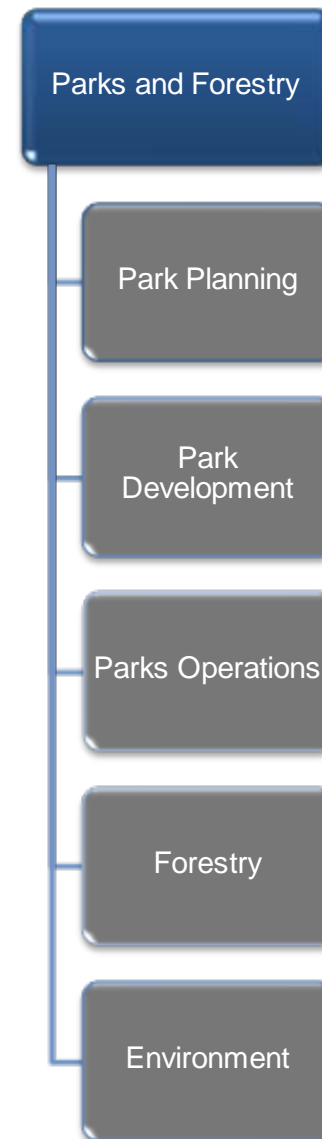
### 1.1 Vision and Mission

#### Vision

People choose Mississauga for its connected vibrant, outdoor public spaces, memorable experiences and recognize it as a leader in natural environment stewardship.

#### Mission

We are a dynamic team of staff, volunteers and partners working together to strengthen individuals, families, our communities and the environment through stewardship and by offering and encouraging lifelong learning, leisure and sustainable outdoor experiences.



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## **1.2 Service Delivery Model**

The Parks and Forestry service area provides an integrated approach to the planning, design, construction and ongoing maintenance of Mississauga's Parks, natural areas and open space system. Services are delivered by a multidisciplinary team working cooperatively to meet the open space, outdoor recreational and environmental needs of the community.

### **Park Planning**

Park Planning is responsible for the provision and establishment of required parkland and recreational facilities within Mississauga. This includes the review and coordination of development applications pertaining to park issues, co-ordination of master plans and feasibility studies, acquisition of parkland and open space, strategic planning and policy/By-law reviews of specific parks and City-wide needs.

### **Park Development**

The Park Development Section provides comprehensive services on capital development projects related to parks and open space, streetscapes and community centres. This includes concept development and detailed designs, contract administration and construction of park developments, redevelopments and associated facilities.

Park Development also oversees the asset management program, which prioritizes capital investments, captures amenity lifecycle projections and ensures continued adherence to Public Sector Accounting Board (PSAB) reporting requirements.

### **Parks Operations**

Parks Operations is responsible for the ongoing care and maintenance of 6,700 acres (2,711 hectares) of parkland and open space, 255 playgrounds and 530 sports fields. Operations include horticulture maintenance, turf and sports maintenance, garbage and recycling collection, winter snow removal and the City's outdoor rink program.

Parks Operations is also responsible for the perpetual care and maintenance of 10 municipally owned cemeteries, two of which are currently active, and the operation of Lakefront Promenade and Credit Village Marinas.

### **Forestry**

Forestry consists of a diverse portfolio of responsibilities including the planting, inspection and maintenance of over one million City owned trees. In addition, Forestry is also responsible for ongoing vegetation management of boulevard areas and the protection and preservation of natural assets through enforcing applicable By-laws and supporting other service area programs. Forestry staff also oversees invasive species management, woodland restoration and community engagement, education and awareness.

### **Environment**

The Environment Division provides corporate environmental leadership using a decentralized approach to support, strengthen and champion the City's environmental actions.

We develop programs and policies to advance the City towards meeting its environmental goals, provide a central resource for environmental inquiries, assist in the coordination of environmental programs and services delivered by other or multiple service areas, and provide

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guidance and input on projects that have a significant environmental impact.

We work with the Environmental Advisory Committee and the Environmental Network Team to promote environmental best practices, provide advice on environmental issues and policy, and create a forum for the public to share information.

Community outreach is delivered at events in the community by staff and a team of volunteers, and through active social media (Twitter, Facebook and the Living Green Blog) with the help of community partners.

Service areas and community partners are engaged to annually report on the city's environmental performance on the Living Green Master Plan. Performance reporting also increases profile and recognition of initiatives to address environmental priorities.

Community Energy Planning plays a significant role in climate change adaptation and mitigation, including updates to the greenhouse gas emission inventories for the corporation and the community, prioritizing actions to reduce emissions, and long-term energy planning.



Parks and Forestry Staff



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# Updates & Accomplishments

## 2.1 Updates

### Development Charge Pressures

- From the 2013 to 2014 Capital Budget Cycle, the revenue forecast for Recreation Development Charges (DC) has dropped by 43 per cent to approximately \$32 million over the 10 year period. This decline in revenues can be attributed to a continued slow-down in large scale greenfield development, replaced with infill redevelopment and continued build out in City Centre, together representing a reduction in overall development activity;
- A greater number of development charges funded projects will be unfunded throughout the 10 year plan; and
- Potential impacts of DC projections and 2014 DC By-law update will affect the future funding of these new developments.

### Emerald Ash Borer (EAB) Management Plan

- \$5.6 million annual levy requested by staff, of which \$2.8 million was funded in 2013;
- \$2.8 million annualization of funding for EAB Management Plan from Special Purpose Levy is required to successfully continue the program and mitigate the risks associated with Emerald Ash Borer;
- Management approach is more cost effective than total removal and replacement of all City-owned ash trees;
- Continuation of the City's EAB Management Plan to preserve a percentage of City-owned Ash trees and to

- remove and replace declining or dead street and park trees one for one over the next 10 years; and
- Management plan includes ongoing detection and delineation work that will allow staff to monitor the spread of EAB and prioritize areas for tree removal.



Emerald Ash Borer

### Master Plan Reviews

Parks and Forestry undertakes master plans which advance the City's Strategic Plan through the delivery of parks and outdoor recreational services.

- By the end of 2013, the Credit River Parks Strategy and the Port Credit Harbour West Environmental Assessment will be complete, providing park concept development and programming direction for key waterfront and river

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corridor parks, and connections to nearby neighbourhoods;

- In early 2014, the Natural Heritage and Urban Forest Strategy will be completed, further strengthening City policies and operations which will assist to preserve, protect and enhance the City's natural areas and tree canopy;
- The expected completion of the Urban Forest Management Plan in early 2014 will focus on the operational, technical and tactical aspects required to implement strategies related to the planning, management, engagement and tracking of the City's urban forest. The Urban Forestry Management Plan is intended to protect, enhance, restore, expand and connect native biodiversity and the ecological services essential for a healthy community for present and future generations; and
- As part of the 2014 Future Directions update, the Downtown Growth Area Park Provision Strategy will provide recommendations to meet the parks and recreational needs within the downtown core and other intensification areas.



RBC Community Cleanup at Lakefront Promenade

### **Community Engagement**

Community Engagement and stewardship initiatives allow Parks and Forestry to enrich the community while enhancing our open space assets. In 2012, Parks and Forestry partnered with 3,549 volunteers performing 10,476 hours of community service. Community engagement highlights include:

- Over 150 volunteers with the Royal Bank of Canada provided 450 hours of cleaning and weeding along Waterfront Parks;
- Operation Clean Sweep a partnership with Safe City Mississauga, Peel Regional Police, Enersource and the City of Mississauga held cleanups and Sport Box/Rink Hut paintings which included 70 volunteers, including 15 youth from the Peel Regional Police, Youth in Policing Initiative a summer employment program to assist high school students in developing employment skills;
- A partnership with Peel Alternative School South, Heritage Mississauga and the City of Mississauga was developed that allowed for the development of an

- Aboriginal Mural and three Hoarding Boards that celebrate the 100<sup>th</sup> anniversary of World War One; Hoarding boards were painted by Summer Camp participants and will be mounted on fencing surrounding the Arsenal lands;
- Volunteer MBC and the United Way of Peel continue to be vital partners for Community Engagement providing over 500 volunteers from different corporations for clean ups and park stewardship activities; and
  - Tree planting and stewardship initiatives for One Million Trees Mississauga have included 78 events with over 3,800 volunteers planting approximately 9,300 trees.

### Continuous Improvement

Parks and Forestry is continuously identifying opportunities to introduce or improve business processes to increase the efficiencies and effectiveness of our services as well as improve the value for tax dollar.

- The Forestry Mobile Solutions project is currently underway, with expected project completion in summer 2014. The solution will implement technological efficiencies to Forestry staff through data driven operations, improved analytics and decision making capabilities, as well as GPS capabilities for the City's urban forest;
- Capital Planning is in the process of developing a comprehensive 30 year lifecycle model of park assets that recommends efficiencies to maintain park assets in a state of good repair and incorporate solutions to extend lifecycle periods;
- Improving operational data and analytics to optimize resource allocation;

- Parks Operations continues to maximize the use of seasonal operations staff to deliver peak seasonal services in a cost effective manner;
- In 2013, Parks Operations implemented the provision of Recycling City-wide on a year round basis. Garbage receptacles are now accompanied with a recycling receptacle in all facilities; and
- The introduction of new LED technology has resulted in lower down time for pathway lighting and lit sports field assets.



*One Million Trees Mississauga*

### Escalating costs

Parks and Forestry is susceptible to rising, uncontrollable costs for raw materials, contractors and other commodities required for day to day operations. While innovative tools to contain variable costs are consistently researched and implemented, escalating operating costs will pose a challenge to maintain service levels given existing financial resources.

- Seed, fertilizer, sports paint and other raw materials costs have increased beyond the rate of inflation;

- 
- Special events and other community involvement initiatives require ongoing support from Parks Operations;
  - Increased costs for the ongoing care and maintenance of destination parkland;
  - Cost implications of environmentally friendly materials (e.g. salt management, fertilizer);
  - Increased costs of enhanced service levels (e.g. longer splash pad operating hours);
  - Cemetery abandonments would require City to assume responsibility for ongoing care and maintenance;
  - Escalating transportation costs (e.g. vehicles, fuel and repairs);
  - Irrigation systems at end of lifecycle and in need of replacement for turf, sports and horticulture assets;
  - Strategy to expand lifespans and minimize replacement costs; and
  - Contractor costs for tree plantings and boulevard maintenance are anticipated to increase in the coming years.

### **Service Delivery**

Mississauga's changing demographics require Parks and Forestry to consistently monitor trends to adapt to the open space needs of residents.

- Increased public expectation for year round park amenities, including public washroom use and increased numbers of comfort stations, outdoor fitness equipment, park benches and other passive amenities;
- Variable weather conditions have resulted in earlier than anticipated seasonal park amenity openings (e.g. sports fields, tennis courts, spray pads), with maintenance operations not scheduled;

- Increased resident concern about infrastructure deterioration and maintaining assets in a state of good repair;
- Increased use of destination parkland has resulted in increased maintenance costs for garbage and litter maintenance, particularly in the downtown and waterfront;
- Decreasing land supply among cemetery operators have resulted in staff reviewing the end of life needs of the community through the feasibility of a new, municipally owned cemetery;
- Identifying and mitigating the impacts of wildlife management within parks and natural areas;
- Increased opportunities for naturalization projects;
- Public expectation for snow maintenance in public facilities;
- Weekend and after hours maintenance provisions for litter pickup, sports field maintenance and special events; and
- Expanded requirements for new and emerging sports (e.g. cricket, field hockey) and passive outdoor recreation.



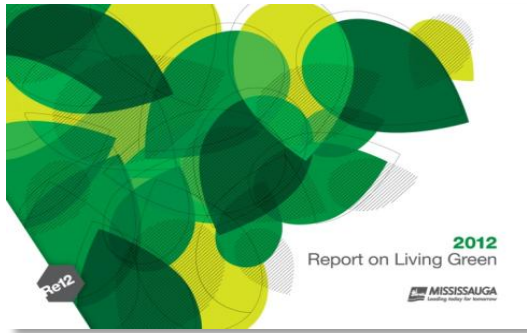
Riverwood Enabling Garden

### Legislative Changes

- Adaptation to *Funeral, Burial and Cremation Services Act* has resulted in additional record keeping requirements;
- The *Cosmetic Pesticide Ban Act* has resulted in a significant increase in labour and operating materials to maintain existing turf and vegetation health. Proactive measures are required to maintain our turf assets in a state of good repair;
- Introduction and adaptation of Integrated Accessibility Standards Regulations (IASR) requires training and modifications to park furnishings to be inclusive to all residents; and
- Implementation of backflow preventers in Parks to comply with provincial legislation.

### Extreme Weather Conditions

- Increases in storm related damages to Parks including pathway washouts, playground, sports field and turf damage;
- Existing staff resources are required to address increased storm related damage and mitigation works during both regular and after hours;
- Algae growth leading to deterioration of public shoreline enjoyment;
- Lack of precipitation year round have resulted in conditions favourable to invasive species development and low water levels and sediment accumulation that impacts Marina Operations;
- Drought impact on turf, vegetation and future tree health; and
- Occupational health and safety impacts on outdoor employees.



2012 Report on Living Green

## Environment

The Environment Division was created and the appointment of a Director occurred in October of 2012. The following is a summary of activities and trends identified in the first year.

### Living Green Master Plan

- The first progress report on the Living Green Master Plan (LGMP) was released in April of 2013 indicating that 65 per cent of the actions were either complete or underway;
- Second annual LGMP progress report is scheduled for release in the spring of 2014;
- Environment will continue to provide a leadership role to encourage and support implementation of the LGMP Action Plan;
- Environmental performance reporting will improve over time by setting targets, expanding baseline data and establishing trends;
- Environment participates on over 30 internal and external project teams, organizations, and committees;

- Demand for Community Gardens from Mississauga residents exceeds current program capacity;
- Local municipalities typically fund Community Gardens and support the local food economy;
- Sustainable funding is needed to expand the existing community garden program; and
- Exploration of other local food economy opportunities is required.

### Climate Change

- There is increased public awareness of local impacts of climate change and the need for municipalities to take action;
- Environics 2012 survey shows that Mississauga residents support funding for renewable energy, reduction of greenhouse gas emissions and improved air quality; and
- Environment will continue to provide a leadership role to encourage and support implementation of actions in the Peel Climate Change Strategy.

### Community Outreach – Environmental

- 1,495 residents participated in phase two of the Let Your Green Show awareness campaign committing 2,386 actions and saving 38 million litres of water per year;
- There is growing need to deliver consistent and expanded outreach to the community in order to better profile and gain recognition of the City's environmental initiatives;
- How the public accesses information is changing including increased use of social media;
- Updating Living Green website and expanded use of social media will make it easier for residents to find out how to get involved in environmental activities;

- Expanded environmental outreach and volunteer program is required to engage more of the community;
- Expanded scope of the current Earth Days program to include more ways residents can get involved in environmental action;
- Community environmental recognition and networking event in spring of 2014 to acknowledge the work happening in Mississauga to advance the Living Green Master Plan and other environmental strategic priorities;
- Phase three of Let Your Green Show – Give Your Car a Break will launch in the spring of 2014 with expanded partnerships;
- Employee environmental awareness program to get more employees involved in environmental action is needed;
- Strengthen and expand partnerships to leverage program delivery and environmental outreach; and
- Environmental Advisory Committee/Culture partnership for new environmentally themed public art installation.

#### **Waste Diversion**

- The City lags behind other municipalities on waste management. A new waste diversion plan is underway to develop a long-term cost effective, efficient and standardized way to maximize reduction and diversion of wastes generated by City operations and the public; and
- Implementation of the waste diversion plan will result in simple, convenient and consistent waste collection and disposal.

#### **Community Energy Planning**

- Municipal involvement has increased in provincial long term energy planning;
- Updated corporate and community greenhouse gas emission inventories are being completed;
- Interim greenhouse gas emission reduction targets will be established to help achieve long term goal;
- Phase two of the Greening Our Fleet program will recommend future mix of technology and fleet management practices;
- A growing number of municipalities have Integrated Community Energy Plans (ICEP);
- ICEP's play a significant role in climate change adaptation and mitigation;
- There is a need to increase the knowledge and understanding of the role and benefit of long term community energy planning;
- An energy map for Mississauga will be completed to show where and how energy is used; and
- Energy map and greenhouse gas inventories will inform priority climate change adaptation and mitigation actions.



FIT Program Rooftop Solar Project



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## 2.2 Accomplishments

Parks and Forestry's achievements reflect its vision of protecting, restoring and enhancing Mississauga's natural features and commitment to the City's strategic pillars of Move, Belong, Connect, Prosper and Green. Recent highlights include:

### Partnerships:

- Riverwood enabling garden partnership with Riverwood Conservancy;
- Streetsville Square redevelopment funding secured through 880's group and CIIF Fund;
- Region of Peel Partnership for a replacement bridge at the former Harris Farm (P-505);
- Official opening of Scholars' Green phase one, and ongoing negotiations for the development of Scholars' Green phase two;
- Partnership agreement with Loyola Secondary School and the Dufferin-Peel Catholic District School Board for the development and operation of a shared use artificial turf football field and synthetic track;
- Funding secured in partnership with Conker Construction for the redevelopment of Cooksville Four Corners;
- Region of Peel partnership with Jack Darling Memorial Park Leash Free Zone; and
- Stewardship agreements in place with Cranberry Ratepayers Association for the maintenance and upkeep of gardens at Ben Machree Park and the Riverwood Conservancy.



Lakefront Promenade Spray Pad

### Acquisitions, Developments and Redevelopments

- Park Planning has acquired approximately seven hectares (17 acres) of park and greenbelt lands in 2012 and 2013;
- Park Planning reviewed over 160 cash-in-lieu of parkland enquiries on behalf of the Community Services Department in 2012;
- The completion of the Credit River Parks Strategy will support the sustainable recreational use, conservation, management of growth of over 600 hectares (1,500 acres) of parkland adjacent to the Credit River over the next 25 years;
- Completion of the Port Credit Harbour West Environmental Assessment for Marina Park, Port Credit Memorial Park West and J.C. Saddington Park;
- Lake Wabukayne Lookout;
- Riverwood Conservancy Enabling Garden (MacEwan Terrace Garden);
- Spray Pad Redevelopment (Lakefront Promenade);



- Playground Redevelopment (Jon Clipperton Park); and
- Accessibility Improvements (Jim Murray Park).



Credit Village Marina

### Enhancing the Urban Forest

- Community engagement programs, including One Million Trees Mississauga, the Commemorative Tree Program, the Significant Tree Program and various Stewardship Programs provide the opportunity for residents to assist in the enhancement of the City's tree canopy cover and natural areas;
- Mutually beneficial partnerships between Parks and Forestry and organizations such as Credit Valley and Halton Conservations and the Toronto and Region Conservation Authority allow the City to enhance existing programs through resource sharing to enhance the natural environment;
- The enactment of the *Private Tree Protection By-law* improves the ability for Forestry to preserve the City's tree canopy;

- 1.95 acres (0.79 hectares) of City owned lands have been reclaimed through encroachment management; and
- Implementation of invasive species management programs including Gypsy Moth and Giant Hogweed, along with continued partnerships with the Canadian Food Inspection Agency to identify and mitigate future species infestation.



Credit River

### Strategic Environmental Leadership

- There is broader recognition of the Environment Division and increased number of requests;
- An environmental decision making tool is included in corporate Project Plan used by all major City projects; and
- Environment influenced the change to proactive enforcement of Idling Control By-law and environmental certification of the internal print shop.

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### Community Outreach - Environmental

- Volunteers completed 475 hours of outreach at 60 community events between 2012 and 2013;
- The Let Your Green Show campaign was launched Region-wide resulting in increased resident participation and environmental benefits;
- The first Let Your Green Show Greenest Ward Celebration was held to recognize Ward 1's achievement in winning the Grow Local/Eat Local challenge;
- A new partnership with the Region of Peel was established to promote drinking tap water including city facilities joining the Blue W program; and
- Launched social media channels including the City's first blog and dedicated environmental Twitter account (@MiLivingGreen).

### Community Energy Planning

- Council resolution was passed to support rooftop solar projects in Mississauga and resulted in the province offering Feed-In-Tariff contracts; and
- Analyzed the "Greening Our Fleet" program confirming environmental and financial success of phase one.

## 2.3 Awards and Recognitions

- 2013 Mississauga Urban Design Award of Excellence: Lakeside Park;
- 2013 APEX Award for Publication Excellence Non Profit Category – Let Your Green Show Campaign (phase one);
- 2013 Mississauga Living Green Ecogarden Award added to Streetscape Glorious Gardens Contest;
- 2013 Greenest Ward Award – Use Less Water challenge awarded to Ward 1;
- 2012 Greenest Ward Award – Grow Local/Eat Local challenge awarded to Ward 1; and
- 2011 Friends of the Credit Conservation Award Certificate of Merit for the Living Green Master Plan.



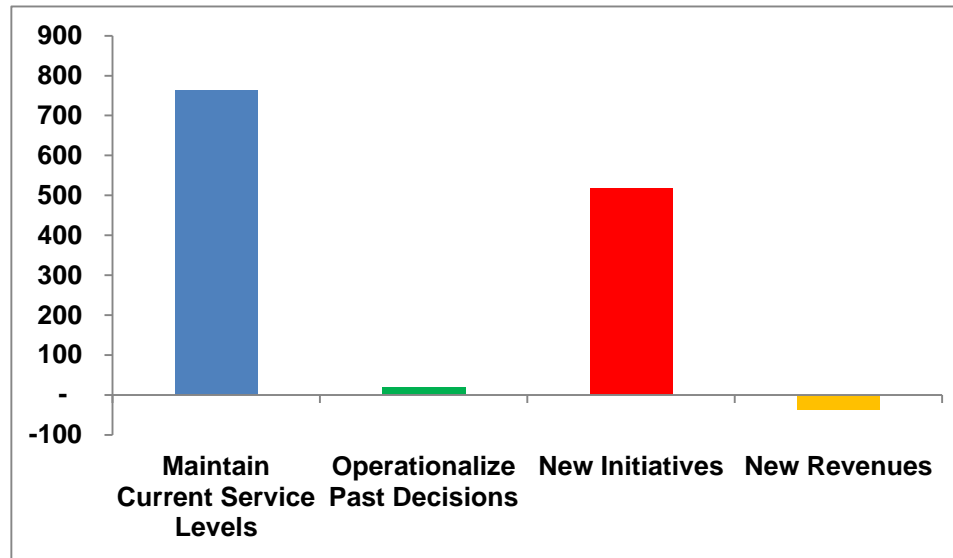
2011 Friends of the Credit Conservation Award

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## Proposed Budget

This part of the Business plan sets out the financial resources required to deliver the proposed 2014-2016 Business Plan. Information is provided by major expenditure and revenue category as well as by program. The costs to maintain existing service levels and operationalize prior decisions are identified separately from proposed changes. The prior year budget for 2013 was \$30,564,000 and the proposed budget for 2014 is \$31,825,000.

The Operating Budget changes for 2014 are broken down in the chart below:



### Total Changes to Maintain Current Service Levels

Labour and benefits cost increases reflect economic adjustments, labour adjustments and other fringe benefit modifications.

Other cost increases include utility costs for water, electricity and heat along with fuel increases associated with Parks and Forestry vehicles and equipment. As well, cost increases are included for Forestry equipment repairs, materials and supplies including fertilizer, grass seed and sports paint and realty taxes for the JJ Plaus Pier. Other cost increases include the office lease for 201 City Centre Drive and the operational support costs for the Environment Division.

These cost increases are partially offset by the implementation of the Remodelling for the Future Organizational Review for Parks and Forestry, a reduction in printing expenses for the Environment Division, realty tax savings through various agreements across the City and other miscellaneous reductions in Parks and Forestry expenditures. While efficiencies realized for the 2014

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budget will not adversely impact residents and customers, it will become increasingly difficult to achieve future efficiencies without detrimental impacts to existing service levels.

Current revenue changes reflect revenue increases from park permits, forestry, cemetery, marina and sports field fees which are used to offset annual operating costs. Revenue increases are also included as a result of the implementation of a new cemetery database in 2013.

### **Total Changes to Operationalize Prior Decisions**

The annualized costs of one permanent position within Parks Operations are reflected in the first quarter of 2014.

### **Total New Initiatives and Revenues**

In 2014, Parks and Forestry will begin the development of a comprehensive long term lifecycle model for all Parks and Forestry and Recreation assets valued at over \$145 million, which will forecast future replacements, identify trends and issues and monitor operating/maintenance costs. Parkland growth costs represent the operating costs of maintaining newly developed and redeveloped parkland. Parkland growth costs are to ensure that parks remain adequately staffed and resources are available to maintain current service levels. Cemeteries will conduct archaeological assessments at five cemeteries to continue to ensure that cemetery records remain accurate as per the *Funeral, Burial and Cremation Services Act* and to validate existing records information. In addition, it is anticipated that \$20,000 in revenues will be realized as part of this assessment. Cemeteries will also begin realizing annual revenues of \$35,000 through the addition of new columbaria to meet the end of life needs for residents.

Parks will improve waste management service levels and divert waste generation and contamination outcomes through the acquisition and purchase of new recycling receptacles and lids in all City parks along with dual stream receptacles in destination parks to meet the waste management objectives within parks of the City. The implementation of the Parks sign study, currently in progress, will unify the visual identity within the parks system to ensure a positive and memorable user experience. An extension of washroom dates in multiple destination parks to promote year-round use and support healthy active lifestyles within park environments.

The implementation costs of the Forestry Mobile Solutions project will begin in 2014, with a reduction in one staff scheduled for 2015.

The following table identifies the budgeted expenditures and revenues for 2013 to 2016 by major program within the service area, as well as 2012 actuals by programs.

Description	2012 Actuals (\$000's)	2013 Budget (\$000's)	2014 Proposed Budget (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)
<b>Expenditures to Deliver Current Services</b>					
Environment	494	721	711	987	1,143
Forestry	6,627	7,414	7,440	7,598	7,658
Park Planning & Development	2,400	2,818	3,105	3,190	3,149
Parks Operations	22,447	23,020	23,512	23,817	24,191
Divisional Support Services	417	412	435	446	456
<b>Total Expenditures</b>	<b>32,385</b>	<b>34,386</b>	<b>35,203</b>	<b>36,037</b>	<b>36,596</b>
<b>Revenues</b>	<b>(3,968)</b>	<b>(3,727)</b>	<b>(3,764)</b>	<b>(3,849)</b>	<b>(3,949)</b>
Transfers From Reserves and Reserve Funds	(31)	(95)	(95)	(95)	(95)
New Initiatives	0	0	516	367	6
New Revenues	0	0	(35)	0	0
<b>Proposed Net Budget Including New Initiatives &amp; New Revenues</b>	<b>28,386</b>	<b>30,564</b>	<b>31,825</b>	<b>32,461</b>	<b>32,558</b>
<b>Expenditures Budget - Changes by Year</b>			<b>2%</b>	<b>2%</b>	<b>2%</b>
<b>Proposed Net Budget - Changes by Year</b>			<b>4%</b>	<b>2%</b>	<b>0%</b>

Note: Numbers may not balance due to rounding.

The following table separates the financial requirements into those required to maintain current service levels; to operationalize prior decisions; and proposed new initiatives and new revenues. More details are provided in sections 3.1 and 3.2.

Description	2014 Proposed Budget (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)
<b>Prior Year Total Expenditures Budget</b>	<b>34,386</b>	<b>35,719</b>	<b>36,405</b>
<b>Increases/(Decreases) to Maintain Current Service Levels</b>			
Labour and Benefits	531	447	374
Other Cost Increases	522	210	166
Efficiencies and Cost Savings	(254)	(339)	(349)
<b>Total Expenditures to Maintain Service Levels</b>	<b>35,185</b>	<b>36,037</b>	<b>36,596</b>
<b>Prior Year Revenue Budget</b>	<b>(3,822)</b>	<b>(3,894)</b>	<b>(3,944)</b>
Current Revenue Changes	(37)	(50)	(100)
<b>Total Revenues</b>	<b>(3,859)</b>	<b>(3,944)</b>	<b>(4,044)</b>
<b>Net Expenditures to Maintain Services</b>	<b>31,326</b>	<b>32,094</b>	<b>32,552</b>
<b>Net Changes to Maintain Current Service Levels</b>	<b>762</b>	<b>268</b>	<b>91</b>
<b>Increases/(Decreases) to Operationalize Prior Decisions</b>			
Annualization of Previous Years Budget Decisions - Expenses	18	0	0
<b>Changes to Operationalize Prior Decisions</b>	<b>18</b>	<b>0</b>	<b>0</b>
<b>Net Expenditure to Maintain Current Service Levels and Operationalize Prior Decisions</b>	<b>31,344</b>	<b>32,094</b>	<b>32,552</b>
Proposed New Initiatives & New Revenues - Revenue	(35)	0	0
Proposed New Initiatives & New Revenues - Expenses	516	367	6
<b>Proposed New Initiatives &amp; New Revenues</b>	<b>481</b>	<b>367</b>	<b>6</b>
<b>Proposed Total Expenditures Budget</b>	<b>35,719</b>	<b>36,405</b>	<b>36,602</b>
<b>Proposed Total Revenues Budget</b>	<b>(3,894)</b>	<b>(3,944)</b>	<b>(4,044)</b>
<b>Proposed Net Budget</b>	<b>31,825</b>	<b>32,461</b>	<b>32,558</b>

Note: Numbers may not balance due to rounding.

### 3.1 Changes to Maintain Current Service Levels and Operationalize Prior Decisions

The following two tables identify the major changes in the costs to maintain existing service levels and the cost increases arising from prior decisions. Detailed explanations of changes to 2014 as well as the proposed Full Time Equivalent Staffing by Program can be found in Appendix 1.

#### Proposed Changes to Maintain Current Service Levels

Description	FTE	2014 Proposed Budget (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)
<b>Labour and Benefits</b>	<b>0.0</b>	<b>531</b>	<b>447</b>	<b>374</b>
<b>Other Cost Increases</b>				
Utility Increases	0.0	150	98	105
Contractor, Equipment, Material and Supplies	0.0	119	50	
Fuel Increases	0.0	50	50	50
201 City Centre Lease Increases	0.0	85	3	3
Other Changes	0.0	118	9	7
<b>Other Cost Increases</b>	<b>0.0</b>	<b>522</b>	<b>210</b>	<b>166</b>
<b>Efficiencies and Cost Savings</b>				
Remodeling for the Future	(0.2)	(111)	0	0
Vehicle Rental Reduction	0.0	(69)	0	0
Eliminate Park Planner	(1.0)	0	0	(102)
Other Changes	0.0	(75)	(339)	(247)
<b>Efficiencies and Cost Savings</b>	<b>(1.2)</b>	<b>(254)</b>	<b>(339)</b>	<b>(349)</b>
<b>Current Revenue Changes</b>				
Increase Fees	0.0	(12)	(50)	(100)
Other Revenue Increases	0.0	(25)	0	0
<b>Current Revenue Changes</b>	<b>0.0</b>	<b>(37)</b>	<b>(50)</b>	<b>(100)</b>
<b>Total Changes to Maintain Current Service Levels</b>	<b>(1.2)</b>	<b>762</b>	<b>268</b>	<b>91</b>

Note: Numbers may not balance due to rounding.

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**Proposed Changes to Operationalize Prior Decisions**

Description	FTE	2014 Proposed Budget (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)
<b>Annualization of Prior Years Operating Cost Decisions</b>				
Annualization of Prior Years Operating Cost Decisions	0.0	18	0	0
<b>Annualization of Prior Years Operating Cost Decisions</b>	<b>0.0</b>	<b>18</b>	<b>0</b>	<b>0</b>
<b>Operating Impact of New Capital Projects</b>				
Operating Impact of New Capital Projects	0.0	0	0	0
<b>Total Changes to Operationalize Prior Decisions</b>	<b>0.0</b>	<b>18</b>	<b>0</b>	<b>0</b>

Note: Numbers may not balance due to rounding.



### 3.2 Proposed New Initiatives and New Revenues

The following table presents the costs by budget request for proposed new initiatives and proposed new revenues. Detailed descriptions of each budget request can be found in Appendix 2.

#### Proposed New Initiatives and New Revenues

Description	BR #	FTE	2014 Proposed Budget (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)	2014 to 2016 Capital (\$000's)
<b>New Initiatives</b>						
Parkland Growth	741	5.3	217	308	24	0
Waste Diversion Plan	809	1.0	104	26	(18)	0
Community Outreach - Environmental	706	1.0	84	20	2	0
Community Gardens	705	0.0	75	0	0	0
Forestry Mobile Solutions	769	(1.0)	18	(85)	(2)	0
Extension of Parks Washroom Dates	748	0.0	18	0	0	0
Mississauga Integrated Community Energy Plan	810	0.0	0	100	0	0
Lifecycle Replacement	771	0.0	0	0	0	232
<b>Total New Initiatives</b>		<b>6.3</b>	<b>516</b>	<b>367</b>	<b>6</b>	<b>232</b>
<b>New Revenues</b>						
Additional Cemetery Interment Options	797	0.0	(35)	0	0	0
<b>Total New Revenues</b>		<b>0.0</b>	<b>(35)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total New Initiatives and New Revenues</b>		<b>6.3</b>	<b>481</b>	<b>367</b>	<b>6</b>	<b>232</b>

Note: Numbers may not balance due to rounding.

The following table outlines the 2012 actual costs, 2013 approved budget and proposed 2014 Budget and Forecasts for the remaining three years, by major expense and revenue categories.

#### Proposed Budget by Category

Description	2012 Actuals (\$000's)	2013 Budget (\$000's)	2014 Proposed Budget (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)
<b>Total Expenditures before Administrative and Support Costs</b>					
Labour Costs	21,668	23,155	23,861	24,403	24,669
Other Operating Costs	9,736	10,365	10,959	11,093	11,017
<b>Total Expenditures</b>	<b>31,404</b>	<b>33,520</b>	<b>34,820</b>	<b>35,496</b>	<b>35,686</b>
Total Revenues	(3,999)	(3,822)	(3,894)	(3,944)	(4,044)
<b>Net Expenditures before Administrative and Support Costs</b>	<b>27,405</b>	<b>29,698</b>	<b>30,926</b>	<b>31,552</b>	<b>31,642</b>
Administrative and Support Costs	981	866	899	909	916
<b>Net Budget</b>	<b>28,386</b>	<b>30,564</b>	<b>31,825</b>	<b>32,461</b>	<b>32,558</b>

Note: Numbers may not balance due to rounding.

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### 3.3 Highlights of Proposed Capital Program Budget

In 2014, Capital funding has been allotted for the construction of the Lakeshore/ RoyalWindsor off-road Trail, development of Malton Village Park, addition to Erindale Park (3669 Mississauga Road), multi-year funding for the construction of Park 508 (Hancock Property) and continued support of the One Million Tree Program.

A Park and Sport Field maintenance program has been developed to maximize the lifespan of assets and minimize service disruptions and costly emergency replacements. The 2014 projects include: Barbertown pedestrian bridge replacement; Lakefront Promenade pathway rehabilitation; Erindale Park pathway erosion control; Park & Street Tree replacements; Spray Pad rehabilitations; and Sport Field redevelopments.

From 2015 through 2018, \$6.8 million has been allocated for the development of the first phase of Park 459, a destination park located in the Churchill Meadows area. Also, the Lakeshore/Royal Windsor Trail will continue construction through 2016 following the Cycling Master Plan recommendations.

In 2016, Scholar's Green North (Park 507) is scheduled to commence following the second phase of the Sheridan College development and continue through 2018 at a total cost of \$3.3 million.

The Vehicles and Equipment Program includes lifecycle replacement necessary to conduct day to day operations, along with new equipment required for the ongoing care and maintenance of newly developed parkland.

The Emerald Ash Borer Management Program continues throughout the 10 year forecast to mitigate the highly invasive insect while preserving a percentage of City Ash trees and replacing others. From 2014 to 2016, a total of \$14.2 million has been allotted for EAB related tree removal, tree replacement and treatment.

### 3.4 Capital Program

This section summarizes the forecast 10 year capital requirements for this service. The following table presents the forecast by major program. The next table summarizes the sources of financing for the capital forecast. A detailed listing of 2014 to 2016 projects is contained in Appendix 3 and 4.

#### Proposed Capital Program

Program Expenditures	2014 Proposed Budget (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)	2017 Forecast (\$000's)	2018-2023 Forecast (\$000's)	Total 2014-2023 (\$000's)
City Wide Facilities	1,718	4,683	3,585	3,041	20,144	33,172
Park Facility Installation	781	1,762	245	139	1,754	4,682
Park Redevelopment	1,568	1,255	451	1,744	2,467	7,485
Parkland Acquisition	7,500	21,947	15,000	4,000	66,000	114,447
Parkland Development	1,696	1,158	1,059	2,600	2,600	9,112
Parks Operations	1,967	122	380	545	2,032	5,045
Sports Field Maintenance	718	138	90	379	2,077	3,401
Urban Forestry	4,674	5,578	8,642	9,792	33,880	62,568
Vehicles, Equipment	470	369	490	490	2,770	4,589
<b>Total Expenditures</b>	<b>21,091</b>	<b>37,012</b>	<b>29,943</b>	<b>22,731</b>	<b>133,724</b>	<b>244,501</b>

Note: Numbers may not balance due to rounding.

#### Proposed Capital Program (continued)

Program Funding	2014 Proposed Budget (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)	2017 Forecast (\$000's)	2018-2023 Forecast (\$000's)	Total 2014-2023 (\$000's)
Recoveries from Others	95	138	90	0	0	323
Cash In Lieu	7,974	23,232	15,515	4,100	68,445	119,266
Development Charges	3,248	5,352	3,504	4,769	13,028	29,902
Tax	5,830	2,889	2,703	4,893	20,909	37,223
Emerald Ash Borer Reserve Fund	2,922	4,224	7,038	8,291	26,062	48,539
Other	1,021	1,177	1,092	677	5,280	9,248
<b>Total Funding</b>	<b>21,091</b>	<b>37,012</b>	<b>29,943</b>	<b>22,731</b>	<b>133,724</b>	<b>244,501</b>

Note: Numbers may not balance due to rounding.

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## Performance Measures

### 4.1 Balanced Scorecard

A balanced scorecard is an assessment of the financial and non-financial measures of performance, and focuses on these processes to achieve an organization's priorities. Balanced scorecard metrics used for Parks and Forestry include the following:

#### Financial Measures

*Gross Parks Maintenance Cost per Acre* is the average per acre cost of Parks Operations services, calculated by dividing gross expenditures by the total amount of City owned parkland. Gross maintenance costs per acre is an important measure to review the total costs of inputs required to provide the service, and are a valuable tool in benchmarking across neighbouring municipalities.

*Gross Forestry Cost per Capita* measures the total expenditures for services provided by the Forestry Section with the exception of the Emerald Ash Borer Management Plan. It is calculated by dividing gross expenditures by population. Gross cost represents the tax based funding supporting the services per person before recoveries or additional revenues on an annual basis.

#### Customer Measures

*Public Open Space* measures the percentage of public open space versus the total area of the City.

*People Engaged in Environmental Outreach* is the number of residents who have attended events where there has been environmental outreach activities. This measure demonstrates the level of environmental outreach being delivered by the Environment Division and the opportunity to

deliver key messages and engage directly with large numbers of the community.

*Residents who overwhelming agree that funding environmental initiatives focused on improving air quality, using renewable energy and reducing greenhouse gas emissions is important* identifies what percentage of the population of Mississauga rank funding these initiatives as either very or somewhat important and helps the City prioritize environmental initiative funding. This measure is an indicator of residents' commitment to the environment.

*Service Requests Resolved by Parks and Forestry* measures the completed service requests initially received through the 311 Citizen Contact Centre pertaining to Parks and Forestry. Service requests are responded to on a reactive basis. A reduction in the number of service requests resolved by Parks and Forestry indicates a proactive approach to the maintenance and upkeep of our assets, as well-maintained infrastructure is less likely to generate service requests than assets in need of repair.

#### Employees/Innovation

*Employee Overall Satisfaction* is the key to achieving success in a service based organization and is grounded in the approach, attitude and outputs of employees. The City understands the benefit of being recognized as an "employer of choice". Employee satisfaction measurement is part of the city culture and provides employees with the opportunity to provide insight and direction for future opportunities. The results are based on the bi-annual Employee Engagement Survey conducted by Metrics@Work.

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*Staff who Completed Employee Engagement Survey* reflects the number of staff within the Service Area who completed the Metrics@Work survey.

**Internal Business Process**

*Parks and Forestry Service Requests Resolved within Standard* represent the percentage of service requests from the 311 Citizen Contact Centre resolved within established standards provided to the public. Response times reflect the commitment to responding to resident inquiries as quickly and efficiently as possible.

*New Trees Planted per Year* measures the total output of various tree planting initiatives across the City, through community engagement initiatives along with street and park tree programs.

*Living Green Master Plan Actions Underway, In Progress, or Complete* is the percentage of actions in the Living Green Master Plan that are being implemented. This measure demonstrates the city's commitment to environmental sustainability.

Measures for Parks and Forestry	2010 (Actual)	2011 (Actual)	2012 (Actual)	2013 (Planned)	2014 (Planned)	2015 (Planned)	2016 (Planned)
<b>Financial:</b>							
Gross Parks Maintenance Cost per Acre	\$2,912	\$3,092	\$3,339	\$3,408	\$3,436	\$3,432	\$3,489
Gross Forestry Cost per Capita	\$7.61	\$7.68	\$8.93	\$9.95	\$9.93	\$10.02	\$9.97
<b>Customer:</b>							
Public Open Space	10.14%	10.15%	10.15%	10.18%	10.3%	10.45%	10.5%
People Engaged in Environmental Outreach	N/A	N/A	110,000	310,000	500,000	750,000	1,000,000
Residents who overwhelmingly agree that funding environmental initiatives is important:							
Improving Air Quality	N/A	N/A	82%	85%	85%	85%	85%
Using Renewable Energy	N/A	N/A	79%	80%	82%	82%	82%
Reducing Greenhouse Gas Emissions	N/A	N/A	76%	78%	80%	80%	80%
Service Requests Resolved by Parks and Forestry	7,059	6,555	7,564	7,200	7,100	7,000	7,000
<b>Employees/Innovation:</b>							
Employee Overall Satisfaction	N/A	N/A	69%	69%	75%	75%	75%
Staff who Completed Employee Engagement Survey	N/A	N/A	71%	71%	80%	80%	80%
<b>Internal Business Process:</b>							
Parks and Forestry Service Requests Resolved Within Standard	94%	91%	89%	95%	95%	95%	95%
New Trees Planted per Year	26,364	25,826	34,900	35,000	35,000	35,000	35,000
Living Green Master Plan Actions Underway, In Progress, or Complete	N/A	N/A	65%	81%	94%	100%	100%

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## **Appendices**



## Appendix 1: Details of Changes to Maintain Current Service Levels and Operationalize Prior Decisions

### Changes to Maintain Current Service Levels

Description	2013 Budget (\$000's)	2014 Proposed Budget (\$000's)	Change (\$000's)	Details
<b>Labour and Benefits</b>	<b>23,155</b>	<b>23,686</b>	<b>531</b>	Increase reflects negotiated union agreements, economic adjustment increases, labour adjustments and other fringe benefit changes.
<b>Other Cost Increases</b>				
Utility Increases	1,247	1,398	150	Increases reflect new parkland utility requirements and projected utility cost increases.
Contractor, Equipment, Material and Supplies	5,224	5,343	119	Cost increases for the maintenance of parks equipment, operating materials and supplies.
Fuel Increases	325	375	50	Cost increases as a result of increased fuel unit costs to Parks and Forestry vehicles and equipment.
201 City Centre Lease Increases	393	478	85	Cost increases reflects office space lease cost increases.
Other Changes	1,254	1,372	118	Other changes reflect budget increases to IT Maintenance allocation and Business Support Allocation.
<b>Total Other Cost Increases</b>	<b>8,444</b>	<b>8,966</b>	<b>522</b>	
<b>Efficiencies and Cost Savings</b>				
Remodeling for the Future	0	(111)	(111)	Labour savings primarily as a result of the implementation of Remodelling for the Future Organizational Review.
Vehicle Rental Reduction	2,787	2,718	(69)	Cost savings as a result of the elimination of Parks and Forestry rental vehicles through a rationalization of existing inventory.
Other Changes	0	(75)	(75)	Various small reductions to miscellaneous operating accounts within the Parks and Forestry Division.
<b>Total Efficiencies and Cost Savings</b>	<b>2,787</b>	<b>2,533</b>	<b>(254)</b>	
<b>Current Revenue Changes</b>				
Increase Fees	(3,620)	(3,632)	(12)	Revenue changes as a result of fee increases
Cemetery Annualization from System Upgrade	(201)	(226)	(25)	Revenue changes as a result of additional lot sales identified through the implementation of a new database.
<b>Total Current Revenue Changes</b>	<b>(3,822)</b>	<b>(3,859)</b>	<b>(37)</b>	
<b>Total Changes to Maintain Current Service Levels</b>	<b>30,564</b>	<b>31,326</b>	<b>762</b>	

Note: Numbers may not balance due to rounding.

### Changes to Operationalize Prior Decisions

Description	2013 Budget (\$000's)	2014 Proposed Budget (\$000's)	Change (\$000's)	Details
<b>Annualization of Previous Years Operating Cost Decisions</b>				
<b>Total Annualization of Previous Years Operating Cost Decisions</b>	0	0	0	
<b>Operating Impact of New Capital Projects</b>				
Annualization of Prior Years Operating Cost Decisions	0	18	18	
<b>Total Operating Impact of New Capital Projects</b>	0	18	18	
<b>Total Changes to Operationalize Prior Decisions</b>	0	18	18	
<b>Total Costs to Maintain Current Services Levels and Operationalize Prior Decisions</b>	30,564	31,344	780	

Note: Numbers may not balance due to rounding.

### Proposed Full Time Equivalent Staffing Distribution by Program

Program	2013	2014	2015	2016
Environment	5.0	7.7	7.7	7.0
Forestry	50.4	50.4	49.4	49.4
Park Planning & Development	31.8	32.8	32.5	30.8
Parks Operations	273.2	275.2	278.2	278.3
Divisional Support Services	2.0	2.0	2.0	2.0
<b>Total Service Distribution</b>	<b>362.4</b>	<b>368.1</b>	<b>369.7</b>	<b>367.5</b>

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## Appendix 2: Budget Requests

### Proposed 2014-2016 New Initiatives and New Revenues

Please see the Budget Requests for the 2014-2016 Business Planning Cycle with details to follow.

Description	BR #	Year
<b>New Initiatives</b>		
Community Gardens	705	2014
Community Outreach - Environmental	706	2014
Parkland Growth	741	2014
Extension of Parks Washroom Dates	748	2014
Forestry Mobile Solutions	769	2014
Lifecycle Replacement	771	2014
Waste Diversion Plan	809	2014
Mississauga Integrated Community Energy Plan	810	2015
<b>New Revenues</b>		
Additional Cemetery Interment Options	797	2014

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Budget Request #: 705

**Proposed Initiative**

Community Gardens

**Department**

Community Services Department

**Service Area**

Parks & Forestry

**Required Operating Investment**

Impacts (\$000s)	2014	2015	2016
Gross Expenditures	75.0	75.0	75.0
Reserves & Reserve Funds	0.0	0.0	0.0
User Fees & Other Revenues	0.0	0.0	0.0
Tax Levy Requirements	75.0	75.0	75.0
* Net Change in \$		0.0	0.0
FTEs	0.0	0.0	0.0

*\* Any net change that is negative, (in brackets), is a good thing. It means a reduction in expenditure or an increase in revenue.*

**Required Capital Investment**

Total Capital (\$000s)	2013 & Prior	2014	2015	2016	2017 & Beyond
Expenditures	0.0	0.0	0.0	0.0	0.0

**Why Staff Recommend this Initiative**

The existing community garden program requires sustainable funding to expand. This initiative feeds Mississauga residents in need with the assistance of volunteer labour; provides a local food source; reduces transportation related greenhouse gas emissions associated with food delivery; and through teaching and learning components creates an opportunity to build lifetime interest and foster good behaviours related to the environment and healthy living.

### **Details of Service Change**

Currently, no specific City funding exists for community gardens in Mississauga.

Since 2006, Ecosource, a local environmental non-profit, has developed community garden pilot projects in Mississauga resulting in four publicly accessible community gardens and one teaching garden located within City parks. These pilot projects have been very successful, but in order to meet the demand for future community gardens Ecosource requires sustainable funding. The existing gardens are maintained and programmed by Ecosource in collaboration with the City, community groups and volunteers. Parks and Forestry assists with site selection, provides mulch, and in some cases labour and water for irrigation.

This initiative will fund Ecosource through the City's Community Grant program to create new community gardens through a one year agreement with the objective of turning into a multi-year funding agreement. The funds will also allow Ecosource to ensure existing community gardens are maintained and programmed. Ecosource will be able to leverage these funds for additional investment in the community garden program.

Presently, approximately 500-600 residents are engaged per community garden. Mississauga has one garden per 100,000 residents. By comparison, Toronto has two; Calgary has four; Vancouver has over 10. All of these municipalities contribute financially (either through grants or capital funds) to the start-up and maintenance of community gardens.

### **Service Impact**

This initiative allows the creation of three community gardens each year of the funding agreement (initially in under-served wards and expanding until every neighbourhood has access to at least one community garden) along with the on-going maintenance of existing ones. The type and scope of each new garden will be tailored to suit the needs and engagement levels of the particular neighbourhood. Each will have multiple community workshops and events engaging a large number of residents and community groups.

By funding community gardens, the City will be investing in community development and social capital; educating and engaging youth; improving neighbourhood security; improving local ecology and sustainability; increasing community health; and building capacity and impact to other programs (Mississauga Living Green, One Million Trees, Youth Plan, Agricultural Heritage program).

Approximately, 45 per cent of neighbourhoods in Peel are low or very low income. The existing four gardens produce \$22,000 of food each year. 110 families have a plot. Each family saves \$150 each growing season. Food banks receive approximately \$2,000 in produce donations.

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Budget Request #: 706

**Proposed Initiative**

Community Outreach-Environmental

**Department**

Community Services Department

**Service Area**

Parks & Forestry

**Required Operating Investment**

Impacts (\$000s)	2014	2015	2016
Gross Expenditures	84.2	103.8	105.3
Reserves & Reserve Funds	0.0	0.0	0.0
User Fees & Other Revenues	0.0	0.0	0.0
Tax Levy Requirements	84.2	103.8	105.3
* Net Change in \$		19.5	1.6
FTEs	1.0	1.0	1.0

*\* Any net change that is negative, (in brackets), is a good thing. It means a reduction in expenditure or an increase in revenue.*

**Required Capital Investment**

Total Capital (\$000s)	2013 & Prior	2014	2015	2016	2017 & Beyond
Expenditures	0.0	0.0	0.0	0.0	0.0

**Why Staff Recommend this Initiative**

A full time Community Outreach - Environmental Coordinator will allow a consistent level of environmental outreach to occur in Mississauga. Strong and effective outreach reaches the community on a level that corporate communication strategies alone cannot achieve. Knowledge and understanding of existing programs and services is required to maximize participation and effectiveness.

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*Budget Request #: 706*

**Details of Service Change**

One full time Community Outreach - Environmental Coordinator is required to implement the outreach components of a growing number of internal and external environmental programs including the Green Champions (part of internal employee engagement), community environmental recognition event, Earth Hour, Earth Days, Let Your Green Show and other programs developed by existing Environmental Specialists. Promotes local environmental initiatives, innovation trends and builds community connections. This initiative includes staffing Living Green displays at community events and creating small environmental fair-like "earth markets". Also works with Downtown21 to develop components of permanent downtown "earth market."

To-date, Environment has coordinated smaller scale environmental events and attends approximately 60 events per year using existing staff and volunteers.

**Service Impact**

A full time Community Outreach - Environmental Coordinator will allow for a consistent level of environmental outreach to occur in Mississauga in collaboration and partnership with other agencies (Region of Peel, Conservation Authorities, etc.). Environmental Specialist staff that normally delivers outreach on a small scale can be used more effectively on program development.

Opportunities to leverage corporate sponsorship and business partner relationships will be optimized to expand reach activities, community engagement and reduce operating costs over time. Bigger and more frequent community environmental events will be undertaken (e.g. New environmental recognition event requested by EAC for 2014).

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Budget Request #: 741

**Proposed Initiative**

Parkland Growth

**Department**

Community Services Department

**Service Area**

Parks & Forestry

**Required Operating Investment**

Impacts (\$000s)	2014	2015	2016
Gross Expenditures	217.2	524.8	549.3
Reserves & Reserve Funds	0.0	0.0	0.0
User Fees & Other Revenues	0.0	0.0	0.0
Tax Levy Requirements	217.2	524.8	549.3
* Net Change in \$		307.6	24.4
FTEs	2.3	5.2	5.3

*\* Any net change that is negative, (in brackets), is a good thing. It means a reduction in expenditure or an increase in revenue.*

**Required Capital Investment**

Total Capital (\$000s)	2013 & Prior	2014	2015	2016	2017 & Beyond
Expenditures	0.0	0.0	0.0	0.0	0.0

**Why Staff Recommend this Initiative**

To meet public expectations of the maintenance levels for parks and open space.



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*Budget Request #: 741*

**Details of Service Change**

Highlights of new parkland additions anticipated over the duration of this Business Plan include:

- 2014: Bell Gardener Estate (Fusion), Loyola Secondary School, Erindale Village Hall, Pheasant Run PS and trails along the BRT Corridor;
- 2015: Park 302 Parkway Belt, Malton Village Park, Willow Glen PS, Union Gas Lands and Royal Windsor Corridor Trail; and
- 2016: 2007 Lakeshore Road West.

Parkland growth costs are calculated using a fixed, per hectare cost using information derived from Hansen, Parks and Forestry's maintenance management system. Costs per hectare are broken down by the park classification (Destination, Community, Greenbelt) to ensure that appropriate resources are in place to meet park maintenance needs.

**Service Impact**

Required resources for the operationalization of new parkland ensures that new parks are maintained to the standards of existing outdoor facilities.

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Budget Request #: 748

**Proposed Initiative**

Extension of Parks Washroom Dates

**Department**

Community Services Department

**Service Area**

Parks & Forestry

**Required Operating Investment**

Impacts (\$000s)	2014	2015	2016
Gross Expenditures	18.0	18.0	18.0
Reserves & Reserve Funds	0.0	0.0	0.0
User Fees & Other Revenues	0.0	0.0	0.0
Tax Levy Requirements	18.0	18.0	18.0
* Net Change in \$		0.0	0.0
FTEs	0.0	0.0	0.0

*\* Any net change that is negative, (in brackets), is a good thing. It means a reduction in expenditure or an increase in revenue.*

**Required Capital Investment**

Total Capital (\$000s)	2013 & Prior	2014	2015	2016	2017 & Beyond
Expenditures	0.0	0.0	0.0	0.0	0.0

**Why Staff Recommend this Initiative**

Promotes year round park use and healthy active lifestyles, meets resident demand.

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*Budget Request #: 748*

**Details of Service Change**

This initiative extends the washroom dates available to park users by implementing year round washroom cleanings for Marina Park, Lakefront Promenade, Erindale Park and Lake Aquitaine. Funding is for one cleaning per day for an additional 160 days per year for these high traffic usage areas.

**Service Impact**

Increases in washroom availability will meet the demand of the community, who have consistently called for increased services to promote the all-season use of parks. These changes will meet resident demand for increased levels of services in areas including washrooms. This initiative will also contribute towards continuing to meet resident expectations of providing quality park experiences.

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Budget Request #: 769

**Proposed Initiative**

Forestry Mobile Solutions

**Department**

Community Services Department

**Service Area**

Parks & Forestry

**Required Operating Investment**

Impacts (\$000s)	2014	2015	2016
Gross Expenditures	18.0	(67.4)	(69.2)
Reserves & Reserve Funds	0.0	0.0	0.0
User Fees & Other Revenues	0.0	0.0	0.0
Tax Levy Requirements	18.0	(67.4)	(69.2)
* Net Change in \$		(85.4)	(1.7)
FTEs	0.0	(1.0)	(1.0)

*\* Any net change that is negative, (in brackets), is a good thing. It means a reduction in expenditure or an increase in revenue.*

**Required Capital Investment**

Total Capital (\$000s)	2013 & Prior	2014	2015	2016	2017 & Beyond
Expenditures	141.0	0.0	0.0	0.0	0.0

**Why Staff Recommend this Initiative**

Continuous improvement initiatives, leveraging technological solutions for cost containment strategies.

**Details of Service Change**

Forestry staff are responsible for the maintenance of 250,000 street trees along with all trees in parks, and natural areas. Staff are tasked with By-law Enforcement and assisting in the preservation of over one million privately owned trees, responding to service requests, completing inspections and maintaining over 300 hectares of boulevards. Contract administrators oversee multimillion dollar contracts for work completed on City trees. Forestry inspectors currently utilize in-field solutions to complete daily tasks. Increases in service requests, additional contract administration duties and Encroachment Management require Forestry to leverage technology to increase productivity, improve response times and improve inventory management while maximizing current resources. An enhanced mobile solution allows for the automation of several tasks performed manually by staff. This initiative includes:

- Migration to Hansen 8 for boulevard work performed by contractors. Information would be automated on work completed against the City's boulevards. Maintenance data allows staff to monitor costs, ensure efficient resource allocation and monitor maintenance levels; and
- In-field solutions for Forestry staff. The ability for staff to conduct work in the field would allow for an increase in staff productivity. This includes issuing mobile hardware, wireless access and mobile printers for staff to update labour information, resolve service requests, generate work orders and issue permits.

**Service Impact**

Service improvements through a reduction in staff travel times between site visits and returning to their workstation would be realized. Productivity improvements would also be realized as staff would be able to issue permits and Notices of Contraventions utilizing data entered and automated in both Hansen Trees2Go and MAX. Through these various service delivery and productivity improvements, Forestry would be able to reduce 1.0 FTE through attrition.

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Budget Request #: 771

**Proposed Initiative**

Lifecycle Replacement

**Department**

Community Services Department

**Service Area**

Parks & Forestry

**Required Operating Investment**

Impacts (\$000s)	2014	2015	2016
Gross Expenditures	0.0	0.0	0.0
Reserves & Reserve Funds	0.0	0.0	0.0
User Fees & Other Revenues	0.0	0.0	0.0
Tax Levy Requirements	0.0	0.0	0.0
* Net Change in \$		0.0	0.0
FTEs	1.0	0.7	0.0

*\* Any net change that is negative, (in brackets), is a good thing. It means a reduction in expenditure or an increase in revenue.*

**Required Capital Investment**

Total Capital (\$000s)	2013 & Prior	2014	2015	2016	2017 & Beyond
Expenditures	0.0	150.0	82.0	0.0	0.0

**Why Staff Recommend this Initiative**

To ensure that Parks and Forestry and Recreation continues to efficiently manage capital priorities and assets, and continues to provide necessary due diligence required to maintain public safety in the city's park system and provide well-functioning Recreation program equipment.

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*Budget Request #: 771*

**Details of Service Change**

This request will implement a comprehensive long-term Lifecycle Replacement Program for all Parks and Forestry and Recreation assets to guide future replacement needs.

This program will collect a detailed inventory of all assets, condition index, estimated replacement date, and replacement costing for Park and Recreation assets to provide improved decision making capabilities while maximizing limited capital resources. It will provide tools for analysis, priority setting and decision making and will drive the Divisional Capital Budgets. The program will also monitor assets over time and promote preventative maintenance programs to reach maximum lifespans.

This is a joint initiative with the Recreation Division to maximize Corporate IT resources to deliver a replacement model for Recreation and Community Centre assets.

**Service Impact**

This initiative will provide detailed information to operating divisions and decision makers to improve the prioritization and forecasting of future capital spending and capital planning. This program will maximize the use of existing City enterprise software and provide linkages to other Departmental IT resources.

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Budget Request #: 809

**Proposed Initiative**

Waste Diversion Plan

**Department**

Community Services Department

**Service Area**

Parks & Forestry

**Required Operating Investment**

Impacts (\$000s)	2014	2015	2016
Gross Expenditures	103.8	129.5	111.2
Reserves & Reserve Funds	0.0	0.0	0.0
User Fees & Other Revenues	0.0	0.0	0.0
Tax Levy Requirements	103.8	129.5	111.2
* Net Change in \$		25.6	(18.3)
FTEs	1.7	1.7	1.0

*\* Any net change that is negative, (in brackets), is a good thing. It means a reduction in expenditure or an increase in revenue.*

**Required Capital Investment**

Total Capital (\$000s)	2013 & Prior	2014	2015	2016	2017 & Beyond
Expenditures	0.0	0.0	0.0	0.0	0.0

**Why Staff Recommend this Initiative**

This initiative is required to implement the Waste Diversion Plan which will provide a long-term cost effective, efficient and standardized way to maximize waste reduction and diversion of wastes generated by City operations and the public at all City owned/leased and operated facilities, buildings, parks, properties and roadways. Other municipalities have seen their waste diversion programs fail without dedicated staff to ensure full and ongoing implementation.



### **Details of Service Change**

This is a phased initiative. A Waste and Recycling Coordinator and two students will be added to coordinate and complement work of existing staff.

Phase 1-Plan and Early Wins (Fall 2013/Winter 2014)

Prior to hiring a Waste and Recycling Coordinator, existing staff will:

- Develop a Waste Diversion Plan for Leadership Team approval;
- Pilot battery recycling at Central Library and one community centre;
- Install signage in community centres and libraries to promote recycling;
- Install recycling containers in all arena dressing rooms;
- Ensure recycling containers are accessible to all meeting rooms;
- Pilot awareness campaign in Civic Centre (diversion rate measured before and after); and
- Ensure cleaning staff dispose of waste and recyclables properly.

Phase 2-Develop Implementation Plan and Increase Audits (2014/2015)

The Waste and Recycling Coordinator will develop an implementation plan for the Waste Diversion Plan and work in collaboration with Facilities and Property Management to have students conduct waste audits in the summers of 2014 and 2015. The Coordinator will establish how the plan will be implemented by ensuring procedures, protocols, standards etc., are established

Phase 3-Implement Plan (2015 & beyond)

Starting in 2015, the Coordinator will lead the first full year of implementation of the plan. In future years, the coordinator will ensure ongoing implementation in order for the plan to become "business as usual" and incorporate continuous improvement.

### **Service Impact**

The Coordinator will develop an implementation program that includes established protocols, standards, contract requirements and awareness strategies that are transferable to multiple facility and location requirements. This initiative will also increase waste diversion, develop potential revenue streams and increase public and employee education regarding waste diversion. This work requires a Waste and Recycling Coordinator to establish and champion the program across all departments and then monitor, maintain and improve the program over the long term. The Coordinator will also ensure that education regarding the plan is part of the program in order to make it a highly visible and easy to use service.

This initiative may have capital budget implications for various service areas to purchase standardized containers and other items.

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Budget Request #: 810

**Proposed Initiative**

Mississauga Integrated Community Energy Plan

**Department**

Community Services Department

**Service Area**

Parks & Forestry

**Required Operating Investment**

Impacts (\$000s)	2014	2015	2016
Gross Expenditures	0.0	100.0	100.0
Reserves & Reserve Funds	0.0	0.0	0.0
User Fees & Other Revenues	0.0	0.0	0.0
Tax Levy Requirements	0.0	100.0	100.0
* Net Change in \$		100.0	0.0
FTEs	0.0	0.0	0.0

*\* Any net change that is negative, (in brackets), is a good thing. It means a reduction in expenditure or an increase in revenue.*

**Required Capital Investment**

Total Capital (\$000s)	2013 & Prior	2014	2015	2016	2017 & Beyond
Expenditures	0.0	0.0	0.0	0.0	0.0

**Why Staff Recommend this Initiative**

Establishing a Mississauga Integrated Community Energy Plan will provide a long-term plan to govern how energy will be used, transmitted, and generated in the city. It will give local energy stakeholders, including the City, a united vision of the future and the steps to get there. It will be a key piece to increasing local energy conservation and implementing climate change mitigation and adaptation strategies that benefit Mississauga as a whole.

### **Details of Service Change**

Staff are currently doing climate change work such as updating our Community Greenhouse Gas inventory, identifying priority areas for action, setting interim GHG reduction targets and energy mapping that will lay the groundwork for developing a Mississauga Integrated Community Energy Plan (MICEP).

The Plan will be developed and implemented through a series of partnerships, led by the City of Mississauga, and governed by an energy stakeholder Task Force (including local utilities, board of trade, school boards, etc.). The City and partners will come together using information available from all of the partners to plan and strategize on the city's energy future. The MICEP will govern energy usage, transmission and generation in the city based on work already being performed by the city and other partners.

\$100,000 is required for a consultant to be hired in early 2015 to develop a MICEP over 2015-2016. This project would seek funding from the Federation of Canadian Municipalities (FCM's) Green Municipal Fund as well as from project partners. This amount is the City's projected share and MICEP is assumed to be co-funded among the partners.

### **Service Impact**

A MICEP will consider future energy solutions ranging from district energy systems to smarter power grids; from integration of renewable energy to capturing biogas from waste and wastewater to power vehicles and heat homes; and from innovative urban design and planning to leadership and governance. A MICEP will provide benefits to the community on many levels, such as:

- A reduced carbon footprint and energy use; -Increased green building stock;
- A more local, sustainable, reliable and stable energy supply;
- Common energy vision/plan for Mississauga that puts the city in a better position to capitalize on new provincial/federal energy initiatives or legislation; and
- Attract businesses, create jobs and increase economic competitiveness (Approx. \$1.8-billion spent on energy in the city in 2012).

MICEP will be developed under the governance of a Task Force, with input from the partners, relevant city departments, and the public. Once developed, partners would lead implementation as appropriate to their expertise, reporting back to the Task Force against performance indicators and targets. The Task force would remain in place providing ongoing leadership and direction.

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Budget Request #: 797

**Proposed Initiative**

Additional Cemetery Interment  
Options

**Department**

Community Services Department

**Service Area**

Parks & Forestry

**Required Operating Investment**

Impacts (\$000s)	2014	2015	2016
Gross Expenditures	0.0	0.0	0.0
Reserves & Reserve Funds	0.0	0.0	0.0
User Fees & Other Revenues	35.0	35.0	35.0
Tax Levy Requirements	(35.0)	(35.0)	(35.0)
* Net Change in \$		0.0	0.0
FTEs	0.0	0.0	0.0

*\* Any net change that is negative, (in brackets), is a good thing. It means a reduction in expenditure or an increase in revenue.*

**Required Capital Investment**

Total Capital (\$000s)	2013 & Prior	2014	2015	2016	2017 & Beyond
Expenditures	50.0	0.0	0.0	0.0	0.0

**Why Staff Recommend this Initiative**

Meeting the end of life needs of residents who wish to be interned in their own community, as well as a source of generating revenue.

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*Budget Request #: 797*

**Details of Service Change**

The City has seen a significant increase in the number of cremation interments over the past decade, primarily due to increased land scarcity and changing cultural and demographic preferences. Since installing a Columbarium at Streetsville Public Cemetery in 2009, approximately 43 per cent of Columbarium niches have already been sold. Continuing land supply constraints will also limit the number of traditional in-ground burial options available in the coming years across the Greater Toronto Area. There is therefore a need for Parks staff to respond with a proactive approach to increasing demand for cremation interments. The installation of two new columbaria, located at Streetsville and Erindale Cemeteries will respond to the increased demand and community pressure to allow residents the opportunity for a final resting place within their community.

**Service Impact**

This request increases the Cemetery options available to residents. Installation of the columbaria would occur in 2013, with revenues beginning to be generated in 2014. Assumption is that all columbaria niches will be sold out over a period of 10 years with total revenues generated to be approximately \$350,000.

### Appendix 3: Proposed 2014 Capital Program

#### Program: City Wide Facilities

Project Number	Project Name	Gross Cost (000's)	Recovery (000's)	Net Cost (000's)	Funding Sources
CMPF00269	Planning and Development Studies - Lifecycle Replacement	150	0	150	Capital Reserve Fund
CMPF00325	Site investigations, appraisals, audits & small value acquisitions	100	0	100	Cash-in-lieu of Parkland Dedication Reserve Fund
CMPF00404	Bicycle/Pedestrian System - Multi-Use Trails - Maintenance - Erindale Park (P_060)	224	0	224	Capital Reserve Fund
CMPF00405	Bicycle/Pedestrian System - Multi-Use Trails - Construction - Various Locations	922	0	922	Capital Reserve Fund / Recreation Development Charges Reserve Fund
CMPF00407	Bicycle/Pedestrian System -Construction- Sawmill Valley Trail - Bird Property Link (ORT17A)	221	0	221	Capital Reserve Fund / Recreation Development Charges Reserve Fund
CMPF00417	Bicycle/Pedestrian System_Const_E. Hydro One East CorridorTrail_Etobicoke Creek-BRT(ORT11A)	62	0	62	Capital Reserve Fund / Recreation Development Charges Reserve Fund
CMPF03008	Bicycle/Pedestrian System_Desg&Const_LakeviewCorridorTrail_Lakeshore Road to QEW(ORT20A)	40	0	40	Capital Reserve Fund / Recreation Development Charges Reserve Fund
<b>Subtotal</b>		<b>1,718</b>	<b>0</b>	<b>1,718</b>	

#### Program: Park Facility Installation

Project Number	Project Name	Gross Cost (000's)	Recovery (000's)	Net Cost (000's)	Funding Sources
CMPF00275	Sports Fields (New) - 2 Tennis Courts - Whiteoaks Park (P_003)	291	0	291	Parks-Other Developer Contributions Reserve Fund
CMPF00920	Play Equipment Expansion (New) - Design and Const - Inclusive Playground - Rivergrove Park	409	0	409	Capital Reserve Fund / Recreation Development Charges Reserve Fund
CMPF03024	Play Equipment (New) - New Play equipment - Meadowvale Conservation Area (P_328)	81	0	81	Capital Reserve Fund / Recreation Development Charges Reserve Fund
<b>Subtotal</b>		<b>781</b>	<b>0</b>	<b>781</b>	

**Program: Park Redevelopment**

Project Number	Project Name	Gross Cost (000's)	Recovery (000's)	Net Cost (000's)	Funding Sources
CMPF00141	Bridges & Underpasses - Historical Bridge Rehabilitation - Not Yet Named (P_306) - Barbertown Bridge	421	0	421	Capital Reserve Fund
CMPF00384	Playground Redevelopment - Various Sites	950	0	950	Capital Reserve Fund
CMPF00442	Bridges & Underpasses - Repair approaches, decks and railings - Various Community Parks	126	0	126	Capital Reserve Fund
CMPF00611	Glen Erin Dr to Meadowvale Tw Ctr - pathway lighting install - Lake Aquitaine	71	0	71	Capital Reserve Fund
<b>Subtotal</b>		<b>1,568</b>	<b>0</b>	<b>1,568</b>	

**Program: Parkland Acquisition**

Project Number	Project Name	Gross Cost (000's)	Recovery (000's)	Net Cost (000's)	Funding Sources
CMPF00256	Community Parkland - Acquisition of F_410	7,500	0	7,500	Cash-in-lieu of Parkland Dedication Reserve Fund
<b>Subtotal</b>		<b>7,500</b>	<b>0</b>	<b>7,500</b>	

**Program: Parkland Development**

Project Number	Project Name	Gross Cost (000's)	Recovery (000's)	Net Cost (000's)	Funding Sources
CMPF00469	Community Parks - Design & Construction - Not Yet Named F_408	41	0	41	Capital Reserve Fund / Recreation Development Charges Reserve Fund
CMPF00473	Community Parks - Construction - Malton Village Park (P_270)	661	0	661	Capital Reserve Fund / Recreation Development Charges Reserve Fund
CMPF00475	Community Parks - Basic Development - Construction - Not Yet Named F_301	310	0	310	Capital Reserve Fund / Recreation Development Charges Reserve Fund
CMPF00480	Community Parks - Park Development - Construction - Not Yet Named P_508	600	0	600	Capital Reserve Fund / Recreation Development Charges Reserve Fund
CMPF03022	Community Parks - Design & Construction of Bridge - Not Yet Named (P_505) (Harris Property)	84	0	84	Capital Reserve Fund / Recreation Development Charges Reserve Fund
<b>Subtotal</b>		<b>1,696</b>	<b>0</b>	<b>1,696</b>	

**Program: Parks Operations**

Project Number	Project Name	Gross Cost (000's)	Recovery (000's)	Net Cost (000's)	Funding Sources
CMPF00230	Park Maintenance - South Common Satellite Depot- Design and Construction	374	0	374	Capital Reserve Fund
CMPF00365	Water Services - Various Neighbourhood Parks	58	0	58	Capital Reserve Fund
CMPF00374	Pathway Reconstruction - Various Locations	464	0	464	Capital Reserve Fund
CMPF00593	Park Maintenance - Various Locations	481	0	481	Capital Reserve Fund
CMPF03000	Park Maintenance - Recycling and Garbage Collection Program - Various Community Parks	90	0	90	Capital Reserve Fund
CMPF04079	Huron Park Gazebo (new)- Design and Construction	500	0	500	2009 Special Capital Projects Reserve Fund
<b>Subtotal</b>		<b>1,967</b>	<b>0</b>	<b>1,967</b>	

**Program: Sports Field Maintenance**

Project Number	Project Name	Gross Cost (000's)	Recovery (000's)	Net Cost (000's)	Funding Sources
CMPF00392	Tennis Court Maintenance - Tennis court colour coat application - Various Locations	95	95	0	Donations- General
CMPF00560	Lit Sport Field Maintenance - Various Locations	570	0	570	Capital Reserve Fund
CMPF00984	Unlit Sport Field Maintenance - Various Locations	53	0	53	Capital Reserve Fund
<b>Subtotal</b>		<b>718</b>	<b>95</b>	<b>622</b>	



**Program: Urban Forestry**

Project Number	Project Name	Gross Cost (000's)	Recovery (000's)	Net Cost (000's)	Funding Sources
CMPF00287	Encroachment Management - Surveying and Removal of Encroachments - Various Locations	77	0	77	Capital Reserve Fund
CMPF00296	Emerald Ash Borer Management Program	2,922	0	2,922	Emerald Ash Borer Reserve Fund
CMPF00334	Street Tree Plantings - New Subdivisions & Road Reconstruction - Various Locations	730	0	730	Contributions Reserve Fund - Tree Planting
CMPF00514	Conservation Authority Plantings - Greenbelt plantings - Various Locations	51	0	51	Capital Reserve Fund
CMPF00627	Park Trees - Replacement of dead or vandalized park trees	88	0	88	Capital Reserve Fund
CMPF00925	Playground Trees - Plant new Trees around	30	0	30	Capital Reserve Fund
CMPF00968	Community Tree Planting - Million Tree Program - Various Locations	176	0	176	Capital Reserve Fund
CMPF00977	Street Tree Plantings - Tree Replacements - Various Locations	600	0	600	Capital Reserve Fund
<b>Subtotal</b>		<b>4,674</b>	<b>0</b>	<b>4,674</b>	

**Program: Vehicles, Equipment**

Project Number	Project Name	Gross Cost (000's)	Recovery (000's)	Net Cost (000's)	Funding Sources
CMPF00633	Vehicles & Equipment - Growth Related Equipment - Parks	180	0	180	Capital Reserve Fund / Public Works Development Charges Reserve Fund
CMPF00634	Vehicles & Equipment - Non-Growth Related Equipment - Parks & Forestry	290	0	290	Capital Reserve Fund
<b>Subtotal</b>		<b>470</b>	<b>0</b>	<b>470</b>	
<b>Total Expenditures</b>		<b>21,091</b>	<b>95</b>	<b>20,995</b>	

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#### Appendix 4: Proposed 2015-2016 Capital Program

##### Program: City Wide Facilities

Sub-Program	2015 Forecast (\$000's)	2016 Forecast (\$000's)
Bicycle/Pedestrian System	3,436	1,654
City Centre Development	880	1,171
Planning and Development Studies	282	100
Riverwood Park Development	85	415
Waterfront Development	0	246
<b>Subtotal</b>	<b>4,683</b>	<b>3,585</b>

##### Program: Park Facility Installation

Sub-Program	2015 Forecast (\$000's)	2016 Forecast (\$000's)
Outdoor Basketball	0	57
Play Equipment	504	0
Sports Field	158	189
Washrooms	1,100	0
<b>Subtotal</b>	<b>1,762</b>	<b>245</b>

##### Program: Park Redevelopment

Sub-Program	2015 Forecast (\$000's)	2016 Forecast (\$000's)
Bridges & Underpasses	704	71
Parks Improvements	551	0
<b>Subtotal</b>	<b>1,255</b>	<b>451</b>

##### Program: Parkland Acquisition

Sub-Program	2015 Forecast (\$000's)	2016 Forecast (\$000's)
Community Parkland	2,971	14,000
Greenbelt Acquisition	18,976	1,000
<b>Subtotal</b>	<b>21,947</b>	<b>15,000</b>

---

**Program: Parkland Development**

Sub-Program	2015 Forecast (\$000's)	2016 Forecast (\$000's)
Community Parks	1,158	1,059
<b>Subtotal</b>	<b>1,158</b>	<b>1,059</b>

**Program: Parks Operations**

Sub-Program	2015 Forecast (\$000's)	2016 Forecast (\$000's)
Cemetery Improvements	122	0
Other Park Improvements	0	380
<b>Subtotal</b>	<b>122</b>	<b>380</b>

**Program: Sports Field Maintenance**

Sub-Program	2015 Forecast (\$000's)	2016 Forecast (\$000's)
Tennis Court Maintenance	138	90
<b>Subtotal</b>	<b>138</b>	<b>90</b>

**Program: Urban Forestry**

Sub-Program	2015 Forecast (\$000's)	2016 Forecast (\$000's)
Conservation Authority Planting	77	77
Forest Management	4,224	7,038
Parks Tree Planting	0	250
Street Tree Planting - New Subdivisions	636	636
Street Tree Planting - Road Reconstruction	41	41
Street Tree Planting - Replacement	600	600
<b>Subtotal</b>	<b>5,578</b>	<b>8,642</b>

**Program: Vehicles, Equipment**

Sub-Program	2015 Forecast (\$000's)	2016 Forecast (\$000's)
Vehicles & Equipment	369	490
<b>Subtotal</b>	<b>369</b>	<b>490</b>
<b>Total Expenditures</b>	<b>37,012</b>	<b>29,943</b>





# Mississauga Library

## 2014-2016 Business Plan Update and 2014 Budget

City of Mississauga, Ontario, Canada



**18** LIBRARY LOCATIONS.  
**1.3** MILLION LIBRARY ITEMS IN MULTIPLE FORMATS.  
**443** PUBLIC-USE COMPUTERS.  
**5** MILLION ANNUAL VISITS.



Last year the City of Mississauga undertook an extensive process to create a four year, 2013 through 2016, detailed Business Plan and Budget. Approved in December 2012, the 2013-2016 Business Plan and Budget outlines how and where the City plans to allocate resources to provide good value for taxpayers. Reviewed and updated annually, the four year plan is based on the City's four strategic priorities. 2014 marks the second year of Mississauga's four year Business Plan and Budget. For this "Update Year" staff have focused on primarily updating and presenting exceptions and amendments to the four year approved Service Area Business Plans, while still providing comprehensive financial information and forecasts.

The following summary document sets out a brief description of the Service Area, what has changed since writing the 2013-2016 Business Plan and Budget and performance measurements. The complete 2014-2016 Business Plan and Budget can be found on the City's website.

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## Table of Contents

<b>Existing Core Services .....</b>	<b>4</b>
1.1 Vision and Mission .....	4
1.2 Service Delivery Model .....	5
<b>Updates &amp; Accomplishments .....</b>	<b>6</b>
2.1 Updates .....	6
2.2 Accomplishments .....	6
2.3 Awards and Recognitions .....	8
<b>Proposed Budget .....</b>	<b>9</b>
3.1 Changes to Maintain Current Service Levels and Operationalize Prior Decisions .....	13
3.2 Proposed New Initiatives and New Revenues .....	14
3.3 Highlights of Proposed Capital Program Budget .....	16
3.4 Capital Program .....	17
<b>Performance Measures .....</b>	<b>18</b>
4.1 Balanced Scorecard .....	18
<b>Appendices .....</b>	<b>20</b>
Appendix 1: Details of Changes to Maintain Current Service Levels and Operationalize Prior Decisions .....	21
Appendix 2: Budget Requests .....	23
Appendix 3: Proposed 2014 Capital Program .....	28
Appendix 4: Proposed 2015-2016 Capital Program .....	29

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## Existing Core Services

### 1.1 Vision and Mission

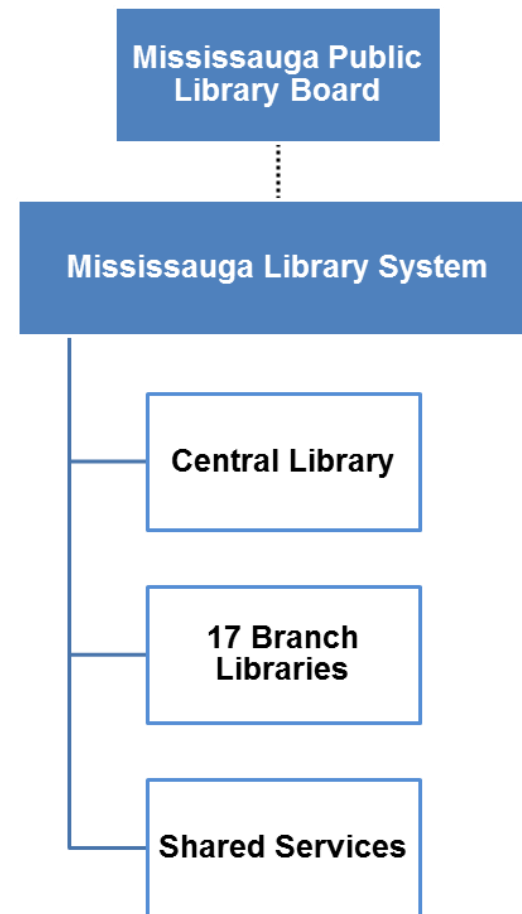
The Mississauga Library Board oversees the fulfillment of the library's mission and vision. Library staff work hard to plan and deliver quality services and programs that respond to our community's needs today and into the future.

#### Vision

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

#### Mission

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





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## 1.2 Service Delivery Model

The Mississauga Public Library Board oversees the strategic direction of the Library, setting priorities as directed by the *Public Libraries Act*. Volunteer citizen and Council members meet 10 times a year to plan and continually evaluate the Library's progress. The Board operates in an integrated way with the City of Mississauga through the Community Services Department.

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

The Library's interactive website provides 24 hours a day, seven days a week access to its full inventory of services and programs available, from the library catalogue to downloadable content to special collections, while leveraging evolving technologies for all Mississaugans.

The Library's Shared Services team provides a range of services that support the library and its customers including marketing and community development, web services and social media, business and financial planning, and library systems administration and support. In addition the acquisition, processing, cataloguing and distribution of library materials are handled by this section.

The Library works closely with a number of City departments (Human Resources, Information Technology, Facilities and Property Management, Legal Services, Finance, and

Communications) that support the delivery of library services and ensure a thorough response to staff and public needs.

In today's complex society, no organization can succeed alone. The Library reaches out to schools (both local school boards, the French school, private schools, colleges, the university and daycares), to community agencies (Peel Literacy Guild, Museums, multicultural groups, health agencies), and to businesses of all sizes (as sponsors, donors, partners). The development of partnerships is on-going. Every year, new relationships are built – and the many successful ones are celebrated.



Source: iStock.com

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# Updates & Accomplishments

## 2.1 Updates

- Self-Checkout (RFID) project will commence in the fourth quarter of 2013 with a completion date in 2015 for all 18 library locations;
- Completion of the final phases of the Library's new Online Catalogue at the end of 2013;
- Central Library's Redevelopment Study will be completed in September 2013;
- Woodlands Library relocation to be completed by mid-2014; and
- Relocation of Meadowvale Library with Meadowvale Community Centre is planned for completion in mid-2016. The design phase is nearing completion.

## 2.2 Accomplishments

### **Fostering dynamic opportunities for youth:**

- Teen Advisory Groups meet regularly at most locations and use Youth Movement funding to support their activities; and
- In six months, over 6,000 youth attended meetings and other library programs.

### **Public Library/School Library cooperation:**

- Grade 4 Read to Succeed program rolled out to all schools offering an orientation to library services and registration for a library card; and
- This year, close to 500 students from 18 schools, with the highest level of participation in the program met at the Great Hall to hear presentations by authors Allan

Stratton and Hugh Brewster. The program is generously supported by the Friends of the Library.



Grade 4 Read to Succeed Event  
Authors: Allan Stratton and Hugh Brewster

### **Nurturing innovation and supporting STEM (Science Technology, Engineering and Math):**

- Central Library has worked with Rick Hansen Secondary School in introducing an extremely popular Robotics program for school-aged children; and
- The enthusiastic response led to the creation of two First Lego League teams which were the first community teams to enter competition in Ontario.

---

**Increased focus on providing electronic resources and support to customers:**

- An eBook support team handles numerous queries from the public, as well as providing help sheets and training for this increasingly popular service.

**Zinio magazine service:**

- The library is offering customers access to the Zinio streaming magazine services; and
- Customers have access to 50 popular magazine titles in real time with full colour and detail.

**Expansion of literacy through play initiatives:**

- Toys and puzzles designed to engage children in literacy concepts have been introduced at all locations.

**Computer buddies programming:**

- This intergenerational program provides learning opportunities for older adults and meaningful volunteer experiences for youth.

**Expansion of services to Newcomers:**

- Through a partnership with Scotiabank, “*All About your Library*” brochures were printed in Mississauga’s top 10 languages; and
- A revamped newsletter now has almost 17,000 subscribers.



Source: iStock.com

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### 2.3 Awards and Recognitions

2012 Governor General's Medals in Architecture and a Mississauga Urban Design Award of Excellence.

- Awarded to RDH for the Lakeview, Port Credit and Lorne Park Library projects.



Lakeview Library



Lorne Park Library



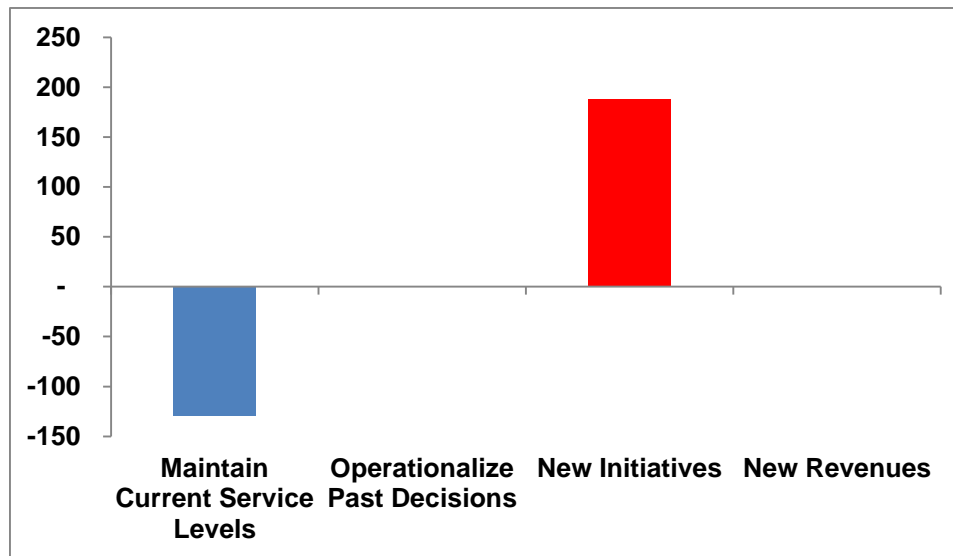
Port Credit Library



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## Proposed Budget

This part of the Business plan sets out the financial resources required to deliver the proposed 2014-2016 Business Plan. Information is provided by major expenditure and revenue category as well as by program. The costs to maintain existing service levels and operationalize prior decisions are identified separately from proposed changes. The prior year budget for 2013 was \$24,417,000 and the proposed budget for 2014 is \$24,476,000.



### Total Changes to Maintain Current Service Levels

Increased costs for utilities \$83,000 and a decline in fines revenue \$160,000 are offset by (\$259,000) in efficiencies. Library labour and benefits for 2014 reflect economic adjustments and fringe benefit changes of (\$123,000).

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### **Total New Initiatives and Revenues**

In 2014, the operating budget is proposing an expansion of Sunday Service to include 10 additional weeks of Sunday hours at all locations. Sundays are the second busiest open day of the week for Mississauga Libraries with Saturday afternoons being the busiest.

In 2014, the operating budget is proposing to undertake proactive annual inspections for bed bugs at all library locations. This approach represents a mitigation strategy that will help retain the public's confidence in the Mississauga Library System and ensure the public will continue to make full use of the Library's spaces and resources.

The following table identifies the budgeted expenditures and revenues for 2013 to 2016 by major program within the service area, as well as 2012 actuals by programs.

Description	2012 Actuals	2013 Budget	2014 Proposed	2015 Forecast	2016 Forecast
<b>Expenditures to Deliver Current Services</b>					
Central Library Services	4,431	4,947	4,704	4,552	4,384
Public Services	12,969	13,141	13,052	13,404	13,687
Support Services	9,053	8,661	8,703	8,891	9,029
<b>Total Expenditures</b>	<b>26,453</b>	<b>26,749</b>	<b>26,460</b>	<b>26,848</b>	<b>27,100</b>
<b>Revenues</b>	<b>(2,210)</b>	<b>(2,332)</b>	<b>(2,172)</b>	<b>(2,130)</b>	<b>(2,093)</b>
New Initiatives	0	0	188	0	0
<b>Proposed Net Budget Including New Initiatives &amp; New Revenues</b>	<b>24,244</b>	<b>24,417</b>	<b>24,476</b>	<b>24,718</b>	<b>25,007</b>
<b>Expenditures Budget - Changes by Year</b>			-1%	1%	1%
<b>Proposed Net Budget - Changes by Year</b>			0%	1%	1%

Note: Numbers may not balance due to rounding.

The following table separates the financial requirements into those required to maintain current service levels; to operationalize prior decisions; and proposed new initiatives and new revenues. More details are provided in sections 3.1 and 3.2.

Description	2014 Proposed Budget (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)
<b>Prior Year Total Expenditures Budget</b>	<b>26,749</b>	<b>26,648</b>	<b>26,848</b>
<b>Increases/(Decreases) to Maintain Current Service Levels</b>			
Labour and Benefits	(123)	431	460
Other Cost Increases	93	51	66
Efficiencies and Cost Savings	(259)	(282)	(274)
<b>Total Expenditures to Maintain Service Levels</b>	<b>26,460</b>	<b>26,848</b>	<b>27,100</b>
<b>Prior Year Revenue Budget</b>	<b>(2,332)</b>	<b>(2,172)</b>	<b>(2,130)</b>
Current Revenue Changes	160	42	37
<b>Total Revenues</b>	<b>(2,172)</b>	<b>(2,130)</b>	<b>(2,093)</b>
<b>Net Expenditures to Maintain Services</b>	<b>24,288</b>	<b>24,718</b>	<b>25,007</b>
<b>Net Changes to Maintain Current Service Levels</b>	<b>(129)</b>	<b>243</b>	<b>289</b>
<b>Net Expenditure to Maintain Current Service Levels and Operationalize Prior Decisions</b>	<b>24,288</b>	<b>24,718</b>	<b>25,007</b>
Proposed New Initiatives & New Revenues - Expenses	188	0	0
<b>Proposed New Initiatives &amp; New Revenues</b>	<b>188</b>	<b>0</b>	<b>0</b>
<b>Proposed Total Expenditures Budget</b>	<b>26,648</b>	<b>26,848</b>	<b>27,100</b>
<b>Proposed Total Revenues Budget</b>	<b>(2,172)</b>	<b>(2,130)</b>	<b>(2,093)</b>
<b>Proposed Net Budget</b>	<b>24,476</b>	<b>24,718</b>	<b>25,007</b>

Note: Numbers may not balance due to rounding.



### 3.1 Changes to Maintain Current Service Levels and Operationalize Prior Decisions

The following table identifies the major changes in the costs to maintain existing service levels and the cost increases arising from prior decisions. Detailed explanations of changes to 2014 as well as the proposed Full Time Equivalent Staffing by Program can be found in Appendix 1.

#### Proposed Changes to Maintain Current Service Levels

Description	FTE	2014 Proposed Budget (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)
<b>Labour and Benefits</b>	<b>0.0</b>	<b>(123)</b>	<b>431</b>	<b>460</b>
<b>Other Cost Increases</b>				
Increase in utilities cost	0.0	83	46	61
Other Cost Increases	0.0	10	6	5
<b>Other Cost Increases</b>	<b>0.0</b>	<b>93</b>	<b>51</b>	<b>66</b>
<b>Efficiencies and Cost Savings</b>				
Efficiencies due to Self Check-Out implementation	(5.0)	(259)	(282)	(274)
<b>Efficiencies and Cost Savings</b>	<b>(5.0)</b>	<b>(259)</b>	<b>(282)</b>	<b>(274)</b>
<b>Current Revenue Changes</b>				
Fine revenues reduction	0.0	160	42	37
<b>Current Revenue Changes</b>	<b>0.0</b>	<b>160</b>	<b>42</b>	<b>37</b>
<b>Total Changes to Maintain Current Service Levels</b>	<b>(5.0)</b>	<b>(129)</b>	<b>243</b>	<b>289</b>

Note: Numbers may not balance due to rounding.

---

### 3.2 Proposed New Initiatives and New Revenues

The following table presents the costs by budget request for proposed new initiatives and proposed new revenues. Detailed descriptions of each budget request can be found in Appendix 2.

#### Proposed New Initiatives and New Revenues

Description	BR #	FTE	2014 Proposed Budget (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)	2014 to 2016 Capital (\$000's)
<b>New Initiatives</b>						
Sunday services-additional 10 weeks	817	1.7	123	0	0	0
Facility Needs - Bed Bug Prevention	1127	0.0	65	0	0	0
<b>Total New Initiatives</b>		<b>1.7</b>	<b>188</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>New Revenues</b>						
<b>Total New Revenues</b>		<b>0.0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total New Initiatives and New Revenues</b>		<b>1.7</b>	<b>188</b>	<b>0</b>	<b>0</b>	<b>0</b>

Note: Numbers may not balance due to rounding.

The following table outlines the 2012 actual costs, 2013 approved budget and proposed 2014 Budget and Forecasts for the remaining three years, by major expense and revenue categories.

**Proposed Budget by Category**

Description	2012 Actuals (\$000's)	2013 Budget (\$000's)	2014 Proposed Budget (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)
<b>Total Expenditures before Administrative and Support Costs</b>					
Labour Costs	20,668	20,878	20,619	20,768	20,954
Other Operating Costs	5,061	5,202	5,350	5,395	5,456
<b>Total Expenditures</b>	<b>25,729</b>	<b>26,080</b>	<b>25,968</b>	<b>26,163</b>	<b>26,410</b>
Total Revenues	(2,210)	(2,332)	(2,172)	(2,130)	(2,093)
<b>Net Expenditures before Administrative and Support Costs</b>	<b>23,519</b>	<b>23,748</b>	<b>23,796</b>	<b>24,033</b>	<b>24,317</b>
Administrative and Support Costs	724	669	679	685	690
<b>Net Budget</b>	<b>24,244</b>	<b>24,417</b>	<b>24,476</b>	<b>24,718</b>	<b>25,007</b>

Note: Numbers may not balance due to rounding.

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### **3.3 Highlights of Proposed Capital Program Budget**

#### **Collection Growth Initiative**

The Library's collection size has fallen below the standard per capita, due to higher-than-anticipated growth in the City in the past five years. This multi-year initiative approved in the previous business plan provides a targeted return of the collection to an appropriate size to support the City's population.

The initial phase of the project commenced in 2011 enabling the enhancement of a number of relevant collections including children's materials, e-books, large print, and multilingual and junior DVDs. In 2014, a request for \$442,000 will purchase approximately 31,000 items.

#### **Relocation of Meadowvale Library**

The relocation of the Meadowvale Library from leased space to a permanent location as part of the Meadowvale Community Centre redevelopment will provide access to shared spaces, enable joint programming opportunities and increase foot traffic to the library.

The library project is funded primarily by development charges and will result in the elimination of \$400,000 annual lease cost, and is scheduled to be completed during the next four-year business plan period, with an anticipated reopening mid-2016. The design phase is nearing completion.

#### **Central Library Redevelopment**

The Central Library building is 22 years old. The Feasibility Study approved in 2012 will be completed in September 2013 recommending options to revitalize and optimize the size and use of Central Library, including ensuring accessibility and building systems lifecycle requirements are met.

#### **Library Lighting**

Lighting is an essential component in the provision of Library Services and in meeting accessibility guidelines. Three libraries have been determined to have lighting levels below accepted industry standards (IENSA – Illuminating Engineering Society of North America).

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### 3.4 Capital Program

This section summarizes the forecast 10 year capital requirements for this service. The following table presents the forecast by major program. The next table summarizes the sources of financing for the capital forecast. A detailed listing of 2014 to 2016 projects is contained in Appendix 3 and 4.

#### Proposed Capital Program

Program Expenditures	2014 Proposed Budget (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)	2017 Forecast (\$000's)	2018-2023 Forecast (\$000's)	Total 2014-2023 (\$000's)
Buildings	925	8,000	7,323	200	100	16,548
Materials & Equipment	1,224	1,076	126	126	716	3,267
<b>Total Expenditures</b>	<b>2,149</b>	<b>9,076</b>	<b>7,449</b>	<b>326</b>	<b>816</b>	<b>19,815</b>

Note: Numbers may not balance due to rounding.

#### Proposed Capital Program (continued)

Program Funding	2014 Proposed Budget (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)	2017 Forecast (\$000's)	2018-2023 Forecast (\$000's)	Total 2014-2023 (\$000's)
Tax	1,031	6,376	5,358	146	816	13,726
Development Charges	1,118	2,700	2,091	180	0	6,089
<b>Total Funding</b>	<b>2,149</b>	<b>9,076</b>	<b>7,449</b>	<b>326</b>	<b>816</b>	<b>19,815</b>

Note: Numbers may not balance due to rounding.

---

# Performance Measures

## 4.1 Balanced Scorecard

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

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

About the measures for Library Services:

### Financial Measures

*Expenditures per capita* are lower on average than similar benchmarked library systems, indicating that Mississauga Library provides good value to its taxpayers.

*Expenditures per capita on library materials* is a key measure of a library's provision of materials to serve the local population. The Library's per capita expenditure on collection materials has been declining in recent years and a trend that is anticipated to continue. At \$3.25 per capita (2012) this measure is the lowest amongst national comparator libraries, with an average is \$6.28 per capita. The 2011-2014 business plan included an initiative to increase collection funding levels, but has been deferred in this business plan.

### Customer Service Measures

Customers are at the core of library services and there are numerous measurements of performance in this area.

These measures are collected and submitted annually to the Province of Ontario and the Canadian Urban Libraries Council.

*Visits, circulation, computer use, electronic database use and program attendance* are all similar to and in some cases above the national average.

### Employee Measures

*Employee satisfaction* is measured through the every three years Employee Satisfaction results from the 2012 survey for the Library were at 69.1 per cent as compared to the City's overall satisfaction score of 67.6 per cent.

### Business Processes Measures

*Collection size* is anticipated to remain at or decline slightly from current levels over the next four years, as the growth-related collection development program has been deferred.

*Space per capita* remains at 0.54 square feet per capita through the course of this plan, slightly under the provision standard.

Measures for Library Services	2010 (Actual)	2011 (Actual)	2012 (Actual)	2013 (Planned)	2014 (Planned)	2015 (Planned)	2016 (Planned)
<b>Financial:</b>							
Expenditure per capita	\$34.09	\$34.52	\$35.70*	\$35.41	\$36.12	\$36.85	\$37.58
Expenditure per capita – library materials	\$3.32	\$3.17	\$3.25	\$3.32	\$3.38	\$3.45	\$3.52
<b>Customer (000's):</b>							
Visits	4,225	4,753	4,515	4,605	4,697	4,791	4,887
Circulation	7,614	7,725	7,302	7,448	7,597	7,749	7,904
In-library use of Materials	1,606	1,935	1,486	1,516	1,546	1,577	1,608
Reference Inquiries	417	337	310	304	298	292	286
Computer Use	614	638	626	639	651	664	678
Electronic Uses (visits to website)	825	730	815	831	848	865	882
Program Attendance	67	118	138	141	144	146	149
<b>Employees/Innovation:</b>							
Employee satisfaction – grand average	71.5	71.5	69.1	74.5	75.0	75.0	75.0
<b>Internal Business Process:</b>							
Collection size (000's)	1,310	1,330	1,330	1,330	1,330	1,330	1,330
Space per capita (sq. ft.)	0.56	0.54	0.54	0.54	0.54	0.54	0.54

\*Expenditures include allocations

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## **Appendices**



## Appendix 1: Details of Changes to Maintain Current Service Levels and Operationalize Prior Decisions

### Changes to Maintain Current Service Levels

Description	2013 Budget (\$000's)	2014 Proposed Budget (\$000's)	Change (\$000's)	Details
<b>Labour and Benefits</b>	<b>20,619</b>	<b>20,496</b>	<b>(123)</b>	Increase reflects negotiated union agreements, economic adjustment increases, labour adjustments and other fringe benefit changes.
<b>Other Cost Increases</b>				
Increase in utilities cost	1,002	1,084	83	Increases to Utilities.
Other Cost Increases	669	679	10	Other changes reflect budget increases to IT Maintenance allocation and Business Support Allocation.
<b>Total Other Cost Increases</b>	<b>1,671</b>	<b>1,763</b>	<b>93</b>	
<b>Efficiencies and Cost Savings</b>				
Efficiencies due to Self Check-Out implementation	259	0	(259)	Elimination of 5 full time equivalent positions.
<b>Total Efficiencies and Cost Savings</b>	<b>259</b>	<b>0</b>	<b>(259)</b>	
<b>Current Revenue Changes</b>				
Fine revenues decline	(869)	(709)	160	Fines revenues are expected to decline due to implementation of electronic notification system.
<b>Total Current Revenue Changes</b>	<b>(869)</b>	<b>(709)</b>	<b>160</b>	
<b>Total Changes to Maintain Current Service Levels</b>	<b>21,680</b>	<b>21,550</b>	<b>(129)</b>	

Note: Numbers may not balance due to rounding.

### Changes to Operationalize Prior Decisions

Description	2013 Budget (\$000's)	2014 Proposed Budget (\$000's)	Change (\$000's)	Details
<b>Annualization of Previous Years Operating Cost Decisions</b>				
Total Annualization of Previous Years Operating Cost Decisions	0	0	0	
<b>Operating Impact of New Capital Projects</b>				
Total Operating Impact of New Capital Projects	0	0	0	
Total Changes to Operationalize Prior Decisions	0	0	0	
Total Costs to Maintain Current Services Levels and Operationalize Prior Decisions	21,680	21,550	(129)	

Note: Numbers may not balance due to rounding.

### Proposed Full Time Equivalent Staffing Distribution by Program

Program	2013	2014	2015	2016
Central Library Services	72.7	71.2	70.2	69.2
Public Services	212.8	211.0	208.0	206.0
Divisional Support Services	39.0	39.0	39.0	38.0
<b>Total Service Distribution</b>	<b>324.5</b>	<b>321.2</b>	<b>317.2</b>	<b>313.2</b>

---

## Appendix 2: Budget Requests

### Proposed 2014-2016 New Initiatives and New Revenues

In 2014, expansion of Sunday Service to include 10 additional weeks of Sunday hours at all locations, results in a budget request of \$123,000.

In 2014, proactive annual inspections for bed bugs at all library locations with a contingency for follow up inspections if needed including equipment replacement for bed bug prevention, results in a budget request of \$65,000.

Description	BR #	Year
<b>New Initiatives</b>		
Sunday service expansion	817	2013
Facility Needs - Bed Bug Prevention	1127	2014

---

Budget Request #: 817

**Proposed Initiative**

Sunday Service Expansion

**Department**

Community Services Department

**Service Area**

Mississauga Library

**Required Operating Investment**

Impacts (\$000s)	2014	2015	2016
Gross Expenditures	123.0	123.0	123.0
Reserves & Reserve Funds	0.0	0.0	0.0
User Fees & Other Revenues	0.0	0.0	0.0
Tax Levy Requirements	123.0	123.0	123.0
* Net Change in \$		0.0	0.0
FTEs	1.7	1.7	1.7

*\* Any net change that is negative, (in brackets), is a good thing. It means a reduction in expenditure or an increase in revenue.*

**Required Capital Investment**

Total Capital (\$000s)	2013 & Prior	2014	2015	2016	2017 & Beyond
Expenditures	0.0	0.0	0.0	0.0	0.0

**Why Staff Recommend this Initiative**

One of the keys in developing and maintaining a strong customer base in the Library is providing services that support the Youth demographic. Aligning the provision of Sunday service to support the needs of Youth throughout the school year is key to achieving this.

---

*Budget Request #: 817*

**Details of Service Change**

- Extend Sunday service at all locations by 10 weeks, for total of 36 weeks Sunday service through year;
- Add five weeks after Labour Day and five weeks after Victoria Day; and
- Coincides with school year.

**Service Impact**

- Currently, 26 weeks of Sunday service provides no service for 10 weeks of the school year;
- Current service level does not support focus on Youth and attracting this market to Library services; and
- Would better-meet demand for Sunday service across all customer groups.

---

Budget Request #: 1127

**Proposed Initiative**

Facility Needs - Bed Bug Prevention

**Department**

Community Services Department

**Service Area**

Mississauga Library

**Required Operating Investment**

Impacts (\$000s)	2014	2015	2016
Gross Expenditures	65.0	65.0	65.0
Reserves & Reserve Funds	0.0	0.0	0.0
User Fees & Other Revenues	0.0	0.0	0.0
Tax Levy Requirements	65.0	65.0	65.0
* Net Change in \$		0.0	0.0
FTEs	0.0	0.0	0.0

\* Any net change that is negative, (in brackets), is a good thing. It means a reduction in expenditure or an increase in revenue.

**Required Capital Investment**

Total Capital (\$000s)	2013 & Prior	2014	2015	2016	2017 & Beyond
Expenditures	0.0	0.0	0.0	0.0	0.0

**Why Staff Recommend this Initiative**

- Highly used public spaces, like libraries, have occurrences of bed bugs from time to time;
- Proactive implementation of annual inspections for bed bugs is recommended; and
- Mitigation strategy is important to maintain the public's confidence.

---

*Budget Request #: 1127*

**Details of Service Change**

\$65,000 request includes one annual inspection for every library location with a contingency for follow up inspections if needed and equipment replacement for bed bug prevention.

**Service Impact**

The absence of proactive inspections could erode the public's confidence in the public library. This could lead to a decreased use of the library's facilities, including the circulation of library materials.

### Appendix 3: Proposed 2014 Capital Program

#### Program: Buildings

Project Number	Project Name	Gross Cost (000's)	Recovery (000's)	Net Cost (000's)	Funding Sources
CMLS00015	Construction of Meadowvale Branch	800	0	800	Capital Reserve Fund/Library Development Charges Reserve Fund
CMLS00056	Library Lighting Levels increase	125	0	125	Capital Reserve Fund
<b>Subtotal</b>		<b>925</b>	<b>0</b>	<b>925</b>	

#### Program: Materials & Equipment

Project Number	Project Name	Gross Cost (000's)	Recovery (000's)	Net Cost (000's)	Funding Sources
CMLS00006	Self-Serve Technology- Workstation Rollout-cash flow funding	656	0	656	Capital Reserve Fund
CMLS00017	Book carts, Specialized Shelving, Desks/ Work Stations	126	0	126	Capital Reserve Fund
CMLS00037	Library Collection Increases to reflect the growth in City	442	0	442	Capital Reserve Fund/Library Development Charges Reserve Fund
<b>Subtotal</b>		<b>1,224</b>	<b>0</b>	<b>1,224</b>	
<b>Total Expenditures</b>		<b>2,149</b>	<b>0</b>	<b>2,149</b>	



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#### Appendix 4: Proposed 2015-2016 Capital Program

##### Program: Buildings

Sub-Program	2015 Forecast (\$000's)	2016 Forecast (\$000's)
LIB New Construction	3,000	2,323
LIB Renovations	5,000	5,000
<b>Subtotal</b>	<b>8,000</b>	<b>7,323</b>

##### Program: Materials & Equipment

Sub-Program	2015 Forecast (\$000's)	2016 Forecast (\$000's)
LIB Programme Equipment Replacement	1,076	126
<b>Subtotal</b>	<b>1,076</b>	<b>126</b>
<b>Total Expenditures</b>	<b>9,076</b>	<b>7,449</b>





# Business Services

## 2014-2016 Business Plan Update and 2014 Budget

City of Mississauga, Ontario, Canada



**300,000** INQUIRIES TO 311 CALL CENTRE.  
CITY'S **AAA** CREDIT RATING.  
**250** EMERGING LEADERS SUCCESSFULLY PARTICIPATED  
IN THE LEADERSHIP READINESS PROGRAM.  
**207,250** ACTIVE TAX ACCOUNTS.



Last year the City of Mississauga undertook an extensive process to create a four year, 2013 through 2016, detailed Business Plan and Budget. Approved in December 2012, the 2013-2016 Business Plan and Budget outlines how and where the City plans to allocate resources to provide good value for taxpayers. Reviewed and updated annually, the four year plan is based on the City's four strategic priorities. 2014 marks the second year of Mississauga's four year Business Plan and Budget. For this "Update Year" staff has focused on primarily updating and presenting exceptions and amendments to the four year approved Service Area Business Plans, while still providing comprehensive financial information and forecasts.

The following summary document sets out a brief description of the Service Area, what has changed since writing the 2013-2016 Business Plan and Budget and performance measurements. The complete 2014-2016 Business Plan and Budget can be found on the City's website.

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## Table of Contents

<b>Existing Core Services .....</b>	<b>4</b>
1.1 Vision and Mission .....	4
1.2 Service Delivery Model .....	5
<b>Updates &amp; Accomplishments .....</b>	<b>6</b>
2.1 Updates .....	6
2.2 Accomplishments .....	7
2.3 Awards and Recognitions .....	9
<b>Proposed Budget .....</b>	<b>10</b>
3.1 Changes to Maintain Current Service Levels and Operationalize Prior Decisions.....	14
3.2 Proposed New Initiatives and New Revenues .....	16
3.3 Highlights of Proposed Capital Program Budget .....	18
3.4 Capital Program .....	19
<b>Performance Measures .....</b>	<b>20</b>
4.1 Balanced Scorecard .....	20
<b>Appendices .....</b>	<b>24</b>
Appendix 1: Details of Changes to Maintain Current Service Levels and Operationalize Prior Decisions .....	25
Appendix 2: Budget Requests .....	27
Appendix 3: Proposed 2014 Capital Program .....	34
Appendix 4: Proposed 2015-2016 Capital Program .....	35

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# Existing Core Services

## 1.1 Vision and Mission

### Vision

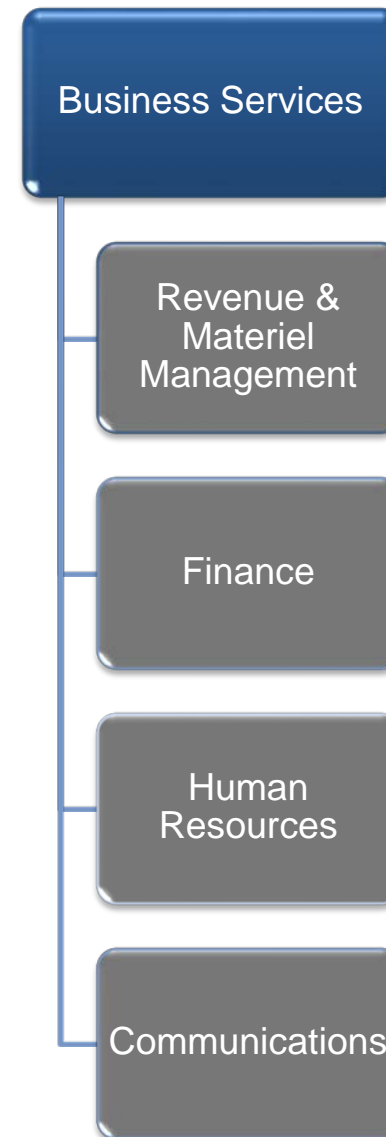
To be the service provider of choice.

### Mission

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

Business Services provides quality advice, primary support and essential support services to front-line service areas within the City of Mississauga, as well as direct services to residents and local businesses of Mississauga. The areas of expertise focus on revenue, taxation, collections, materiel management, financial planning, budgeting, investments, financial services including: accounts payable; payroll; accounting; human resources services including: recruitment; compensation and benefits; talent management; labour relations; health and safety programs; corporate communications including: public relations; marketing; creative services; and customer service through the internet, telephone (via Citizen Contact Centre) and in person (via service counters).

Partnerships with internal and external clients are utilized to develop and implement comprehensive programs that ensure excellent, effective and efficient service delivery to Business Services' customers and clients.



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## 1.2 Service Delivery Model

Business Services is a team of four interrelated groups within the City of Mississauga that collaborate with all City Service Areas. The contribution and distinct nature of each of these sections is outlined below:

- Revenue & Materiel Management provides tax billing and accounting, tax rebates, tax appeals, property assessment review and analysis, central stores, collections, cashiers, purchasing, and departmental IT Services;
- Finance delivers corporate and departmental financial services, accounting, payroll, accounts payable functions, financial planning & policy and investment management;
- Human Resources (HR) develops and implements corporate human resources strategies, and provides support to departmental line management and staff in the areas of staffing & recruitment, compensation & benefits, employee & labour relations, employee health, safety, and talent management & organizational development; and
- Communications provides overall corporate insight and leadership on communications standards and policies. The division delivers service in areas of public relations, corporate marketing and program promotions, and creative services. In addition, Communications provides responsive, seamless and easily accessible customer service through the City's 311 Citizen Contact Centre.



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# Updates & Accomplishments

## 2.1 Updates

### Revenue & Materiel Management

- Implemented revisions to final tax bills to identify amount of tax levy allocated to infrastructure renewal and to Emerald Ash Borer Program;
- Analyzed the impact of property reassessment and reported findings to Council. No recommended changes in the City tax ratios and tax policies; and
- Engaged Management Consulting group to assist in developing a process for obtaining prompt payment discounts from vendors. This will require modifications to vendor contract and the receipt of invoice process, planned to be implemented in 2014.

### Finance

- Initiated a workforce planning review in 2013 for the Finance division to better serve clients and stakeholders;
- Undertaking an update of the City's development charges by-law to maximize growth related capital cost recovery; and
- Started the process of updating financial policies to support the development of a Long Term Financial Plan, including the Budget Control and the Reserve and Reserve Fund policies.

### Human Resources

- Implemented a Mental Health awareness and education campaign to support a healthy workplace;
- Implemented new HR organization structure which includes an HR Shared Services unit;

- Completed a recruitment process review to identify process improvements opportunities;
- Refreshed the City's Job Evaluation program strengthening process controls and establishing a regular job review cycle;
- Launched an improved Succession Planning Program to better manage leadership succession in the Corporation;
- Implemented significant improvements to the *Employee Long Service Awards* program; and
- Contributed to development of the first National Standards on Psychological Health & Safety in the workplace.

### Communications

- Promoted and embedded the Communications Master Plan vision and standards through meetings, workshops and training sessions as well as through enhancements of the City's web site and access to 311 online services;
- Re-aligned its Division to focus on the Master Plan outcomes: Public Affairs, is now Corporate Communications and the 311 Call Centre is now the 311 Citizen Contact Centre. In addition, one new staff position was added to focus on online citizen engagement and two-way digital communications; and
- Started a Brand Research Project to understand current perceptions of Mississauga and review the existing Visual Identity Program with the intent of refreshing the overall City brand and developing a complementary downtown brand.



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## 2.2 Accomplishments

### Revenue & Materiel Management

- Held one tax sale in 2013;
- Facilitated the procurement of the Food and Beverage point of sale (POS) equipment;
- Successfully implemented the Tax System (TXM) upgrade in 2013;
- Developed *New Contract Management Guidebook* for use by all departments; and
- Designed and implemented new “Flexible Format” method for complex procurements that greatly reduces risk and helps ensure best fit solutions.

### Finance

- Successfully guided the City on its first undertaking of debt. This effort culminated in the issuance of a \$50 million Installment Debenture, providing the budgeted debt financing requirements for the 2012 and 2013 Capital Budgets. The debentures will be repaid over 10 years with a favourable average yield to maturity of 2.765 per cent;
- Successfully implemented a new integrated budget system using Team Budget software. The new system will eliminate duplication thereby freeing up time for financial analysis and longer term financial planning priorities;
- Implemented the Elimination of the Penny program in all City facilities in 2013; and
- Continued to grow the City PCard program by expanding the program to also pay selected vendors by credit card rather than by cheque.

### Human Resources

- Completed successful negotiations for most of the union collective agreements;
- Completed a HR administration process review identifying close to 100 process improvement opportunities. (Process improvement implementation is in progress);
- Developed and implemented the AODA Integrated Standards e-learning training to meet compliance; and
- Implemented the 2012 Employee Engagement Survey for all full-time employees including logistics, results roll-out, and action planning.



2012 Employee Engagement Survey Logo

### Communications

- Completed Phase One (Corporate Communications – formerly Public Affairs) and Phase Two (Citizen Contact Centre – formerly Call Centre) of the re-alignment of resources as per the Communications Master Plan;
- Distribution of 180-200 news releases per year with almost 100 per cent pick-up, delivery of nine media training sessions per year and daily (255 days per year) media monitoring;

- 
- Development and implementation of large city-wide Communication and Marketing plans such as Inspiration Port Credit, Emerald Ash Borer, and Mississauga Celebration Square – Summer is Big;
  - Co-ordination and support of seven corporate events including the official openings of MacEwan Terrace Gardens; Cooksville Four Corners and Scholars' Green and administration of nine corporate policies;
  - Support of two large, six medium and 10 small Survey and Market Research projects per year;
  - Support of 38 large, 135 medium and 227 small Creative Design projects per year;
  - Introduced 311 online services via the City's web site; and
  - The 311 Citizen Contact Centre operates from 7:00 a.m. to 7:00 p.m., Monday to Friday, excluding holidays, and handles an average of 300,000 telephone and email inquiries annually. Currently, 84 per cent of the calls are answered within 30 seconds, and 84 per cent of inquiries are handled without having to be transferred to another business area or requiring the resident to come into the Civic Centre for further information.



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## 2.3 Awards and Recognitions

### Finance

- Received the Government Finance Officers Association awards for Budgeting for the 23<sup>rd</sup> year and Financial Reporting for the 14<sup>th</sup> consecutive year; and
- Maintained AAA credit rating from Standard and Poors.

### Human Resources

- The City of Mississauga was selected as one of Canada's best employers for new Canadians in 2013. The City has received this designation three years in a row. It acknowledges our City's efforts to assist new Canadians in making the transition to a new workplace and a new life in Canada, and demonstrates our commitment to investing in the best talent through participation in a number of mentoring and internship programs aimed at new Canadians.

### Communications

- Requests received from more than 50 organizations for the Communications Master Plan;
- Received the 2013 Social Good Design Award for their project, "Monster Fitness Circuit" and was recognized by Applied Arts, Canada's Visual Communications Magazine with the 2013 Applied Arts Design Award; and
- Received the Applied Arts Award for 'Design Thinkers 2012' and was published in the July/August issue of Applied Arts.

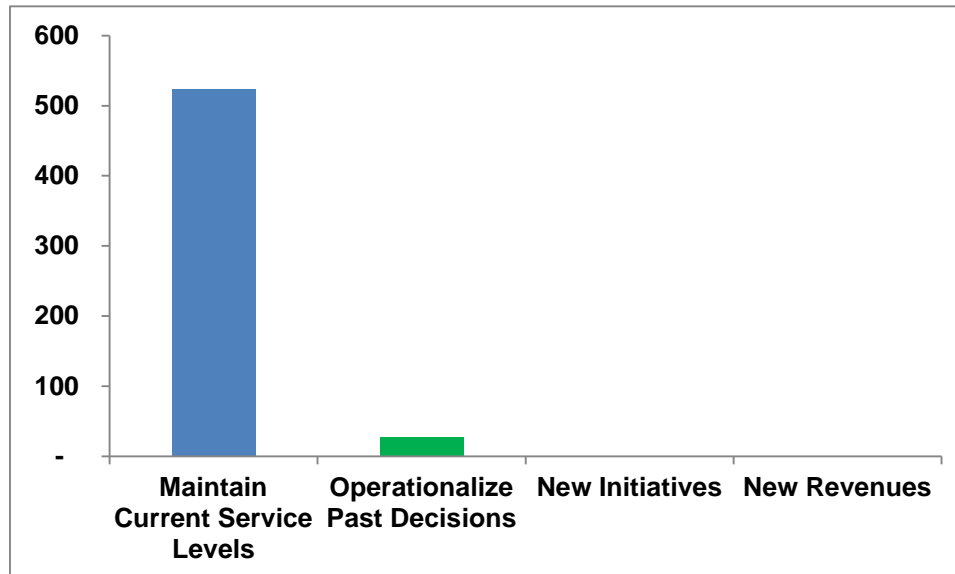


2013 Social Good Design Award for the "Monster Fitness Circuit" project, awarded to the City of Mississauga's Creative Services Team. Design decals can be found on Celebration Square

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## Proposed Budget

This part of the Business plan sets out the financial resources required to deliver the proposed 2014-2016 Business Plan. Information is provided by major expenditure and revenue category as well as by program. The costs to maintain existing service levels and operationalize prior decisions are identified separately from proposed changes. The prior year budget for 2013 was \$24,959,000 and the proposed budget for 2014 is \$25,509,000, for a total proposed change of \$550,000.



### Total Changes to Maintain Current Service Levels

Labour cost increases reflect economic adjustments and other changes, such as fringe benefit changes, for a total of \$608,000.

Other cost increases of \$170,000 are mainly due to lease agreement costs at 201 City Centre Drive of \$106,000 and Phase two of the Communications Master Plan for Branding, and Ethnic Media and Advertising strategy, of \$45,000. These cost increases are more than offset by a number of cost cutting initiatives totalling \$256,000, such as reduction of temporary labour and elimination of various operating budget reserve expenses, used for one-time cost items.

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Current revenue changes include rate increases for Tax Certificate and New Account Adjustment Fees, offset by reductions in Transfers from Reserves.

**Total Changes to Operationalize Prior Decisions**

The annualized cost of \$22,000 for a Digital On-line Specialist approved in the Communications division is included in 2014.

**Total New Initiatives and Revenues**

The HR division has three new initiatives requesting resources. In 2014, the HR division is looking to create operating efficiencies by automating its administrative processes and forms with a capital request of \$583,000, requiring one contracted Business Analyst (one FTE) in 2014 and future operating impacts of \$60,000 for annual maintenance costs starting in 2015.

Finance will be investigating new SAP financial modules to enhance business areas such as revenues, asset management and investments beginning in 2014 and 2015.

In 2015, there is a capital request of \$530,000 to cover the cost of an electronic recruiting/tracking system and two contracted positions: a Project Leader and a Business Analyst (two FTEs for one year). Also in 2015, HR has the only operating budget request of \$100,000 to implement the results of a health assessment to be performed in 2013-2014.

The following table identifies the budgeted operating expenditures and revenues for 2013 to 2016 by major program within the service area, as well as 2012 actuals by programs.

Description	2012 Actuals (\$000's)	2013 Budget (\$000's)	2014 Proposed Budget (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)
<b>Expenditures to Deliver Current Services</b>					
Communications	4,565	5,039	5,182	5,210	5,256
Finance	4,449	7,001	7,213	7,330	7,421
Human Resources	7,623	8,144	8,225	8,311	8,532
Revenue and Materiel Management	6,238	6,561	6,673	6,741	6,786
<b>Total Expenditures</b>	<b>22,874</b>	<b>26,744</b>	<b>27,292</b>	<b>27,592</b>	<b>27,994</b>
<b>Revenues</b>	<b>(1,825)</b>	<b>(1,531)</b>	<b>(1,713)</b>	<b>(1,713)</b>	<b>(1,713)</b>
Transfers From Reserves and Reserve Funds	(23)	(253)	(70)	(26)	(26)
New Initiatives	0	0	0	160	0
<b>Proposed Net Budget Including New Initiatives &amp; New Revenues</b>	<b>21,026</b>	<b>24,960</b>	<b>25,509</b>	<b>26,013</b>	<b>26,256</b>
<b>Expenditures Budget - Changes by Year</b>			<b>2%</b>	<b>1%</b>	<b>1%</b>
<b>Proposed Net Budget - Changes by Year</b>			<b>2%</b>	<b>2%</b>	<b>1%</b>

Note: Numbers may not balance due to rounding.

The following table separates the financial requirements into those required to maintain current service levels; to operationalize prior decisions; and proposed new initiatives and new revenues. More details are provided in sections 3.1 and 3.2.

Description	2014 Proposed Budget (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)
<b>Prior Year Total Expenditures Budget</b>	<b>26,744</b>	<b>27,292</b>	<b>27,752</b>
<b>Increases/(Decreases) to Maintain Current Service Levels</b>			
Labour and Benefits	608	561	470
Other Cost Increases	170	(4)	29
Efficiencies and Cost Savings	(256)	(257)	(256)
<b>Total Expenditures to Maintain Service Levels</b>	<b>27,265</b>	<b>27,592</b>	<b>27,994</b>
<b>Prior Year Revenue Budget</b>	<b>(1,784)</b>	<b>(1,783)</b>	<b>(1,739)</b>
Current Revenue Changes	(11)	44	0
Revenue Changes Associated with Efficiencies and Cost Savings	13	0	0
<b>Total Revenues</b>	<b>(1,783)</b>	<b>(1,739)</b>	<b>(1,739)</b>
<b>Net Expenditures to Maintain Services</b>	<b>25,482</b>	<b>25,853</b>	<b>26,255</b>
<b>Current Year Net Tax Levy</b>	<b>25,482</b>	<b>25,853</b>	<b>26,255</b>
<b>Increase in Net Tax Levy</b>	<b>523</b>	<b>343</b>	<b>243</b>
<b>Net Changes to Maintain Current Service Levels</b>	<b>523</b>	<b>343</b>	<b>243</b>
<b>Increases/(Decreases) to Operationalize Prior Decisions</b>			
Annualization of Previous Years Budget Decisions - Expenses	22	0	0
Operating Impact of New Capital Projects - Expenses	5	0	0
<b>Changes to Operationalize Prior Decisions</b>	<b>27</b>	<b>0</b>	<b>0</b>
<b>Net Expenditure to Maintain Current Service Levels and Operationalize Prior Decisions</b>	<b>25,509</b>	<b>25,853</b>	<b>26,255</b>
Proposed New Initiatives & New Revenues - Expenses	0	160	0
<b>Proposed New Initiatives &amp; New Revenues</b>	<b>0</b>	<b>160</b>	<b>0</b>
<b>Total Special Purpose Levy</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Proposed Total Expenditures Budget</b>	<b>27,292</b>	<b>27,752</b>	<b>27,994</b>
<b>Proposed Total Revenues Budget</b>	<b>(1,783)</b>	<b>(1,739)</b>	<b>(1,739)</b>
<b>Proposed Net Budget</b>	<b>25,509</b>	<b>26,013</b>	<b>26,255</b>

Note: Numbers may not balance due to rounding.

### 3.1 Changes to Maintain Current Service Levels and Operationalize Prior Decisions

The following two tables identify the major changes in the costs to maintain existing service levels and the cost increases arising from prior decisions. Detailed explanations of changes to 2014 as well as the proposed Full Time Equivalent Staffing by Program can be found in Appendix 1.

#### Proposed Changes to Maintain Current Service Levels

Description	FTE	2014 Proposed Budget (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)
<b>Labour and Benefits</b>	<b>0.0</b>	<b>608</b>	<b>561</b>	<b>470</b>
<b>Other Cost Increases</b>				
201 City Centre Dr. Lease Cost Increase	0.0	106	4	4
Transfer to Reserve-Communications Master Plan	0.0	45	(45)	0
Other Changes	0.0	19	37	26
<b>Other Cost Increases</b>	<b>0.0</b>	<b>170</b>	<b>(4)</b>	<b>29</b>
<b>Efficiencies and Cost Savings</b>				
Temporary Labour Reductions	(6.4)	(100)	(87)	(3)
Operating Budget Reserve Expenses	0.0	(96)	0	0
Increase Creative Services Recoveries	0.0	(34)	(17)	0
Efficiencies and Cost Savings	0.0	0	(154)	(253)
Other Changes	0.0	(26)	0	0
<b>Efficiencies and Cost Savings</b>	<b>(6.4)</b>	<b>(256)</b>	<b>(257)</b>	<b>(256)</b>
<b>Current Revenue Changes</b>				
Tax Certificate Fees	0.0	(62)	0	0
Interest On Outstanding Accounts Receivable	0.0	(60)	0	0
New Account Adjustment Fees	0.0	(47)	0	0
Other Fees	0.0	(14)	0	0
Operating Budget Reserve Reductions	0.0	96	0	0
Transfer from Reserve Reductions	0.0	87	44	0
<b>Current Revenue Changes</b>	<b>0.0</b>	<b>1</b>	<b>44</b>	<b>0</b>
<b>Total Changes to Maintain Current Service Levels</b>	<b>(6.4)</b>	<b>523</b>	<b>343</b>	<b>243</b>

Note: Numbers may not balance due to rounding.



**Proposed Changes to Operationalize Prior Decisions**

Description	FTE	2014 Proposed Budget (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)
<b>Annualization of Prior Years Operating Cost Decisions</b>				
Digital On-line Specialist	0.0	22	0	0
<b>Annualization of Prior Years Operating Cost Decisions</b>	<b>0.0</b>	<b>22</b>	<b>0</b>	<b>0</b>
<b>Operating Impact of New Capital Projects</b>				
City Mobile Application Maintenance	0.0	5	0	0
<b>Operating Impact of New Capital Projects</b>	<b>0.0</b>	<b>5</b>	<b>0</b>	<b>0</b>
<b>Total Changes to Operationalize Prior Decisions</b>	<b>0.0</b>	<b>27</b>	<b>0</b>	<b>0</b>

Note: Numbers may not balance due to rounding.

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### 3.2 Proposed New Initiatives and New Revenues

The following table presents the costs by budget request for proposed new initiatives and proposed new revenues. Detailed descriptions of each budget request can be found in Appendix 2.

#### Proposed New Initiatives and New Revenues

Description	BR #	FTE	2014 Proposed Budget (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)	2014 to 2016 Capital (\$000's)
<b>New Initiatives</b>						
HR Processes & Forms Automation	561	0.0	0	60	0	583
e-Recruit Applicant Tracking System Renewal	565	0.0	0	0	0	530
Employee Wellness Program Assessment	671	0.0	0	100	0	0
<b>Total New Initiatives</b>		<b>0.0</b>	<b>0</b>	<b>160</b>	<b>0</b>	<b>1,113</b>
<b>New Revenues</b>						
<b>Total New Revenues</b>		<b>0.0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total New Initiatives and New Revenues</b>		<b>0.0</b>	<b>0</b>	<b>160</b>	<b>0</b>	<b>1,113</b>

Note: Numbers may not balance due to rounding.

The following table outlines the 2012 actual costs, 2013 approved budget and proposed 2014 Budget and Forecasts for the remaining three years, by major expense and revenue categories.

**Proposed Budget by Category**

Description	2012 Actuals (\$000's)	2013 Budget (\$000's)	2014 Proposed Budget (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)
<b>Total Expenditures before Administrative and Support Costs</b>					
Labour Costs	20,376	23,827	24,367	24,855	25,324
Other Operating Costs	2,013	2,537	2,550	2,513	2,280
<b>Total Expenditures</b>	<b>22,389</b>	<b>26,364</b>	<b>26,917</b>	<b>27,368</b>	<b>27,604</b>
Total Revenues	(1,848)	(1,784)	(1,783)	(1,739)	(1,739)
<b>Net Expenditures before Administrative and Support Costs</b>	<b>20,541</b>	<b>24,580</b>	<b>25,134</b>	<b>25,629</b>	<b>25,865</b>
Administrative and Support Costs	485	379	375	384	391
<b>Net Budget</b>	<b>21,026</b>	<b>24,960</b>	<b>25,509</b>	<b>26,013</b>	<b>26,256</b>

Note: Numbers may not balance due to rounding.

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### **3.3 Highlights of Proposed Capital Program Budget**

Capital budget details for 2014 can be found in Appendix 3.

In 2014, Revenue & Materiel Management division is requesting capital projects to Upgrade of the Central Cashiers System (\$326,000), and the Implementation of Electronic Tax Bills which will allow the city to send out e-bills via Canada Post (\$50,000); Human Resources division is implementing the HR Administration Processes and Forms Automation project (\$583,000) which will provide more self-service capabilities. The 311 Citizen Contact Centre requires a replacement of its Knowledge Base System to provide increased functionality and to allow information to be accessible by citizens on the web anywhere, any time, on any device (\$100,000). With the completion of two projects in 2013, Finance is reducing two contracted positions (a Project Leader for the Integrated Budgeting System and an Analyst for Stormwater Study) in 2014.

In 2015, Human Resources is requesting an e-Recruit solution critical in addressing issues and achieving goals identified in the Human Resources Recruitment Process review (\$530,000). Also in 2015, the Employee Survey project would enable the City to assess current working conditions in order to ensure that it remains competitive in the marketplace (\$100,000).

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### 3.4 Capital Program

This section summarizes the forecast 10 year capital requirements for this service. The following table presents the forecast by major program. The next table summarizes the sources of financing for the capital forecast. A detailed listing of 2014 to 2016 projects is contained in Appendix 3 and 4.

#### Proposed Capital Program

Program Expenditures	2014 Proposed Budget (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)	2017 Forecast (\$000's)	2018-2023 Forecast (\$000's)	Total 2014-2023 (\$000's)
Communications-Administration	145	0	0	0	0	145
Finance-Administration	0	150	415	147	1,580	2,292
Human Resources-Administration	516	697	0	0	200	1,413
Revenue & Materiel Management-Administration	376	0	0	0	0	376
<b>Total Expenditures</b>	<b>1,037</b>	<b>847</b>	<b>415</b>	<b>147</b>	<b>1,780</b>	<b>4,226</b>

Note: Numbers may not balance due to rounding.

#### Proposed Capital Program (continued)

Program Funding	2014 Proposed Budget (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)	2017 Forecast (\$000's)	2018-2023 Forecast (\$000's)	Total 2014-2023 (\$000's)
Development Charges	0	0	0	0	720	720
Tax	992	747	415	147	860	3,161
Other	45	100	0	0	200	345
<b>Total Funding</b>	<b>1,037</b>	<b>847</b>	<b>415</b>	<b>147</b>	<b>1,780</b>	<b>4,226</b>

Note: Numbers may not balance due to rounding.

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# Performance Measures

## 4.1 Balanced Scorecard

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

By paying attention to all four areas an organization can retain balance to its performance and know that it is moving towards the attainment of its goals.

About the Measures for Business Services:

### Financial Measures

*City's Credit Rating* measures the financial health and financial stability of the organization. Mississauga's rating of AAA is in the top 20 per cent of municipalities that have received credit ratings. Of those Canadian municipalities Standard and Poor's rates, only seven have an AAA rating.

*Business Services Cost as a percentage of City Wide Operating Costs* measures the allocation of costs to service support and how these changes as City services and related costs expand. Business Services' gross operating costs are divided by gross total City operating costs.

*Investment Portfolio Yield* measures the annual total return on the City's investments. In 2011, the City's 5.1 per cent return was 3.2 percentage points higher than the 1.9 per cent return on the Benchmark Portfolio.

*Benchmark Portfolio Yield* is an equal weighting of 90 Day Government of Canada Treasury Bills and a balanced portfolio of the DEX Domestic Government Bond Index and the DEX High Grade Corporate Bond Index.

### Customer Measures

*City Property Tax Rate Increase from Prior Year* measures potential future tax rate impacts on residents and businesses. The City's tax increase in 2012 was comparable to other GTA municipalities. The City's property taxes on a detached two storey home are among the lowest in the GTA.

*311 Service Level Target* is the number of calls answered within a specific time. The 311 Citizen Contact Centre objective is to answer 80 per cent of calls in 30 seconds or less. The Institute of Citizen-Centred Services (ICCS) publishes benchmarks for access to government services across Canada and the acceptable time to wait on hold before speaking to a person is 30 seconds. The 311 Citizen Contact Centre is meeting this expectation.

*311 First Call Resolution (FCR) Rate* is the percentage of calls that are handled "one and done" in the Call Centre and do not require a service request to the business area. The benchmark identified by the Institute of Citizen-Centred Services (ICCS) states that you should only have to speak to a maximum of two people in order to get service, although one person is preferred for FCR. The 311 Citizen Contact Centre objective is that 87 per cent of the total calls are handled "one and done," and the call centre is meeting this rate.

### Employee Measures

*Employee Satisfaction with City of Mississauga* measures City employee satisfaction with the City as an employer. Employee satisfaction with the City was 73 per cent which is 5.5 per cent higher than the average satisfaction level of employees in other municipalities of 67.5 per cent. This is based on the 2012 Employee Survey conducted by Metrics@Work.

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*Employee Turnover* measures the percentage of permanent City employees that leave the City every year. In 2012, staff turnover decreased by 0.6 per cent to 3.8 per cent from 4.4 per cent in 2011. Based on survey data collected by the 2012 Human Resources Benchmarking Network, average staff turnover for Ontario municipalities was 4 per cent. Higher levels of employee turnover are expected over the next few years due to employee retirement. This measure does not capture temporary contract turnover, or internal transfers.

*Average Total Lost Time Hours per Employee* measures the actual total lost time for all employees eligible for the City's Income Replacement Program. The Corporation as a whole has had a decrease in total lost time of 5.9 per cent (i.e. 5.99 hours per employee) from 2011 to 2012. There is a goal to continue this trend in the years 2013 to 2016.

*Succession Program Participants* measures the number of employees actively preparing and training to improve skills in anticipation of future leadership turnover in the City. Over the next few years effective succession planning will be critical as increases in retirement and turnover are projected. In 2012 an enhanced process was introduced to identify and review high potential at all staff levels. The City's succession planning program is expected to grow to approximately 130 participants by 2014.

#### **Business Process Measures**

*Taxes Receivable Collection Rate* measures the percentage of taxes collected by the City. The comparable Greater Toronto Area average in 2010 was 92.9 per cent. The City of Mississauga is well above this average at 95 per cent. Data for 2011 are not available yet.

*Average Time to Fill Vacancies (days)* measures the efficiency of replacing vacant staff on a City wide basis. In 2012, the average time to fill vacancies was 53 days. The 2012 Human Resources Benchmarking Network indicates the average time to fill for Ontario municipalities was 56.6 days. Process changes implemented as a result of a recent recruitment process review should reduce time to fill in the future.

*311 Citizen Contact Centre Service Request Error Rate* measures the percentage of errors in service requests sent to business units. Examples include incorrect addresses or client information such as tax roll number and parking ticket numbers. Of those calls that result in a service request, the objective is to maintain an error rate below five.

Measures for Business Services	2010 (Actual)	2011 (Actual)	2012 (Actual)	2013 (Actual)	2014 (Planned)	2015 (Planned)	2016 (Planned)
<b>Financial:</b>							
City's Credit Rating	AAA	AAA	AAA	AAA	AAA	AAA	AAA
Business Services' cost as a percentage of City Wide Operating Costs*	3.7%	3.7%	3.7%	4.0%	4.0%	4.0%	4.0%
Investment Portfolio Yield	5.2%	5.1%	4.5%	3.8%	3.8%	4.0%	4.0%
Benchmark Portfolio Yield	3.1%	1.9%	2.2%	n/a	n/a	n/a	n/a
<b>Customer:</b>							
City Property Tax Rate Increase from Prior Year	2.3%	5.8%	7.2%	6.8%	Council Established Target	Council Established Target	Council Established Target
311 Service Level Target	72%	61%	84%	80%	80%	80%	80%
311 First Call Resolution Rate	93%	90%	84%	90%	90%	90%	90%
<b>Employee:</b>							
Employee Satisfaction with City of Mississauga	74.5%	74.5%	73.0%	73.0%	73.0%	75.0%	75.0%
Employee Turnover	2.9%	4.4%	3.8%	4.9%	5.8%	6.3%	6.2%
Average Total Lost Time Hours per Employee (all Benefit Streams)	90	101	95	90	85	79	71
Succession Program Participants	85	85	37	90	130	130	130

\*Reflects Finance restructuring in 2013



Measure for Business Services	2010 (Actual)	2011 (Actual)	2012 (Actual)	2013 (Actual)	2014 (Planned)	2015 (Planned)	2016 (Planned)
<b>Business Process:</b>							
Taxes Receivable Collection Rate	95%	97%	96.9%	96.2%	96.3%	96.3%	96.3%
Average Time to Fill Vacancies (days)	47	42	53	40	35	35	35
311 Call Centre Service Request Error Rate	1%	1%	2%	2%	2%	2%	2%

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## **Appendices**

## Appendix 1: Details of Changes to Maintain Current Service Levels and Operationalize Prior Decisions

### Changes to Maintain Current Service Levels

Description	2013 Budget (\$000's)	2014 Proposed Budget (\$000's)	Change (\$000's)	Details
<b>Labour and Benefits</b>	<b>22,499</b>	<b>23,108</b>	<b>608</b>	Increase reflects negotiated union agreements, economic adjustment increases, labour adjustments and other fringe benefit changes.
<b>Other Cost Increases</b>				
Lease/Building Rental	129	234	106	Lease agreement at 201 City Centre Drive
Transfer to Reserves	33	78	45	Phase 2 of Communications Master Plan
Other Cost Increases	2,631	2,649	19	Other includes Departmental Services Allocation
<b>Total Other Cost Increases</b>	<b>2,793</b>	<b>2,962</b>	<b>170</b>	
<b>Efficiencies and Cost Savings</b>				
Temporary Labour	1,263	1,163	(100)	Reduction of various temporary positions
Operating Budget Reserve Expenses	96	(0)	(96)	Elimination of various operating budget reserve expenses
Creative Services Recoveries	(76)	(110)	(34)	Increase to align with actuals
Other Changes	103	77	(26)	Miscellaneous efficiencies and cost savings
<b>Total Efficiencies and Cost Savings</b>	<b>1,386</b>	<b>1,130</b>	<b>(256)</b>	
<b>Current Revenue Changes</b>				
Tax Certificate Fees	(324)	(386)	(62)	Rate increase
Interest On Outstanding Accounts Receivable	0	(60)	(60)	Increase to align with actuals
New Account Adjustment Fees	(75)	(122)	(47)	Rate increase
Other Fees	(1,202)	(1,216)	(14)	Increase to align with actuals
Operating Budget Reserve Reductions	(96)	0	96	Elimination of various operating budget reserve transfers
Transfer from Reserve Reductions	(87)	0	87	Decrease to align with actuals
<b>Total Current Revenue Changes</b>	<b>(1,784)</b>	<b>(1,783)</b>	<b>1</b>	
<b>Total Changes to Maintain Current Service Levels</b>	<b>24,894</b>	<b>25,417</b>	<b>523</b>	

Note: Numbers may not balance due to rounding.

### Changes to Operationalize Prior Decisions

Description	2013 Budget (\$000's)	2014 Proposed Budget (\$000's)	Change (\$000's)	Details
<b>Annualization of Previous Years Operating Cost Decisions</b>				
Annualization of Labour	66	88	22	Annualization of Digital On-line Specialist (BR 105)
<b>Total Annualization of Previous Years Operating Cost Decisions</b>	<b>66</b>	<b>88</b>	<b>22</b>	
<b>Operating Impact of New Capital Projects</b>				
Equipment-Maintenance	0	5	5	City Mobile Application Maintenance (BR 105)
<b>Total Operating Impact of New Capital Projects</b>	<b>0</b>	<b>5</b>	<b>5</b>	
<b>Total Changes to Operationalize Prior Decisions</b>	<b>66</b>	<b>93</b>	<b>27</b>	
<b>Total Costs to Maintain Current Services Levels and Operationalize Prior Decisions</b>	<b>24,960</b>	<b>25,509</b>	<b>549</b>	

Note: Numbers may not balance due to rounding.

### Proposed Full Time Equivalent Staffing Distribution by Program

Program	2013	2014	2015	2016
Communications	55.6	55.6	55.2	55.2
Finance	67.8	65.8	65.3	65.3
Human Resources	66.5	66.5	68.0	65.0
Revenue & Materiel Management	68.1	68.1	67.1	66.1
<b>Total Service Distribution</b>	<b>258.0</b>	<b>256.0</b>	<b>255.6</b>	<b>251.6</b>

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## Appendix 2: Budget Requests

### Proposed 2014-2016 New Initiatives and New Revenues

Please see the Budget Requests for the 2014-2016 Business Planning Cycle with details to follow.

Description	BR #	Year
<b>New Initiatives</b>		
Human Resources Administrative Processes & Forms Automation	561	2014
e-Recruit Applicant Tracking System Renewal/Replacement	565	2015
Employee Wellness Program	671	2015

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Budget Request #: 561

**Proposed Initiative**

HR Admin Processes & Forms  
Automation

**Department**

Corporate Services Department

**Service Area**

Business Services

**Required Operating Investment**

Impacts (\$000s)	2014	2015	2016
Gross Expenditures	0.0	60.0	60.0
Reserves & Reserve Funds	0.0	0.0	0.0
User Fees & Other Revenues	0.0	0.0	0.0
Tax Levy Requirements	0.0	60.0	60.0
* Net Change in \$		60.0	0.0
FTEs	1.0	1.0	0.0

*\* Any net change that is negative, (in brackets), is a good thing. It means a reduction in expenditure or an increase in revenue.*

**Required Capital Investment**

Total Capital (\$000s)	2013 & Prior	2014	2015	2016	2017 & Beyond
Expenditures	0.0	516.3	66.7	0.0	0.0

**Why Staff Recommend this Initiative**

Managing employee related activity and information involves a high volume of labour intensive HR transaction processes. The following are five drivers behind the need for HR administrative processes and forms automation:

1. Supporting the City's "People Strategy" 2. Managing HR Division Sustainability/Workload Concerns 3. Achieving ROI on City's SAP Investment 4. Improving HR Division Operating Efficiency and 5. Enabling the HR Division to Shift Focus From Transactional to Strategic Issues.

### **Details of Service Change**

Paper flows in HR processes are time and space consuming, inefficient, costly and frustrating for internal and external stakeholders. The City's current use of Infopath electronic forms bypasses use of inter-office mail and manages the transaction approval process; however currently:

- Does not populate forms with base data available from SAP;
- Does not update SAP with newly captured data;
- Does not enforce City HR policies and business rules;
- Requires duplicate keying into SAP after transaction approval;
- Requires hardcopy printing of electronic forms for HR employee files; and
- Is not user friendly.

The following HR administrative processes and transactions would be automated through this initiative.

1. Position Management Processes (Position requisition, change, reorganization);
2. Employee Placement Process (Hires, promotions, demotions and transfers);
3. Employee Change Process (Pay Rate Changes, Terminations, Retirements);
4. Performance Management Process (PMP);
5. Leave of Absence Administration Process;
6. Benefits Administration Processes (Enrollment, Changes);
7. Requests for Time Off (Vacation, Lieu Time, Floaters etc.);
8. Request to Work Overtime;
9. Personal Information Change;
10. Employee Paid Days (EPD) Administration; and
11. Alternate Work Arrangements (AWA) Administration.

Note: The solution here can enable the automation for other employee related forms used by Finance, Material Management e.g. Mileage, expense etc.

### **Service Impact**

Technology has emerged to enable organizations to automate HR processes and tasks, making them paperless. By having SAP HCM and Infopath forms already installed at the City, the Corporation already has access the required technologies. Depending on the final approved project scope and number of HR processes and forms to be automated this project may be up to two years in duration. The resources required to implement automated HR transaction processes and forms would be primarily labour costs in the form of:

1. Professional services of two SharePoint Application Developers for a total of \$150,000;
2. One HR Business Analyst at \$100,000 per year; and
3. ESS and MSS licenses for all employees \$333,000 and \$60,000 yearly maintenance cost.

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Budget Request #: 565

**Proposed Initiative**

e-Recruit Applicant Tracking System  
Renewal / Replacement

**Department**

Corporate Services Department

**Service Area**

Business Services

**Required Operating Investment**

Impacts (\$000s)	2014	2015	2016
Gross Expenditures	0.0	0.0	0.0
Reserves & Reserve Funds	0.0	0.0	0.0
User Fees & Other Revenues	0.0	0.0	0.0
Tax Levy Requirements	0.0	0.0	0.0
* Net Change in \$		0.0	0.0
FTEs	0.0	2.0	0.0

*\* Any net change that is negative, (in brackets), is a good thing. It means a reduction in expenditure or an increase in revenue.*

**Required Capital Investment**

Total Capital (\$000s)	2013 & Prior	2014	2015	2016	2017 & Beyond
Expenditures	0.0	0.0	530.0	0.0	0.0

**Why Staff Recommend this Initiative**

The City's contract for the Workopolis e-Recruit solution recently expired; however a temporary contract extension has been negotiated while the Corporation determines whether the current system will be renewed or replaced. In order to address issues and achieve goals identified in the Recruitment Process review it is critical that an appropriate e-Recruit solution be implemented in 2015.



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*Budget Request #: 565*

**Details of Service Change**

Human Resources (HR) is requesting funding for a single system to enhance the use of technology in the recruitment process and specifically for internal and external applicant tracking and recruitment management. Currently the City has two recruitment administration processes. All internal hiring is conducted through the use of Inside Mississauga, Infopath forms and manual administration. This is in contrast to competitions that are posted externally which are administered through the Corporate Works (Workopolis) system. Human Resources requires the implementation of a technology solution for the recruitment of internal and external candidates that interfaces to SAP and automates the hiring process.

The City has a contract with Workopolis which will end on December 31, 2014.

**Service Impact**

Implementing a technology solution for recruitment of internal and external candidates that interfaces to SAP and automates the hiring process.

Cost is \$300,000 for the application solution, \$100,000 for backfill of HR staff, \$100,000 for Project Leader and \$30,000 for training.

The request for an e-Recruit Applicant Tracking System will positively impact the corporation through opportunities for streamlining and standardization of recruitment and to create a future recruitment state that includes a more effective and efficient use of human resources recruitment services provided to the Business Units.

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Budget Request #: 671

**Proposed Initiative**

Employee Wellness Program

**Department**

Corporate Services Department

**Service Area**

Business Services

**Required Operating Investment**

Impacts (\$000s)	2014	2015	2016
Gross Expenditures	0.0	100.0	100.0
Reserves & Reserve Funds	0.0	0.0	0.0
User Fees & Other Revenues	0.0	0.0	0.0
Tax Levy Requirements	0.0	100.0	100.0
* Net Change in \$		100.0	0.0
FTEs	0.0	0.0	0.0

\* Any net change that is negative, (in brackets), is a good thing. It means a reduction in expenditure or an increase in revenue.

**Required Capital Investment**

Total Capital (\$000s)	2013 & Prior	2014	2015	2016	2017 & Beyond
Expenditures	0.0	0.0	0.0	0.0	0.0

**Why Staff Recommend this Initiative**

To provide a “healthy” working environment to support individual employee health, maximizing productivity and ensuring the Corporation continues to lead the industry in its employee practices. Specific benefits of an Employee Wellness program include enhanced recruitment and retention of healthy employees, reduced healthcare costs, decreased rates of illness and injuries, reduced employee absenteeism, improved employee relations and engagement and increased productivity.

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*Budget Request #: 671*

**Details of Service Change**

Implement a Healthy Workplace (Wellness) Strategy which supports organization health and employee well-being. To accomplish this, an Organizational Health Assessment will be completed in the late fall of 2013 to assess the Corporation's current organizational and individual wellness initiatives and related policies and practices as well as determine future employee wellness needs.

**Service Impact**

We are identifying a business planning budget placeholder in the amount of \$100,00 to assist Human Resources (HR) in implementing the results of the Organizational Health Assessment which we anticipate will allow us to deliver a robust Employee Wellness Program. At this early stage we are unsure if the funds would be required for program implementation or staff resources. For example, the \$100,000 could be used for to hire a temporary HR Wellness Consultant or an external consultant.

### Appendix 3: Proposed 2014 Capital Program

#### Program: Administration-Communications

Project Number	Project Name	Gross Cost (000's)	Recovery (000's)	Net Cost (000's)	Funding Sources
CPBS00016	Communication Master Plan Branding-Phase 2	20	0	20	Reserve for General Contingency
CPBS00017	Communication Master Plan Implementation-Phase 2-Ethnic Media and Advertising Strategy	25	0	25	Reserve for General Contingency
CPBS00023	Knowledge Base System Replacement-Call Centre-2014	100	0	100	Capital Reserve Fund
<b>Subtotal</b>		<b>145</b>	<b>0</b>	<b>145</b>	

#### Program: Administration-Human Resources

Project Number	Project Name	Gross Cost (000's)	Recovery (000's)	Net Cost (000's)	Funding Sources
CPBS00001	HR Admin Processes & Forms Automation-BR 561	516	0	516	Capital Reserve Fund
<b>Subtotal</b>		<b>516</b>	<b>0</b>	<b>516</b>	

#### Program: Administration-Revenue and Materiel Management

Project Number	Project Name	Gross Cost (000's)	Recovery (000's)	Net Cost (000's)	Funding Sources
CPBS00011	Implement Electronic Tax Bills	50	0	50	Capital Reserve Fund
CPBS00013	Upgrade of Central Cashiers System	326	0	326	Capital Reserve Fund
<b>Subtotal</b>		<b>376</b>	<b>0</b>	<b>376</b>	
<b>Total Expenditures</b>		<b>1,037</b>	<b>0</b>	<b>1,037</b>	

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#### Appendix 4: Proposed 2015-2016 Capital Program

##### Program: Administration-Finance

Sub-Program	2015 Forecast (\$000's)	2016 Forecast (\$000's)
Business Services-Applications	150	415
<b>Subtotal</b>	<b>150</b>	<b>415</b>

##### Program: Administration-Human Resources

Sub-Program	2015 Forecast (\$000's)	2016 Forecast (\$000's)
Business Services-Applications	597	0
Business Services-Others	100	0
<b>Subtotal</b>	<b>697</b>	<b>0</b>
<b>Total Expenditures</b>	<b>847</b>	<b>415</b>

## **Departmental Business Services**

## Departmental Business Services

### Existing Core Services

#### 1.0 Vision and Mission

Departmental Business Services (DBS) provides for the overall information technology and other administrative functions for each of four City departments. These costs are fully allocated out to service areas to accurately reflect the cost of each service.

#### 2.0 Service Delivery Model

Corporate Services DBS supports Information Technology Services, Facilities and Property Management Services, Legislative Services and (Corporate) Business Services (Human Resources, Revenue and Materiel Management, Finance and Communications).

Community Services DBS supports Recreation Services, Parks and Forestry Services, Fire and Emergency Services, Library Services and Arts and Culture Services.

Transportation and Works DBS supports Roads, Storm Drainage and Watercourses Services, Transit Services and Regulatory Services.

Planning and Building DBS supports Land Development Services.



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## Required Resources

### 3.0 Human Resources

#### Proposed Full Time Equivalent Staffing Distribution by Program

Program	2013	2014	2015	2016
Corporate Services - Departmental Business Support	8.0	8.0	8.0	8.0
Community Services - Departmental Business Support	19.5	19.5	19.5	19.5
Planning & Building - Departmental Business Support	30.3	30.7	30.7	30.7
Transportation & Works - Departmental Business Support	34.3	33.8	33.8	33.8
<b>Total Service Distribution</b>	<b>92.1</b>	<b>92.0</b>	<b>92.0</b>	<b>92.0</b>



## Proposed Budget

This part of the Business plan sets out the financial resources required to deliver the proposed 2014-2016 Business Plan. The total cost of Departmental Business Services is fully allocated out to service areas they support.

### 4.0 Proposed New Initiatives and New Revenues

There are no new initiatives or revenues for Departmental Business Services for the 2014-2016 Business Planning Cycle.

The following table sets out the proposed 2014 Budget and Forecasts for the remaining two years, by program.

### 5.0 Proposed Budget by Program

Description	2012 Actuals (\$000's)	2013 Budget (\$000's)	2014 Proposed Budget (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)
<b>Expenditures to Deliver Current Services</b>					
Corporate Services - Departmental Business Support	0	0	0	0	0
Community Services - Departmental Business Support	0	0	0	0	0
Planning & Building - Departmental Business Support	238	260	260	260	260
Transportation & Works - Departmental Business Support	42	1	1	1	1
<b>Total Expenditures</b>	<b>280</b>	<b>261</b>	<b>261</b>	<b>261</b>	<b>261</b>
<b>Revenues</b>	<b>(280)</b>	<b>(261)</b>	<b>(261)</b>	<b>(261)</b>	<b>(261)</b>
<b>Proposed Net Budget Including New Initiatives, New Revenues &amp; Special Purpose Levy Initiatives</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

<b>Expenditures Budget - Changes by Year</b>			<b>0%</b>	<b>0%</b>	<b>0%</b>
<b>Proposed Net Budget - Changes by Year</b>			<b>0%</b>	<b>0%</b>	<b>0%</b>

Note: Numbers may not balance due to rounding.

The following table sets out the proposed 2014 Budget and Forecasts for the remaining two years, by major expense and revenue categories.

#### 6.0 Proposed Budget by Category

Description (\$000's)	2012 Actuals (\$000's)	2013 Budget (\$000's)	2014 Proposed Budget (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)
<b>Total Expenditures before Administrative and Support Costs</b>					
Labour Costs	10,061	8,625	8,760	8,953	9,114
Other Operating Costs	823	748	778	718	658
<b>Total Expenditures</b>	<b>10,883</b>	<b>9,373</b>	<b>9,538</b>	<b>9,671</b>	<b>9,772</b>
Total Revenues	(281)	(261)	(261)	(261)	(261)
<b>Net Expenditures before Administrative and Support Costs</b>	<b>10,602</b>	<b>9,112</b>	<b>9,277</b>	<b>9,410</b>	<b>9,512</b>
Administrative and Support Costs	(10,602)	(9,112)	(9,277)	(9,410)	(9,512)
<b>Net Budget</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Note: Numbers may not balance due to rounding.



# Facilities and Property Management 2014-2016 Business Plan Update and 2014 Budget

City of Mississauga, Ontario, Canada

MANAGE AN INVENTORY OF APPROXIMATELY **27,000** FACILITY  
SYSTEMS IN **5.3** MILLION SQ FT OF BUILDING SPACE.  
CARRY OUT APPROXIMATELY **9,000** FACILITY MAINTENANCE  
INSPECTIONS ANNUALLY.  
RESPOND TO APPROXIMATELY **9,300** SECURITY  
INCIDENTS ANNUALLY.  
MANAGE APPROXIMATELY **600** UTILITY ACCOUNTS.



Last year the City of Mississauga undertook an extensive process to create a four year, 2013 through 2016, detailed Business Plan and Budget. Approved in December 2012, the 2013-2016 Business Plan and Budget outlines how and where the City plans to allocate resources to provide good value for taxpayers. Reviewed and updated annually, the four year plan is based on the City's four strategic priorities. 2014 marks the second year of Mississauga's four year Business Plan and Budget. For this "Update Year" staff have focused on primarily updating and presenting exceptions and amendments to the four year approved Service Area Business Plans, while still providing comprehensive financial information and forecasts.

The following summary document sets out a brief description of the Service Area, what has changed since writing the 2013-2016 Business Plan and Budget and performance measurements. The complete 2014-2016 Business Plan and Budget can be found on the City's website.

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## Table of Contents

<b>Existing Core Services .....</b>	<b>4</b>
1.1 Vision and Mission .....	4
1.2 Service Delivery Model .....	5
<b>Updates &amp; Accomplishments .....</b>	<b>6</b>
2.1 Updates .....	6
2.2 Accomplishments .....	7
2.3 Awards and Recognitions .....	10
<b>Proposed Budget .....</b>	<b>11</b>
3.1 Changes to Maintain Current Service Levels and Operationalize Prior Decisions.....	15
3.2 Highlights of Proposed Capital Program Budget .....	18
3.3 Capital Program .....	19
<b>Performance Measures .....</b>	<b>20</b>
4.1 Balanced Scorecard .....	20
<b>Appendices .....</b>	<b>22</b>
Appendix 1: Details of Changes to Maintain Current Service Levels and Operationalize Prior Decisions .....	23
Appendix 2: Budget Requests .....	25
Appendix 3: Proposed 2014 Capital Program .....	26
Appendix 4: Proposed 2015-2016 Capital Program .....	29

# Existing Core Services

## 1.1 Vision and Mission

### Vision

The Vision of Corporate Services, which is fully embraced by the Facilities and Property Management Division, is “Partnering for Success.” This statement captures the basic philosophy of the department that we work together with the other departments of the city to provide excellent service to our common customer – the taxpayer.

### Mission

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



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## 1.2 Service Delivery Model

Facilities and Property Management (FPM) incorporates all the various components of a successful property management organization within one integrated team.

From facility conception and design to retirement of an asset – cradle to grave – FPM sections oversee the acquisition of land through Realty Services; project design, development and management and ongoing asset capital life cycle management through Facilities Planning & Development; provide utilities in a cost effective manner and review and implement energy management designs and initiatives through Energy Management; meet the space accommodation requirements of the corporation through Space Planning; provide ongoing asset and facility maintenance and repairs through Facilities Maintenance; ensure the safety and security of assets, visitors and staff through Corporate Security; and, plan and implement Accessibility improvements to improve access to city facilities for staff and the community.

A blended service delivery model is used, employing a mix of internal and external resources. At present, the relative proportions of in-house delivery methods versus the use of external resources is 75 per cent in-house to 25 per cent outsourced (contracted). This blend is carefully managed by routinely conducting operational and strategic planning to rationalize requirements as well as make decisions that provide the best value for dollar in supporting the daily, annual and longer term peaks and valleys of demand for services to support city wide business requirements.

A breakdown between in-house and external resources is as follows:

### **In-House Services (75 per cent operating budget):**

- Preventative maintenance (HVAC, hoists, electrical panels, etc.);
- Primary service request response and emergency demand response;
- Capital project planning;
- Project management: consultant/contractor oversight (design and construction);
- Real estate negotiations; and
- Security services.

### **Contracted Services (25 per cent operating budget):**

- Preventative maintenance (life safety: elevators, sprinklers, fire alarms, etc.);
- Emergency/non-emergency demand maintenance;
- Specialized technical services;
- Construction/construction management; and
- Appraisals.



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## Updates & Accomplishments

### 2.1 Updates

#### New Legislation

The new *Regional Municipality of Peel By-law 20-2013* smoking prohibition for playgrounds, outdoor recreation facilities and within nine meters of municipal building entrances came into effect September 2, 2013. Communication efforts to the community will be critical as there are limited municipal staff resources available to respond to complaints or actively enforce these new by-laws.

#### Mississauga Transitway

As part of the Mississauga Transitway Phase One, four stations along the Transitway are scheduled to be completed in the near future: Central Parkway Station, Cawthra Station, Tomken Station and Dixie Station. Maintaining these facilities, along with the additional eight to be added later, will increase responsibility on Security and Facilities Maintenance along with the further requirement for lifecycle maintenance within the Asset Management Program.

#### Aging Infrastructure

As the City's infrastructure ages it is becoming challenging to maintain facilities in the state that Mississauga residents have come to expect. Over 70 per cent of City facilities are 15 years or older and require maintenance of lifecycle systems including critical mechanical and electrical components. With limited funding available for lifecycle maintenance the recently established asset management system helps prioritize the most critical systems that can be

addressed within the allocated funding. In addition to the existing portfolio, new assets being acquired or built are putting additional pressure on the existing lifecycle budget.



Corporate Security Staff at the Safe City Mississauga Neighbours Night Out Event



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## 2.2 Accomplishments

FPM has developed a solid foundation in partnering successfully with other services and provides multiple services and guidance in all aspects of property management.

In support of the city's strategic objectives under the "Belong" Pillar, FPM contributed in the following ways:

- Responsible for the lease of the historic Adamson house in Port Credit to an established private school;
- Successfully negotiated an agreement with the Peel District School Board to purchase Pheasant Run school property to be divided and sold to Heart House Hospice for the development of a new hospice facility in Mississauga with the balance to be used to enhance city parkland;
- Played an active role in advancing the planned phase two development and construction of a new Sheridan College building on city owned land in the core;
- The Security Community Outreach program took part in local community events, activities and public forums, providing presentations and workshops to promote a partnership approach to crime prevention and awareness of graffiti vandalism. It provides an opportunity for the City to raise public awareness, gain support, engage community members, promote successes, deliver calls for action, and inspire behavioral change;
- Approved Mississauga's 10<sup>th</sup> Annual Accessibility Plan;
- Hosted the Annual National Access Awareness Event – Promotion Exclusion to All alongside the Accessible Advisory Committee. This event included Exceptional

Accessible Customer Service Awards to staff including one for Parks staff that drew up a plan to make some of the tables in the picnic shelters more accessible which allows a picnic shelter to accommodate 20 people in wheelchairs at once;

- The "Understanding the Integrated Accessibility Standards Regulations (IASR) – Breaking Down Barriers" was distributed to staff through the eLearning program; and
- Ongoing accessibility improvements include 17 new automatic door operators within various locations of the Civic Centre installed in 2013.



Members of the Accessible Advisory Committee speaking at the National Access Awareness Event

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Furthering the “Connect” Pillar of the Strategic Plan and in pursuit of the goal of creating great public spaces, FPM:

- Completed the \$5.3 million Holcim Waterfront Estate Redevelopment;



Harding House at Holcim Waterfront Estate

- Completed the \$4.9 million construction of Fire Station 106 in partnership with the Region of Peel which is another example of the synergies of two agencies meeting collective facility and service goals;
- Completed the \$2.8 million Frank McKechnie Community Centre Retrofit and Renovation;
- Completed the \$1.2 million renovation of South Common Pool;

- Completed the \$1.2 million construction of the C Café in the Civic Centre;



C Café, Civic Centre

- Completed the \$530,000 renovation of the C Banquet Facility on the 12<sup>th</sup> Floor Civic Centre;
- Consolidated the Culture Division staff into one location at 201 City Centre Drive;
- Consolidated Celebration Square staff to Central Library overlooking the square;
- Facilities Maintenance implemented field computing utilizing computer tablets to perform daily work order tasks. This initiative will save over 10,000 sheets of paper that would require administrative processing annually other benefits include improved efficiencies and allow real time monitoring of work being performed, improving timely service level monitoring;

- Design is underway for the \$37 million Meadowvale Community Centre and Library Redevelopment;
- Design and Construction underway for the \$10.7 million River Grove Community Centre Redevelopment;
- Design is underway for the construction of the \$5.9 million Fire Station 119 in partnership with the Region of Peel;
- Design and Construction underway for the \$4.6 million Don Mclean Westacres Outdoor Pool as part of the CIIF grant program; and
- Design and Construction underway for the \$4 million Woodlands Library Redevelopment.



Rendering of Woodlands Library

In support of the city's "Green" Pillar of the Strategic Plan to become a more environmentally sustainable community, FPM:

- Implemented the Energy Benchmarking, Energy Awareness and Re-commissioning (EBEAR) Program as a corporate priority in 2013 to improve energy performance in City owned and operating facilities through:
  - Energy Benchmarking compares a facilities energy use index to other facilities of the same type;
  - Energy Awareness trains and informs facility staff and users on how energy resources are being used in a facility;
  - Re-commissioning identifies less than optimal performance in a facility's existing equipment and control systems, and makes necessary modifications to save energy and cost;
- Launched the first-ever Dollars to \$ense training workshop series on energy-efficient facility operation. The workshop was jointly sponsored by Natural Resources Canada (NRCan), Ontario Power Authority (OPA) and Enbridge;
- Secured grants worth approximately \$145,000 for energy efficiency projects from Enbridge and Enersource;
- Specific energy initiatives include:
  - Re-commissioning six facilities in 2013; identifying low cost/no cost operational improvements to ensure optimal building operations to obtain energy savings;



- Continue the use of light-emitting diode (LED) lighting technologies for arenas, tennis courts, pathway and parking lots; and
- Incorporated energy efficient design for the Meadowvale Community Centre and Library Redevelopment as well as Fire Station 119 in pursuing Leadership in Energy and Environment Design (LEED) certification. Both facilities will target achieving a LEED silver status incorporating numerous green technologies such as green roofs and water conservation.



Solar Panels at Hershey Centre

### 2.3 Awards and Recognitions

- South Branch Libraries won the Award of Excellence for Urban Design Awards;
- Clarkson Pool won the Facility of Merit Award from Athletic Business Magazine;
- Finalist in the Community Energy Conservation Awards by the Ontario Power Authority;
- Mississauga won the Employer of the Year Award by the International Right of Way Association (IRWA) for the continued contribution to the IRWA by Realty Services Staff; and
- Fire Station 106 received the Award of Excellence for the 2013 Urban Design Awards.

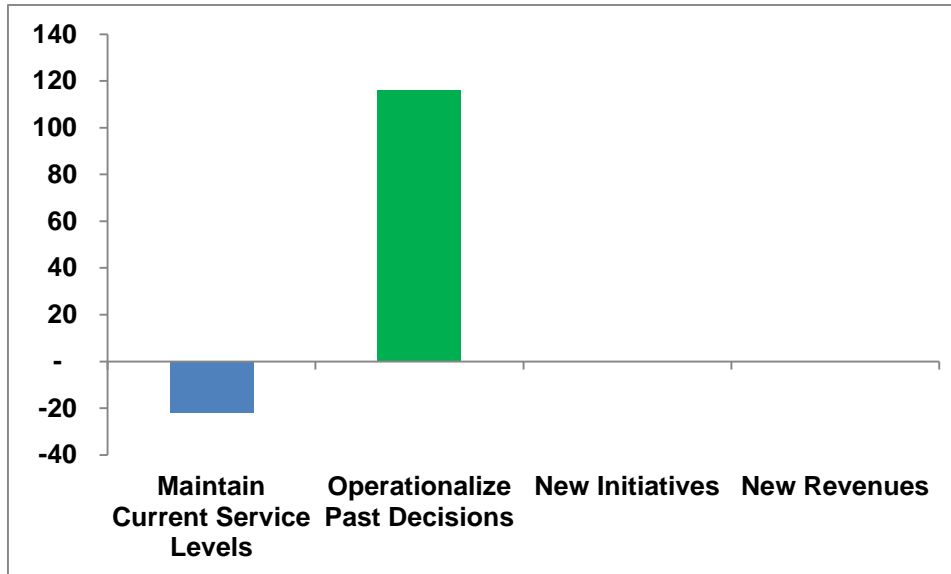


Fire Station 106 – Joint Facility with Peel Paramedic Service

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## Proposed Budget

This part of the Business plan sets out the financial resources required to deliver the proposed 2014-2016 Business Plan. Information is provided by major expenditure and revenue category as well as by program. The costs to maintain existing service levels and operationalize prior decisions are identified separately from proposed changes. The prior year budget for 2013 was \$20,049,000 and the proposed budget for 2014 is \$20,144,000 for a total proposed budget change of \$95,000.



### Total Changes to Maintain Current Service Levels

Facilities and Property Management continues to work towards balancing uncontrollable cost pressures with funding efficiencies and cost savings throughout its operation. The 2014 Labour and Benefits budget will increase by \$120,000 from the previous year's budget. The increase reflects economic adjustment, performance pay and legislated and insured benefit cost increase. An increase in expenses of \$167,000 is due primarily to increases in utilities rates plus other miscellaneous cost increase. Efficiencies and cost savings amounting to \$213,000 and revenue increases of \$96,000 offset any increases in labour and expenses. The efficiencies and cost savings are due to the elimination of the Green Power (Bullfrog) budget (\$170,000) and the annualization of reduction of one permanent position. The revenue increase is mainly due to additional lease income.

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**Total Changes to Operationalize Prior Decisions**

There will be an increase of \$116,000 associated with the annualization of two MiWay Security Officers approved in 2013.

The following table identifies the budgeted expenditures and revenues for 2013 to 2016 by major program within the service area, as well as 2012 actuals by programs.

Description	2012 Actuals (\$000's)	2013 Budget (\$000's)	2014 Proposed Budget (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)
<b>Expenditures to Deliver Current Services</b>					
Building Maintenance	6,510	6,522	6,573	6,504	6,396
Building Operations	3,101	3,112	3,159	3,209	3,258
Capital Project Management and Space Planning	2,109	2,108	2,032	2,106	2,118
FPM Divisional Support Service	1,175	1,131	1,130	1,096	1,110
Realty Services	1,096	1,252	1,293	1,322	1,346
Security	3,254	3,657	3,755	3,805	3,866
Utilities	2,223	2,635	2,667	2,812	2,966
<b>Total Expenditures</b>	<b>19,468</b>	<b>20,417</b>	<b>20,608</b>	<b>20,854</b>	<b>21,058</b>
<b>Revenues</b>	<b>(454)</b>	<b>(368)</b>	<b>(464)</b>	<b>(464)</b>	<b>(464)</b>
<b>Proposed Net Budget Including New Initiatives &amp; New Revenues</b>	<b>19,014</b>	<b>20,049</b>	<b>20,144</b>	<b>20,390</b>	<b>20,594</b>
<b>Expenditures Budget - Changes by Year</b>			<b>1%</b>	<b>1%</b>	<b>1%</b>
<b>Proposed Net Budget - Changes by Year</b>			<b>0%</b>	<b>1%</b>	<b>1%</b>

Note: Numbers may not balance due to rounding.

The following table separates the financial requirements into those required to maintain current service levels; to operationalize prior decisions; and proposed new initiatives and new revenues. More details are provided in section 3.1.

Description	2014 Proposed Budget (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)
<b>Prior Year Total Expenditures Budget</b>	<b>20,417</b>	<b>20,608</b>	<b>20,854</b>
<b>Increases/(Decreases) to Maintain Current Service Levels</b>			
Labour and Benefits	120	316	271
Other Cost Increases	167	141	150
Efficiencies and Cost Savings	(213)	(211)	(217)
<b>Total Expenditures to Maintain Service Levels</b>	<b>20,492</b>	<b>20,854</b>	<b>21,058</b>
<b>Prior Year Revenue Budget</b>	<b>(368)</b>	<b>(464)</b>	<b>(464)</b>
Current Revenue Changes	(96)	0	0
<b>Total Revenues</b>	<b>(464)</b>	<b>(464)</b>	<b>(464)</b>
<b>Net Expenditures to Maintain Services</b>	<b>20,028</b>	<b>20,390</b>	<b>20,594</b>
<b>Current Year Net Tax Levy</b>	<b>20,028</b>	<b>20,390</b>	<b>20,594</b>
<b>Increase in Net Tax Levy</b>	<b>(21)</b>	<b>246</b>	<b>204</b>
<b>Net Changes to Maintain Current Service Levels</b>	<b>(22)</b>	<b>246</b>	<b>204</b>
<b>Increases/(Decreases) to Operationalize Prior Decisions</b>			
Annualization of Previous Years Budget Decisions - Expenses	116	0	0
<b>Changes to Operationalize Prior Decisions</b>	<b>116</b>	<b>0</b>	<b>0</b>
<b>Net Expenditure to Maintain Current Service Levels and Operationalize Prior Decisions</b>	<b>20,144</b>	<b>20,390</b>	<b>20,594</b>
<b>Proposed New Initiatives &amp; New Revenues</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Special Purpose Levy</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Proposed Total Expenditures Budget</b>	<b>20,608</b>	<b>20,854</b>	<b>21,058</b>
<b>Proposed Total Revenues Budget</b>	<b>(464)</b>	<b>(464)</b>	<b>(464)</b>
<b>Proposed Net Budget</b>	<b>20,144</b>	<b>20,390</b>	<b>20,594</b>

Note: Numbers may not balance due to rounding.



### 3.1 Changes to Maintain Current Service Levels and Operationalize Prior Decisions

The following two tables identify the major changes in the costs to maintain existing service levels and the cost increases arising from prior decisions. Detailed explanations of changes to 2014 as well as the proposed Full Time Equivalent Staffing by Program can be found in Appendix 1.

#### Proposed Changes to Maintain Current Service Levels

Description	FTE	2014 Proposed Budget (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)
<b>Labour and Benefits</b>	<b>0.0</b>	<b>120</b>	<b>316</b>	<b>271</b>
<b>Other Cost Increases</b>				
Utilities cost increase	0.0	158	134	138
Other miscellaneous changes	0.0	9	7	12
<b>Other Cost Increases</b>	<b>0.0</b>	<b>167</b>	<b>141</b>	<b>150</b>
<b>Efficiencies and Cost Savings</b>				
Elimination of the Green Power (Bullfrog) budget	0.0	(170)	0	0
Annualization of reduction of 1 permanent position	0.0	(43)	0	0
Reduction of building maintenance cost	0.0	0	(140)	0
Reduction of temporary labour budget	(0.7)	0	(50)	0
Reduction of overtime budget	0.0	0	(21)	0
Reduction of 1 permanent position	(1.0)	0	0	(49)
Reduction of building maintenance cost	0.0	0	0	(167)
<b>Efficiencies and Cost Savings</b>	<b>(1.7)</b>	<b>(213)</b>	<b>(211)</b>	<b>(217)</b>
<b>Current Revenue Changes</b>				
Lease revenue increase based on agreements signed	0.0	(88)	0	0
Other miscellaneous changes	0.0	(8)	0	0
<b>Current Revenue Changes</b>	<b>0.0</b>	<b>(96)</b>	<b>0</b>	<b>0</b>
<b>Total Changes to Maintain Current Service Levels</b>	<b>(1.7)</b>	<b>(22)</b>	<b>246</b>	<b>204</b>

Note: Numbers may not balance due to rounding.

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**Proposed Changes to Operationalize Prior Decisions**

Description	FTE	2014 Proposed Budget (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)
<b>Annualization of Prior Years Operating Cost Decisions</b>				
Annualization of two MiWay security officers in 2014 (new positions approved starting Sept 2013 )	0.0	116	0	0
<b>Annualization of Prior Years Operating Cost Decisions</b>	<b>0.0</b>	<b>116</b>	<b>0</b>	<b>0</b>
<b>Operating Impact of New Capital Projects</b>	<b>0.0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Changes to Operationalize Prior Decisions</b>	<b>0.0</b>	<b>116</b>	<b>0</b>	<b>0</b>

Note: Numbers may not balance due to rounding.

The following table outlines the 2012 actual costs, 2013 approved budget and proposed 2014 Budget and Forecasts for the remaining three years, by major expense and revenue categories.

**Proposed Budget by Category**

Description	2012 Actuals (\$000's)	2013 Budget (\$000's)	2014 Proposed Budget (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)
<b>Total Expenditures before Administrative and Support Costs</b>					
Labour Costs	12,369	13,242	13,435	13,680	13,902
Other Operating Costs	7,817	7,920	7,921	7,915	7,892
<b>Total Expenditures</b>	<b>20,186</b>	<b>21,162</b>	<b>21,356</b>	<b>21,595</b>	<b>21,794</b>
Total Revenues	(454)	(368)	(464)	(464)	(464)
<b>Net Expenditures before Administrative and Support Costs</b>	<b>19,732</b>	<b>20,794</b>	<b>20,892</b>	<b>21,131</b>	<b>21,330</b>
Administrative and Support Costs	(718)	(745)	(749)	(742)	(736)
<b>Net Budget</b>	<b>19,014</b>	<b>20,049</b>	<b>20,144</b>	<b>20,390</b>	<b>20,594</b>

Note: Numbers may not balance due to rounding.

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### **3.2 Highlights of Proposed Capital Program Budget**

#### **Capital Construction & Improvement**

Investment of \$159,000 in accessibility improvements including way finding signage and automatic door openers around Civic Centre.

#### **Facility Services**

Investment of \$1.8 million cash flowed over two years primarily on energy management efficiencies which will lead to utility consumption savings and pay off capital investment over the life of the assets:

- Re-commissioning various sites for energy efficiency improvements;
- City Wide Energy Audit;
- Light replacements at various parking lots; and
- LED light retrofits at various arenas.

#### **Lifecycle Maintenance**

There will be an investment of \$9.4 million cash flowed over two years in life cycle maintenance of building systems. Focus to be on major building systems critical to the operations at various facilities. Highlights of the 2014 life cycle maintenance program include:

- Roof Replacements at various sites including Civic Centre, Central Library and Central Parkway Transit;
- Structural/foundation repairs at City Centre Transit Terminal;
- Air Handling unit at Erin Mills Twin Arena;
- Park pathway life cycle replacements at various sites;
- Health & safety furniture requirements as recommended by Employee Health Services; and
- Various Security lifecycle replacements.

---

### 3.3 Capital Program

This section summarizes the forecast 10 year capital requirements for this service. The following table presents the forecast by major program. The next table summarizes the sources of financing for the capital forecast. A detailed listing of 2014 to 2016 projects is contained in Appendix 3 and 4.

#### Proposed Capital Program

Program Expenditures	2014 Proposed Budget (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)	2017 Forecast (\$000's)	2018-2023 Forecast (\$000's)	Total 2014-2023 (\$000's)
Capital Construction & Improvement	159	530	1,010	1,010	6,060	8,769
Facility Services	1,216	1,484	701	701	4,204	8,305
Lifecycle	7,343	29,001	35,942	22,793	220,251	315,331
<b>Total Expenditures</b>	<b>8,718</b>	<b>31,015</b>	<b>37,653</b>	<b>24,504</b>	<b>230,515</b>	<b>332,405</b>

Note: Numbers may not balance due to rounding.

#### Proposed Capital Program (continued)

Program Funding	2014 Proposed Budget (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)	2017 Forecast (\$000's)	2018-2023 Forecast (\$000's)	Total 2014-2023 (\$000's)
Tax	8,718	31,015	37,653	24,504	230,515	332,405
<b>Total Funding</b>	<b>8,718</b>	<b>31,015</b>	<b>37,653</b>	<b>24,504</b>	<b>230,515</b>	<b>332,405</b>

Note: Numbers may not balance due to rounding.

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# Performance Measures

## 4.1 Balanced Scorecard

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

By paying attention to all four areas an organization can retain balance to its performance and know that it is moving towards the attainment of its goals.

About the Measures for FPM:

### Financial Measures

*Average Maintenance Cost per Square Meter* identifies the spending for the facility portfolio (that includes pathway lighting) on a basis which takes into account inventory growth. This measurement assists in identifying capital priorities as well as current level base budget requirements.

### Customer Measures

Meet *Service Level Response* Standard 80 per cent of the time which allows for the monitoring of response times to service levels that have been developed and published in 2010 and will begin reporting on in 2011. This indicator allows us to monitor facility and program impacts as well as customer satisfaction through communication and timely response.

*Respond to Security dispatches* within 17 minutes which is an important measurement for staff and public safety. In 2009 as a result of an Economy, Efficiency, Effectiveness (E3) review, it was identified that 17 minutes was the average response time for Security and is adequate. This planned service level is identified as 100 per cent as

anything less will indicate a requirement for additional resources or improved processes.

### Employee Measures

Maintain 75 per cent or Greater *Employee Satisfaction Rating for Job related Technical Training and Development* is a measurement of FPM's commitment to staff development and is benchmarked through the Employee Survey which is completed every two years.

### Business Process Measures

*Electricity Consumption per Square Meter (KWH), Water Consumption per Square Meter, Natural Gas Consumption per Square Meter* all measure the utility consumption for city facilities and is reported annually. This allows staff to look into the trends and correct issues as required. These measurements can be benchmarked with other similar facilities internally.

*Square Meter Maintained per FTE* is an indicator of internal resources supporting city facilities based on square meter maintained per full time equivalent (FTE) staff person. This measurement assists FPM in balancing internal and external resources to maintain adequate response for maintenance based on identified service levels.

Measures for Facilities and Property Management	2010 (Actual)	2011 (Actual)	2012 (Actual)	2013 (Planned)	2014 (Planned)	2015 (Planned)	2016 (Planned)
<b>Financial:</b>							
Average Maintenance Cost per Square Meter	\$12.00	\$12.71	\$13.54	\$13.54	\$13.54	\$13.54	\$13.54
<b>Customer:</b>							
Meet Service Level Response standard 80% of the time	80%	80%	80%	80%	80%	80%	80%
Average Response Time for Security Dispatches	17 Min	17 Min	17 Min	17 Min	17 Min	17 Min	17 Min
<b>Employees/Innovation:</b>							
Maintain 75% or Greater Employee Satisfaction Rating for Job related Technical Training and Development	73%	73%	74.3%	74.3%	75%	75%	75%
<b>Internal Business Process:</b>							
Electricity Consumption per Square Meter (KWH)	170.36	173.23	162.73	156.77	155.20	153.65	152.11
Water M3 Consumption per Square Meter	1.62	1.65	2.05	1.78	1.78	1.75	1.73
Natural Gas M3 Consumption per Square Meter	20.39	22.48	18.65	19.23	19.04	18.85	18.66
Square Meter Maintained per FTE	50	52	50	50	50	50	50

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## **Appendices**



## Appendix 1: Details of Changes to Maintain Current Service Levels and Operationalize Prior Decisions

### Changes to Maintain Current Service Levels

Description	2013 Budget (\$000's)	2014 Proposed Budget (\$000's)	Change (\$000's)	Details
<b>Labour and Benefits</b>	<b>13,199</b>	<b>13,319</b>	<b>120</b>	Increase reflects negotiated union agreements, economic adjustment increases, labour adjustments and other fringe benefit changes.
<b>Other Cost Increases</b>				
Estimated utilities cost increase	1,983	2,141	158	Increase reflects estimated rate increases.
Other Changes	5,022	5,031	9	Minor changes in various items.
<b>Total Other Cost Increases</b>	<b>7,005</b>	<b>7,172</b>	<b>167</b>	
<b>Efficiencies and Cost Savings</b>				
Elimination of the Green Power (Bullfrog) budget	170	0	(170)	Though the Green Power budget would be eliminated, the City will continue to endorse and support energy efficiency through the implementation of the EBEAR Program (Energy Benchmarking, Energy Awareness and Retro-commissioning).
Annualization of reduction of 1 permanent position	43	0	(43)	Half year labour cost savings in 2014.
<b>Total Efficiencies and Cost Savings</b>	<b>213</b>	<b>0</b>	<b>(213)</b>	
<b>Current Revenue Changes</b>				
Lease revenue increase based on agreements signed	(320)	(408)	(88)	Additional lease agreements signed.
Miscellaneous Revenue increase	(48)	(55)	(8)	Other Revenue changes.
<b>Total Current Revenue Changes</b>	<b>(368)</b>	<b>(463)</b>	<b>(96)</b>	
<b>Total Changes to Maintain Current Service Levels</b>	<b>20,049</b>	<b>20,028</b>	<b>(22)</b>	

Note: Numbers may not balance due to rounding.

### Changes to Operationalize Prior Decisions

Description	2013 Budget (\$000's)	2014 Proposed Budget (\$000's)	Change (\$000's)	Details
<b>Annualization of Previous Years Operating Cost Decisions</b>				
Annualization of two MiWay Enforcement officers approved in 2013	0	116	116	Two positions approved in 2013. Annualized cost for 9 months in 2014.
<b>Total Annualization of Previous Years Operating Cost Decisions</b>	<b>0</b>	<b>116</b>	<b>116</b>	
<b>Operating Impact of New Capital Projects</b>				
<b>Total Changes to Operationalize Prior Decisions</b>	<b>0</b>	<b>116</b>	<b>116</b>	
<b>Total Costs to Maintain Current Services Levels and Operationalize Prior Decisions</b>	<b>20,049</b>	<b>20,144</b>	<b>95</b>	

Note: Numbers may not balance due to rounding.

### Proposed Full Time Equivalent Staffing Distribution by Program

Program	2013	2014	2015	2016
Building Maintenance	33.0	33.0	33.0	33.0
Building Operations	39.6	39.6	39.6	39.6
Capital Project Management and Space Planning	33.0	33.0	33.0	32.0
FPM Divisional Support Service	8.0	8.0	7.3	7.3
Realty Services	10.0	10.0	10.0	10.0
Security	54.7	54.7	54.7	54.7
Utilities	4.0	4.0	4.0	4.0
<b>Total Service Distribution</b>	<b>182.3</b>	<b>182.3</b>	<b>181.6</b>	<b>180.6</b>

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## **Appendix 2: Budget Requests**

### **Proposed 2014-2016 New Initiatives and New Revenues**

There are no new initiatives or new revenues.

### Appendix 3: Proposed 2014 Capital Program

#### Program: Capital Construction & Improvement

Project Number	Project Name	Gross Cost (000's)	Recovery (000's)	Net Cost (000's)	Funding Sources
CPFP00123	2014-Accessibility	159	0	159	Facility Repairs and Renovations Reserve Fund
<b>Subtotal</b>		<b>159</b>	<b>0</b>	<b>159</b>	

#### Program: Facility Services

Project Number	Project Name	Gross Cost (000's)	Recovery (000's)	Net Cost (000's)	Funding Sources
CPFP00140	City Wide Energy Audit - Cash Flowed	244	0	244	Facility Repairs and Renovations Reserve Fund
CPFP00142	Parking Lot LED Lighting - Various Locations - Cash Flowed	242	0	242	Facility Repairs and Renovations Reserve Fund
CPFP00143	Energy Management - Recommissions - Cash Flowed	108	0	108	Facility Repairs and Renovations Reserve Fund
CPFP00144	LED Lighting Retrofit - Various Recreation Facilities	314	0	314	Facility Repairs and Renovations Reserve Fund
CPFP00145	Energy Management-Variou s Initiatives	141	0	141	Facility Repairs and Renovations Reserve Fund
CPFP00507	2014 Furniture	168	0	168	Capital Reserve Fund
<b>Subtotal</b>		<b>1,216</b>	<b>0</b>	<b>1,216</b>	

#### Program: Lifecycle

Project Number	Project Name	Gross Cost (000's)	Recovery (000's)	Net Cost (000's)	Funding Sources
CPFP00168	2014 Security-Lifecycle Replacement-Variou s Locations	153	0	153	Facility Repairs and Renovations Reserve Fund
CPFP00197	Compressor and Chiller Replacement-Tomken Twin Arena	106	0	106	Facility Repairs and Renovations Reserve Fund
CPFP00198	Skylight and Roof Replacement-Central Library North Atrium - Cash Flowed	257	0	257	Facility Repairs and Renovations Reserve Fund
CPFP00199	Roof Replacement-Civic Centre - Cash Flowed	711	0	711	Facility Repairs and Renovations Reserve Fund

**Program: Lifecycle (Cont'd)**

Project Number	Project Name	Gross Cost (000's)	Recovery (000's)	Net Cost (000's)	Funding Sources
CPFP00200	Sprinkler Replacement-Civic Centre	152	0	152	Facility Repairs and Renovations Reserve Fund
CPFP00201	Cooling Unit Replacement-Civic Centre Computer Room	212	0	212	Facility Repairs and Renovations Reserve Fund
CPFP00202	Platform Surface Replacement-City Centre Transit Terminal	351	0	351	Facility Repairs and Renovations Reserve Fund
CPFP00203	Roof Replacements-Various Locations	1,809	0	1,809	Facility Repairs and Renovations Reserve Fund
CPFP00204	Various Emergency Repairs 2014	530	0	530	Facility Repairs and Renovations Reserve Fund
CPFP00229	Compressor Replacement-Meadowdale Four Rinks	75	0	75	Facility Repairs and Renovations Reserve Fund
CPFP00230	Boiler Replacement-Hershey Arena	81	0	81	Facility Repairs and Renovations Reserve Fund
CPFP00231	Electrical Repairs-Various Locations	51	0	51	Facility Repairs and Renovations Reserve Fund
CPFP00232	Parapet Window Replacements-Mississauga Valley Community Centre	65	0	65	Facility Repairs and Renovations Reserve Fund
CPFP00233	Refrigeration Piping Replacement-Carmen Corbasson Community Centre	92	0	92	Facility Repairs and Renovations Reserve Fund
CPFP00234	Pathway Lighting - Various Parks - Cash Flowed	323	0	323	Facility Repairs and Renovations Reserve Fund
CPFP00236	Sprinkler Replacement-Erin Mills Twin Arena	117	0	117	Facility Repairs and Renovations Reserve Fund
CPFP00237	Air Handling Unit Replacements-Erin Mills Twin Arena	461	0	461	Facility Repairs and Renovations Reserve Fund
CPFP00238	Mechanical Replacements-Various Works Locations	325	0	325	Facility Repairs and Renovations Reserve Fund
CPFP00239	Exhaust System Replacements-Various Fire Stations	179	0	179	Facility Repairs and Renovations Reserve Fund
CPFP00240	Kitchen Equipment Replacement-Civic Centre	128	0	128	Facility Repairs and Renovations Reserve Fund
CPFP00241	Interior Finishes-River Grove Community Centre-North Area - Cash Flowed	334	0	334	Facility Repairs and Renovations Reserve Fund

Project Number	Project Name	Gross Cost (000's)	Recovery (000's)	Net Cost (000's)	Funding Sources
CPFP00242	Heating, Ventilation, Air Conditioning Replacement (2 units)-Frank McKechnie Community Centre	122	0	122	Facility Repairs and Renovations Reserve Fund
CPFP00243	Parking Lot Lighting - Various Locations	198	0	198	Facility Repairs and Renovations Reserve Fund
CPFP00246	Structural Repairs-Variou s Locations	182	0	182	Facility Repairs and Renovations Reserve Fund
CPFP00346	2014 Inspections-VFA Assessments-Variou s Locations - Cash Flowed	332	0	332	Facility Repairs and Renovations Reserve Fund
<b>Subtotal</b>		<b>7,343</b>	<b>0</b>	<b>7,343</b>	
<b>Total Expenditures</b>		<b>8,718</b>	<b>0</b>	<b>8,718</b>	

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#### Appendix 4: Proposed 2015-2016 Capital Program

##### Program: Capital Construction & Improvement

Sub-Program	2015 Forecast (\$000's)	2016 Forecast (\$000's)
Accessibility	530	530
Relocation & Office Accommodation	0	480
<b>Subtotal</b>	<b>530</b>	<b>1,010</b>

##### Program: Facility Services

Sub-Program	2015 Forecast (\$000's)	2016 Forecast (\$000's)
Energy Management	1,367	530
Furniture New	64	64
Security New	53	53
Signage	0	54
<b>Subtotal</b>	<b>1,484</b>	<b>701</b>

##### Program: Lifecycle

Sub-Program	2015 Forecast (\$000's)	2016 Forecast (\$000's)
Emergency	530	530
Equipment	0	0
Furniture	0	254
Inspections	438	106
Maintenance	27,701	34,886
Security	332	166
<b>Subtotal</b>	<b>29,001</b>	<b>35,942</b>
<b>Total Expenditures</b>	<b>31,015</b>	<b>37,653</b>







# Recreation

## 2014-2016 Business Plan Update and 2014 Budget

City of Mississauga, Ontario, Canada



**12.4** MILLION VISITORS TO RECREATION FACILITIES.  
**25** ICE RINKS, **18** POOLS AND **11** MAJOR COMMUNITY CENTRES.  
**23,314** REGISTERED COURSES OFFERING **2** MILLION HOURS OF  
RECREATION PROGRAMMING.  
**1.3** MILLION VISITS TO DROP-IN RECREATION CLASSES.



Last year the City of Mississauga undertook an extensive process to create a four year, 2013 through 2016, detailed Business Plan and Budget. Approved in December 2012, the 2013-2016 Business Plan and Budget outlines how and where the City plans to allocate resources to provide good value for taxpayers. Reviewed and updated annually, the four year plan is based on the City's four strategic priorities. 2014 marks the second year of Mississauga's four year Business Plan and Budget. For this "Update Year" staff have focused on primarily updating and presenting exceptions and amendments to the four year approved Service Area Business Plans, while still providing comprehensive financial information and forecasts.

The following summary document sets out a brief description of the Service Area, what has changed since writing the 2013-2016 Business Plan and Budget and performance measurements. The complete 2014-2016 Business Plan and Budget can be found on the City's website.

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## Table of Contents

<b>Existing Core Services .....</b>	<b>4</b>
1.1 Vision and Mission .....	4
1.2 Service Delivery Model .....	5
<b>Updates &amp; Accomplishments .....</b>	<b>6</b>
2.1 Updates .....	6
2.2 Accomplishments .....	6
2.3 Awards and Recognitions .....	7
<b>Proposed Budget .....</b>	<b>8</b>
3.1 Changes to Maintain Current Service Levels and Operationalize Prior Decisions .....	12
3.2 Proposed New Initiatives and New Revenues .....	14
3.3 Highlights of Proposed Capital Program Budget .....	16
3.4 Capital Program .....	17
<b>Performance Measures .....</b>	<b>18</b>
4.1 Balanced Scorecard .....	18
<b>Appendices .....</b>	<b>20</b>
Appendix 1: Details of Changes to Maintain Current Service Levels and Operationalize Prior Decisions .....	21
Appendix 2: Budget Requests .....	25
Appendix 3: Proposed 2014 Capital Program .....	41
Appendix 4: Proposed 2015-2016 Capital Program .....	42

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# Existing Core Services

## 1.1 Vision and Mission

### Vision

Recreation is made up of a dynamic team of staff, volunteers and partners committed to strengthening individuals, families and the community by offering and encouraging life-long learning, leisure and sustainable recreation experiences.

### Mission

Keeping Mississauga Healthy, Active and Connected.



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## 1.2 Service Delivery Model

Services are delivered by a multidisciplinary team working cooperatively to meet the recreation needs of the community.

- The Business Planning section is responsible for developing and reviewing business propositions, soliciting and negotiating partnerships where appropriate, project management for critical strategic projects, conducting research for new and innovative projects and coordinating the budgetary management, monitoring and reporting;
- The Community Development section is responsible for managing the process for affiliation and recognition of community group status, building partnerships to develop community program capacity, offering support to sport, cultural and service organizations and administering the Division's Fee Assistance Program;
- Community Recreation is responsible for delivering registration and drop in aquatic, fitness/active living, camp, arena and general interest programming. In addition this area administers and supports contracts with residents and community groups for facility and sport field rentals, manages and operates two 18 hole and one nine hole golf course and manages and operates three food and beverage outlets;
- Facility Operations is responsible for providing a clean environment and ensuring all equipment is well maintained at all Recreation facilities. In addition to the delivery of day to day customer service, this area also coordinates and supports facility rental and banquet services while ensuring compliance with all legislative requirements; and

- Support Services is responsible for managing the recreation program registration and facility bookings process, developing promotional and external communication campaigns to build program awareness, maintaining and reviewing compliance standards with both corporate policies and legislation and providing operational management and support.



Walmart-At-Play participants

---

# Updates & Accomplishments

## 2.1 Updates

### **Building Our Future:**

- Redeveloped River Grove Community Centre to reopen in July 2014;
- Community consultation for Meadowvale Community Centre redevelopment is complete. Building to close July 2014 for 24 months; and
- Holcim Waterfront Estates opens fall of 2013 to accommodate banquets, corporate events and staff training.

### **Quality at Play:**

- City of Mississauga has received funding from the Ministry of Culture and Sport for the implementation of HIGH FIVE®, a national quality assurance initiative for children's program.

### **Healthy Citizens:**

- Implementation of Heart Wise programs assisting those looking to improve their heart health;
- Redevelopment of two fitness centres to better accommodate growing needs of existing and future fitness members; and
- Adding a therapy pool at Meadowvale Community Centre to support new aqua therapy services in that community.

### **Focus on Utilization:**

- New Ice Allocation Policy will drive greater use and revenues at City arenas; and
- Meeting Room Task Group to be formed to reposition Community spaces in the market.

## 2.2 Accomplishments

### **Maple Leaf Sports and Entertainment/RONA Foundation "Team Up"**

- \$50,000 donation to help refurbish the Malton Arena

### **Community Infrastructure Improvement Fund**

- Successful in obtaining \$990,000 in federal funding for the redevelopment of the Westacres Outdoor Pool.

### **Sport Plan/Sport Tourism Strategy**

- Council endorsed the Sport Plan which includes 40 recommendations to be implemented over a five year period;
- Sport Tourism Strategy to focus on attracting high impact events into the City; and
- Sport Tourism Coordinator funded through a renegotiation of the Mississauga Toronto West Tourism agreement.

### **On-line Spot Ice Bookings**

- Introduction of on-line spot ice rentals has had a positive impact on overall hours booked.

### **Frank McKechnie Pool Re-Opening**

- Improved on-deck and in-water customer experience with the installation of new air handling and heating system.

### **Erindale Village Hall**

- Purchase of historic hall provides access to residents for programs and rentals in a heritage facility.



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## 2.3 Awards and Recognitions

### Youth Friendly Community Designation

- The City of Mississauga received GOLD Youth Friendly Community Builder Designation from the Play works organization.

### Clarkson Community Centre Pool – Facility of Merit Award

- Pool Design wins Facility of Merit Award for the City of Mississauga community centre revitalization initiative.

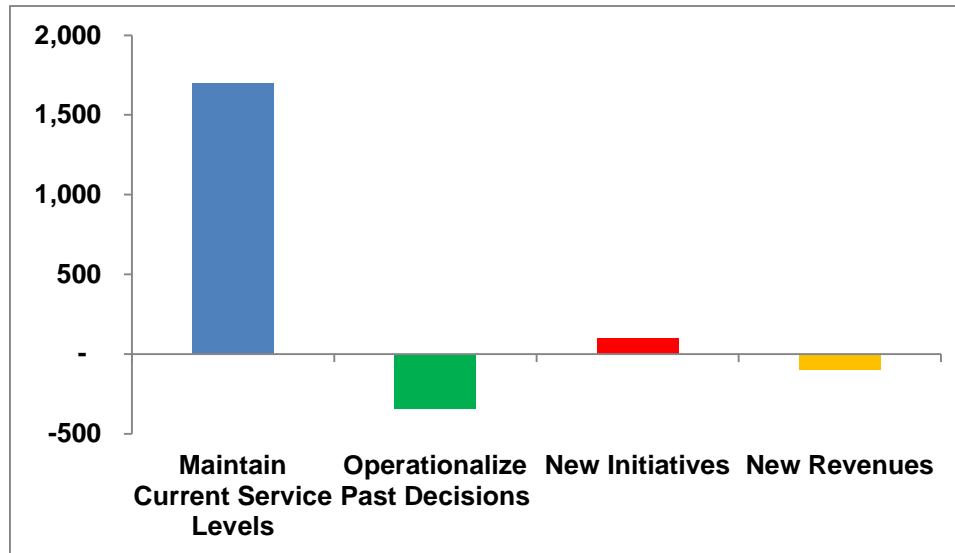


Clarkson Community Centre Pool

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## Proposed Budget

This part of the Business Plan sets out the financial resources required to deliver the proposed 2014-2016 Business Plan. Information is provided by major expenditure and revenue category as well as by program. The costs to maintain existing service levels and operationalize prior decisions are identified separately from proposed changes. The prior year budget for 2013 was \$19,845,000 and the proposed budget for 2014 is \$21,201,000.



### Total Changes to Maintain Current Service Levels

Recreation works diligently towards balancing cost pressures such as labour, utility increases, lease space increases and direct cost allocations with finding efficiencies and cost savings throughout its operation (i.e. recreation program efficiencies, scheduling efficiencies and improved facility maintenance).

The impact of maintaining current service levels for Recreation is \$1.697 million.

### Total Changes to Operationalize Prior Decisions

There are four approved capital projects resulting in a \$343,000 net improvement in the 2014 operating budget:

- \$189,000 operating savings as a result of the closure of Meadowvale Community Centre in 2014 for redevelopment;



- 
- \$80,000 operating improvement due to the re-opening of River Grove Community Centre;
  - \$77,000 revenue increase as a result of the completion of the irrigation system replacement at Lakeview Golf Course; and
  - \$3,000 incremental increase at Holcim Waterfront Estate.

### **Total New Initiatives and Revenues**

Recreation has identified three new initiatives for 2014. Of these, only one has an operating budget impact.

2014 funding request of \$100,000 will be used to support the implementation of Mississauga's Sport Plan. The plan will provide guidance to staff and community sport organizations for delivering quality sport programs in Mississauga over the next five years. It will focus on developing community partnerships, public engagement and investments that will ultimately enhance sport delivery throughout Mississauga.

To support the objectives outlined in the Council approved Sport Tourism Strategy, the hiring of a Sport Tourism Coordinator will provide a single point of contact, offering a coordinated and strategic approach to attracting high profile events to the City and promoting the City as a sport tourism destination. Existing funds provided to the Mississauga Toronto West Tourism Association will support this new position.

Recreation will also be implementing a national accreditation program known as HIGH FIVE®. This program is Canada's only comprehensive accreditation system for organizations providing recreation and sport programs to children aged six to 12 years. Grant funding has been received from the Ontario Sport and Recreation Communities Fund to support the training to all front line instructors in the principles of healthy child development.

Recreation will be implementing three new revenue generating initiatives in 2014:

- (\$55,000) through Title Naming Rights initiatives;
- (\$23,000) through Non-resident Surcharge on Sport Groups; and
- (\$20,000) through an Affiliated Group application fee.

The following table identifies the budgeted expenditures and revenues for 2013 to 2016 by major program within the service area, as well as 2012 actuals by programs.

Description	2012 Actuals (\$000's)	2013 Budget (\$000's)	2014 Proposed Budget (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)
<b>Expenditures to Deliver Current Services</b>					
Recreation Facilities and Programs	42,315	42,890	42,592	43,515	44,580
Divisional Support Services	8,745	8,919	9,049	9,203	9,208
Golf and Hershey Centre	12,564	12,930	13,223	13,439	13,658
<b>Total Expenditures</b>	<b>63,624</b>	<b>64,740</b>	<b>64,864</b>	<b>66,157</b>	<b>67,446</b>
<b>Revenues</b>	<b>(43,345)</b>	<b>(44,895)</b>	<b>(43,665)</b>	<b>(44,533)</b>	<b>(45,248)</b>
Transfers From Reserves and Reserve Funds	(64)	0	0	0	0
New Initiatives	0	0	100	35	(54)
New Revenues	0	0	(98)	(38)	0
<b>Proposed Net Budget Including New Initiatives &amp; New Revenues</b>	<b>20,216</b>	<b>19,845</b>	<b>21,201</b>	<b>21,622</b>	<b>22,144</b>
<b>Expenditures Budget - Changes by Year</b>			<b>0%</b>	<b>2%</b>	<b>2%</b>
<b>Proposed Net Budget - Changes by Year</b>			<b>7%</b>	<b>2%</b>	<b>2%</b>

Note: Numbers may not balance due to rounding.

The following table separates the financial requirements into those required to maintain current service levels; to operationalize prior decisions; and proposed new initiatives and new revenues. More details are provided in sections 3.1 and 3.2.

Description	2014 Proposed Budget (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)
<b>Prior Year Total Expenditures Budget</b>	<b>64,740</b>	<b>64,964</b>	<b>66,193</b>
<b>Increases/(Decreases) to Maintain Current Service Levels</b>			
Labour and Benefits	853	647	542
Other Cost Increases	694	550	584
Efficiencies and Cost Savings	(454)	(627)	(627)
<b>Total Expenditures to Maintain Service Levels</b>	<b>65,833</b>	<b>65,535</b>	<b>66,692</b>
<b>Prior Year Revenue Budget</b>	<b>(44,895)</b>	<b>(43,763)</b>	<b>(44,571)</b>
Current Revenue Changes	604	(150)	(150)
<b>Total Revenues</b>	<b>(44,291)</b>	<b>(43,913)</b>	<b>(44,721)</b>
<b>Net Expenditures to Maintain Services</b>	<b>21,542</b>	<b>21,622</b>	<b>21,971</b>
<b>Net Changes to Maintain Current Service Levels</b>	<b>1,697</b>	<b>421</b>	<b>349</b>
<b>Increases/(Decreases) to Operationalize Prior Decisions</b>			
Operating Impact of New Capital Projects - Revenue	626	(620)	(527)
Operating Impact of New Capital Projects - Expenses	(969)	623	754
<b>Changes to Operationalize Prior Decisions</b>	<b>(343)</b>	<b>3</b>	<b>227</b>
<b>Net Expenditure to Maintain Current Service Levels and Operationalize Prior Decisions</b>	<b>21,199</b>	<b>21,625</b>	<b>22,198</b>
Proposed New Initiatives & New Revenues - Revenue	(98)	(38)	0
Proposed New Initiatives & New Revenues - Expenses	100	35	(54)
<b>Proposed New Initiatives &amp; New Revenues</b>	<b>3</b>	<b>(3)</b>	<b>(54)</b>
<b>Proposed Total Expenditures Budget</b>	<b>64,964</b>	<b>66,193</b>	<b>67,392</b>
<b>Proposed Total Revenues Budget</b>	<b>(43,763)</b>	<b>(44,571)</b>	<b>(45,248)</b>
<b>Proposed Net Budget</b>	<b>21,201</b>	<b>21,622</b>	<b>22,144</b>

Note: Numbers may not balance due to rounding.

### 3.1 Changes to Maintain Current Service Levels and Operationalize Prior Decisions

The following two tables identify the major changes in the costs to maintain existing service levels and the cost increases arising from prior decisions. Detailed explanations of changes to 2014 as well as the proposed Full Time Equivalent Staffing by Program can be found in Appendix 1.

#### Proposed Changes to Maintain Current Service Levels

Description	FTE	2014 Proposed Budget (\$000's)	2015 Forecast (\$000)	2016 Forecast (\$000)
<b>Labour and Benefits</b>	<b>0.0</b>	<b>853</b>	<b>647</b>	<b>542</b>
<b>Other Cost Increases</b>				
Utility Increase	0.0	327	475	511
Hershey Centre Management Services Harmonized Sales Tax Cost	0.0	100	0	0
201 City Center Lease Increase	0.0	84	3	3
Pylon Sign Maintenance	0.0	40	0	0
Conversion of Long Term Contract Employees to Full Time	0.0	18	0	0
SMG Agreement Renewal-Customer Service	7.0	0	0	0
Other Changes	0.0	125	72	71
<b>Other Cost Increases</b>	<b>7.0</b>	<b>694</b>	<b>550</b>	<b>584</b>
<b>Efficiencies and Cost Savings</b>				
Recreation Program Efficiencies	(0.9)	(136)	0	0
SMG Agreement Renewal/Customer Service Transition	0.0	(80)	0	0
Improved Facility Maintenance	(0.7)	(86)	0	0
Customer Service Schedule Efficiencies	(2.0)	(85)	0	0
Product Service Purchasing Efficiencies	0.0	(40)	0	0
Hershey Centre Food and Beverage Efficiencies	0.0	(15)	0	0
Concessions Contract Efficiencies	0.0	(13)	0	0
Efficiency Future Place Holder	0.0	0	(627)	(627)
<b>Efficiencies and Cost Savings</b>	<b>(3.6)</b>	<b>(454)</b>	<b>(627)</b>	<b>(627)</b>
<b>Current Revenue Changes</b>				
Recreation Program Fee Increase	0.0	(125)	(150)	(150)
Meeting Room Revenue Pressure	0.0	240	0	0
Arena Revenue Pressure	0.0	200	0	0

### Proposed Changes to Maintain Current Service Levels (Cont'd)

Description	FTE	2014 Proposed Budget (\$000's)	2015 Forecast (\$000)	2016 Forecast (\$000)
<b>Current Revenue Changes (Cont'd)</b>				
Lakeview Golf Revenue Pressure	0.0	140	0	0
Food Services Revenue Pressure	0.0	100	0	0
OHL Rental Space Pressure	0.0	54	0	0
Mississauga Gymnastics Lease Agreement	0.0	20	0	0
Other Revenue Increases	0.0	(25)	0	0
<b>Current Revenue Changes</b>	<b>0.0</b>	<b>604</b>	<b>(150)</b>	<b>(150)</b>
<b>Total Changes to Maintain Current Service Levels</b>	<b>3.4</b>	<b>1,697</b>	<b>421</b>	<b>349</b>

Note: Numbers may not balance due to rounding.

### Proposed Changes to Operationalize Prior Decisions

Description	FTE	2014 Proposed Budget (\$000's)	2015 Forecast (\$000)	2016 Forecast (\$000)
<b>Annualization of Prior Years Operating Cost Decisions</b>				
<b>Annualization of Prior Years Operating Cost Decisions</b>	<b>0.0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Operating Impact of New Capital Projects</b>				
Meadowvale Community Center Redevelopment Closure Impacts	(7.5)	(189)	(261)	225
River Grove Community Center Redevelopment Closure Impacts	14.0	(80)	262	0
Lakeview Golf Course - Reversal of 2013 Shutdown for Sprinkler Upgrade	0.0	(77)	0	0
Bell Gairdner Estate Banquet and Conference	1.0	3	2	2
<b>Operating Impact of New Capital Projects</b>	<b>7.5</b>	<b>(343)</b>	<b>3</b>	<b>227</b>
<b>Total Changes to Operationalize Prior Decisions</b>	<b>7.5</b>	<b>(343)</b>	<b>3</b>	<b>227</b>

Note: Numbers may not balance due to rounding.

### 3.2 Proposed New Initiatives and New Revenues

The following table presents the costs by budget request for proposed new initiatives and proposed new revenues. Detailed descriptions of each budget request can be found in Appendix 2.

#### Proposed New Initiatives and New Revenues

Description	BR #	FTE	2014 Proposed Budget (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)	2014 to 2016 Capital (\$000's)
<b>New Initiatives</b>						
Mississauga Sports Plan Implementation	806	0.0	100	0	0	0
Sports Tourism Co-ordinator-Cost Share with Toronto Tourism	733	1.0	0	0	0	0
2016 Ontario Summer Games	734	2.0	0	100	21	0
Community Centre Transition to Hansen	791	(2.0)	0	(65)	0	252
E-Recreation Guide Strategy	821	0.0	0	0	(75)	0
<b>Total New Initiatives</b>		<b>1.0</b>	<b>100</b>	<b>35</b>	<b>(54)</b>	<b>252</b>
<b>New Revenues</b>						
Title Naming Rights	731	0.0	(55)	0	0	0
Non Resident Surcharge on Sports Groups	736	0.0	(23)	(18)	0	0
Affiliated Group Charge Backs	737	0.0	(20)	(20)	0	0
<b>Total New Revenues</b>		<b>0.0</b>	<b>(98)</b>	<b>(38)</b>	<b>0</b>	<b>0</b>
<b>Total New Initiatives and New Revenues</b>		<b>1.0</b>	<b>3</b>	<b>(3)</b>	<b>(54)</b>	<b>252</b>

Note: Numbers may not balance due to rounding.

The following table outlines the 2012 actual costs, 2013 approved budget and proposed 2014 Budget and Forecasts for the remaining three years, by major expense and revenue categories.

**Proposed Budget by Category**

Description	2012 Actuals (\$000's)	2013 Budget (\$000's)	2014 Proposed Budget (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)
<b>Total Expenditures before Administrative and Support Costs</b>					
Labour Costs	41,353	41,719	42,065	43,287	44,509
Other Operating Costs	21,076	22,478	22,374	22,369	22,338
<b>Total Expenditures</b>	<b>62,429</b>	<b>64,197</b>	<b>64,438</b>	<b>65,656</b>	<b>66,847</b>
Total Revenues	(43,408)	(44,895)	(43,763)	(44,571)	(45,248)
<b>Net Expenditures before Administrative and Support Costs</b>	<b>19,020</b>	<b>19,302</b>	<b>20,676</b>	<b>21,085</b>	<b>21,599</b>
Administrative and Support Costs	1,195	544	526	537	545
<b>Net Budget</b>	<b>20,216</b>	<b>19,845</b>	<b>21,201</b>	<b>21,622</b>	<b>22,144</b>

Note: Numbers may not balance due to rounding.

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### **3.3 Highlights of Proposed Capital Program Budget**

2014 Capital funding is primarily directed towards the redevelopment of both River Grove Community Centre and Meadowvale Community Centre. Meadowvale redevelopment funding continues through to 2017 with a total forecast of \$25.9 million (2014-2017).

Starting in 2015 funding has been identified for a Community Recreation Facility partnership located on Park 459 in the Churchill Meadows area. The City's funding share represents one-third of the total cost and is forecasted at \$10.6 million.

Recreation's State of Good Repair funding is vital to maintaining existing service levels with respect to program equipment as well as ensuring our facilities maintain a suitable building infrastructure standard. The 2014 forecast for this funding category is \$1.075 million. The 10 year forecast for the State of Good Repair funding is forecasted at \$35.5 million as Recreation has included two major lifecycle maintenance projects totalling \$24.5 million (Iceland Arena in 2020 and South Common Community Centre in 2021).



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### 3.4 Capital Program

This section summarizes the forecast 10 year capital requirements for this service. The following table presents the forecast by major program. The next table summarizes the sources of financing for the capital forecast. A detailed listing of 2014 to 2016 projects is contained in Appendix 3 and 4.

#### Proposed Capital Program

Program Expenditures	2014 Proposed Budget (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)	2017 Forecast (\$000's)	2018-2023 Forecast (\$000's)	Total 2014-2023 (\$000's)
City Wide Recreation	8,159	16,697	10,712	6,338	27,790	69,696
Vehicles, Equipment	915	670	1,030	577	3,470	6,662
<b>Total Expenditures</b>	<b>9,074</b>	<b>17,367</b>	<b>11,742</b>	<b>6,915</b>	<b>31,260</b>	<b>76,358</b>

Note: Numbers may not balance due to rounding.

#### Proposed Capital Program (continued)

Program Funding	2014 Proposed Budget (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)	2017 Forecast (\$000's)	2018-2023 Forecast (\$000's)	Total 2014-2023 (\$000's)
Cash In Lieu	5,667	14,801	6,036	612	15,000	42,114
Development Charges	0	662	4,200	3,826	0	8,687
Tax	1,354	1,413	1,507	1,622	16,260	22,156
Debt	2,053	492	0	856	0	3,401
<b>Total Funding</b>	<b>9,074</b>	<b>17,367</b>	<b>11,742</b>	<b>6,915</b>	<b>31,260</b>	<b>76,358</b>

Note: Numbers may not balance due to rounding.

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# Performance Measures

## 4.1 Balanced Scorecard

The Balanced Scorecard identifies four key areas for evaluation and reporting to determine the level of the organization's performance. These four areas are: Financial, Customers, Employees/Innovation and Learning and Internal Business Processes.

By monitoring and managing the results of all four areas an organization can retain balance in its performance and know that it is moving towards the accomplishing its objectives.

### Financial Measures

*Cost Recovery* represents the percentage of the total gross cost that Recreation recovers through various rates and user fees. It represents the percentage of cost, including utility costs, not supported through the general property tax base.

*Gross Operating Cost* is the total operating cost to deliver recreation programs divided by the total population. It indicates the cost of service before user fees and other revenue streams generated by the service.

### Customer Measures

*Total participant hours of recreation programs delivered annually per 1,000 persons* quantifies the level of recreation programming available to residents.

*Overall customer satisfaction* is determined through the online evaluation survey of program participants. Upon completion all participants in a Recreation programs are

asked to complete an online survey. The survey information is automatically tabulated and the results are used to identify participant satisfaction, look for areas of improvement and to determine potential new programming opportunities.

### Employee/Innovation Measures

*Per cent of Total Transactions Completed Online* is a percentage representing the number of program registrations completed online. Online registration is highlighted within the Recreation Division's balanced scorecard as it innovatively allows customers to register from any location where the internet is accessible, providing the customer a faster, more convenient experience while reducing the cost of mailing documents or paper resulting from an in-person registration

### Business Process Measures

*Employee job related/technical training and development measurement* is based on the Employee Engagement Survey conducted every two years by Metrics@Work. The figure represents the degree to which employees feel they have the necessary training and skills to perform their regular roles and responsibilities.

*The number of individuals that are trained internally* through the Standards and Training group to ensure staff are qualified and certified to perform the duties of their position.

Measures for Recreation	2010 (Actual)	2011 (Actual)	2012 (Actual)	2013 (Planned)	2014 (Planned)	2015 (Planned)	2016 (Planned)
<b>Financial:</b>							
Cost Recovery	71.4%	70.2%	68.8%	69.5%	69.5%	69.5%	69.5%
Gross Operating Cost for Recreation Facilities Per Person (MPMP)	\$54.94	\$57.11	\$57.02	\$59.33	\$60.70	\$62.09	\$63.52
<b>Customer:</b>							
Participant Hours of Recreation Programs per 1,000 Persons (MPMP)	9,638.12	9,928.61	10,312.1	10,000	10,000	10,000	10,000
Overall Customer Satisfaction (Internal Survey)	85%	87%	88%	89%	90%	90%	90%
<b>Employees/ Innovation:</b>							
Percentage of Total Annual Transactions Completed Online	49%	53%	55%	60%	65%	65%	65%
<b>Internal Business Process:</b>							
Job Related/Technical Training and Development (Employee Survey)	75%	75%	75%	78%	79%	80%	80%
Individual In-House Enrolments in T&D Courses	5,697	5,769	6,878	6,000	6,000	6,000	6,000

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## **Appendices**

## Appendix 1: Details of Changes to Maintain Current Service Levels and Operationalize Prior Decisions

### Changes to Maintain Current Service Levels

Description	2013 Budget (\$000's)	2014 Proposed Budget (\$000)	Change (\$000's)	Details
<b>Labour and Benefits</b>	<b>40,239</b>	<b>41,093</b>	<b>853</b>	Increase reflects economic adjustment increases, labour adjustments and other fringe benefit changes.
<b>Other Cost Increases</b>				
Utility Increase	7,028	7,355	327	Increase in utility rates for supply and delivery charges.
Harmonized Sales Tax (HST) Increase	0	100	100	Hershey Centre Management Services HST cost.
201 City Center Lease	105	190	84	Increase in Lease costs for 201 City Centre Drive.
Pylon Sign Maintenance	50	90	40	
Conversion of Two Long Term Contract Employees to Full Time	201	219	18	
Other Changes	544	668	125	Represents increase in direct allocations.
Other Costs	11,441	11,441	0	
<b>Total Other Cost Increases</b>	<b>19,369</b>	<b>20,063</b>	<b>694</b>	
<b>Efficiencies and Cost Savings</b>				
Recreation Program Efficiencies	531	395	(136)	Efficiencies realized through pro-active cost and labour management.
SMG Agreement Renewal/Customer Service Transition	3,157	3,077	(80)	Savings realized through new agreement.
Improved Facility Maintenance	515	429	(86)	Efficiencies realized through pro-active maintenance program.
Customer Service Schedule Efficiencies	803	719	(85)	Efficiencies realized through pro-active labour management.
Product/Service Purchasing Efficiencies	89	49	(40)	Savings realized through pro-active cost management.
Hershey Centre Food and Beverage Efficiencies	15	0	(15)	Savings realized through pro-active cost management.
Concessions Contract Efficiencies	13	0	(13)	Efficiencies realized through pro-active cost management.
<b>Total Efficiencies and Cost Savings</b>	<b>5,123</b>	<b>4,669</b>	<b>(454)</b>	

### Changes to Maintain Current Service Levels (Cont'd)

Description	2013 Budget (\$000's)	2014 Proposed Budget (\$000)	Change (\$000's)	Details
<b>Current Revenue Changes</b>				
Recreation Program Fee Increase	(14,734)	(14,859)	(125)	Various program and rental fee increases
Meeting Room Revenue Pressure	(1,825)	(1,585)	240	Adjust to historical trend of actuals
Arena Revenue Pressure	(8,884)	(8,684)	200	Adjust to historical trend of actuals
Lakeview Golf Pressure	(1,989)	(1,849)	140	Adjust to historical trend of actuals
Food Services Revenue Pressure	(863)	(763)	100	Adjust for sales volume at Library kiosk
OHL Rental Space Pressure	(243)	(189)	54	
Mississauga Gymnastics Lease Agreement	(277)	(257)	20	Adjust as per lease agreement
Other Revenue Increases	(100)	(125)	(25)	
Other Revenue	(15,980)	(15,980)	0	
<b>Total Current Revenue Changes</b>	<b>(44,895)</b>	<b>(44,291)</b>	<b>604</b>	
<b>Total Changes to Maintain Current Service Levels</b>	<b>19,837</b>	<b>21,534</b>	<b>1,697</b>	

Note: Numbers may not balance due to rounding.

### Changes to Operationalize Prior Decisions

Description	2013 Budget (\$000's)	2014 Proposed Budget (\$000's)	Change (\$000's)	Details
<b>Annualization of Previous Years Operating Cost Decisions</b>				
<b>Total Annualization of Previous Years Operating Cost Decisions</b>	0	0	0	
<b>Operating Impact of New Capital Projects</b>				
Meadowvale Community Center Redevelopment Closure Impacts	189	0	(189)	Meadowvale Community Center will be scheduled to be closed for redevelopment in 2014 for 26 months.
Lakeview Golf Course-Sprinkler Upgrade	0	(77)	(77)	Reversal of revenue pressure at Lakeview for irrigation system replacement.
River Grove Closure Impacts	(181)	(261)	(80)	River Grove Center was closed in 2013 for redevelopment and will re-open in 2014.
Bell Gairdner Estate Banquet and Conference	0	3	3	Represents one full time equivalent to start July 1, 2014, partially offset with revenues.
<b>Total Operating Impact of New Capital Projects</b>	8	(335)	(343)	
<b>Total Changes to Operationalize Prior Decisions</b>	8	(335)	(343)	
<b>Total Costs to Maintain Current Services Levels and Operationalize Prior Decisions</b>	19,845	21,199	1,353	

Note: Numbers may not balance due to rounding.

### Proposed Full Time Equivalent Staffing Distribution by Program

Program	2013	2014	2015	2016
Recreation Facilities and Programs	607.3	594.7	605.7	614.2
Divisional Support Services	79.0	79.0	77.0	77.0
Golf and Hershey Centre	69.9	76.9	76.9	76.9
<b>Total Service Distribution</b>	<b>756.2</b>	<b>750.6</b>	<b>759.6</b>	<b>768.1</b>

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## Appendix 2: Budget Requests

### Proposed 2014-2016 New Initiatives and New Revenues (Budget Requests)

Please see the Budget Requests for the 2014-2016 Business Planning Cycle with details to follow.

Description	BR #	Year
<b>New Initiatives</b>		
Mississauga Sports Plan Implementation	806	2014
Sports Tourism Co-ordinator-Cost Share with Toronto Tourism	733	2014
2016 Ontario Summer Games	734	2015
Community Centre Transition to Hansen	791	2015
E-Recreation Guide Strategy	821	2016
<b>New Revenues</b>		
Title Naming Rights	731	2014
Non Resident Surcharge on Sports Groups	736	2014
Affiliated Group Charge Backs	737	2014



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*Budget Request #: 806*

**Proposed Initiative**

Mississauga Sport Plan  
Implementation

**Department**

Community Services  
Department

**Service Area**

Recreation

**Required Operating Investment**

Impacts (\$000s)	2014	2015	2016
Gross Expenditures	100.0	100.0	100.0
Reserves & Reserve Funds	0.0	0.0	0.0
User Fees & Other Revenues	0.0	0.0	0.0
Tax Levy Requirements	100.0	100.0	100.0
* Net Change in \$		0.0	0.0
FTEs	0.0	0.0	0.0

*\* Any net change that is negative, (in brackets), is a good thing. It means a reduction in expenditure or an increase in revenue.*

**Required Capital Investment**

Total Capital (\$000s)	2013 & Prior	2014	2015	2016	2017 & Beyond
Expenditures	0.0	0.0	0.0	0.0	0.0

**Why Staff Recommend this Initiative**

The Mississauga Sport Plan provides direction and recommendations to support the sustainability and growth of sport in Mississauga over the next five years. The vision is for Mississauga to have a dynamic and collaborative sport system that enables all residents to enjoy sport to the extent of their interests and abilities.

### **Details of Service Change**

Forty per cent of the funding will be directed towards implementing recommendations that are the responsibility of the City, which include:

- Reviewing the governance model and strategic plan for the Mississauga Sport Council;
- Developing a physical literacy action plan;
- Developing and delivering sport programs that increase participation for communities of interest; and
- Undertaking a facility and utilization analysis to determine the types and number of facilities required to meet current and future needs.

The remaining 60 per cent will supplement the annual Mississauga Sport Council grant to assist the Council in executing the following recommendations:

- Developing an incentive program to increase volunteerism in community sport;
- Building a database of volunteers and resources to support local sport;
- Hosting a Sport Summit focused on showcasing sport; and
- Developing a long-term vision and strategic plan for the Mississauga Sport Hall of Fame.

### **Service Impact**

Funding is required to implement the recommendations contained within the Mississauga Sport Plan. Executing the Plan will be a shared responsibility between the City of Mississauga and the Mississauga Sport Council.

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*Budget Request #: 733*

**Proposed Initiative**

Sport Tourism Coordinator - Cost  
Share with Toronto Tourism

**Department**

Community Services  
Department

**Service Area**

Recreation

**Required Operating Investment**

Impacts (\$000s)	2014	2015	2016
Gross Expenditures	0.0	0.0	0.0
Reserves & Reserve Funds	0.0	0.0	0.0
User Fees & Other Revenues	0.0	0.0	0.0
Tax Levy Requirements	0.0	0.0	0.0
* Net Change in \$		0.0	0.0
FTEs	1.0	1.0	1.0

*\* Any net change that is negative, (in brackets), is a good thing. It means a reduction in expenditure or an increase in revenue.*

**Required Capital Investment**

Total Capital (\$000s)	2013 & Prior	2014	2015	2016	2017 & Beyond
Expenditures	0.0	0.0	0.0	0.0	0.0

**Why Staff Recommend this Initiative**

This position aligns with the Mississauga Sport Plan and Sport Tourism Strategy recommendations.

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*Budget Request #: 733*

**Details of Service Change**

This position will advance the following key objectives:

- Attract new high impact events to the City;
- Champion the Community Excitement and Awareness Campaign for the Pan Am/Para Pan Games;
- Coordinate internal and external plans and logistics associated with the City's involvement in the Pan Am/Para Pan Games;
- Chair the bid committee for the Ontario Summer Games;
- Market the City as a Sport Tourism Destination; and
- Build relationships with various tourism sectors including Mississauga Toronto West Tourism, Sport Council, Board of Trade, Hoteliers, and the Mississauga Tourism Advisory Panel.

The existing grant that the City provides to the Toronto Convention and Visitor Association will be reduced to totally offset the cost of this FTE (Grade F).

**Service Impact**

This position supports the objectives outlined in the Sport Tourism Strategy by providing a single point of contact that will be responsible for ensuring there is a coordinated and strategic approach to attracting high profile events to the City and promoting the City as a sport tourism destination of choice and event-friendly city.

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Budget Request #: 734

**Proposed Initiative**

2016 Ontario Summer Games

**Department**

Community Services  
Department

**Service Area**

Recreation

**Required Operating Investment**

Impacts (\$000s)	2014	2015	2016
Gross Expenditures	0.0	100.4	121.1
Reserves & Reserve Funds	0.0	0.0	0.0
User Fees & Other Revenues	0.0	0.0	0.0
Tax Levy Requirements	0.0	100.4	121.1
* Net Change in \$		100.4	20.6
FTEs	0.0	1.0	2.0

*\* Any net change that is negative, (in brackets), is a good thing. It means a reduction in expenditure or an increase in revenue.*

**Required Capital Investment**

Total Capital (\$000s)	2013 & Prior	2014	2015	2016	2017 & Beyond
Expenditures	0.0	0.0	0.0	0.0	0.0

**Why Staff Recommend this Initiative**

The Mississauga Sport Plan and the Sport Tourism Strategy identify the 2016 Ontario Summer Games as a key priority for the City of Mississauga to pursue and bid on.

**Details of Service Change**

General Manager is required to work cooperatively with the Games Chairperson, and the Games Organizing Committee to develop the overall Games strategy. They will also act as primary liaison to Games Organizing Committee Chairperson. They will perform the role of Games Manager leading and coordinating all Games functions including:

- Management of volunteer recruitment and development;
- Support to all volunteer and staff led Games Committees; and
- Management of games operations, including liaison with accommodations services, transportation services, sport competition and venues, food suppliers and the Sport Alliance of Ontario.

**Service Impact**

The Mississauga Sport Plan recommends that the City of Mississauga pursue hosting multi-sport games. More specifically the Sport Tourism Strategy identifies the Ontario Summer Games as an event the City should consider bidding on. Supporting and securing the Ontario Summer Games will achieve both community and economic benefits for the city including increased economic activity, enhanced municipal profile and community capacity, civic pride, family and community cohesion, and tax revenue.

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Budget Request #: 791

**Proposed Initiative**

Community Centre Transition to Hansen

**Department**

Community Services Department

**Service Area**

Recreation

**Required Operating Investment**

Impacts (\$000s)	2014	2015	2016
Gross Expenditures	0.0	(65.0)	(65.0)
Reserves & Reserve Funds	0.0	0.0	0.0
User Fees & Other Revenues	0.0	0.0	0.0
Tax Levy Requirements	0.0	(65.0)	(65.0)
* Net Change in \$		(65.0)	0.0
FTEs	0.0	(2.0)	(2.0)

\* Any net change that is negative, (in brackets), is a good thing. It means a reduction in expenditure or an increase in revenue.

**Required Capital Investment**

Total Capital (\$000s)	2013 & Prior	2014	2015	2016	2017 & Beyond
Expenditures	1,000.0	0.0	251.7	0.0	0.0

**Why Staff Recommend this Initiative**

This project aligns with the Divisional Business Plan with respect to increasing asset management through the leveraging of technology. At the same time it creates a degree of operating efficiencies and improved tools for labour management within Recreation.

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*Budget Request #: 791*

**Details of Service Change**

The initiative would consist of two phases. The initial phase would include the development and implementation of Hansen Activity timesheets for Recreation facility operations staff, while the second would include the implementation of the mobile applications across the division. The system will provide valuable and detailed data collection and reporting measures, and identify detailed information on total job costing including human resource allocation, provide documentation to support risk management and litigation, provide up to date work management indicators and allow for better management of labour costs against facility assets.

**Service Impact**

There should be no noticeable external impact with respect to the service levels provided to customers and residents visiting Recreation facilities. However, this initiative would improve the efficiency of providing that level of service through measuring labour allocation against benchmarked service levels.



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Budget Request #: 821

**Proposed Initiative**

E-Recreation Guide Strategy

**Department**

Community Services  
Department

**Service Area**

Recreation

**Required Operating Investment**

Impacts (\$000s)	2014	2015	2016
Gross Expenditures	0.0	0.0	(75.0)
Reserves & Reserve Funds	0.0	0.0	0.0
User Fees & Other Revenues	0.0	0.0	0.0
Tax Levy Requirements	0.0	0.0	(75.0)
* Net Change in \$		0.0	(75.0)
FTEs	0.0	0.0	0.0

*\* Any net change that is negative, (in brackets), is a good thing. It means a reduction in expenditure or an increase in revenue.*

**Required Capital Investment**

Total Capital (\$000s)	2013 & Prior	2014	2015	2016	2017 & Beyond
Expenditures	215.0	0.0	0.0	0.0	0.0

**Why Staff Recommend this Initiative**

This initiative achieves two critical objectives, creating efficiencies and cost savings while increasing Recreation's online presence in a positive, dynamic and customer focused manner, as such it is an excellent example of continuous improvement.

**Details of Service Change**

This initiative is part of the long term strategy to replace the current print version of the Active Guide with a new online search tool that would allow customers and residents to create their own 'customized' guide. The development of an online search tool would allow residents to dynamically search recreation programs and manage their client accounts. Once this tool is functional and ready for use the print guide will be phased out and replaced with the tool and supported by a new marketing strategy. The search tool will allow customers and residents, using a number of dynamic criteria, to search all programs and services offered at Recreation facilities. It would also allow users to be able to save their search results and request alerts on any changes for upcoming courses. This search tool would be linked to CLASS and Connect2Rec to allow individuals to register and process payment for programs and services.

**Service Impact**

This initiative will decrease the cost of communications by \$75,000 and features a migration to greater web based communications for Recreation customers. Over the course of the 2013-2016 Business plan electronic communication channels will be put in place along with a revised marketing strategy to provide the customer more options for them to access information on rates, programs and services offered by Recreation. It will make it easier for customers to find information and purchase and register for Recreation activities.

---

Budget Request #: 731

**Proposed Initiative**

Title Naming Rights

**Department**

Community Services  
Department

**Service Area**

Recreation

**Required Operating Investment**

Impacts (\$000s)	2014	2015	2016
Gross Expenditures	0.0	0.0	0.0
Reserves & Reserve Funds	0.0	0.0	0.0
User Fees & Other Revenues	55.0	55.0	55.0
Tax Levy Requirements	(55.0)	(55.0)	(55.0)
* Net Change in \$		0.0	0.0
FTEs	0.0	0.0	0.0

*\* Any net change that is negative, (in brackets), is a good thing. It means a reduction in expenditure or an increase in revenue.*

**Required Capital Investment**

Total Capital (\$000s)	2013 & Prior	2014	2015	2016	2017 & Beyond
Expenditures	0.0	0.0	0.0	0.0	0.0

**Why Staff Recommend this Initiative**

These three initiatives have the potential to bring in an additional \$55,000 in new revenue to the Recreation Division.

---

*Budget Request #: 731*

**Details of Service Change**

Family Day Naming Rights - A new opportunity which was created based on the successful Family Day naming experiences orchestrated by other municipalities. Mississauga's Family Day now averages 7,000 participants through sport drop-in programs, public swims and skates, kindergym activities and other family-friendly events at all our major community centers. Family Day naming will generate \$20,000 annually.

Bell Gairdner Estate and Banquet Centre is currently undergoing a substantial renovation which when completed will be a premier destination venue for weddings, corporate events and conferences. Naming of this site will generate \$25,000 in annual revenues.

Wi-Fi Landing - With over 500,000 annual visitors to the home page, this is a terrific new opportunity to acquire naming rights to the home page with estimated revenue of \$10,000 per year.

**Service Impact**

It is anticipated that these three initiatives will provide \$55,000 in new annual revenue to the Recreation Division.

---

Budget Request #: 736

**Proposed Initiative**

Non Resident Surcharge on Sport Groups

**Department**

Community Services Department

**Service Area**

Recreation

**Required Operating Investment**

Impacts (\$000s)	2014	2015	2016
Gross Expenditures	0.0	0.0	0.0
Reserves & Reserve Funds	0.0	0.0	0.0
User Fees & Other Revenues	22.5	40.5	40.5
Tax Levy Requirements	(22.5)	(40.5)	(40.5)
* Net Change in \$		(18.0)	0.0
FTEs	0.0	0.0	0.0

*\* Any net change that is negative, (in brackets), is a good thing. It means a reduction in expenditure or an increase in revenue.*

**Required Capital Investment**

Total Capital (\$000s)	2013 & Prior	2014	2015	2016	2017 & Beyond
Expenditures	0.0	0.0	0.0	0.0	0.0

**Why Staff Recommend this Initiative**

The introduction of a non-resident surcharge for indoor sport groups will provide the City with an additional \$22,500 in annual revenue for 2014. In 2015 an additional \$18,000 per year will be generated through non-resident surcharge for outdoor sport groups.

---

*Budget Request #: 736*

**Details of Service Change**

Groups would be required to pay a surcharge of \$90 per player for indoor sport starting in 2014 and \$45 per player for outdoor sport starting in 2015.

The principle reason for indoor in 2014 is that implementation would occur in summer/fall for MHL with minimal impact to the organization's budget planning process. Such impacts could not be avoided in 2014 for outdoor organizations so implementation of outdoor will occur in the spring of 2015.

**Service Impact**

To facilitate the introduction of the non-resident surcharge the Community Group Support Program Policy will need to be amended to reflect this budgetary request.

---

Budget Request #: 737

**Proposed Initiative**

Affiliated Group Chargebacks

**Department**

Community Services  
Department

**Service Area**

Recreation

**Required Operating Investment**

Impacts (\$000s)	2014	2015	2016
Gross Expenditures	0.0	0.0	0.0
Reserves & Reserve Funds	0.0	0.0	0.0
User Fees & Other Revenues	20.0	40.0	40.0
Tax Levy Requirements	(20.0)	(40.0)	(40.0)
* Net Change in \$		(20.0)	0.0
FTEs	0.0	0.0	0.0

*\* Any net change that is negative, (in brackets), is a good thing. It means a reduction in expenditure or an increase in revenue.*

**Required Capital Investment**

Total Capital (\$000s)	2013 & Prior	2014	2015	2016	2017 & Beyond
Expenditures	0.0	0.0	0.0	0.0	0.0

**Why Staff Recommend this Initiative**

This is now an industry standard for affiliated and community groups enrolled in Community Group Support programs.

---

*Budget Request #: 737*

**Details of Service Change**

By adding a registration fee, groups will become more engaged in the renewal process, staff will be able to better determine service levels, maintain liaison status and the groups will be more invested in the overall program.

**Service Impact**

Over \$1 million in services is provided to 305 groups on an annual basis, vis-à-vis insurance, discount on room rates, promotion, use of parks services, and staff liaison time. Currently Recreation Services provides this range of services to community groups at no cost to them. Oakville and Brampton charge a registration fee for their groups to be part of their programs, and therefore this is an industry standard that we will be adopting.



### Appendix 3: Proposed 2014 Capital Program

#### Program: City Wide Recreation

Project Number	Project Name	Gross Cost (000's)	Recovery (000's)	Net Cost (000's)	Funding Sources
CMRC00005	Meadowvale CC renovation - design & construction	1,947	0	1,947	Cash-in-lieu of Parkland Dedication Reserve Fund
CMRC00005	Meadowvale CC renovation - design & construction	2,053	0	2,053	Debt Financing
CMRC00009	Lakeview GC - Upgrade Irrigation System	54	0	54	Capital Reserve Fund
CMRC00018	River Grove CC renovation - Design & Construction	3,720	0	3,720	Cash-in-lieu of Parkland Dedication Reserve Fund
CMRC00074	Renovations and rehabilitation projects	325	0	325	Facility Repairs and Renovations Reserve Fund
CMRC00083	Various Lakeview Golf Course Maintenance	30	0	30	Capital Reserve Fund
CMRC00090	Various BraeBen Golf Course Maintenance	30	0	30	Capital Reserve Fund
<b>Subtotal</b>		<b>8,159</b>	<b>0</b>	<b>8,159</b>	

#### Program: Vehicles, Equipment

Project Number	Project Name	Gross Cost (000's)	Recovery (000's)	Net Cost (000's)	Funding Sources
CMRC00028	Hershey POS replacement	125	0	125	Capital Reserve Fund
CMRC00063	Program Furniture and Equipment	510	0	510	Capital Reserve Fund
CMRC00072	Self Service Kiosks -New	100	0	100	Capital Reserve Fund
CMRC00102	Lifecycle Replacement - Fitness Equipment	180	0	180	Capital Reserve Fund
<b>Subtotal</b>		<b>915</b>	<b>0</b>	<b>915</b>	
<b>Total Expenditures</b>		<b>9,074</b>	<b>0</b>	<b>9,074</b>	

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#### Appendix 4: Proposed 2015-2016 Capital Program

##### Program: City Wide Recreation

Sub-Program	2015 Forecast (\$000's)	2016 Forecast (\$000's)
Recreation Facilities Improvements	16,697	10,712
<b>Subtotal</b>	<b>16,697</b>	<b>10,712</b>

##### Program: Vehicles, Equipment

Sub-Program	2015 Forecast (\$000's)	2016 Forecast (\$000's)
Vehicles & Equipment	670	1,030
<b>Subtotal</b>	<b>670</b>	<b>1,030</b>
<b>Total Expenditures</b>	<b>17,367</b>	<b>11,742</b>



# Information Technology

## 2014-2016 Business Plan Update and 2014 Budget

City of Mississauga, Ontario, Canada



**55** CITY LOCATIONS WITH FREE PUBLIC WI-FI.  
**9** MILLION UNIQUE VISITS TO THE CITY'S WEBSITE.  
**597 KM** OF CITY OWNED FIBRE  
CONNECTING **92** CITY SITES.



Last year the City of Mississauga undertook an extensive process to create a four year, 2013 through 2016, detailed Business Plan and Budget. Approved in December 2012, the 2013-2016 Business Plan and Budget outlines how and where the City plans to allocate resources to provide good value for taxpayers. Reviewed and updated annually, the four year plan is based on the City's four strategic priorities. 2014 marks the second year of Mississauga's four year Business Plan and Budget. For this "Update Year" staff have focused on primarily updating and presenting exceptions and amendments to the four year approved Service Area Business Plans, while still providing comprehensive financial information and forecasts.

The following summary document sets out a brief description of the Service Area, what has changed since writing the 2013-2016 Business Plan and Budget and performance measurements. The complete 2014-2016 Business Plan and Budget can be found on the City's website.

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## Table of Contents

<b>Existing Core Services .....</b>	<b>4</b>
1.1 Vision and Mission .....	4
1.2 Service Delivery Model .....	5
<b>Updates &amp; Accomplishments .....</b>	<b>6</b>
2.1 Updates .....	6
2.2 Accomplishments .....	6
2.3 Awards and Recognitions .....	7
<b>Proposed Budget .....</b>	<b>9</b>
3.1 Changes to Maintain Current Service Levels and Operationalize Prior Decisions .....	13
3.2 Proposed New Initiatives and New Revenues .....	15
3.3 Highlights of Proposed Capital Program Budget .....	17
3.4 Capital Program .....	19
<b>Performance Measures .....</b>	<b>20</b>
4.1 Balanced Scorecard .....	20
<b>Appendices .....</b>	<b>22</b>
Appendix 1: Details of Changes to Maintain Current Service Levels and Operationalize Prior Decisions .....	23
Appendix 2: Budget Requests .....	25
Appendix 3: Proposed 2014 Capital Program .....	28
Appendix 4: Proposed 2015-2016 Capital Program .....	30

# Existing Core Services

## 1.1 Vision and Mission

### Vision

To support the City's overall strategic pillars of move, connect, prosper, belong and green through our work in the IT plan's four strategies of Government, Business, Workplace and Infrastructure.

### Mission

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

The IT Plan 2.0 has four key strategies and areas of focus to ensure continued alignment with City strategic objectives and operational needs as defined through the Business Planning Process:

#### Government 2.0

*A focus on open government, self- service and mobile apps to improve access and provide services more efficiently*

#### Workplace 2.0

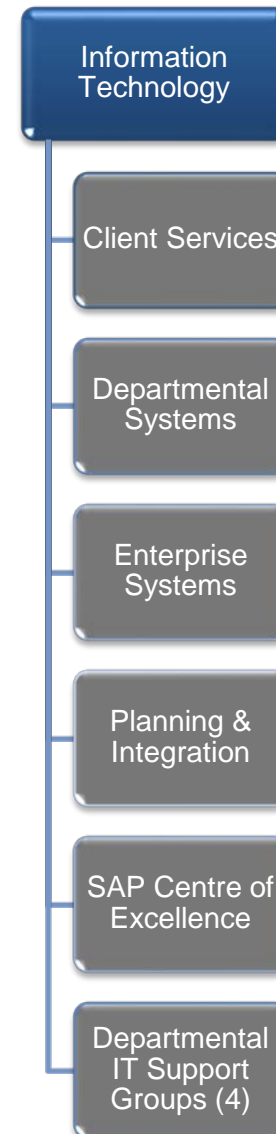
*A focus on collaboration and workforce mobility to be more efficient and responsive.*

#### Business 2.0

*A focus on asset inventory, asset management, financials and decision support to get the best return on investment.*

#### Infrastructure 2.0

*A focus on IT lifecycle replacement and security program to improve communications and secure our environment.*





Technology changes constantly along with customer expectations and the operational needs to provide City Services in an efficient and innovative manner. Having a technology vision and integrating this into the business planning process and service delivery is essential to the City's ability to deliver and sustain key City Services.

## 1.2 Service Delivery Model

The Information Technology service area operates out of Corporate Services and is responsible for the planning, development, maintenance and overall management of Mississauga's technology infrastructure, applications, systems and related assets.

Technology is employed to support City Services and New Initiatives that enable service delivery and public access to services in our City facilities, open spaces and through self-serve options. Examples of self-serve access include the City's website eCity, Connect2Rec for recreation registration and Click'n'Ride for Transit.

Life Cycle management of technology infrastructure assets is accomplished through a number of capital and operational activities including: infrastructure and application planning, new application development or purchase, infrastructure and application maintenance and repair, and IT service management such as help desk response.

The City partners with other agencies on a Public Sector Network (PSN), a fibre optic network that provides connectivity between all City facilities for voice and data communications. The PSN significantly reduces the telecommunications cost for the City on an annual basis.

Information Technology also maintains a WiFi network that provides wireless connection for both the public and city operations. Through a recent partnership with Sheridan College, WiFi access has been expanded significantly and includes secure connection for Sheridan Students in our facilities as well.

IT provides 24-7 emergency services to support the operational needs of City service areas.

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# Updates & Accomplishments

## 2.1 Updates

### Legislation:

- The Integrated Accessibility Standards Regulation (IASR) will have impacts on the City's external and internal websites and system and application procurements.

### Operating Pressures:

Most City Services require technology in the provision of services or to provide direct service to customers. In 2013 there are some key initiatives that require significant technology improvements and growth to meet the objectives of the service. The following are a few that are happening in 2013:

- Implementation of Advanced Transportation Management System (ATMS) in Transportation and Works and potential system and interface impacts;
- Implementation of Admin Penalty System changes to avoid stranded parking ticket revenue due to provincial court backlogs;
- Implementation of storm water billing involving Region of Peel system procurement and changes;
- Implementation of infrastructure for the Transitway stations scheduled to open in 2014; and
- Implementation of mobility and mobile applications will be introduced for public access and for staff in the field and as a mobile workforce.

## 2.2 Accomplishments

The implementation of Digital Signage in Recreation and Library facilities for advertising revenues and program information was successfully completed in June.

The Library's main system was upgraded to Sirsi Dynix's Symphony and Enterprise systems in December 2012. This involved changes to the public catalogue, telephone notification system and applications used for circulation. This also added images of book covers to the public catalogue. Some initial challenges in the implementation are being resolved focussing on customer facing features as the priority.

A new web portal was implemented as an extension of the 311 Citizen Contact Centre enabling self-serve as an option for items the call centre already handles. The web portal is also mobile device capable as well as adaptable to other user devices such as tablets and smartphones.

The City's main website [www.mississauga.ca](http://www.mississauga.ca) is in its final stages of migration to a new technology platform that fully supports mobile enabling the introduction of more apps such as the MiWay app.

Many new upgrades and features have been introduced to improve efficiencies in collaboration and office automation including Microsoft Office, SharePoint (document and information sharing) and Lync (instant messaging, video and telephone conferencing). Work is continuing on this rollout which will transform how employees work together.



---

A complete review of the IT Service Area (IT e3 Review) was completed and approved by Leadership Team in March 2013 with 10 key recommendations to be implemented over a three year period.

### 2.3 Awards and Recognitions

With technology as an essential resource to service delivery it often is recognized directly and indirectly as new initiatives are implemented.

- In the summer of 2012 Wireless Mississauga and the partnership between the City and Sheridan College IT was recognized during the official opening of the new Park Common;



- The City replaced its Storage Area Network (SAN) which houses the City's critical data. A recent article in the MISA Interface, a publication for all municipalities across Canada recognized the City's implementation as innovative and cost effective;
- In the spring of 2012 the City of Mississauga made a presentation on the Collaboration Project at the Annual MISA conference in Waterloo. The presentation had the highest attendance and received very positive feedback as well as several follow up meetings with peer municipalities who wanted to learn more about out

projects and successes. The Collaboration Project also was the recipient of the Team Effectiveness Award in the 2012 Corporate Awards for Excellence;



- The City of Mississauga's Cultural Resource Mapping tool was recognized with a prestigious Excellence in Municipal Systems – Service to Citizens award by the Municipal Information Systems Association (MISA) at its annual conference on May 29, 2012. Launched in May 2012, the map contains information such as arts and culture businesses, community cultural organizations, cultural spaces and facilities, public art, heritage properties, festivals and events, local artists and other related cultural resources. Over 50 community groups, culture organizations and other community stakeholders participated in the development of the project;

MISSISSAUGA  
CULTURE  
ON THE MAP

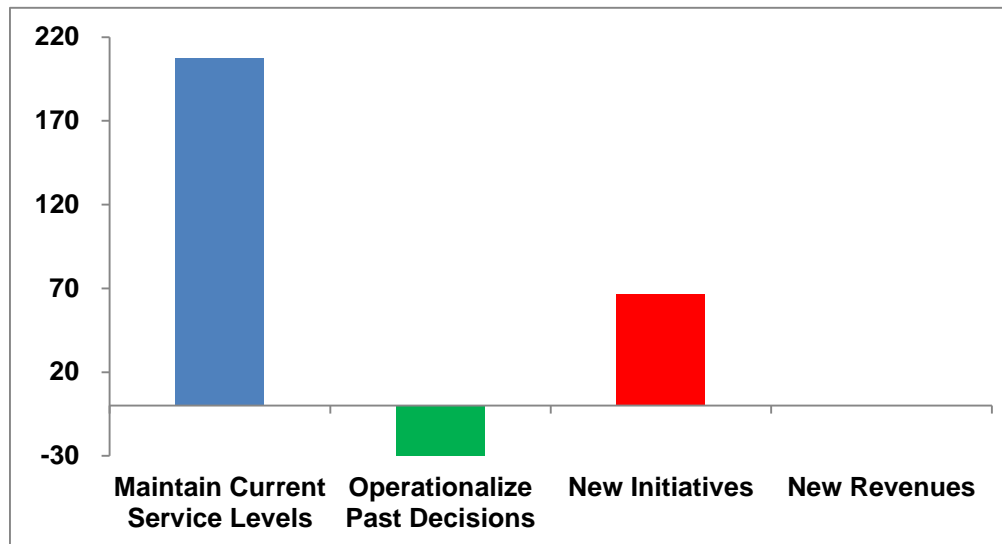
- 
- The Sheridan Computer Resource Centre project also received the Partnership Award as part of the 2012 Corporate Awards for Excellence which demonstrated community partnership and technology coming together to enhance services to the public; and
  - At the Association of Municipalities of Ontario (AMO) the Premier of Ontario spoke and recognized the Public Sector Network (PSN) as a best practice in public sector partnerships.

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## Proposed Budget

This part of the Business plan sets out the financial resources required to deliver the proposed 2014-2016 Business Plan. Information is provided by major expenditure and revenue category as well as by program. The costs to maintain existing service levels and operationalize prior decisions are identified separately from proposed changes. The prior year budget for 2013 was \$17,742,000 and the proposed budget for 2014 is \$17,985,000, an increase of \$243,000.

The Operating Budget changes for 2014 are broken down in the chart below:



### Total Changes to Maintain Current Service Levels

The IT service area seeks to balance uncontrollable cost pressures by finding efficiencies and cost savings throughout its operation. Due to emerging pressures from labour and other price increases, the IT cost for delivering current service levels increases by \$419,000 in 2014. Through continuous improvement initiatives and successful negotiations of maintenance contracts, the IT service area is expected to generate \$189,000 of cost savings and efficiencies in 2014. As part of contractual agreements with other municipalities for support, IT intends to increase external recoveries from Fire Dispatch and Tax Application Systems (TXM) to generate additional \$23,000 revenue in 2014. Overall, the FTE for this service in 2014 is a net reduction of 4.8.

---

### **Total Changes to Operationalize Prior Decisions**

Activities related to 2013 Business Plan Initiative; the Bring Your Own Device (BYOD) is expected to generate additional \$30,000 in savings in 2014.

### **Total New Initiatives and Revenues**

Information Technology has proposed a modification to the SAP Enterprise Reporting (Decision Support System) Implementation initiative for 2014. This proposal increases the operating budget pressure in 2014 by \$67,000 due to increasing staff resources. The initiative will introduce an enterprise decision support system based on dashboards that monitor and report on priority issues. In 2012 four service areas dashboards are being built to address priorities for Transit (Fare Media Conversion), Recreation (recreation participation), Land Development (cost recovery) and Legislative Services (addressing some legislative service levels). In addition, a new dashboard that reports on Lost Time Reporting will be rolled out City-wide as a proactive management tool.

#### **Modified Initiatives:**

The modified initiative is listed below.

1. SAP Enterprise Reporting (Decision Support) Implementation: \$64,000 increase to the 2014 operating budget. The operating budget change is to convert the Project Leader for this initiative to a full time position who is currently funded from capital.

Two new initiatives are proposed to begin in 2014. The two new initiatives are aligned with IT's work to implement e3 recommendations that provide efficiencies and better align resources to deliver on the City's priorities and services.

#### **New Initiatives:**

1. IT Improve Customer Service Management: no increase to the 2014 operating budget and a \$150,000 allocation from the 2014 capital budget.

Current business and application support consumes significant time and resources and prevents City resources from leveraging the full potential of applications. The IT e3 report highlighted improving first call resolution as an initiative to provide IT services more efficiently and reducing the overall cost per help desk incident.

2. IT Improve Project Portfolio Management: no increase to the 2014 operating budget and a \$100,000 allocation from the 2014 capital budget.

IT spends between \$4 million and \$8 million annually on capital project and program initiatives to improve organization results and improve efficiency, effectiveness and economy at the City and maintain and improve the City's service to its employees and residents.

This initiative will put in place standardized processes for project portfolio and project management by partnering with the City's Project Management Office (PMSO) and developing the tools and processes as standards that can be adopted and implemented for all projects managed and delivered across the City.

The following table identifies the budgeted operating expenditures and revenues for 2013 to 2016 by major program within the service area, as well as 2012 actuals by programs.

Description	2012 Actuals (\$000's)	2013 Budget (\$000's)	2014 Proposed Budget (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)
<b>Expenditures to Deliver Current Services</b>					
Information Technology	17,049	18,305	18,505	18,769	19,064
<b>Total Expenditures</b>	<b>17,049</b>	<b>18,305</b>	<b>18,505</b>	<b>18,769</b>	<b>19,064</b>
<b>Revenues</b>	<b>(527)</b>	<b>(564)</b>	<b>(587)</b>	<b>(615)</b>	<b>(643)</b>
New Initiatives	0	0	67	120	60
<b>Proposed Net Budget Including New Initiatives &amp; New Revenues</b>	<b>16,521</b>	<b>17,742</b>	<b>17,985</b>	<b>18,275</b>	<b>18,481</b>
<b>Expenditures Budget - Changes by Year</b>			<b>1%</b>	<b>1%</b>	<b>2%</b>
<b>Proposed Net Budget - Changes by Year</b>			<b>1%</b>	<b>2%</b>	<b>1%</b>

Note: Numbers may not balance due to rounding.

The following table separates the financial requirements into those required to maintain current service levels; to operationalize prior decisions; and proposed new initiatives and new revenues. More details are provided in sections 3.1 and 3.2.

Description	2014 Proposed Budget (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)
<b>Prior Year Total Expenditures Budget</b>	<b>18,305</b>	<b>18,572</b>	<b>18,890</b>
<b>Increases/(Decreases) to Maintain Current Service Levels</b>			
Labour and Benefits	261	332	278
Other Cost Increases	158	95	118
Efficiencies and Cost Savings	(189)	(199)	(191)
<b>Total Expenditures to Maintain Service Levels</b>	<b>18,535</b>	<b>18,799</b>	<b>19,094</b>
<b>Prior Year Revenue Budget</b>	<b>(564)</b>	<b>(587)</b>	<b>(615)</b>
Current Revenue Changes	(23)	(28)	(28)
<b>Total Revenues</b>	<b>(587)</b>	<b>(615)</b>	<b>(643)</b>
<b>Net Expenditures to Maintain Services</b>	<b>17,949</b>	<b>18,185</b>	<b>18,451</b>
<b>Net Changes to Maintain Current Service Levels</b>	<b>207</b>	<b>199</b>	<b>176</b>
<b>Increases/(Decreases) to Operationalize Prior Decisions</b>			
Annualization of Previous Years Budget Decisions - Expenses	(30)	(30)	(30)
<b>Changes to Operationalize Prior Decisions</b>	<b>(30)</b>	<b>(30)</b>	<b>(30)</b>
<b>Net Expenditure to Maintain Current Service Levels and Operationalize Prior Decisions</b>	<b>17,919</b>	<b>18,155</b>	<b>18,421</b>
Proposed New Initiatives & New Revenues - Expenses	67	120	60
<b>Proposed New Initiatives &amp; New Revenues</b>	<b>67</b>	<b>120</b>	<b>60</b>
<b>Total Special Purpose Levy</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Proposed Total Expenditures Budget</b>	<b>18,572</b>	<b>18,890</b>	<b>19,123</b>
<b>Proposed Total Revenues Budget</b>	<b>(587)</b>	<b>(615)</b>	<b>(643)</b>
<b>Proposed Net Budget</b>	<b>17,985</b>	<b>18,275</b>	<b>18,481</b>

Note: Numbers may not balance due to rounding.

### 3.1 Changes to Maintain Current Service Levels and Operationalize Prior Decisions

The following two tables identify the major changes in the costs to maintain existing service levels and the cost increases arising from prior decisions. Detailed explanations of changes to 2014 as well as the proposed Full Time Equivalent Staffing by Program can be found in Appendix 1.

#### Proposed Changes to Maintain Current Service Levels

Description	FTE	2014 Proposed Budget (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)
<b>Labour and Benefits</b>	<b>(5.8)</b>	<b>261</b>	<b>332</b>	<b>278</b>
<b>Other Cost Increases</b>				
Building (201 City Centre Dr) Lease	0.0	82	3	3
IT Maintenance and License fees (VCOM and Other)	0.0	77	92	115
<b>Other Cost Increases</b>	<b>0.0</b>	<b>158</b>	<b>95</b>	<b>118</b>
<b>Efficiencies and Cost Savings</b>				
Various IT Maintenance (ES&S and Other)	0.0	(116)	(135)	(191)
Telephone and Mobile Services	0.0	(55)	(20)	0
Operating Materials, Office suppliers, Over Time and various Other charges	0.0	(17)	(44)	0
<b>Efficiencies and Cost Savings</b>	<b>0.0</b>	<b>(189)</b>	<b>(199)</b>	<b>(191)</b>
<b>Current Revenue Changes</b>				
Various External Recoveries (Fire Dispatch and TXM Fees)	0.0	(23)	(28)	(28)
<b>Current Revenue Changes</b>	<b>0.0</b>	<b>(23)</b>	<b>(28)</b>	<b>(28)</b>
<b>Total Changes to Maintain Current Service Levels</b>	<b>(5.8)</b>	<b>207</b>	<b>199</b>	<b>176</b>

Note: Numbers may not balance due to rounding.

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**Proposed Changes to Operationalize Prior Decisions**

Description	FTE	2014 Proposed Budget (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)
<b>Annualization of Prior Years Operating Cost Decisions</b>				
Annualization of savings generated through Bring Your Own Device (BYOD) initiative	0.0	(30)	(30)	(30)
<b>Annualization of Prior Years Operating Cost Decisions</b>	<b>0.0</b>	<b>(30)</b>	<b>(30)</b>	<b>(30)</b>
<b>Operating Impact of New Capital Projects</b>				
<b>Operating Impact of New Capital Projects</b>	<b>0.0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Changes to Operationalize Prior Decisions</b>	<b>0.0</b>	<b>(30)</b>	<b>(30)</b>	<b>(30)</b>

Note: Numbers may not balance due to rounding.



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### 3.2 Proposed New Initiatives and New Revenues

The following table presents the costs by budget request for proposed new initiatives and proposed new revenues. Detailed descriptions of each budget request can be found in Appendix 2.

#### Proposed New Initiatives and New Revenues

Description	BR #	FTE	2014 Proposed Budget (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)	2014 to 2016 Capital (\$000's)
<b>New Initiatives</b>						
SAP Enterprise Reporting (Decision Support System) Implementation	587	0.0	67	120	60	0
<b>Total New Initiatives</b>		<b>0.0</b>	<b>67</b>	<b>120</b>	<b>60</b>	<b>0</b>
<b>New Revenues</b>						
<b>Total New Revenues</b>		<b>0.0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total New Initiatives and New Revenues</b>		<b>0.0</b>	<b>67</b>	<b>120</b>	<b>60</b>	<b>0</b>

Note: Numbers may not balance due to rounding.

The following table outlines the 2012 actual costs, 2013 approved budget and proposed 2014 Budget and Forecasts for the remaining three years, by major expense and revenue categories.

#### Proposed Budget by Category

Description	2012 Actuals (\$000's)	2013 Budget (\$000's)	2014 Proposed Budget (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)
<b>Total Expenditures before Administrative and Support Costs</b>					
Labour Costs	12,852	13,947	14,274	14,590	14,926
Other Operating Costs	4,749	5,073	5,018	5,053	4,988
<b>Total Expenditures</b>	<b>17,602</b>	<b>19,020</b>	<b>19,292</b>	<b>19,643</b>	<b>19,914</b>
Total Revenues	(527)	(564)	(587)	(615)	(643)
<b>Net Expenditures before Administrative and Support Costs</b>	<b>17,074</b>	<b>18,456</b>	<b>18,705</b>	<b>19,029</b>	<b>19,271</b>
Administrative and Support Costs	(553)	(715)	(720)	(754)	(790)
<b>Net Budget</b>	<b>16,521</b>	<b>17,742</b>	<b>17,985</b>	<b>18,275</b>	<b>18,481</b>

Note: Numbers may not balance due to rounding.

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### **3.3 Highlights of Proposed Capital Program Budget**

The significant focus of the IT Capital Program Budget is asset lifecycle replacement of IT Infrastructure (Network, Voice Communication (VCOM) system, Servers, PCs, Applications, Peripherals) with a total proposed IT Capital Budget of \$5.8 million in 2014.

The replacement of the non-emergency Radio System and Network infrastructure represent a significant portion of the 2014 budget with \$1.4 million required for radio replacement and \$1.3 million for Network replacement.

The City has been one of 10 agencies to subscribe to the VCOM mobile radio system, a Motorola 800 MHz trunked radio system, for the past 13 years. The VCOM system has reached capacity and end of life support from the manufacturer. Council has approved funding to replace this system in a multi-year project spanning 2011 to 2014. The new system will enable public safety agency inter-operability and ensure future flexibility for growth for emergency and non-emergency use. The VCOM replacement system will require the entire City radio infrastructure to be replaced as well as the end-user subscriber radio equipment.

The Network Infrastructure connects staff from over 90 sites to all computer applications (i.e. email, voice, Library System, 311 Citizen Contact Centre, Fire Dispatch, etc.) running on the Civic Centre data centre. By second quarter of 2014, the Network core components that are at end of life support will be replaced. Following the network core replacement, 600 network access switches at the 90 sites will be replaced within a 12 to 18 month period. This lifecycle replacement will include fibre and wireless replacement, expansion and network security monitoring tools.

The following table highlights key lifecycle and state of good repair requirements proposed in the 2014 Capital Program Budget:

<b>Sub Program</b>	<b>Project</b>	<b>2014 Budget (\$000's)</b>
Network Infrastructure	VCOM Mobile Radio Replacement.	1,425
	Network Access Switch /Fibre Replacement and Expansion, Voice Mail Upgrade, B1 HVAC Upgrade, Phone Replacement.	1,775
PC/Notebook/Tablets/Monitors Replacement	<ul style="list-style-type: none"> <li>• Annual replacement of personal computers, monitors and field devices.</li> </ul>	880
Applications Replacement/Enhancement	<ul style="list-style-type: none"> <li>• 2014 Elections;</li> <li>• SAP Unplanned Legislative Changes and Enhancements;</li> <li>• Desktop Software Licenses; and</li> <li>• Library Public Printing System.</li> </ul>	515
Server Expansion	Server and backup expansion.	350
Applications - New	<ul style="list-style-type: none"> <li>• City Wide Minor Initiatives.</li> </ul>	150
Service Management	<ul style="list-style-type: none"> <li>• IT Service Management;</li> <li>• IT Project Portfolio Management;</li> <li>• Business Continuity and Disaster Recovery for IT systems; and</li> <li>• Audio Visual Equipment Replacement.</li> </ul>	600
Specialized IT Peripheral Equipment	Annual replacement of specialized peripherals (ie. receipt printers, bar code reader).	100
<b>Total</b>		<b>5,795</b>

Maintaining the City's IT Infrastructure and keeping it current are critical to the ongoing operations of all City Services. Specific lifecycle objectives are in place for key technology to ensure business continuity and efficient delivery of services.

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### 3.4 Capital Program

This section summarizes the forecast 10 year capital requirements for this service. The following table presents the forecast by major program. The next table summarizes the sources of financing for the capital forecast. A detailed listing of 2014 to 2016 projects is contained in Appendix 3 and 4.

#### Proposed Capital Program

Program Expenditures	2014 Proposed Budget (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)	2017 Forecast (\$000's)	2018-2023 Forecast (\$000's)	Total 2014-2023 (\$000's)
Applications	665	460	2,025	625	6,890	10,665
Infrastructure	4,150	2,545	565	4,350	9,895	21,505
PC Replacement & Peripherals	980	980	980	980	4,975	8,895
<b>Total Expenditures</b>	<b>5,795</b>	<b>3,985</b>	<b>3,570</b>	<b>5,955</b>	<b>21,760</b>	<b>41,065</b>

Note: Numbers may not balance due to rounding.

#### Proposed Capital Program (continued)

Program Funding	2014 Proposed Budget (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)	2017 Forecast (\$000's)	2018-2023 Forecast (\$000's)	Total 2014-2023 (\$000's)
Tax	5,795	3,985	3,570	5,955	21,760	41,065
<b>Total Funding</b>	<b>5,795</b>	<b>3,985</b>	<b>3,570</b>	<b>5,955</b>	<b>21,760</b>	<b>41,065</b>

Note: Numbers may not balance due to rounding.

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# Performance Measures

## 4.1 Balanced Scorecard

A balanced Scorecard identifies measures for four key areas for an organization's performance: Financial, Customer, Employee and Business Process.

By paying attention to all four areas an organization can retain balance to its performance and know that it is moving towards the attainment of its goals.

About the Measures for Information Technology:

### Financial Measures

*Total Cost of Ownership (Operating + Capital / #Users)* gives an overall cost of providing IT services on a per user (as of 2010, this is based on Active Directory Accounts) basis for year-over-year comparisons.

*Cost avoidance going to web self-services* measures the cost difference between offering service on the web versus other channels.

### Customer Measures

*Percentage First Call Resolution Help Desk Calls* measures the overall ability of the IT Help Desk to resolve help requests on first point of contact.

*The Total Number of Help Desk Calls* will measure the number of service requests by phone and email that are received that year.

### Employee Measures

*IT Training Provided to the Corporation* measures the total number of "classroom" hours of IT training offered by the City at our staff training facilities.

*Employee Job Satisfaction Value (IT Division)* conducted in Engagement Survey (2010 value 68.7 per cent). Job satisfaction is a key overall component of the bi-annual Employee Engagement Survey conducted by Metrics@Work.

### Business Process Measures

*City Website Unique Visits* measures the volume of use by citizens and businesses on the City's website.

Measures for Information Technology	2010 (Actual)	2011 (Actual)	2012 (Actual)	2013 (Planned)	2014 (Planned)	2015 (Planned)	2016 (Planned)
<b>Financial:</b>							
Total Cost of Ownership	\$5,600 (3,900 users)	\$6,130 (4,000 users)	\$5,955 (4,311 users)	\$6,024 (4,331 users)	\$5,602 (4,351 users)	\$5,274 (4,371 users)	\$5,486 (4,391 users)
Note: User account #'s revised upon completion of Active Directory Audit in 2011.							
Cost Avoidance – Web Self Service	\$1.73M	\$2.08M	\$2.29M	\$2.40M	\$2.52M	\$2.65M	\$2.78M
<b>Customer:</b>							
% First Call Resolution Help Desk Calls	32.5%	34.4%	38.8%	40%	45%	50%	50%
Total Help Desk Calls	27,138	24,447	24,140	25,000	25,000	25,000	25,000
<b>Employees/ Innovation:</b>							
Corporate IT Training Provided in Hours	274	273	196	325	275	275	275
Employee Job Engagement (IT Division Rating)	68.7%	68.7%	73.7%	73.7%	75.0%	75.0%	75.0%
<b>Internal Business Process:</b>							
City Website Unique Visits	7.6M	8.5M	9.4M	10.3M	11.3M	12.5M	13.7M
Note: Values for 2013 are extrapolated based on YTD numbers							

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## **Appendices**



## Appendix 1: Details of Changes to Maintain Current Service Levels and Operationalize Prior Decisions

### Changes to Maintain Current Service Levels

Description	2013 Budget (\$000's)	2014 Proposed Budget (\$000's)	Change (\$000's)	Details
<b>Labour and Benefits</b>	<b>13,947</b>	<b>14,207</b>	<b>261</b>	Increase reflects economic adjustment increases, labour adjustments and other fringe benefit changes.
<b>Other Cost Increases</b>				
Building Lease (201 City Centre Drive)	102	184	82	Increase due to expiration of 2013 rent holiday period.
IT Maintenance and License fees (VCOM and Other)	2,206	2,282	77	Increase reflects the projected maintenance contract cost increases.
<b>Total Other Cost Increases</b>	<b>2,308</b>	<b>2,466</b>	<b>158</b>	
<b>Efficiencies and Cost Savings</b>				
Various IT Maintenance (ES&S and Other)	1,173	1,056	(116)	Expected maintenance contract reduction for Election Software and Hardware systems and various other maintenance contracts.
Telephone and Mobile Services	558	503	(55)	Projected reduction in service contract cost for Cisco VOIP, Internet ISP and Bell 1FL.
Operating Materials, Office suppliers, Over Time and various Other charges	350	333	(17)	Savings due to continuous improvements.
<b>Total Efficiencies and Cost Savings</b>	<b>2,081</b>	<b>1,892</b>	<b>(189)</b>	
<b>Current Revenue Changes</b>				
Various External Recoveries (Fire Dispatch and TXM Fees)	(564)	(587)	(23)	Due to the contractual inflationary increase for Fire Dispatch and TXM fees recovery.
<b>Total Current Revenue Changes</b>	<b>(564)</b>	<b>(587)</b>	<b>(23)</b>	
<b>Total Changes to Maintain Current Service Levels</b>	<b>17,772</b>	<b>17,979</b>	<b>207</b>	

Note: Numbers may not balance due to rounding.

### Changes to Operationalize Prior Decisions

Description	2013 Budget (\$000's)	2014 Proposed Budget (\$000's)	Change (\$000's)	Details
<b>Annualization of Previous Years Operating Cost Decisions</b>				
Annualization of Prior Years Operating Cost Decisions	(30)	(60)	(30)	Annualization of savings generated through BYOD initiative.
<b>Total Annualization of Previous Years Operating Cost Decisions</b>	<b>(30)</b>	<b>(60)</b>	<b>(30)</b>	
<b>Operating Impact of New Capital Projects</b>				
<b>Total Operating Impact of New Capital Projects</b>	<b>0</b>	<b>0</b>	<b>0</b>	
<b>Total Changes to Operationalize Prior Decisions</b>	<b>(30)</b>	<b>(60)</b>	<b>(30)</b>	
<b>Total Costs to Maintain Current Services Levels and Operationalize Prior Decisions</b>	<b>17,742</b>	<b>17,919</b>	<b>177</b>	

Note: Numbers may not balance due to rounding.

### Proposed Full Time Equivalent Staffing Distribution by Program

Program	2013	2014	2015	2016
Information Technology	129.3	124.5	123.5	123.5
<b>Total Service Distribution</b>	<b>129.3</b>	<b>124.5</b>	<b>123.5</b>	<b>123.5</b>

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## Appendix 2: Budget Requests

### Proposed 2014-2016 New Initiatives and New Revenues

Please see the Budget Requests for the 2014-2016 Business Planning Cycle with details to follow.

Description	BR #	Year
<b>New Initiatives</b>		
SAP Enterprise Reporting (Decision Support System) Implementation	587	2014

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Budget Request #: 587

**Proposed Initiative**

SAP Enterprise Reporting (Decision Support System) Implementation

**Department**

Corporate Services Department

**Service Area**

Information Technology

**Required Operating Investment**

Impacts (\$000s)	2014	2015	2016
Gross Expenditures	66.6	186.9	246.5
Reserves & Reserve Funds	0.0	0.0	0.0
User Fees & Other Revenues	0.0	0.0	0.0
Tax Levy Requirements	66.6	186.9	246.5
* Net Change in \$		120.3	59.6
FTEs	0.0	0.0	0.0

\* Any net change that is negative, (in brackets), is a good thing. It means a reduction in expenditure or an increase in revenue.

**Required Capital Investment**

Total Capital (\$000s)	2013 & Prior	2014	2015	2016	2017 & Beyond
Expenditures	0.0	0.0	0.0	0.0	0.0

**Why Staff Recommend this Initiative**

This project has been proven to be successful, providing improved management information to the Corporation. Four of the 13 Service Area assessments are completed with projects underway for: Transit (Fare Media Types, Impact on Sales and Sales Trends), Recreation (Program Participation and Service Planning City-Wide, Line of Business and Facility), Land Development Services (Cost Recovery based on Planning Applications and Building Permit Applications) and Corporate Wide Attendance Management.

### **Details of Service Change**

The Citywide Enterprise Decision Support (EDS) program is built in collaboration with the City Strategy & Innovation Team to provide each Service Area with decision driven trending dashboards and measurement targets that includes clear governance and business processes, knowledge transfer, culture shift, clean consistent data and technology that quickly shows what is happening in the field. It is aligned to the Service Area vision, mission, goal, performance measurement and balanced scorecard with critical operational measures needed to make sound decisions. This will enable executives and front-line staff to make proactive decisions for tighter financial controls, resource allocation, business, and service adjustments to meet the changes in our community and run city business effectively, efficiently and economically. This BR is to convert two positions from contract to permanent to ensure this information can continue to be provided.

Gartner's latest annual survey of 1,959 CIOs worldwide from all industries was conducted in the fourth quarter of 2012 and represents CIO budget plans reported at that time. "The top three Government technology priorities in 2013 have all changed since 2012, with business intelligence and analytics moving from number five to the top spot. By placing analytics and business intelligence at the top of the list, government CIOs are addressing government's need to proactively manage programs and services," Gartner noted.

### **Service Impact**

The completion of the Attendance Management (Lost Time) dashboard clearly demonstrates that having the business processes, education of all supervisory staff, clean accurate data, the trending dashboard, target measurement and email alerts to proactively manage attendance of the largest cost to the city is required. Not having the Project Leader and Business Analyst to drive the EDS program, the current IT developer will only be able to maintain what is implemented to date and make minor modifications. Decision making will continue as is by utilizing existing tools using data that is not clean and varies based on time, who, what, where and how data was gathered, giving an inconsistent picture as to "how are we doing?" and losing opportunities for automation and inability to achieve best practices for how we measure and act on key business information. Having a Project Leader in 2014 and Business Analyst in 2015 in place will ensure that by 2016 the EDS processes, dashboards and measurement targets will be implemented for City-wide and Service Areas across departments and provide strategic balanced scorecards automated with publicly facing indicators to the citizens of Mississauga.

### Appendix 3: Proposed 2014 Capital Program

#### Program: Applications

Project Number	Project Name	Gross Cost (000's)	Recovery (000's)	Net Cost (000's)	Funding Sources
CPIT00151	Election System - 2014	80	0	80	Capital Reserve Fund
CPIT00175	Desktop Software Licenses-2014-2018	100	0	100	Capital Reserve Fund
CPIT00222	Replace Library Public Printing System-2014	235	0	235	Capital Reserve Fund
CPIT00228	SAP Unplanned Legislative Changes-2014	100	0	100	Capital Reserve Fund
CPIT00273	IT e3 City Wide Minor Projects - 2014	150	0	150	Capital Reserve Fund
<b>Subtotal</b>		<b>665</b>	<b>0</b>	<b>665</b>	

#### Program: Infrastructure

Project Number	Project Name	Gross Cost (000's)	Recovery (000's)	Net Cost (000's)	Funding Sources
CPIT00152	Server, SAN and Backup Replacement-2014	350	0	350	Capital Reserve Fund
CPIT00153	Network Fibre, Wireless Replacement 2014	215	0	215	Capital Reserve Fund
CPIT00167	Voice System Upgrade - 2014	210	0	210	Capital Reserve Fund
CPIT00190	Phone Replacements-2014-15	250	0	250	Capital Reserve Fund
CPIT00193	VCOM Radio Network Replacement	1,425	0	1,425	Capital Reserve Fund
CPIT00245	IT Service Management Program-2014-2015	150	0	150	Capital Reserve Fund
CPIT00247	Corporate AudioVisual Equipment Replacement-2014	100	0	100	Capital Reserve Fund
CPIT00256	Network Access Switches Replacement & Expansion 2014-15	800	0	800	Capital Reserve Fund
CPIT00261	Network Security Enhancement - 2014	100	0	100	Capital Reserve Fund
CPIT00272	IT e3 Project Portfolio Management	100	0	100	Capital Reserve Fund
CPIT00275	B1 Data Centre HVAC system upgrade	200	0	200	Capital Reserve Fund
CPIT00277	Business Continuity & Disaster Readiness for IT Systems 2014	250	0	250	Capital Reserve Fund
<b>Subtotal</b>		<b>4,150</b>	<b>0</b>	<b>4,150</b>	

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**Program: PC Replacement and Peripherals**

Project Number	Project Name	Gross Cost (000's)	Recovery (000's)	Net Cost (000's)	Funding Sources
CPIT00208	PC/Notebook/Tablets/Monitors Repl-2014	880	0	880	Capital Reserve Fund
CPIT00278	Specialized Peripheral Equipment 2014	100	0	100	Capital Reserve Fund
<b>Subtotal</b>		<b>980</b>	<b>0</b>	<b>980</b>	
<b>Total Expenditures</b>		<b>5,795</b>	<b>0</b>	<b>5,795</b>	

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#### Appendix 4: Proposed 2015-2016 Capital Program

##### Program: Applications

Sub-Program	2015 Forecast (\$000's)	2016 Forecast (\$000's)
IT Applications-New	260	150
IT Applications-Replacement/Enhancements	200	1,875
<b>Subtotal</b>	<b>460</b>	<b>2,025</b>

##### Program: Infrastructure

Sub-Program	2015 Forecast (\$000's)	2016 Forecast (\$000's)
IT Network Infrastructure	1,245	215
IT Server Expansion	810	350
IT Service Management	490	0
<b>Subtotal</b>	<b>2,545</b>	<b>565</b>

##### Program: PC Replacement & Peripherals

Sub-Program	2015 Forecast (\$000's)	2016 Forecast (\$000's)
IT PC/Notebook-Replacement/Maintenance	880	880
IT Peripherals	100	100
<b>Subtotal</b>	<b>980</b>	<b>980</b>
<b>Total Expenditures</b>	<b>3,985</b>	<b>3,570</b>





# Strategic Policy

## 2014-2016 Business Plan Update and 2014 Budget

City of Mississauga, Ontario, Canada



**100,000** CITIZENS ENGAGED IN THE DEVELOPMENT OF  
THE STRATEGIC PLAN.  
**8,000** SMALL BUSINESS CONTACTS ANNUALLY.  
**32,000** HOURS OF LEGAL ADVICE DELIVERED.  
**67** FORTUNE 500 COMPANIES HEADQUARTERED  
IN MISSISSAUGA.



Last year the City of Mississauga undertook an extensive process to create a four year, 2013 through 2016, detailed Business Plan and Budget. Approved in December 2012, the 2013-2016 Business Plan and Budget outlines how and where the City plans to allocate resources to provide good value for taxpayers. Reviewed and updated annually, the four year plan is based on the City's four strategic priorities. 2014 marks the second year of Mississauga's four year Business Plan and Budget. For this "Update Year" staff have focused on primarily updating and presenting exceptions and amendments to the four year approved Service Area Business Plans, while still providing comprehensive financial information and forecasts.

The following summary document sets out a brief description of the Service Area, what has changed since writing the 2013-2016 Business Plan and Budget and performance measurements. The complete 2014-2016 Business Plan and Budget can be found on the City's website.

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## Table of Contents

<b>Existing Core Services .....</b>	<b>4</b>
1.1 Vision and Mission .....	4
1.2 Service Delivery Model .....	5
<b>Updates &amp; Accomplishments .....</b>	<b>6</b>
2.1 Updates and Accomplishments .....	6
2.3 Awards and Recognitions .....	10
<b>Proposed Budget .....</b>	<b>11</b>
3.1 Changes to Maintain Current Service Levels and Operationalize Prior Decisions.....	15
3.2 Proposed New Initiatives and New Revenues.....	17
3.3 Highlights of Proposed Capital Program Budget .....	19
3.4 Capital Program .....	20
<b>Performance Measures .....</b>	<b>21</b>
4.1 Balanced Scorecard.....	21
<b>Appendices.....</b>	<b>24</b>
Appendix 1: Details of Changes to Maintain Current Service Levels and Operationalize Prior Decisions .....	25
Appendix 2: Budget Requests .....	27
Appendix 3: Proposed 2014 Capital Program .....	38
Appendix 4: Proposed 2015-2016 Capital Program .....	39

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# Existing Core Services

## 1.1 Vision and Mission

Effective and progressive change is not an overnight process. It takes strategic thought, solid policies, insight, creativity, great communication and time. The City of Mississauga is proud to hold the banner of “Leading Today for Tomorrow” as it speaks specifically to working strategically. Our plans, and many strategic actions and policies that arise out of them, help guide our services for the public and also focuses the City on meeting future needs in a well thought-out, proactive manner.

Strategic planning has always been a way of life at the City of Mississauga. Considerable effort is put into developing new strategies and revamping existing plans through a coordinated and innovative planning approach for the future of Mississauga to ensure that Mississauga is a leading municipality.

### Vision

We will champion and inspire strategic leadership in every aspect of The Corporation of the City of Mississauga.

### Mission

Strategic Policy exists to lead, support and promote innovation, collaboration, accountability and partnerships. We lead by example in strategic risk taking and ensure the City’s long term prosperity is protected.



## 1.2 Service Delivery Model

Strategic Policy work within the City of Mississauga is not conducted by a single staff group, but rather achieved by collaboration across all five City departments. Strategic policies regarding transportation are developed by Transportation and Works staff, land use policies are developed by Planning and Building staff, and so on. What is ultimately important is that all plans are fully co-ordinated and aligned.

Staff and services represented in this service area are positioned in the City Manager's Department. The writing of this plan reflects the collaborative nature of this service. Each area provides a very distinct service and demonstrates their contributions in each section of the plan.

Strategic Policy work touches every other plan, but in the interests of brevity, not every outcome or project that is touched by this service is referenced here. Rather we have focused on the areas we lead and for which we are most accountable.



Key Documents that shape our Business Plan
• Strategic Plan
• City Business Plan
• Downtown21 Master Plan
• Economic Development Strategy
• Inspiration Lakeview: A Vision
• Municipal Act, 2001
• Corporate Policies
• Audit Charter



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# Updates & Accomplishments

## 2.1 Updates and Accomplishments

This section includes Major Initiatives and Activities that have changed or have been updated since the approval of 2013-2016 Business Plan and Budget. Updates and accomplishments are listed by initiative below. Detailed descriptions of these initiatives can be found in the approved Business Plans on the City's website.

Strategic Policy has had many successes with performance measures demonstrating that the City has leading citizen satisfaction and employee engagement scores.

Here are some of the more recent reasons why this is the case:

### City Strategy and Innovations

- Delivered a four-year City Business Plan for Council's approval;
- Continue to chart the future course for Port Credit through advancing Inspiration Port Credit;
- Commencement of preliminary study of District Energy;
- Completion of internal Administrative Resource Review;
- Innovation Report Card published annually since 2011;
- Over 50 Innovation Workshops held involving more than 800 staff;
- Hosted annual Fall Innovation Series;
- Hosted International Association of Facilitators Event - showcasing facilitation to drive innovation;
- Completed the 'City Committees of Council Structure Review' which was approved by Council in April 2013.
- Advanced:

- Sheridan College Phase II;
- Downtown21 Implementation; and
- Inspiration Lakeview - Supplementary Environmental Investigations, Feasibility Study for Access to the Western Pier, Master Plan.
- Launched new collaboration tools for project teams;
- Provided project management training to over 300 staff in 2012;
- Completion of Animal Services e3 Review, Information Technology and Land Use e3 Review; and
- Eight new Corporate Policies created and 18 amended.



Downtown Mississauga

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### **Economic Development Office**

- In 2012, the Economic Development Office (EDO) was involved in activities that will result in \$3.2 million of new and retained taxable assessment. That represents both planned or under construction investments. In addition \$23 million of capital investment is projected to generate an increase in tax revenue over the next three years. This activity represents 2,200 – 2,600 new jobs created and retained in Mississauga;
- In 2012, 30 corporate calls were attended by members of the Economic Development team and senior executives of Mississauga companies to discuss current operations, future plans and assistance needed to do business in Mississauga. Often, Mayor McCallion and a member of Council accompanied EDO on these calls;
- International Investment continued to be a key objective for the Economic Development Office including joint participation with the Greater Toronto Marketing Alliance (GTMA) in an investment mission to Brazil with a focus on information communications technologies sector;
- The Pulse of the Local Economy Roundtable meetings continued to be held in 2012 providing a diverse group of local businesses with an opportunity to discuss the challenges, issues and opportunities available to them and help ensure that Mississauga continues to offer a supportive environment for local businesses;
- The Economic Development Office announced two new online interactive tools in 2012. The online downloadable business directory provides contact information for over 10,000 companies located in Mississauga. The second tool introduced was a customized online brochure. This feature is targeted to support commercial real estate and other professionals responsible for making location decisions;
- To support the start-ups and growth of local business and the creation of jobs in Mississauga, the Mississauga Business Enterprise Centre (MBEC) provided small business training, resources and guidance resulting in:
  - 35 businesses started;
  - 182 jobs created;
  - 102 consultations;
  - 274 business registrations; and
  - 5012 client inquires.
- In support of youth entrepreneurship, MBEC offered the Summer Company program which provides students with the opportunity to turn their ideas into business opportunities while developing professional skills. In 2012, the Summer Company program resulted in 12 business start-ups with a combined 13 new jobs created; and
- A new International Student Welcome to Mississauga Event was introduced in 2012 with invitations to our international students who are studying at Sheridan College (Mississauga campus) and University of Toronto Mississauga to city hall to welcome them to the City and provide information about Mississauga and the various city services. Over 100 students attended this event, representing over 20 international countries.

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### Internal Audit

- Successfully completed the External Quality Assurance Review required by the Institute of Internal Auditors (IIA) which showed that the Internal Audit Division “is well structured and progressive, where the IIA Standards are understood and where useful audit tools are implemented to deliver value –added internal audits”;
- Completed a Corporate Risk Assessment for 2014-2016 with the objective of providing management with an updated and better understanding of the level of risks for their services, as well as additional criteria for measuring risks;
- Preparation of a multi-year Internal Audit work plan is underway based on the results of the Corporate Risk Assessment;
- The Internal Audit Charter was updated and adopted by Council through By-law 0065-2013; and
- Audit coverage and consultation services are enhanced with the addition of one intermediate auditor (BR #125) approved for 2013.

### Legal Services

- Continued with the Transitway project with several contract issues respecting the first and second phase of construction;
- Provided significant training for City staff on preparing for and attending at the OMB;
- Successfully negotiated (with Strategic Community Initiatives), a second Site Access Agreement with Ontario Power Generation thereby permitting the next stage of the Inspiration Lakeview Project to move forward;

- Negotiated renewal of the City’s Insurance Program:
  - Bound coverage one month prior to the October 1, 2013 renewal date (Insurer’s rarely agree to terms more than one week before renewal);
  - No increase in rates – Market reports calling for increased rate between five per cent and 20 per cent due to the world catastrophic losses; and
  - Able to negotiate increased limits of coverage for Extra Expense and Debris removal – no additional cost.
- Rolled out Risk Management Information sessions to various Departments and Divisions throughout the City of Mississauga;
- Submitted a business plan to bring in-house one Insurance Claim Adjuster and overall reduce the Risk Management operating budget by \$100,000;
- Collected data respecting damage caused by the July 8 flood, and actively participated in responding to Councillors’ inquiries and submission of the ODRAP claim;
- *Provincial Offences Act* (POA) prosecutor seconded to lead the administrative penalties project, which will benefit the Provincial Offences Court by creating efficiencies and allowing time to schedule more serious matters for trial. Statistics demonstrated that the number of POA charges continue to increase as do the number of licensing tribunal matters;



- 
- Successfully worked with planning staff to resolve the majority of outstanding appeals to the Mississauga Official Plan;
  - Completed a significant review and update of all development-related agreements, with the objective of updating and streamlining processes and agreements, and staff will be trained on using the new agreements;
  - Participated in several significant steering committees including Downtown21, Inspiration Port Credit and Inspiration Lakeview; and
  - Participated in several presentations to staff and outside the Corporation respecting employment law challenges, public/private partnerships, procurement matters and participated in updating many corporate policies and procedures.



Port Credit

### 2.3 Awards and Recognitions

- Mary Ellen Bench awarded the Bruce Noble Award from the International Municipal Lawyers' Association (IMLA);
- City recognized by fDi Magazine's American Cities of the Future ranking for 2013/2014;
- Inspiration Port Credit online public engagement website has won the APEX Communications Awards of Excellence sponsored by Communications Concepts Inc;
- Karyn Stock-MacDonald, Business and Innovation Coach and the City of Mississauga Awarded the Gold Award from the Internal Association of Facilitators (IAF); and
- Featured in a Municipal World Magazine as a "truly innovative municipality."

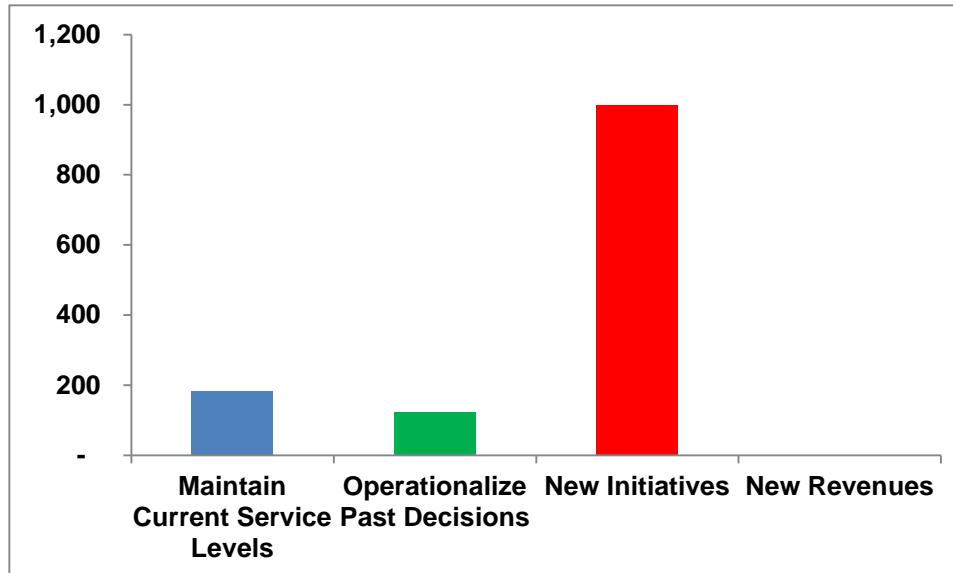


City of Mississauga Strategic Pillars

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## Proposed Budget

This part of the Business Plan sets out the financial resources required to deliver the proposed 2014-2016 Business Plan. Information is provided by major expenditure and revenue category as well as by program. The costs to maintain existing service levels and operationalize prior decisions are identified separately from proposed changes. The prior year budget for 2013 was \$11,211,000 and the proposed budget for 2014 is \$12,517,000.



### Total Changes to Maintain Current Service Levels

Strategic Policy labour increase reflects negotiated union agreements, economic adjustment increases, labour adjustments and other fringe benefit changes of \$175,000. There is an increase of \$100,000 in Professional Services under Legal Services. The increase reflects the growth of legal issues. However, there is a decrease-removal of reserve funding of Professional Services under Strategic Community Initiatives due to completion of the project in 2013. Total efficiencies found in insurance amount to \$116,000.

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**Total Changes to Operationalize Prior Decisions**

There were three 2013 decisions for staffing for a net of \$123,000: Environmental Lawyer, Intermediate Auditor and Legal Assistant.

**Total New Initiatives and Revenues**

In 2014 there is a \$1 million request for funding of the new Institute of Management and Innovation Complex at the University of Toronto Mississauga through a Special Purpose Levy. No new revenues occurred.

The following table identifies the budgeted expenditures and revenues for 2013 to 2016 by major program within the service area, as well as 2012 actuals by programs.

Description	2012 Actuals (\$000's)	2013 Budget (\$000's)	2014 Proposed Budget (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)
<b>Expenditures to Deliver Current Services</b>					
City Strategy & Innovations	3,204	3,130	2,920	2,957	3,354
Economic Development	1,640	1,974	2,015	3,033	3,154
Internal Audit	959	1,135	1,224	1,240	1,251
Legal Services	6,368	5,961	6,114	6,174	6,214
<b>Total Expenditures</b>	<b>12,171</b>	<b>12,201</b>	<b>12,274</b>	<b>13,403</b>	<b>13,972</b>
<b>Revenues</b>	<b>(482)</b>	<b>(385)</b>	<b>(409)</b>	<b>(409)</b>	<b>(409)</b>
Transfers From Reserves and Reserve Funds	(529)	(605)	(348)	(353)	(357)
New Initiatives	0	0	0	479	143
Special Purpose Levy	0	0	1,000	0	0
<b>Proposed Net Budget Including New Initiatives &amp; New Revenues</b>	<b>11,160</b>	<b>11,211</b>	<b>12,517</b>	<b>13,121</b>	<b>13,350</b>
<b>Expenditures Budget - Changes by Year</b>			<b>1%</b>	<b>9%</b>	<b>4%</b>
<b>Proposed Net Budget - Changes by Year</b>			<b>12%</b>	<b>5%</b>	<b>2%</b>

Note: Numbers may not balance due to rounding.

The following table separates the financial requirements into those required to maintain current service levels; to operationalize prior decisions; and proposed new initiatives and new revenues. More details are provided in sections 3.1 and 3.2.

Description	2014 Proposed Budget (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)
<b>Prior Year Total Expenditures Budget</b>	<b>12,201</b>	<b>13,274</b>	<b>13,882</b>
<b>Increases/(Decreases) to Maintain Current Service Levels</b>			
Labour and Benefits	175	245	205
Other Cost Increases	117	0	0
Efficiencies and Cost Savings	(343)	(115)	(115)
<b>Total Expenditures to Maintain Service Levels</b>	<b>12,150</b>	<b>13,403</b>	<b>13,972</b>
<b>Prior Year Revenue Budget</b>	<b>(990)</b>	<b>(757)</b>	<b>(762)</b>
Current Revenue Changes	7	(5)	(4)
Revenue Changes Associated with Efficiencies and Cost Savings	227	0	0
<b>Total Revenues</b>	<b>(757)</b>	<b>(762)</b>	<b>(766)</b>
<b>Net Expenditures to Maintain Services</b>	<b>11,394</b>	<b>12,642</b>	<b>13,206</b>
<b>Net Changes to Maintain Current Service Levels</b>	<b>183</b>	<b>125</b>	<b>86</b>
<b>Increases/(Decreases) to Operationalize Prior Decisions</b>			
Annualization of Previous Years Budget Decisions - Expenses	123	0	0
<b>Changes to Operationalize Prior Decisions</b>	<b>123</b>	<b>0</b>	<b>0</b>
<b>Net Expenditure to Maintain Current Service Levels and Operationalize Prior Decisions</b>	<b>11,517</b>	<b>12,642</b>	<b>13,206</b>
Proposed New Initiatives & New Revenues - Expenses	0	479	143
<b>Proposed New Initiatives &amp; New Revenues</b>	<b>0</b>	<b>479</b>	<b>143</b>
<b>UTM Funding</b>	<b>1,000</b>	<b>0</b>	<b>0</b>
<b>Total Special Purpose Levy</b>	<b>1,000</b>	<b>0</b>	<b>0</b>
<b>Proposed Total Expenditures Budget</b>	<b>13,274</b>	<b>13,882</b>	<b>14,115</b>
<b>Proposed Total Revenues Budget</b>	<b>(757)</b>	<b>(762)</b>	<b>(766)</b>
<b>Proposed Net Budget</b>	<b>12,517</b>	<b>13,121</b>	<b>13,350</b>

Note: Numbers may not balance due to rounding.

### 3.1 Changes to Maintain Current Service Levels and Operationalize Prior Decisions

The following two tables identify the major changes in the costs to maintain existing service levels and the cost increases arising from prior decisions. Detailed explanations of changes to 2014 as well as the proposed Full Time Equivalent Staffing by Program can be found in Appendix 1.

#### Proposed Changes to Maintain Current Service Levels

Description	FTE	2014 Proposed Budget (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)
<b>Labour and Benefits</b>	<b>0.0</b>	<b>175</b>	<b>245</b>	<b>205</b>
<b>Other Cost Increases</b>				
Professional Services - Legal Services	0.0	100	0	0
Other Changes	0.0	17	0	0
<b>Other Cost Increases</b>	<b>0.0</b>	<b>117</b>	<b>0</b>	<b>0</b>
<b>Efficiencies and Cost Savings</b>				
Insurance - reduce adjuster services	0.0	(116)	0	0
Removal of reserve funding - project completed in 2013	0.0	(217)	0	0
Other Changes	0.0	(10)	(115)	(115)
<b>Efficiencies and Cost Savings</b>	<b>0.0</b>	<b>(343)</b>	<b>(115)</b>	<b>(115)</b>
<b>Current Revenue Changes</b>				
Legal - various fee increases	0.0	(25)	0	0
Removal of reserve funding - project completed in 2013	0.0	217	0	0
Other Changes	0.0	42	(5)	(4)
<b>Current Revenue Changes</b>	<b>0.0</b>	<b>234</b>	<b>(5)</b>	<b>(4)</b>
<b>Total Changes to Maintain Current Service Levels</b>	<b>0.0</b>	<b>183</b>	<b>125</b>	<b>86</b>

Note: Numbers may not balance due to rounding.

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**Proposed Changes to Operationalize Prior Decisions**

Description	FTE	2014 Proposed Budget (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)
<b>Annualization of Prior Years Operating Cost Decisions</b>				
Annualization of three positions: Environmental Lawyer, Intermediate Auditor and Legal Assistant	0.0	123	0	0
<b>Annualization of Prior Years Operating Cost Decisions</b>	<b>0.0</b>	<b>123</b>	<b>0</b>	<b>0</b>
<b>Operating Impact of New Capital Projects</b>	<b>0.0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Changes to Operationalize Prior Decisions</b>	<b>0.0</b>	<b>123</b>	<b>0</b>	<b>0</b>

Note: Numbers may not balance due to rounding.



### 3.2 Proposed New Initiatives and New Revenues

The following table presents the costs by budget request for proposed new initiatives and proposed new revenues. Detailed descriptions of each budget request can be found in Appendix 2.

#### Proposed New Initiatives and New Revenues

Description	BR #	FTE	2014 Proposed Budget (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)	2014 to 2016 Capital (\$000's)
<b>New Initiatives</b>						
Life Sciences - Outreach Program	508	1.0	0	70	62	0
Lead Generation Program	519	0.0	0	40	0	0
Inspiration Lakeview	521	0.0	0	369	7	0
ICT - Outreach Program	520	1.0	0	0	74	0
<b>Total New Initiatives</b>		<b>2.0</b>	<b>0</b>	<b>479</b>	<b>143</b>	<b>0</b>
<b>Total New Revenues</b>		<b>0.0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total New Initiatives and New Revenues</b>		<b>2.0</b>	<b>0</b>	<b>479</b>	<b>143</b>	<b>0</b>

Note: Numbers may not balance due to rounding.

#### Proposed Special Purpose Levy Initiatives

Description	BR #	FTE	2014 Proposed Budget (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)	2014 to 2016 Capital (\$000's)
<b>Special Purpose Levy Initiatives</b>						
University of Toronto Mississauga (UTM) Capital Funding for new Institute of Management and Innovation Complex	989	0.0	1,000	0	0	0
<b>Total Special Purpose Levy Initiatives</b>		<b>0.0</b>	<b>1,000</b>	<b>0</b>	<b>0</b>	<b>0</b>

The following table outlines the 2012 actual costs, 2013 approved budget and proposed 2014 Budget and Forecasts for the remaining three years, by major expense and revenue categories.

#### Proposed Budget by Category

Description	2012 Actuals (\$000's)	2013 Budget (\$000's)	2014 Proposed Budget (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)
<b>Total Expenditures before Administrative and Support Costs</b>					
Labour Costs	9,415	9,972	10,285	10,959	11,295
Other Operating Costs	2,756	2,229	2,989	2,923	2,821
<b>Total Expenditures</b>	<b>12,171</b>	<b>12,201</b>	<b>13,274</b>	<b>13,882</b>	<b>14,115</b>
Total Revenues	(1,011)	(990)	(757)	(762)	(766)
<b>Net Expenditures before Administrative and Support Costs</b>	<b>11,160</b>	<b>11,211</b>	<b>12,517</b>	<b>13,121</b>	<b>13,350</b>
<b>Net Budget</b>	<b>11,160</b>	<b>11,211</b>	<b>12,517</b>	<b>13,121</b>	<b>13,350</b>

Note: Numbers may not balance due to rounding.

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### **3.3 Highlights of Proposed Capital Program Budget**

Strategic Policy is continuing its visioning with the Downtown21 Master Plan. The Downtown Infrastructure and Public Realm Plan project is to understand both the infrastructure below the ground and the corresponding public realm above the ground which is critical to ensuring the objectives for Downtown21 are achieved.

The Cooksville Vision 20/20 project will weave together the work that has been completed to date through other studies, into a comprehensive document that will describe the future for Downtown Cooksville.

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### 3.4 Capital Program

This section summarizes the forecast 10 year capital requirements for this service. The following table presents the forecast by major program. The next table summarizes the sources of financing for the capital forecast. A detailed listing of 2014 to 2016 projects is contained in Appendix 3 and 4.

#### Proposed Capital Program

Program Expenditures	2014 Proposed Budget (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)	2017 Forecast (\$000's)	2018-2023 Forecast (\$000's)	Total 2014-2023 (\$000's)
Strategic Community Initiatives	245	350	130	0		725
Policy Administration	0	25	0	0	50	75
<b>Total Expenditures</b>	<b>245</b>	<b>375</b>	<b>130</b>	<b>0</b>	<b>50</b>	<b>800</b>

Note: Numbers may not balance due to rounding.

#### Proposed Capital Program (continued)

Program Funding	2014 Proposed Budget (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)	2017 Forecast (\$000's)	2018-2023 Forecast (\$000's)	Total 2014-2023 (\$000's)
Tax	245	350	130	0	0	725
Other	0	25	0	0	50	75
<b>Total Funding</b>	<b>245</b>	<b>375</b>	<b>130</b>	<b>0</b>	<b>50</b>	<b>800</b>

Note: Numbers may not balance due to rounding.

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# Performance Measures

## 4.1 Balanced Scorecard

A Balanced Scorecard identifies measures for four key areas for the division's performance: Financial; Customers; Employees; and Business Processes. By examining all four areas, the division can retain balance to its performance and know that it is moving towards the attainment of its goals.

### Financial Measures

*Infrastructure Gap:* is defined as the difference between available resources and the amount of investment required to meet a City's core infrastructure needs. It is the total capital infrastructure investment required over a 10 year period compared to available revenues.

*External funding/annual total:* Measures the percentage of the external alternative funding such as grants from senior governments, borrowing and public-private partnerships-federal and provincial contributions, subsidies and recoveries

*Annual growth in tax base:* Tax rates in Mississauga are consistently lower than most Ontario municipalities. Mississauga Council is dedicated to keeping tax increases as low as possible.

### Customer Measures

*Number of public speaking engagements/board memberships:* shows the quantity of outreach the Strategic Policy is participating in outside of City Hall. This includes public forums, conferences and special presentations to name a few. This number does not include reports being presented.

*Resident Satisfaction with Mississauga* as a place to live measures the overall satisfaction of Mississauga residents with their city. These results are based on a poll conducted by Environics Research, featuring an analysis of public attitudes and issues of concern in the province of Ontario. Since most of the divisions within the Strategic Policy Service Area (including the City Manager's Office) influence, lead and/or set direction for the overall Corporation, it seems appropriate to use overall resident satisfaction as an outcome measure.

### Employees/Innovation Measures

*Strategic Leadership Index:* Inspiring strategic leadership and guiding strategic policy are main purposes of this service area. The results are based on the bi-annual Employee Engagement Survey conducted by Metrics@Work. The Strategic Leadership Index measures Strategic Leaders' (City Manager, Commissioners, and Directors) provision of vision, guidance, planning, decision making and commitment to quality.

*Innovation Index:* Every two years, the City undertakes an Employee Engagement Survey, conducted by Metrics@Work. This measure represents the average of all responses to the three innovation construct questions.

### Internal Business Process Measures

*Number of training/learning opportunities offered by Strategic Policy Staff* is a measure of the various workshops/training events held for City employees by the Strategic Policy staff. These examples include Innovation Workshops, Project Management trainings and workshops, Business Planning drop in sessions etc.

*Number of Business Improvement recommendations implemented:* Business Improvement has reviewed nine City

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services through the e3 Program and has completed a comprehensive review with recommendations for each of them. All of these recommendations are expected to create new value for the Corporation and community. Just as with the audit reports, the benefit from the Business Improvement recommendations is not only in the recommendations made, but in their effective implementation. Commitment to results is perhaps the most important requirement for ensuring that the benefits of these reports are realized.

*Annual Efficiencies Found:* Ensuring efficiency within the Corporation is an important function of this service area. The figures quoted are based on the efficiencies category used by Financial Services during budget preparation.

Measures for Strategic Policy	2010 (Actual)	2011 (Actual)	2012 (Actual)	2013 (Actual)	2014 (Planned)	2015 (Planned)	2016 (Planned)
<b>Financial:</b>							
Infrastructure Gap	\$77M	\$79M	\$82M	\$86M	\$91M	\$94M	\$97M
External funding/ Annual total	39%	40%	39%	38%	38%	37%	35%
Annual growth in tax base	3.9%	7.2%	8.4%	7%	6.2%	5.9%	5.5%
<b>Customer:</b>							
Number of public/ industry speaking engagements/ Board memberships	N/A	N/A	36	117	120	120	120
Resident satisfaction with Mississauga	82%	84%	96%	90%	90%	90%	90%
<b>Employees/Innovation:</b>							
Employee engagement scores: Strategic Leadership	61.2%	61.2%	57.2%	57.2%	60%	60%	60%
Employee engagement scores: Innovation	61.9%	61.9%	63.7%	63.7%	64%	64%	64%
<b>Internal Business Process:</b>							
Number of training/ learning opportunities offered by Strategic Policy staff	N/A	N/A	N/A	120	120	120	120
Number of Business Improvement recommendations implemented	23	8	15	34	12*	N/A	N/A
Annual Efficiencies Found (City wide)	\$1M	\$4M	\$3.4M	\$5.9M	\$7.9M	\$5.1M	\$3.3M

\*Program is changing

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## **Appendices**



## Appendix 1: Details of Changes to Maintain Current Service Levels and Operationalize Prior Decisions

### Changes to Maintain Current Service Levels

Description	2013 Budget (\$000's)	2014 Proposed Budget (\$000's)	Change (\$000's)	Details
<b>Labour and Benefits</b>	<b>9,729</b>	<b>9,904</b>	<b>175</b>	Increase reflects negotiated union agreements, economic adjustment increases, labour adjustments and other fringe benefit changes.
<b>Other Cost Increases</b>				
Professional Services - Legal Services	980	1,080	100	Increase reflects growth of legal issues.
Other Changes	1,148	1,165	17	
<b>Total Other Cost Increases</b>	<b>2,128</b>	<b>2,245</b>	<b>117</b>	
<b>Efficiencies and Cost Savings</b>				
Insurance	116	0	(116)	Reduction of adjuster services
Professional Services - Strategic Community Initiatives	217	0	(217)	Removal of reserve funding - project completed in 2013
Other Changes	11	0	(11)	
<b>Total Efficiencies and Cost Savings</b>	<b>343</b>	<b>0</b>	<b>(343)</b>	
<b>Current Revenue Changes</b>				
Legal - various fees	(175)	(200)	(25)	To reflect the various fee increases
Transfers from Reserves	(217)	0	217	Removal of reserve funding - project completed in 2013
Other Changes	(598)	(555)	43	
<b>Total Current Revenue Changes</b>	<b>(990)</b>	<b>(755)</b>	<b>234</b>	
<b>Total Changes to Maintain Current Service Levels</b>	<b>11,211</b>	<b>11,394</b>	<b>183</b>	

Note: Numbers may not balance due to rounding.

### Changes to Operationalize Prior Decisions

Description	2013 Budget (\$000's)	2014 Proposed Budget (\$000's)	Change (\$000's)	Details
<b>Annualization of Previous Years Operating Cost Decisions</b>				
Annualization of three positions	243	366	123	Environmental Lawyer, Intermediate Auditor and Legal Assistant
Other Changes	(243)	(243)	0	Required for balancing as opening balance is included in reported labour
<b>Total Annualization of Previous Years Operating Cost Decisions</b>	<b>0</b>	<b>123</b>	<b>123</b>	
<b>Total Operating Impact of New Capital Projects</b>	<b>0</b>	<b>0</b>	<b>0</b>	
<b>Total Changes to Operationalize Prior Decisions</b>	<b>0</b>	<b>123</b>	<b>123</b>	
<b>Total Costs to Maintain Current Services Levels and Operationalize Prior Decisions</b>	<b>11,211</b>	<b>11,517</b>	<b>306</b>	

Note: Numbers may not balance due to rounding.

### Proposed Full Time Equivalent Staffing Distribution by Program

Program	2013	2014	2015	2016
City Strategy & Innovations	24.1	24.5	24.5	24.5
Economic Development	14.5	14.5	15.5	16.5
Internal Audit	8.0	8.0	8.0	8.0
Legal Services	41.5	41.5	41.5	40.5
<b>Total Service Distribution</b>	<b>88.1</b>	<b>88.5</b>	<b>89.5</b>	<b>89.5</b>

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## Appendix 2: Budget Requests

### Proposed 2014-2016 New Initiatives and New Revenues

Please see the Budget Requests for the 2014-2016 Business Planning Cycle with details to follow.

Description	BR #	Year
<b>Special Purpose Levy</b>		
University of Toronto Mississauga (UTM) Capital Funding for new Institute of Management and Innovation Complex	989	2014
<b>New Initiatives</b>		
Life Sciences - Outreach Program	508	2015
Lead Generation Program	519	2015
Inspiration Lakeview	521	2015
ICT - Outreach Program	520	2016

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Budget Request #: 989

**Proposed Initiative**

University of Toronto Mississauga  
(UTM) Capital Funding for new  
Institute of Management and  
Innovation Complex

**Department**

City Manager's Department

**Service Area**

Strategic Policy

**Required Operating Investment**

Impacts (\$000s)	2014	2015	2016
Gross Expenditures	1,000.0	1,000.0	1,000.0
Reserves & Reserve Funds	0.0	0.0	0.0
User Fees & Other Revenues	0.0	0.0	0.0
Tax Levy Requirements	1,000.0	1,000.0	1,000.0
* Net Change in \$		0.0	0.0
FTEs	0.0	0.0	0.0

\* Any net change that is negative, (in brackets), is a good thing. It means a reduction in expenditure or an increase in revenue.

**Required Capital Investment**

Total Capital (\$000s)	2013 & Prior	2014	2015	2016	2017 & Beyond
Expenditures	0.0	0.0	0.0	0.0	0.0

**Why Staff Recommend this Initiative**

Staff have brought forward this BR at Council's direction for discussion as part of the Budget process. A report from staff was brought before Budget Committee in June 2013 responding to a deputation by the University of Toronto Mississauga (UTM) on May 15, 2013, requesting funding. Staff was directed to bring forward this item as part of the budget process later in 2013 as part of a special tax levy.

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*Budget Request #: 989*

**Details of Service Change**

This is a funding request only presented as an option for a special tax levy.

**Service Impact**

The report prepared by KPMG, for UTM, states that the summary of return to Mississauga is:

1. Financial recovery on investment 38 per cent;
2. Jobs created in Mississauga by incremental spending related to the Institute for Management and Innovation(IMI) is 101 FTEs;
3. Jobs created in Mississauga by capital spending on the Innovation Complex (IC) is 28 person years;
4. Labour and business income created in Mississauga by incremental spending related to IMI (annual, at steady state) is \$22.2 million; and
5. Labour and business income created in Mississauga by capital spending for the IC (total) is \$3.5 million.

The UTM deputation material and the staff report are available upon request.

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Budget Request #: 508

**Proposed Initiative**

Life Sciences - Outreach Program

**Department**

City Manager's Department

**Service Area**

Strategic Policy

**Required Operating Investment**

Impacts (\$000s)	2014	2015	2016
Gross Expenditures	0.0	69.5	131.6
Reserves & Reserve Funds	0.0	0.0	0.0
User Fees & Other Revenues	0.0	0.0	0.0
Tax Levy Requirements	0.0	69.5	131.6
* Net Change in \$		69.5	62.1
FTEs	0.0	1.0	1.0

*\* Any net change that is negative, (in brackets), is a good thing. It means a reduction in expenditure or an increase in revenue.*

**Required Capital Investment**

Total Capital (\$000s)	2013 & Prior	2014	2015	2016	2017 & Beyond
Expenditures	0.0	0.0	0.0	0.0	0.0

**Why Staff Recommend this Initiative**

These are considered short term initiatives outlined in the Economic Development Master Plan. A new FTE, starting in 2015, is recommended to drive this program.

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*Budget Request #: 508*

**Details of Service Change**

This is an enhanced service initiative. In 2010, Council approved the new Economic Development Master Plan that verified the importance of the Life Sciences sector to the Mississauga economy. Several short-term actions were identified to attract and grow further investment in the Life Sciences sector in a proactive manner through relationship and strategic partnership development.

**Service Impact**

Will create business opportunities, employment and contribute to the fiscal well-being of the city.

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Budget Request #: 519

**Proposed Initiative**

Lead Generation Program

**Department**

City Manager's Department

**Service Area**

Strategic Policy

**Required Operating Investment**

Impacts (\$000s)	2014	2015	2016
Gross Expenditures	0.0	40.0	40.0
Reserves & Reserve Funds	0.0	0.0	0.0
User Fees & Other Revenues	0.0	0.0	0.0
Tax Levy Requirements	0.0	40.0	40.0
* Net Change in \$		40.0	0.0
FTEs	0.0	0.0	0.0

*\* Any net change that is negative, (in brackets), is a good thing. It means a reduction in expenditure or an increase in revenue.*

**Required Capital Investment**

Total Capital (\$000s)	2013 & Prior	2014	2015	2016	2017 & Beyond
Expenditures	0.0	0.0	0.0	0.0	0.0

**Why Staff Recommend this Initiative**

This funding will be required to implement short term actions identified in the Economic Development Master Plan.



---

*Budget Request #: 519*

**Details of Service Change**

This is a new service initiative. As was identified in the Economic Development Master Plan, approved by Council in 2010, proactive business attraction and growth of a City's economy is a best practice in many large cities. Funding for a qualified lead generation program to start in 2015, would allow for early engagement and work with companies making site location decisions.

**Service Impact**

Will create business opportunities, employment and contribute to the fiscal well-being of the city.

---

Budget Request #: 521

**Proposed Initiative**

Inspiration Lakeview

**Department**

City Manager's Department

**Service Area**

Strategic Policy

**Required Operating Investment**

Impacts (\$000s)	2014	2015	2016
Gross Expenditures	0.0	369.4	376.8
Reserves & Reserve Funds	0.0	0.0	0.0
User Fees & Other Revenues	0.0	0.0	0.0
Tax Levy Requirements	0.0	369.4	376.8
* Net Change in \$		369.4	7.4
FTEs	0.0	0.0	0.0

*\* Any net change that is negative, (in brackets), is a good thing. It means a reduction in expenditure or an increase in revenue.*

**Required Capital Investment**

Total Capital (\$000s)	2013 & Prior	2014	2015	2016	2017 & Beyond
Expenditures	0.0	0.0	0.0	0.0	0.0

**Why Staff Recommend this Initiative**

Council endorsed the vision for Inspiration Lakeview in April 2011. Approval of the Master Plan is anticipated by 2014, at which point, Council can decide if further investments are warranted. This Budget Request estimates that additional studies and a permanent team dedicated to waterfront initiatives will be required to develop the waterfront into a world class sustainable community.

**Details of Service Change**

Mississauga's Strategic Plan, with the pillar "Prosper" states that "We will create a model sustainable creative community on the waterfront."

Mississauga's waterfront is one of our City's greatest assets and can become a regional, national and international model of sustainability. We have the opportunity of attracting employment and retail to a mixed-use community, complete with the spirit of arts and culture, a variety of housing options, and leisure and recreational assets.

2015: \$369,400 (operating) A staff team of a Strategic Leader, Project Manager and Researcher has been in place working with multiple partners including The Region of Peel, ONTARIO Power Generation (OPG), The Province, Credit Valley Conservation, Toronto and Region Conservation Authority and others to coordinate the portfolio of projects under the vision. Funding is anticipated to be required to keep this team in place to implement further actions that will be identified during the Master Planning process, the Feasibility Study for access to the Western Pier as directed by Council in 2011, the Lakeview Waterfront Connection and associated projects.

2015-2016: \$200,000 per year (capital) For the purposes of planning, a number of assumptions have been made that will be tested upon the conclusion of the Master Plan, including an allowance for future studies, for matters such as economic analysis, transportation, infrastructure studies and public realm plans that would be required to implement the Master Plan.

**Service Impact**

The City has made great progress in preparing a vision for the OPG property and the surrounding employment lands. The Province, OPG and the City are working in the spirit of cooperation through the Memorandum of Understanding on a Shared Vision. The Master Plan, with the support of the technical and planning studies, is the vehicle for developing the Shared Vision and must be completed prior to July 2014 at which time OPG is required to take a recommendation to its Board of Directors to determine the terms and structure of future ownership of the OPG site.

The community was highly engaged during the development of the Inspiration Lakeview vision and is looking to the City to provide leadership in proceeding with the next steps that will bring the Vision closer to reality (implementable visions with short and long term action plans). The City's work on the waterfront will result in significant public response.

---

Budget Request #: 520

**Proposed Initiative**

ICT- Outreach Program

**Department**

City Manager's Department

**Service Area**

Strategic Policy

**Required Operating Investment**

Impacts (\$000s)	2014	2015	2016
Gross Expenditures	0.0	0.0	73.8
Reserves & Reserve Funds	0.0	0.0	0.0
User Fees & Other Revenues	0.0	0.0	0.0
Tax Levy Requirements	0.0	0.0	73.8
* Net Change in \$		0.0	73.8
FTEs	0.0	0.0	1.0

*\* Any net change that is negative, (in brackets), is a good thing. It means a reduction in expenditure or an increase in revenue.*

**Required Capital Investment**

Total Capital (\$000s)	2013 & Prior	2014	2015	2016	2017 & Beyond
Expenditures	0.0	0.0	0.0	0.0	0.0

**Why Staff Recommend this Initiative**

These are considered short term initiatives outlined in the Economic Development Master Plan. A new FTE, starting in 2016, is recommended to drive this program.

---

*Budget Request #: 520*

**Details of Service Change**

This is an enhanced service initiative. In 2010, Council approved the new Economic Development Master Plan that verified the importance of the Information and communication technology (ICT) sector to the Mississauga economy. Since Mississauga is considered a technology-driven economy, the City's strengths in ICT affect other key sectors creating points of overlap and synergy. Several short-term actions were identified to attract and grow further investment in the ICT sector in a proactive manner through relationship and strategic partnership development.

**Service Impact**

Will create business opportunities, employment and contribute to the fiscal well-being of the city.

---

### Appendix 3: Proposed 2014 Capital Program

#### Program: Strategic Community Initiatives

Project Number	Project Name	Gross Cost (000's)	Recovery (000's)	Net Cost (000's)	Funding Sources
COSP00011	Downtown Infrastructure and Public Realm Plan	70	0	70	Capital Reserve Fund
COSP003729	Cooksville Vision 20/20	175	0	175	Capital Reserve Fund
<b>Subtotal</b>		<b>245</b>	<b>0</b>	<b>245</b>	
<b>Total Expenditures</b>		<b>245</b>	<b>0</b>	<b>245</b>	

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#### Appendix 4: Proposed 2015-2016 Capital Program

##### Program: Strategic Community Initiatives

Sub-Program	2015 Forecast (\$000's)	2016 Forecast (\$000's)
Downtown Infrastructure and Public Realm Plan	350	130
<b>Subtotal</b>	<b>350</b>	<b>130</b>

##### Program: Policy Administration

Sub-Program	2015 Forecast (\$000's)	2016 Forecast (\$000's)
Insurance Actuarial Review	25	0
<b>Subtotal</b>	<b>25</b>	<b>0</b>
<b>Total Expenditures</b>	<b>375</b>	<b>130</b>







# Land Development Services

## 2014-2016 Business Plan Update and 2014 Budget

City of Mississauga, Ontario, Canada



**96%** OF ALL COMPLETE BUILDING PERMIT APPLICATIONS  
REVIEWED WITHIN LEGISLATIVE TIMELINES.  
**83,000** INSPECTIONS PERFORMED.  
OVER **17,000** CUSTOMERS SERVED AT THE PLANNING  
AND BUILDING CUSTOMER SERVICE CENTRE.



Last year the City of Mississauga undertook an extensive process to create a four year, 2013 through 2016, detailed Business Plan and Budget. Approved in December 2012, the 2013-2016 Business Plan and Budget outlines how and where the City plans to allocate resources to provide good value for taxpayers. Reviewed and updated annually, the four year plan is based on the City's four strategic priorities. 2014 marks the second year of Mississauga's four year Business Plan and Budget. For this "Update Year" staff have focused on primarily updating and presenting exceptions and amendments to the four year approved Service Area Business Plans, while still providing comprehensive financial information and forecasts.

The following summary document sets out a brief description of the Service Area, what has changed since writing the 2013-2016 Business Plan and Budget and performance measurements. The complete 2014-2016 Business Plan and Budget can be found on the City's website.

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## Table of Contents

<b>Existing Core Services .....</b>	<b>4</b>
1.1 Vision and Mission .....	4
1.2 Service Delivery Model .....	5
<b>Updates &amp; Accomplishments .....</b>	<b>8</b>
2.1 Updates .....	8
2.2 Accomplishments .....	8
2.3 Awards and Recognitions .....	9
<b>Proposed Budget .....</b>	<b>10</b>
3.1 Changes to Maintain Current Service Levels and Operationalize Prior Decisions.....	13
3.2 Highlights of Proposed Capital Program Budget .....	15
3.3 Capital Program .....	16
<b>Performance Measures .....</b>	<b>17</b>
4.1 Balanced Scorecard .....	17
<b>Appendices .....</b>	<b>19</b>
Appendix 1: Details of Changes to Maintain Current Service Levels and Operationalize Prior Decisions .....	20
Appendix 2: Budget Requests .....	23
Appendix 3: Proposed 2014 Capital Program .....	24
Appendix 4: Proposed 2015-2016 Capital Program .....	25

# Existing Core Services

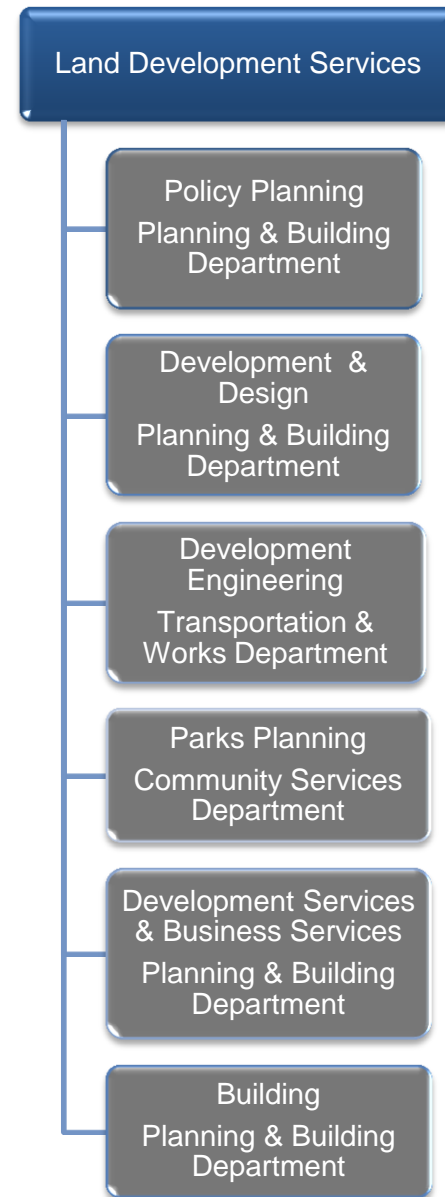
## 1.1 Vision and Mission

### Vision

To be a leader in providing community planning and building services to shape an innovative City where people choose to be.

### Mission

To provide quality customer service by facilitating legislated approval processes from the creation of policies, the designation of lands through the processing of development applications and building permits to building inspections to ensure the health, safety and well-being of the public.



## 1.2 Service Delivery Model

Land Development Services Area is comprised of six multi-disciplinary sections/divisions from three departments of the Corporation that are involved in all aspects of the land development approval process ranging from formulating policy and design frameworks to approving development applications, building permits and inspection services. These functions are carried out in accordance with the following relevant legislation: *Planning Act*, *Heritage Act*, *Condominium Act*, *Development Charges Act*, *Building Code Act*, *Ontario Building Code* and other applicable law.

Land Development Services has a number of linkages and dependencies with other City service areas including Roads, Storm Drainage and Watercourses, Recreation, Parks and Forestry, Strategic Policy and Arts and Culture.

The key responsibilities and deliverables of the five functions are listed below:

### Policy Framework

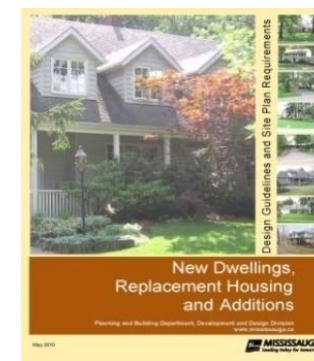
- Preparing and maintaining the Official Plan, city-wide policy studies, environmental policy planning and monitoring and implementing components of the Strategic Plan;
- Advising on planning initiatives in adjacent municipalities, as well as Federal, Provincial and Regional governments;
- Conducting community planning studies, area specific land use studies and parking policy initiatives; and
- Providing departmental and corporate data support including growth forecasts, census data analysis, employment surveys, brochures and newsletters.



New Official Plan embodies the goals and objectives of the Strategic Plan as it applies to land use.

### Design Framework

- Performing proactive design work, special studies and consultation including landscape, streetscape and urban design policy and master planning; and
- Providing design advice and information regarding design related matters to City Council, the public, developers, consultants and others.



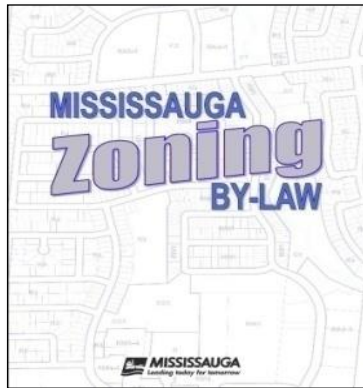
Guidelines and site plan requirements to assist homeowners, designers, architects and landscape architects.



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## Development Approvals

- Reviewing, processing and approving applications for development;
- Undertaking special studies that guide development;
- Providing application advice, facilitation of preliminary and pre-application meetings;
- Reviewing development engineering plans to ensure compliance with Ontario Provincial Standards, City of Mississauga Design Standards, and other applicable engineering requirements;
- Reviewing and finalizing Development and Servicing Agreements;
- Conducting landscape inspections; and
- Coordinating planning comments and providing clearances to Committee of Adjustment for land severances and variances.



First municipality in the GTA to have an Official Plan and a Zoning By-law that works together with provincial legislation to guide development.

## Building Approvals

- Ensuring compliance with the Building Code Act, the Ontario Building Code, the City's Zoning By-law, Sign By-law, and other applicable law;
- Reviewing zoning, architectural, structural and mechanical components of building permit applications;
- Processing applications for Zoning Certificates and sign permits; and
- Performing building permit and sign permit inspections.



Residential high density development under construction in the downtown core.

---

### **Business Services**

- Operating Planning and Building Customer Services Centre;
- Developing and maintaining web content and online services;
- Coordinating building permit approvals;
- Calculating and collecting development charges;
- Coordinating condominium approvals; and
- Supporting and developing the Mississauga Approval Xpress (MAX) system.



Planning and Building Customer Services Centre serves on average 75 customers per day.

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# Updates & Accomplishments

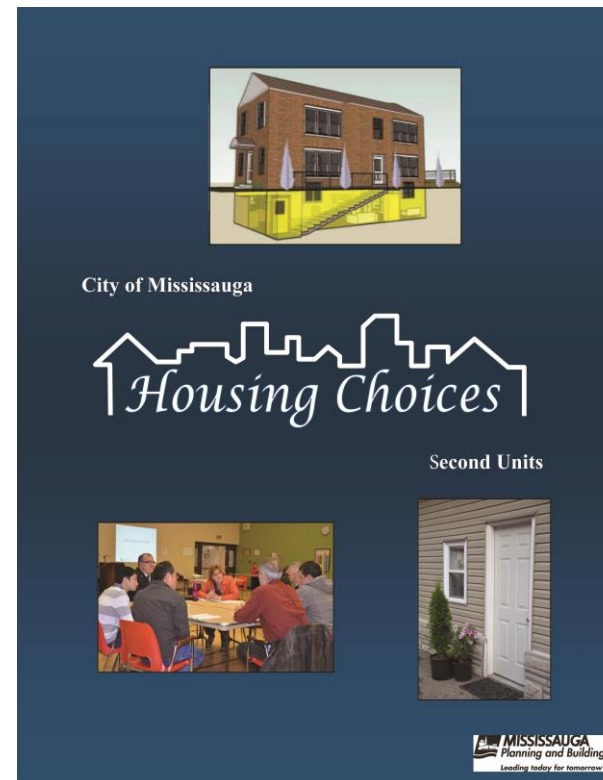
## 2.1 Updates

- The Three Year Plan, resulting in a reduction of 10 Full Time Equivalents (FTE's), will be completed at the end of 2013;
- Released the Draft Port Credit Local Area Plan for comments and undertook public consultation;
- Request for Proposal issued for Integrated ePermitting Solution; and
- Consultants have been retained to prepare a community improvement plan to incent office development in the Mainstreet District of the Downtown.

## 2.2 Accomplishments

- Implemented the Planning Application and Building Permit Fees Study resultign in improved cost recovery;
- The new Mississauga Official Plan came into effect in November 2012, with the exception of some policies that remain under appeal;
- Implementing documents for the Downtown Core, including the Local Area Plan, Zoning By-law and Site Plan Control By-law Amendments, and Built Form standards were approved, with the exception of those polices under appeal;
- The four appeals to the enactment of the Interim Control By-law for the Downtown Core were settled through negotiations;

- The comprehensive public consultation and design workshops for second units was completed and the Second Unit Implementaion Strategy (SUIS) was prepared. The statutory public meeting to legalize second units was held. The SUIS was approved and implementing Official Plan policies and Zoning By-law regulations were adopted;



Cover included in a corporate report that went before  
Planning and Development Committee



- 
- Proactively addressed changes to the *Funeral, Burial and Cremation Services Act, 2012* with respect to the location of new crematoriums. An Ontario Municipal Board hearing has been scheduled for the fall 2013 to deal with an appeal to the new policy;
  - Corporate Policy and Procedure for Bonus Zoning enabling the City to secure community benefit contributions from developers when rezoning applications, seeking increased height and/or density, are approved, was adopted;
  - Telecommunication Tower/Antenna Facilities Protocol adopted;
  - Released a wide range of information on the City's Mississauga Data website, featuring the first release of the 2011 Census information; and
  - The 32<sup>nd</sup> annual Mississauga Urban Design Awards was held in September 2013. There were 10 nominations of which five received awards.



Poster for the 2013 Mississauga Urban Design Awards

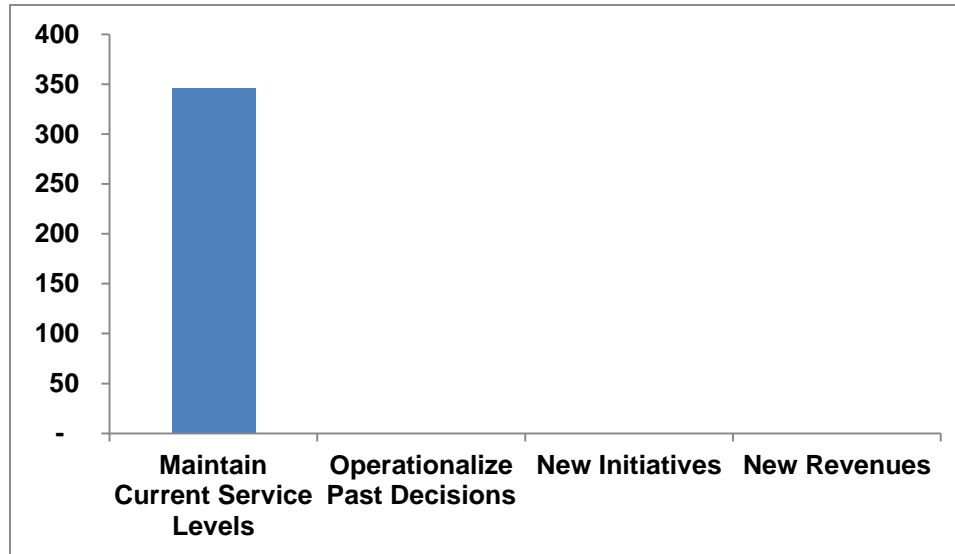
## 2.3 Awards and Recognitions

- Members of the Policy Division were part of the team awarded the Corporate Awards for Excellence - City Manager's Award for recognition of the contribution the Mississauga Employment Survey made to the Cultural Resource Mapping project.

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## Proposed Budget

This part of the Business plan sets out the financial resources required to deliver the proposed 2014-2016 Business Plan. Information is provided by major expenditure and revenue category as well as by program. The costs to maintain existing service levels and operationalize prior decisions are identified separately from proposed changes. The prior year budget for 2013 was \$6,884,000 and the proposed budget for 2014 is \$7,229,000.



### Total Changes to Maintain Current Service Levels

The 2014 labour increase for Land Development Services of \$282,000 reflects economic adjustment increases and other fringe benefit changes. Other Cost Increases totalling \$279,000 are attributable mostly to one-time costs. This is offset by \$185,000 in Efficiencies and Cost Savings resulting primarily from the one per cent budget reduction initiative.

Current Revenue Changes reflect a higher Development Applications Revenue budget of \$440,000 which can be attributed to fee increases introduced in May 2013, additional fee increases to take effect in 2014, and the anticipated level of major development applications. This increase will be offset by a reduction in the Building Permit Revenue budget of \$440,000 to align with future anticipated actual revenues. The net result is no change, as the increases and decreases offset each other.

The following table identifies the budgeted expenditures and revenues for 2013 to 2016 by major program within the service area, as well as 2012 actuals by programs.

Description	2012 Actuals (\$000's)	2013 Budget (\$000's)	2014 Proposed Budget (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)
<b>Expenditures to Deliver Current Services</b>					
Building Division	7,820	8,354	8,754	8,688	8,789
Development and Design	7,748	8,121	8,153	8,196	8,364
Policy Planning	2,267	2,542	2,486	2,478	2,462
<b>Total Expenditures</b>	<b>17,835</b>	<b>19,017</b>	<b>19,393</b>	<b>19,362</b>	<b>19,615</b>
<b>Revenues</b>	<b>(12,296)</b>	<b>(12,067)</b>	<b>(12,067)</b>	<b>(12,067)</b>	<b>(12,067)</b>
Transfers From Reserves and Reserve Funds	(48)	(65)	(96)	0	0
<b>Proposed Net Budget Including New Initiatives &amp; New Revenues</b>	<b>5,491</b>	<b>6,884</b>	<b>7,229</b>	<b>7,294</b>	<b>7,548</b>

<b>Expenditures Budget - Changes by Year</b>			<b>2%</b>	<b>0%</b>	<b>1%</b>
<b>Proposed Net Budget - Changes by Year</b>			<b>5%</b>	<b>1%</b>	<b>3%</b>

Note: Numbers may not balance due to rounding.

The following table separates the financial requirements into those required to maintain current service levels; to operationalize prior decisions; and proposed new initiatives and new revenues. More details are provided in sections 3.1 and 3.2.

Description (\$000's)	2014 Proposed Budget (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)
<b>Prior Year Total Expenditures Budget</b>	<b>19,017</b>	<b>19,393</b>	<b>19,427</b>
<b>Increases/(Decreases) to Maintain Current Service Levels</b>			
Labour and Benefits	282	361	303
Other Cost Increases	279	(167)	147
Efficiencies and Cost Savings	(185)	(161)	(197)
<b>Total Expenditures to Maintain Service Levels</b>	<b>19,393</b>	<b>19,427</b>	<b>19,680</b>
<b>Prior Year Revenue Budget</b>	<b>(12,132)</b>	<b>(12,164)</b>	<b>(12,132)</b>
Current Revenue Changes	(31)	31	0
<b>Total Revenues</b>	<b>(12,164)</b>	<b>(12,132)</b>	<b>(12,132)</b>
<b>Net Expenditures to Maintain Services</b>	<b>7,229</b>	<b>7,294</b>	<b>7,548</b>
<b>Current Year Net Tax Levy</b>	<b>7,229</b>	<b>7,294</b>	<b>7,548</b>
<b>Increase in Net Tax Levy</b>	<b>345</b>	<b>65</b>	<b>253</b>
<b>Net Changes to Maintain Current Service Levels</b>	<b>345</b>	<b>65</b>	<b>253</b>
<b>Increases/(Decreases) to Operationalize Prior Decisions</b>			
<b>Changes to Operationalize Prior Decisions</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Expenditure to Maintain Current Service Levels and Operationalize Prior Decisions</b>	<b>7,229</b>	<b>7,294</b>	<b>7,548</b>
<b>Proposed New Initiatives &amp; New Revenues</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Special Purpose Levy</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Proposed Total Expenditures Budget</b>	<b>19,393</b>	<b>19,427</b>	<b>19,680</b>
<b>Proposed Total Revenues Budget</b>	<b>(12,164)</b>	<b>(12,132)</b>	<b>(12,132)</b>
<b>Proposed Net Budget</b>	<b>7,229</b>	<b>7,294</b>	<b>7,548</b>

Note: Numbers may not balance due to rounding.

### 3.1 Changes to Maintain Current Service Levels and Operationalize Prior Decisions

The following table identifies the major changes in the costs to maintain existing service levels and the cost increases arising from prior decisions. Detailed explanations of changes to 2014 as well as the proposed Full Time Equivalent Staffing by Program can be found in Appendix 1.

#### Proposed Changes to Maintain Current Service Levels

Description (\$000's)	FTE	2014 Proposed Budget (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)
<b>Labour and Benefits</b>	<b>0.0</b>	<b>282</b>	<b>361</b>	<b>303</b>
<b>Other Cost Increases</b>				
One Time Costs For New Building Code Training	0.0	167	(167)	0
Election Sign Removal ( Funded From Election Reserve )	0.0	31	(31)	0
Fees Study Review	0.0	0	0	90
Other Changes	0.0	81	31	57
<b>Other Cost Increases</b>	<b>0.0</b>	<b>279</b>	<b>(167)</b>	<b>147</b>
<b>Efficiencies and Cost Savings</b>				
1% Budget Reductions	0.0	(195)	(197)	(197)
Other Changes	0.0	10	36	0
<b>Efficiencies and Cost Savings</b>	<b>0.0</b>	<b>(185)</b>	<b>(161)</b>	<b>(197)</b>
<b>Current Revenue Changes</b>				
Building Permit Revenue Decrease	0.0	440	300	300
Site Plan, Rezoning & Subdivision Application Fees Increase	0.0	(440)	(300)	(300)
Transfer From Election Reserve	0.0	(31)	31	0
<b>Current Revenue Changes</b>	<b>0.0</b>	<b>(31)</b>	<b>31</b>	<b>0</b>
<b>Total Changes to Maintain Current Service Levels</b>	<b>0.0</b>	<b>345</b>	<b>64</b>	<b>253</b>

Note: Numbers may not balance due to rounding.

The following table outlines the 2012 actual costs, 2013 approved budget and proposed 2014 Budget and Forecasts for the remaining three years, by major expense and revenue categories.

#### Proposed Budget by Category

Description (\$000's)	2012 Actuals (\$000's)	2013 Budget (\$000's)	2014 Proposed Budget (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)
<b>Total Expenditures before Administrative and Support Costs</b>					
Labour Costs	14,307	14,953	15,227	15,565	15,868
Other Operating Costs	657	1,263	1,288	887	816
<b>Total Expenditures</b>	<b>14,964</b>	<b>16,216</b>	<b>16,515</b>	<b>16,452</b>	<b>16,684</b>
Total Revenues	(12,344)	(12,132)	(12,164)	(12,067)	(12,067)
<b>Net Expenditures before Administrative and Support Costs</b>	<b>2,620</b>	<b>4,084</b>	<b>4,351</b>	<b>4,385</b>	<b>4,617</b>
Administrative and Support Costs	2,871	2,801	2,878	2,909	2,930
<b>Net Budget</b>	<b>5,491</b>	<b>6,885</b>	<b>7,229</b>	<b>7,294</b>	<b>7,547</b>

Note: Numbers may not balance due to rounding.

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### **3.2 Highlights of Proposed Capital Program Budget**

See tables under Section 3.4

There are no new Capital items introduced for the 2014-2016 Business Planning cycle. One-time studies in Policy Planning make up the majority of the Capital Budget for Land Development Services and these are funded from the Planning Process Update Reserve. The other monies being requested for ePlans and Planning Databases enhancement are continuations of multiyear projects previously approved.

### 3.3 Capital Program

This section summarizes the forecast 10 year capital requirements for this service. The following table presents the forecast by major program. The next table summarizes the sources of financing for the capital forecast. A detailed listing of 2014 to 2016 projects is contained in Appendix 3 and 4.

#### Proposed Capital Program

Program Expenditures (\$000's)	2014 Proposed Budget (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)	2017 Forecast (\$000's)	2018-2023 Forecast (\$000's)	Total 2014-2023 (\$000's)
Community Improvement Plans - 2014 Phase	100	0	0	0	0	100
Field Computing and Enhanced Automation	82	0	0	0	0	82
Environmental Policy Review - Official Plan	0	250	0	0	0	250
Community Improvement Plans - 2015 Phase	0	100	0	0	0	100
Field Computing For Inspectors	0	900	0	0	0	900
Comprehensive Review of Employment Lands	0	0	100	0	0	100
Employment Opportunities Intensification Areas Study	0	0	250	0	0	250
Community Improvement Plans - 2016 Phase	0	0	100	0	0	100
<b>Total Expenditures</b>	<b>182</b>	<b>1,250</b>	<b>450</b>	<b>0</b>	<b>0</b>	<b>1,882</b>

Note: Numbers may not balance due to rounding.

Program Funding (\$000's)	2014 Proposed Budget (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)	2017 Forecast (\$000's)	2018-2023 Forecast (\$000's)	Total 2014-2023 (\$000's)
Tax	82	900	0	0	0	982
Other ( Reserve For Planning Process Updates )	100	350	450	0	0	900
Debt	0	0	0	0	0	0
<b>Total Funding</b>	<b>182</b>	<b>1,250</b>	<b>450</b>	<b>0</b>	<b>0</b>	<b>1,882</b>

Note: Numbers may not balance due to rounding.



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# Performance Measures

## 4.1 Balanced Scorecard

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

By paying attention to all four areas, an organization can retain balance to its performance and know that it is moving toward the attainment of its goals.

About the Measures for Land Development Services:

### Financial Measures

*Cost Recovery* financial measure for building permits and development applications represents the applicable revenues collected as a percentage of the gross costs attributed to providing these legislative services. The higher the cost ratio for a division or service area, the greater the portion of the costs that have been recovered through revenues.

### Customer Measures

*Average time spent per customer* is the average number of minutes staff in the Planning and Building Customer Services Centre spends with the customer.

*Average Wait Time* measures the average wait time in minutes from the time the customer checks in with the Customer Service Advisor to when the customer speaks with appropriate staff in the Planning and Building Customer Services Centre.

### Employee Measures

*Continuous Quality Improvement Index* results are based on the bi-annual Employee Engagement Survey conducted by Metrics@Work. The Continuous Quality Improvement Index measures the extent to which the continuous improvement of work practices is encouraged and supported and how business is conducted. When benchmarked with the City index, Planning and Building is 2.4 per cent higher and 13 per cent higher than other comparable organizations.

### Business Processes Measures

*Building Permit Status Report* measures the current volume of online transactions. The targets are established to reflect continued efforts to shift these resources from traditional channels to online self serve channels. The numbers do not relate to building permit activity levels.

*Development Application Status Reports* measures the current volume of online transactions. The numbers do not relate to development activity levels.

*Building Inspections Booked Online* measures the current volume of online transactions. The targets are established to reflect continued efforts to encourage booking inspections online. The numbers do not relate to building inspection activity levels.

*Public Open Space* measures the percentage of public open space versus total area of the City.

Measures for Land Development Services	2010 (Actual)	2011 (Actual)	2012 (Actual)	2013 (Planned)	2014 (Planned)	2015 (Planned)	2016 (Planned)
<b>Financial:</b>							
Cost Recovery	50%	51%	65%	80%	85%	90%	100%
<b>Customer:</b>							
Average time spent per customer	20.1 min.	20.0 min.	21.0 min.	20.0 min.	18.0 min.	18.0 min.	18.0 min.
Average wait time	4.7 min.	5.2 min.	6.0 min.	5.5 min.	5.0 min.	5.0 min.	5.0 min.
<b>Employee/Innovation:</b>							
Continuous Quality Improvement	72.0	72.0	75.0	75.0	75.0	75.0	75.0
Strategic Leadership	65.0	65.0	68.0	68.0	70.0	70.0	70.0
<b>Internal Business Process:</b>							
Building Permit Status Reports	24,954	28,711	33,500	33,000	33,000	35,000	36,750
Development Application Status Report	8,518	9,357	10,000	10,520	11,000	11,500	12,000
Booking Inspections	2,671	3,063	2,570	3,000	3,500	3,900	4,300
Public Open Space	10.14%	10.15%	10.15%	10.18%	10.3%	10.45%	10.5%

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## **Appendices**

## Appendix 1: Details of Changes to Maintain Current Service Levels and Operationalize Prior Decisions

### Changes to Maintain Current Service Levels

Description	2013 Budget (\$000's)	2014 Proposed Budget (\$000's)	Change (\$000's)	Details
<b>Labour and Benefits</b>	<b>14,954</b>	<b>15,236</b>	<b>282</b>	Increase reflects negotiated union agreements, economic adjustment increases, labour adjustments and other fringe benefit changes.
<b>Other Cost Increases</b>				
New Building Code Training	0	167	167	New Building Code Training
Election Sign Removal Costs	0	31	31	Election Sign Removal Costs
Allocated Departmental Business Service Labour	2,783	2,864	81	
Other Changes	1,280	1,280	(0)	
<b>Total Other Cost Increases</b>	<b>4,063</b>	<b>4,342</b>	<b>279</b>	
<b>Efficiencies and Cost Savings</b>				
Labour Overtime	40	0	(40)	Reduction to Overtime - Underspent in all Divisions.
Miscellaneous Consulting Services – Policy Division	100	60	(40)	Reduction to Miscellaneous Consulting Services – Policy Division.
Miscellaneous Consulting Services - Development & Design	80	40	(40)	Reduction to Miscellaneous Consulting Services - Development & Design.
Printing of Policy Studies	50	0	(50)	Fund Printing of Policy Studies from Internal Printing.
Additional 1% Budget Reductions	25	0	(25)	Additional budget reductions to Brochures and Newsletters, Room Rentals, and Postage to meet the 1% reduction target.
Allocated Departmental Business Service Efficiencies and Cost Savings	0	(88)	(88)	Miscellaneous cost reductions
Other Changes	(295)	(197)	98	
<b>Total Efficiencies and Cost Savings</b>	<b>0</b>	<b>(185)</b>	<b>(185)</b>	

#### Changes to Maintain Current Service Levels (Cont'd)

Description	2013 Budget (\$000's)	2014 Proposed Budget (\$000's)	Change (\$000's)	Details
<b>Current Revenue Changes</b>				
Revenue Decrease	(9,553)	(9,113)	440	Building Permit Budget Revenue Decrease.
Revenue Increase	(2,003)	(2,443)	(440)	Site Plan, Rezoning & Subdivision Application Fees Budget Revenue Increase.
Transfers From Election Reserve	0	(31)	(31)	Election Sign removal costs for the 2014 Municipal Budget. Funded From Election Reserve.
Other Changes Revenue	(577)	(577)	0	
<b>Total Current Revenue Changes</b>	<b>(12,133)</b>	<b>(12,164)</b>	<b>(31)</b>	
<b>Total Changes to Maintain Current Service Levels</b>	<b>6,884</b>	<b>7,229</b>	<b>345</b>	

Note: Numbers may not balance due to rounding.

#### Changes to Operationalize Prior Decisions

Description (\$000's)	2013 Budget (\$000's)	2014 Proposed Budget (\$000's)	Change (\$000's)	Details
<b>Annualization of Previous Years Operating Cost Decisions</b>				
<b>Total Annualization of Previous Years Operating Cost Decisions</b>	<b>0</b>	<b>0</b>	<b>0</b>	
<b>Operating Impact of New Capital Projects</b>				
<b>Total Operating Impact of New Capital Projects</b>	<b>0</b>	<b>0</b>	<b>0</b>	
<b>Total Changes to Operationalize Prior Decisions</b>	<b>0</b>	<b>0</b>	<b>0</b>	
<b>Total Costs to Maintain Current Services Levels and Operationalize Prior Decisions</b>	<b>6,884</b>	<b>7,229</b>	<b>345</b>	

Note: Numbers may not balance due to rounding.

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**Proposed Full Time Equivalent Staffing Distribution by Program**

Program	2013	2014	2015	2016
Building Division	80.3	80.9	80.3	80.3
Development and Design	47.0	47.0	47.0	47.0
Policy Planning	20.3	20.3	20.3	20.3
<b>Total Service Distribution</b>	<b>147.6</b>	<b>148.2</b>	<b>147.6</b>	<b>147.6</b>

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## **Appendix 2: Budget Requests**

### **Proposed 2014-2016 New Initiatives and New Revenues**

There are no new initiatives or new revenues.

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### Appendix 3: Proposed 2014 Capital Program

#### Program: Policy

Project Number	Project Name	Gross Cost (000's)	Recovery (000's)	Net Cost (000's)	Funding Sources
PBLD0013	Community Improvement Plans - 2014 Phase	100	0	100	Planning Process Update Reserve
<b>Subtotal</b>		<b>100</b>	<b>0</b>	<b>100</b>	

#### Program: Building

Project Number	Project Name	Gross Cost (000's)	Recovery (000's)	Net Cost (000's)	Funding Sources
PBLD0018	Field Computing and Enhanced Automation	82	0	82	Capital Reserve Fund
<b>Subtotal</b>		<b>82</b>	<b>0</b>	<b>82</b>	
<b>Total Expenditures</b>		<b>182</b>	<b>0</b>	<b>182</b>	



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#### Appendix 4: Proposed 2015-2016 Capital Program

##### Program: Policy

Sub-Program	2015 Forecast (\$000's)	2016 Forecast (\$000's)
Environmental Policy Review - Official Plan	250	0
Community Improvement Plans - 2015 Phase	100	0
Comprehensive Review of Employment Lands	0	100
Employment Opportunities Intensification Areas Study	0	250
Community Improvement Plans - 2016 Phase	0	100
<b>Subtotal</b>	<b>350</b>	<b>450</b>

##### Program: Building

Sub-Program	2015 Forecast (\$000's)	2016 Forecast (\$000's)
Field Computing For Inspectors	900	0
<b>Subtotal</b>	<b>900</b>	<b>0</b>
<b>Total Expenditures</b>	<b>1,250</b>	<b>450</b>





# Arts and Culture

## 2014-2016 Business Plan Update and 2014 Budget

City of Mississauga, Ontario, Canada



PROVIDE MORE THAN **130** SHOWS AND PERFORMANCES  
AT MEADOWVALE THEATRE.  
MANAGE AND PRESERVE OVER **15,000** ARTIFACTS AND  
OVER **100,000** ARCHAEOLOGICAL PIECES.  
SUPPORT OVER **100** EVENT DAYS AT CELEBRATION SQUARE  
ATTRACTING OVER **1** MILLION VISITORS SINCE 2011.  
SUPPORT **342** FILMING DATES IN 2011.



Last year the City of Mississauga undertook an extensive process to create a four year, 2013 through 2016, detailed Business Plan and Budget. Approved in December 2012, the 2013-2016 Business Plan and Budget outlines how and where the City plans to allocate resources to provide good value for taxpayers. Reviewed and updated annually, the four year plan is based on the City's four strategic priorities. 2014 marks the second year of Mississauga's four year Business Plan and Budget. For this "Update Year" staff have focused on primarily updating and presenting exceptions and amendments to the four year approved Service Area Business Plans, while still providing comprehensive financial information and forecasts.

The following summary document sets out a brief description of the Service Area, what has changed since writing the 2013-2016 Business Plan and Budget and performance measurements. The complete 2014-2016 Business Plan and Budget can be found on the City's website.

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## Table of Contents

<b>Existing Core Services .....</b>	<b>4</b>
1.1 Vision and Mission .....	4
1.2 Service Delivery Model .....	5
<b>Updates &amp; Accomplishments .....</b>	<b>6</b>
2.1 Updates .....	6
2.2 Accomplishments .....	6
2.3 Awards and Recognitions .....	8
<b>Proposed Budget .....</b>	<b>9</b>
3.1 Changes to Maintain Current Service Levels and Operationalize Prior Decisions.....	14
3.2 Proposed New Initiatives and New Revenues .....	15
3.3 Highlights of Proposed Capital Program Budget .....	17
3.4 Capital Program .....	18
<b>Performance Measures .....</b>	<b>19</b>
4.1 Balanced Scorecard .....	19
<b>Appendices .....</b>	<b>21</b>
Appendix 1: Details of Changes to Maintain Current Service Levels and Operationalize Prior Decisions .....	22
Appendix 2: Budget Requests .....	24
Appendix 3: Proposed 2014 Capital Program .....	37
Appendix 4: Proposed 2015-2016 Capital Program .....	38

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# Existing Core Services

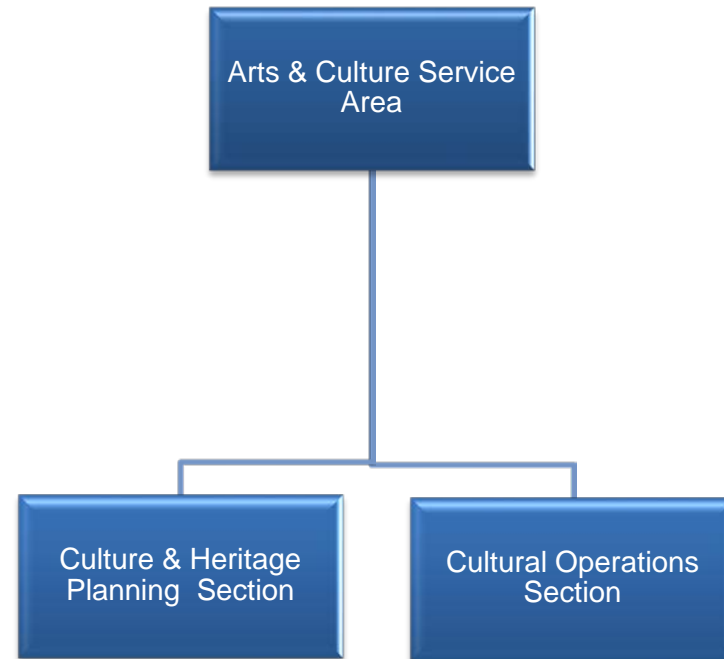
## 1.1 Vision and Mission

### Vision

Mississauga is known as a dynamic global cultural centre where public works are public art; our festivals and events have transformed our neighbourhoods and the City Centre into vibrant cultural nodes; our cultural facilities are welcoming places, providing opportunities to learn about our history, and to experience and celebrate our culture and unique identity.

### Mission

To implement the approved Culture Master Plan by working collaboratively with a wide variety of partners to build strong cultural institutions, complete communities and stimulate a creative economy.



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## 1.2 Service Delivery Model

The Culture Division is responsible for the delivery of the Arts and Culture service area, and more importantly, the Culture Master Plan. The Culture Master Plan was approved in 2009, and extends beyond the arts, addressing all aspects of culture including heritage, events, and vibrant urban spaces. The plan provides a framework for developing the local culture sector by outlining a long term vision, seven strategic directions and an implementation plan, with 44 recommendations.

The Division is organized into two service areas – Cultural & Heritage Planning and Cultural Operations as briefly described below. Within the structure, 36 full-time and 22 temporary staff are employed to achieve the Division's vision and mission.

### Cultural & Heritage Planning

Culture and Heritage Planning section is responsible for leading the City's strategic culture and heritage planning functions. The section leads cultural research and analysis, long-range cultural and heritage planning, culture infrastructure planning, public art, and digital engagement. Additionally, the section is responsible for leading business and capital program planning.

### Cultural Operations

The Cultural Operations section is responsible for the operations of the City's cultural facilities and sites – Mississauga Celebration Square, Meadowvale Theatre and the Museums of Mississauga. The section generates and supports delivery of high quality festivals, events, arts and cultural experiences for residents and visitors alike. The section is also responsible for administering the City's arts

and cultural granting program, marketing and promotions, and filming and television office.

The work of the Culture Division is guided by the following strategic goals, identified within the Culture Master Plan:

- Strengthen cultural organizations;
- Encourage community celebrations and festivals;
- Strengthen cultural infrastructure;
- Foster partnerships and increase collaboration;
- Strengthen the flow of information;
- Identify cultural nodes and creating an artful public realm; and
- Attract and support creative individuals.



Maple Magic at Bradley Museum



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## Updates & Accomplishments

### 2.1 Updates

Over the last year, the Culture Division has made significant progress implementing the Cultural Master Plan. The Plan is organized into seven strategic directions, with 44 corresponding recommendations and actions. To date, 20 of the recommendations have been completed, and another 13 are nearing completion. Included among the recommendations which are underway and to be completed during this business planning cycle are:

- Reach the per capita grant investment target of \$3;
- Proactive collecting of artifacts for future major museum;
- Create a policy framework for cultural facility development;
- Digital initiatives to foster new types of public engagement; and
- Background research for Culture Master Plan update.

### 2.2 Accomplishments

The following highlights a few of the Division's activities and accomplishments as they relate to the seven strategic directions contained in the Plan and the stated objectives of the 2013 business cycle.

#### **Strengthen cultural organizations**

This past year, a total of \$1,995,292 in arts and culture grants were awarded to culture organizations, festivals, events and designated heritage property. This represents a significant increase to per capita grant investment from \$1.50 in 2009 to \$2.69 in 2012.

#### **Encourage community celebrations and festivals**

Mississauga Celebration Square continues to lead as the City's main outdoor cultural space programming more than 128 event days and attracting upwards of 605,000 visitors in 2012. City-run arts and culture events, such as Doors Open and Rebel - a National Youth Arts Week event, have also grown in popularity, with increased attendance of 16 per cent and 30 per cent respectively. Similarly, the number of arts and cultural events delivered by local community organizations through the support of the City has increased by 30 per cent, and attracted more than 1.1 million visitors.



Mississauga Kendo Club performs at Kariya Park during Culture Days and Doors Open Mississauga 2013



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### **Strengthen cultural infrastructure**

This year saw a renewed focus on both the City's museum collection (artifacts) and art collection. Two important policies - Museums Collections Policy and City Acquired Art Policy were approved by Council to establish sound management practices for these valuable cultural assets.

### **Foster partnerships and increase collaboration**

Numerous collaborations with arts organizations, business improvement areas, and universities were facilitated this year. Of particular note, the City partnered with the Art Gallery of Mississauga to provide art installations at the Meadowvale Theatre Gallery and the Great Hall for the annual Urban Design Awards program. Additionally, the division provided support to the Mayor's Music Circle initiative which involved a symposium among Mississauga's music and choral groups. Finally, in partnership with ArtsBuild Ontario, a not-for-profit organization for building, managing and financing arts facilities, the Division co-hosted a space development workshop.

### **Strengthen the flow of information**

The Mississauga Cultural Resource Map continues as a single source of information on Mississauga's cultural resources and offering information on over 8,000 resources - an increase of 15 per cent since 2012. The Culture Division's web-pages have also continued to grow in popularity with almost 350,000 visits last year - an increase of 15 per cent. The number of social media followers also continues to grow with a jump by almost 35 per cent in followers for Mississauga Celebration Square alone.

### **Identify cultural nodes and create an artful public realm**

This year, the City's permanent public art program successfully delivered two major artworks – "Possibilities" by

artist Michel de Broin at the roundabout at Duke of York Boulevard and Square One Drive and "Migration" by artist Alex Anagnostou at the corner of Burnhamthorpe Road and Duke of York Boulevard. Additionally, the Port Credit Cultural Node area was strengthened through the installation of several new temporary public artworks and additional outdoor cafes and patios.

### **Attract and support creative individuals**

Mississauga's reputation as a leader in film and TV is illustrated by a 150 per cent increase in filming days between 2011 and 2012. Given the growth and significance of this creative industry, a new film policy is being developed. The policy provides clarity the City's role in supporting film and TV and aims to ensure the industry continues to thrive.



XIII filming on location at Mississauga Celebration Square

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## 2.3 Awards and Recognitions

The Culture Division is fortunate to have received various awards and to have been honored by opportunities to present publicly or to guest author professional publications. A few noteworthy examples include:

Awards:

- 2012 Excellence in Municipal Systems – Service to Citizens awarded to the City of Mississauga by the Municipal Information Systems Association (MISA) for the Mississauga Cultural Resource Mapping project; and
- 2012 The CAFÉ City Manager’s Award of Excellence awarded to the Mississauga Cultural Resource Mapping project.

Public Speaking Engagements:

- Creative City Network of Canada (CCNC) conference. Ottawa, guest speakers, on the topic “*Public Art & Digital Screens in Mississauga;*”
- University of British Columbia (UBC). Institute of Cultural Planning and Development- guest speaker on the topic: “*Developing a sustainable cultural mapping project;*”
- Festival & Events Ontario Conference, Mississauga. Guest speakers – “*How to write an effective grant application;*” and
- Parks and Recreation (PRO) Ontario Conference. Niagara Falls, ON. As a guest speaker, spoke on the topic “*The Mississauga Cultural Resource Mapping project.*”

Published Articles:

- The Public Sector Digest magazine as a contributing author, published an article on “*Cultural Resource Mapping project;*” and
- The Ontario Heritage Trust, *Heritage Matters* Volume 11, Issue 2, May 2013 – authored “*How Districts Change*” an essay Ontario’s first HCD and its evolution over the past 33 years.



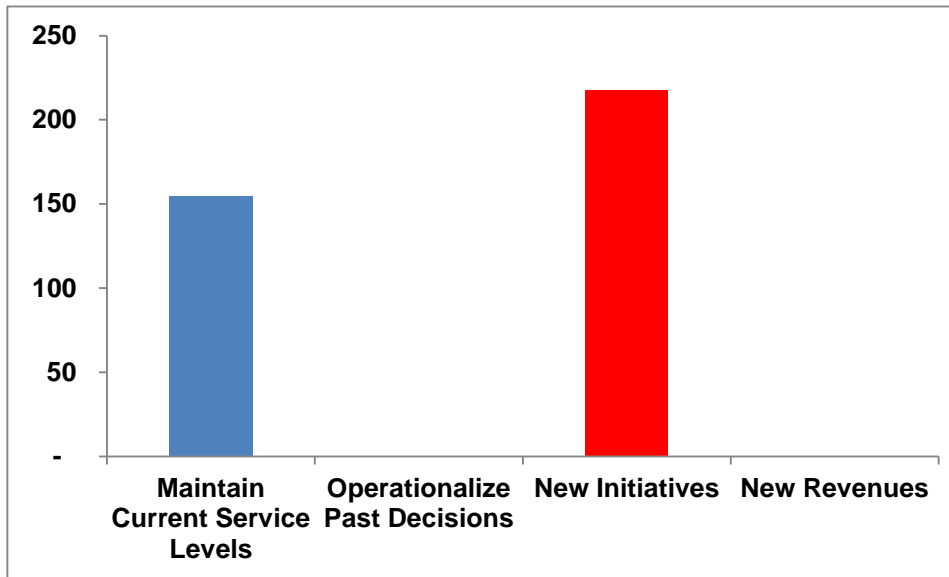
*Possibilities* by Michel de Broin

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## Proposed Budget

This part of the Business plan sets out the financial resources required to deliver the proposed 2014-2016 Business Plan. Information is provided by major expenditure and revenue category as well as by program. The costs to maintain existing service levels and operationalize prior decisions are identified separately from proposed changes. The prior year budget for 2013 was \$6,445,000 and the proposed budget for 2014 is \$6,817,000.

The Operating Budget changes for 2014 are broken down in the chart below:



### Total Changes to Maintain Current Service Levels

As a relatively new service area, during the past years it was important to establish a base operating and capital budget program for the Culture Division. Entering into the fifth year of service, the Culture Division is stabilizing and, as such, minimal changes to the service levels are expected in the future. Moreover, the Culture Division recognizes the importance of long term sustainability and a need for a diversification of revenue sources. As a result, a portion of the Culture Division's programs and services is supported through various revenue sources including fees for services, sponsorship, grants, and partnerships with the private and public partners.

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A total net increase of \$155,000 to the base 2014 operating budget is required to maintain current service levels. This increase includes a one per cent reduction to the Culture Division operating budget of \$60,000. Two FTE's are proposed for 2014, but 2.2 FTE positions have been eliminated as a result of the Meadowvale Village Heritage Conservation District planning project concluding. Overall, the total change represents an increase of 2.4 per cent from the 2013 budget in order to maintain current service levels.

### **Total New Initiatives and Revenues**

Despite the minimal change to the 2014 base operating budget, the demand and expectation for cultural program and services has not subsided. Residents desire vibrant communities where arts and culture events and activities flourish, public places are anchored by public art, important heritage buildings are protected, and streets clamor with sidewalk cafes and cultural life. Furthermore, as the City's demographics shift, the demand for digitally-based cultural program and services is rising, and pressures for new cultural facilities (e.g. major museum, art gallery) and upgrades to existing ones (Meadowvale Theatre) is increasing.

Recognizing this, four new initiatives are proposed amounting to a total net increase of \$217,000 to the base 2014 operating budget. The following provides a general overview of each initiative, while Appendix 2 provides details:

#### **1. Artifact Preservation & Collection Services**

The City of Mississauga's Museum unit does not actively collect artifacts due to limited staff resources and the shortage of appropriate museum storage space. The proposed service change will enable the City to collect and store new artifacts, thereby achieving two goals: (a) to raise public perceptions on the importance of the City's heritage and (b) to move closer towards the long-term goal of a major City Museum. Starting in 2014, an additional \$57,000 is required in support of increased resources for professional collection management, and for leasing museum quality artifact storage space. This approach significantly reduces previously anticipated budget requirements related to plans for constructing and operating a stand-alone Artifact Preservation Centre. This request operationalizes recommendations 10, 18, and 19 of the Culture Master Plan.

#### **2. Strengthen Cultural Outreach**

Vitally important to the success of the Arts and Culture service area and to the local arts and culture constituency is the Culture Division's ability to provide community focused, efficient, and well-managed services. At present, the Culture Division is challenged to meet some service expectations for volunteer management, capacity building for affiliate groups, and information sharing services due to minimal support resources. Starting in 2014, \$25,000 is required for a part time resource to address service deficiencies and to improve outreach to the City's arts and cultural community.

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3. Grant Support to Culture Groups

Financial support to local arts and cultural organizations is essential for any culturally vibrant city. Grant programs not only facilitate quality arts and culture programs and services for youth, newcomers, residents and visitors, but they contribute to the sustainability of local organizations. The Culture Master Plan recommends the City's art and culture grant budget provide \$3 per capita. Consequently, due to the City's population increase, the grant budget must increase proportionately. In 2014, \$90,000 is required to satisfy the City's arts and culture granting target.

4. Strengthen Heritage Planning

The Heritage Planning unit ensures the legislative obligations and timelines within the *Ontario's Heritage Act* are satisfied. Where conditions set forth in the Act are not adhered, irreplaceable heritage assets could be lost through demolition, or irrevocably altered without permission. Due to significant changes to the *Act* in 2006, heightened responsibility and accountability provisions have been placed on the municipality as the steward of its heritage assets. Consequently, pressures on limited staff resources have increased as the volume of work continues to grow. Starting in 2014, \$46,000 is required to ensure the City can meet its obligations set forth within the *Act*. This reflects recommendation nine in the Culture Master Plan.

The following table identifies the budgeted expenditures and revenues for 2013 to 2016 by major program within the service area, as well as 2012 actuals by programs.

Description	2012 Actuals (\$000's)	2013 Budget (\$000's)	2014 Proposed Budget (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)
<b>Expenditures to Deliver Current Services</b>					
Mississauga Celebration Square	1,518	1,573	1,579	1,595	1,608
Heritage	424	464	287	337	341
Culture Operations	4,582	5,056	5,106	5,308	5,460
Culture Planning	293	419	420	428	480
Culture Support Services	804	709	832	814	778
<b>Total Expenditures</b>	<b>7,622</b>	<b>8,221</b>	<b>8,223</b>	<b>8,482</b>	<b>8,667</b>
<b>Revenues</b>	<b>(1,505)</b>	<b>(1,614)</b>	<b>(1,624)</b>	<b>(1,624)</b>	<b>(1,624)</b>
Transfers From Reserves and Reserve Funds	(124)	(162)	0	0	0
New Initiatives	0	0	217	158	137
<b>Proposed Net Budget Including New Initiatives &amp; New Revenues</b>	<b>5,992</b>	<b>6,445</b>	<b>6,817</b>	<b>7,017</b>	<b>7,181</b>
<b>Expenditures Budget - Changes by Year</b>			<b>0%</b>	<b>3%</b>	<b>2%</b>
<b>Proposed Net Budget - Changes by Year</b>			<b>6%</b>	<b>3%</b>	<b>2%</b>

Note: Numbers may not balance due to rounding.

The following table separates the financial requirements into those required to maintain current service levels; to operationalize prior decisions; and proposed new initiatives and new revenues. More details are provided in sections 3.1 and 3.2.

Description	2014 Proposed Budget (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)
<b>Prior Year Total Expenditures Budget</b>	<b>8,221</b>	<b>8,441</b>	<b>8,640</b>
<b>Increases/(Decreases) to Maintain Current Service Levels</b>			
Labour and Benefits	107	90	75
Other Cost Increases	(55)	11	11
Efficiencies and Cost Savings	(50)	(60)	(60)
<b>Total Expenditures to Maintain Service Levels</b>	<b>8,223</b>	<b>8,482</b>	<b>8,667</b>
<b>Prior Year Revenue Budget</b>	<b>(1,776)</b>	<b>(1,624)</b>	<b>(1,624)</b>
Current Revenue Changes	162	0	0
Revenue Changes Associated with Efficiencies and Cost Savings	(10)	0	0
<b>Total Revenues</b>	<b>(1,624)</b>	<b>(1,624)</b>	<b>(1,624)</b>
<b>Net Expenditures to Maintain Services</b>	<b>6,600</b>	<b>6,859</b>	<b>7,044</b>
<b>Net Changes to Maintain Current Service Levels</b>	<b>155</b>	<b>41</b>	<b>27</b>
<b>Net Expenditure to Maintain Current Service Levels and Operationalize Prior Decisions</b>	<b>6,600</b>	<b>6,859</b>	<b>7,044</b>
Proposed New Initiatives & New Revenues - Expenses	217	158	137
<b>Proposed New Initiatives &amp; New Revenues</b>	<b>217</b>	<b>158</b>	<b>137</b>
<b>Proposed Net Budget</b>	<b>6,817</b>	<b>7,017</b>	<b>7,181</b>

Note: Numbers may not balance due to rounding.

### 3.1 Changes to Maintain Current Service Levels and Operationalize Prior Decisions

The following table identifies the major changes in the costs to maintain existing service levels and the cost increases arising from prior decisions. Detailed explanations of changes to 2014 as well as the proposed Full Time Equivalent Staffing by Program can be found in Appendix 1.

#### Proposed Changes to Maintain Current Service Levels

Description	FTE	2014 Proposed Budget (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)
<b>Labour and Benefits</b>	<b>0.0</b>	<b>107</b>	<b>90</b>	<b>75</b>
<b>Other Cost Increases</b>				
201 lease cost increases	0.0	92	3	3
Contract staff reduction due to completion of Heritage Plans for Mississauga's Villages Project	(2.0)	(162)	0	0
Other Changes	0.0	15	8	8
<b>Other Cost Increases</b>	<b>(2.0)</b>	<b>(55)</b>	<b>11</b>	<b>11</b>
<b>Efficiencies and Cost Savings</b>				
Reduce the Technical grants	0.0	(18)	0	0
Reduce hours at Museums	(0.2)	(14)	0	0
Other Changes - 1% cut place holder for 2015 & 2016	0.0	(18)	(60)	(60)
<b>Efficiencies and Cost Savings</b>	<b>(0.2)</b>	<b>(50)</b>	<b>(60)</b>	<b>(60)</b>
<b>Current Revenue Changes</b>				
Film revenue increase	0.0	(10)	0	0
Revenue reduction due to completion of Heritage Plans for Mississauga's Villages Project	0.0	162	0	0
<b>Current Revenue Changes</b>	<b>0.0</b>	<b>152</b>	<b>0</b>	<b>0</b>
<b>Total Changes to Maintain Current Service Levels</b>	<b>(2.2)</b>	<b>155</b>	<b>41</b>	<b>27</b>

Note: Numbers may not balance due to rounding.



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### 3.2 Proposed New Initiatives and New Revenues

The following table presents the costs by budget request for proposed new initiatives and proposed new revenues. Detailed descriptions of each budget request can be found in Appendix 2.

#### Proposed New Initiatives and New Revenues

Description	BR #	FTE	2014 Proposed Budget (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)	2014 to 2016 Capital (\$000's)
<b>New Initiatives</b>						
Artifact Preservation & Collection Services	598	2.0	57	104	40	0
Grant Support to Culture Groups	572	0.0	90	0	57	0
Strengthen Heritage Planning	575	0.5	46	0	0	0
Strengthen Cultural Outreach	595	0.5	25	8	0	0
Strengthen Public Art	573	0.5	0	46	0	600
Enhance Artistic Community Development	571	0.0	0	0	40	0
<b>Total New Initiatives</b>		<b>3.5</b>	<b>217</b>	<b>158</b>	<b>137</b>	<b>600</b>
<b>New Revenues</b>						
<b>Total New Revenues</b>		<b>0.0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total New Initiatives and New Revenues</b>		<b>3.5</b>	<b>217</b>	<b>158</b>	<b>137</b>	<b>600</b>

Note: Numbers may not balance due to rounding.

The following table outlines the 2012 actual costs, 2013 approved budget and proposed 2014 Budget and Forecasts for the remaining three years, by major expense and revenue categories.

#### Proposed Budget by Category

Description	2012 Actuals (\$000's)	2013 Budget (\$000's)	2014 Proposed Budget (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)
<b>Total Expenditures before Administrative and Support Costs</b>					
Labour Costs	4,169	4,449	4,508	4,731	4,846
Other Operating Costs	3,243	3,694	3,852	3,828	3,876
<b>Total Expenditures</b>	<b>7,412</b>	<b>8,142</b>	<b>8,360</b>	<b>8,559</b>	<b>8,722</b>
Total Revenues	(1,630)	(1,776)	(1,624)	(1,624)	(1,624)
<b>Net Expenditures before Administrative and Support Costs</b>	<b>5,782</b>	<b>6,367</b>	<b>6,736</b>	<b>6,935</b>	<b>7,098</b>
Administrative and Support Costs	210	79	81	82	82
<b>Net Budget</b>	<b>5,992</b>	<b>6,445</b>	<b>6,817</b>	<b>7,017</b>	<b>7,181</b>

Note: Numbers may not balance due to rounding.

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### 3.3 Highlights of Proposed Capital Program Budget

The capital program budget for the Culture Division is aligned and designed to advance the seven strategic directions of the Culture Master Plan. The following is an overview of this year's main priorities, subject to the capital budget prioritization exercise:

1. With the City's significant capital investment to create Mississauga's Celebration Square and its high level of public use, it is vital to ensure the Square remains a high calibre facility and that life cycle maintenance is performed. Of significance this year is the Square's audio equipment, which was already three years old at the time it was purchased in 2007 for the My Mississauga program. In 2014, the equipment will have reached 10 years in use, and will no longer adequately satisfy the needs of the space. \$30,000 is required to replace the equipment. **Advances Strategic Directions:** Encourage community celebrations and festivals, Strengthen cultural infrastructure, Foster partnerships and increase collaboration.
2. The launch of the City's Public Art program in July 2010 has contributed greatly towards enhancing Mississauga's public realm and contributing to Mississauga's "cool factor" noted within the Strategic Plan. In 2014, \$100,000 is required to continue to support public art partnership opportunities and develop projects that will foster Mississauga's growing reputation as a vibrant cultural community. **Advances Strategic Directions:** Creates an artful public realm, Attract and support creative individuals, Strengthen cultural infrastructure, Foster partnerships and increase collaboration.
3. The Culture Master Plan will be five years old in 2014. The Plan has successfully guided the City's cultural development and communicated priority actions. As such, a review of the Plan is important to ensure the Plan continues to be relevant and forward looking. In 2014, \$250,000 is required to initiate a review and update the Plan. **Advances Strategic Directions:** Strengthen the flow of information.

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### 3.4 Capital Program

This section summarizes the forecast 10 year capital requirements for this service. The following table presents the forecast by major program. The next table summarizes the sources of financing for the capital forecast. A detailed listing of 2014 to 2016 projects is contained in Appendix 3 and 4.

#### Proposed Capital Program

Program Expenditures (\$000's)	2014 Proposed Budget (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)	2017 Forecast (\$000's)	2018-2023 Forecast (\$000's)	Total 2014-2023 (\$000's)
Buildings	250	1,000	4,800	2,100	32,300	40,450
Hertiage Planning	15	15	15	15	90	150
Materials & Equipment	158	28	28	153	512	879
<b>Total Expenditures</b>	<b>423</b>	<b>1,043</b>	<b>4,843</b>	<b>2,268</b>	<b>32,902</b>	<b>41,479</b>

Note: Numbers may not balance due to rounding.

#### Proposed Capital Program (continued)

Program Funding (\$000's)	2014 Proposed Budget (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)	2017 Forecast (\$000's)	2018-2023 Forecast (\$000's)	Total 2014-2023 (\$000's)
Subsidies and Senior Govt Level Grants	0	1,000	1,640	0	0	2,640
Tax	173	43	3,203	2,268	32,602	38,289
Other	250	0	0	0	300	550
<b>Total Funding</b>	<b>423</b>	<b>1,043</b>	<b>4,843</b>	<b>2,268</b>	<b>32,902</b>	<b>41,479</b>

Note: Numbers may not balance due to rounding.

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## Performance Measures

### 4.1 Balanced Scorecard

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

By focusing attention on all four areas the Arts and Culture service area will ensure a balanced approach in advancing the seven strategic directions contained within the Culture Master Plan.

#### **Financial Measures**

The Division will strive to achieve and retain a \$3 per capita funding rate for arts and culture organizations in 2013, and beyond. Since 2010, the City's per capita funding has continuously increased from \$2.23 through to \$2.69 in 2012.

#### **Customer Measures**

*The number of public art installations*, and the attendance at City-funded festival and events are sound indicators of a community's vitality and cultural health. The number of public art installations provides a measure of the City's commitment to quality public spaces, and to building a sense of local pride of place. Attendance at city-funded events demonstrates the importance residents place on events for celebration and appreciating local arts and culture.

#### **Employee Measures**

The City of Mississauga values its volunteers. A good indicator of a City's overall cultural development is its level

of civic engagement, and the amount of volunteer activity. The Division will monitor the number of volunteer hours dedicated by individuals and organizations in support of local cultural programs and services. In order to sustain this volunteerism, it is important to continue to provide training and development opportunities.

#### **Business Process Measures**

The Culture Division will monitor social media followers as an indicator of residents awareness and engagement in the Division's services and programs. Over the coming years, a new digital strategy, which involves greater focus on internet, a revamped web-page, socialmedia coupled with a new marketing and promotions will foster a significant increase to the number of residents following culture initiatives by 2016.

Measures for Arts & Culture	2010 (Actual)	2011 (Actual)	2012 (Actual)	2013 (Planned)	2014 (Planned)	2015 (Planned)	2016 (Planned)
<b>Financial:</b>							
Per capita funding for culture organizations through grants	2.23	2.55	2.69	3.00	3.00	3.00	3.00
<b>Customer:</b>							
Number of public art installations	28	30	31	34	37	40	43
Number of attendees at City-funded festivals, events and activities	N/A	868,400	1,124,700	1,250,000	1,400,000	1,500,000	1,600,000
<b>Employees/ Innovation:</b>							
Number of volunteer hours provided by cultural organizations	429,600	508,049	550,260	575,000	600,000	610,000	620,000
<b>Internal Business Process:</b>							
Number of social media followers	425	1,180	10,800	16,100	17,000	17,850	18,750

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## **Appendices**

## Appendix 1: Details of Changes to Maintain Current Service Levels and Operationalize Prior Decisions

### Changes to Maintain Current Service Levels

Description	2013 Budget (\$000's)	2014 Proposed Budget (\$000's)	Change (\$000's)	Details
<b>Labour and Benefits</b>	<b>4,449</b>	<b>4,556</b>	<b>107</b>	Increase reflects negotiated union agreements, economic adjustment increases, labour adjustments and other fringe benefit changes.
<b>Other Cost Increases</b>				
201 lease cost increases	114	206	92	Increase reflects projected lease cost increases.
Contract staff reduction due to completion of Heritage Plans for Mississauga's Villages Project	162	0	(162)	Cost decreases reflect completion of Heritage Plans for Mississauga's Village Project.
Other Changes	3,300	3,315	15	Other changes reflect budget increases to IT Maintenance allocation, Utilities and Business Support Allocation.
<b>Total Other Cost Increases</b>	<b>3,576</b>	<b>3,521</b>	<b>(55)</b>	
<b>Efficiencies and Cost Savings</b>				
Reduce the Technical grants	18	0	(18)	Cost savings is due to elimination of Technical grant.
Reduce hours at Museums	179	165	(14)	Budget reduced to reflect prior year expenditure level.
Other Changes	0	(18)	(18)	Budget reduction to various operating accounts within Transportation & Infrastructure Planning Division.
<b>Total Efficiencies and Cost Savings</b>	<b>197</b>	<b>147</b>	<b>(50)</b>	
<b>Current Revenue Changes</b>				
Increase Filming Revenues	(38)	(48)	(10)	To reflect the historical actual.
Reverse transfer from Art Reserve	(162)	0	162	Revenue reductions reflect completion of Heritage Plans for Mississauga's Village Project.
Other Changes	(1,576)	(1,576)	0	
<b>Total Current Revenue Changes</b>	<b>(1,776)</b>	<b>(1,624)</b>	<b>152</b>	
<b>Total Changes to Maintain Current Service Levels</b>	<b>6,445</b>	<b>6,600</b>	<b>155</b>	

Note: Numbers may not balance due to rounding.



### Changes to Operationalize Prior Decisions

Description	2013 Budget (\$000's)	2014 Proposed Budget (\$000's)	Change (\$000's)	Details
<b>Annualization of Previous Years Operating Cost Decisions</b>				
Total Annualization of Previous Years Operating Cost Decisions	0	0	0	
<b>Operating Impact of New Capital Projects</b>				
Total Operating Impact of New Capital Projects	0	0	0	
Total Changes to Operationalize Prior Decisions	0	0	0	
Total Costs to Maintain Current Services Levels and Operationalize Prior Decisions	6,445	6,600	155	

Note: Numbers may not balance due to rounding.

### Proposed Full Time Equivalent Staffing Distribution by Program

Program	2013	2014	2015	2016
Mississauga Celebration Square	8.0	8.0	8.0	8.0
Heritage	4.0	2.5	2.5	2.5
Culture Operations	37.4	38.2	39.2	39.2
Culture Planning	4.0	4.0	4.5	4.5
Culture Support Services	5.0	5.4	5.5	5.5
<b>Total Service Distribution</b>	<b>58.4</b>	<b>58.1</b>	<b>59.7</b>	<b>59.7</b>

---

## Appendix 2: Budget Requests

### Proposed 2014-2016 New Initiatives and New Revenues (Budget Requests)

Please see the Budget Requests for the 2014-2016 Business Planning Cycle with details to follow.

Description	BR #	Year
<b>New Initiatives</b>		
Artifact Preservation & Collection Services	598	2014
Grant Support to Culture Groups	572	2014
Strengthen Heritage Planning	575	2014
Strengthen Cultural Outreach	595	2014
Strengthen Public Art	573	2015
Enhance Artistic Community Development	571	2016

---

Budget Request #: 598

**Proposed Initiative**

Artifact Preservation & Collection  
Services

**Department**

Community Services Department

**Service Area**

Arts & Culture

**Required Operating Investment**

Impacts (\$000s)	2014	2015	2016
Gross Expenditures	56.8	161.0	201.1
Reserves & Reserve Funds	0.0	0.0	0.0
User Fees & Other Revenues	0.0	0.0	0.0
Tax Levy Requirements	56.8	161.0	201.1
* Net Change in \$		104.3	40.1
FTEs	1.0	2.0	2.0

*\* Any net change that is negative, (in brackets), is a good thing. It means a reduction in expenditure or an increase in revenue.*

**Required Capital Investment**

Total Capital (\$000s)	2013 & Prior	2014	2015	2016	2017 & Beyond
Expenditures	0.0	0.0	0.0	0.0	0.0

**Why Staff Recommend this Initiative**

This initiative will signal the City's commitment to its heritage, culture and diversity, and the importance of retaining and preserving valuable physical artifacts.

### **Details of Service Change**

Starting in 2014 appropriate, museum quality artifact storage space will be leased at a rate of \$15,000 per year. This eliminates immediate pressures to construct an Artifact Preservation Centre (see BR-30) and eliminates the requirement for \$70,000 to offset utilities previously anticipated for 2016.

2014- One FTE at D level be hired in June to manage and proactively grow the museum's artifact collection. The position will ensure all Ministry of Culture's Museums Standards and Canadian Museums Association's Ethical Guidelines are met.

2015 – One FTE at C level beginning in June to support expanding the artifact collection, provide public access through digitalization, and off-site displays throughout the City.

2015- An annual budget of \$25,000 to acquire significant heritage artifacts to ensure they remain in Mississauga's public collection.

### **Service Impact**

Currently, the City of Mississauga does not actively collect artifacts due to limited staff resources and a shortage of museum quality collection storage space. The proposed service changes will enable the City to collect and store artifacts, achieving two key goals: (a) to raise public perceptions on the importance of the City's heritage and (b) to move towards the long term goal of establishing a central Museum to tell Mississauga's unique story of its modern development.

---

Budget Request #: 572

**Proposed Initiative**

Grant Support to Culture Groups

**Department**

Community Services Department

**Service Area**

Arts & Culture

**Required Operating Investment**

Impacts (\$000s)	2014	2015	2016
Gross Expenditures	90.0	90.0	147.0
Reserves & Reserve Funds	0.0	0.0	0.0
User Fees & Other Revenues	0.0	0.0	0.0
Tax Levy Requirements	90.0	90.0	147.0
* Net Change in \$		0.0	57.0
FTEs	0.0	0.0	0.0

*\* Any net change that is negative, (in brackets), is a good thing. It means a reduction in expenditure or an increase in revenue.*

**Required Capital Investment**

Total Capital (\$000s)	2013 & Prior	2014	2015	2016	2017 & Beyond
Expenditures	0.0	0.0	0.0	0.0	0.0

**Why Staff Recommend this Initiative**

To support both the Strategic Plan and the Culture Master Plan in order to ensure a vibrant city for residents, businesses and visitors.

### **Details of Service Change**

GC848-2008 approved a plan to increase funding to cultural organizations to \$3 per capita. Based on revised population statistics which place the population at 741,000 the 2013 grant budget achieves \$2.85 per capita. As indicated in the 2013-2016 Business Plan, additional funding of \$90,000 is required for 2014 to move closer to the \$3 target based on this population. The Planning forecasts project the 2016 population at 757,000 so further funding for \$57,000 will be needed to retain the \$3 per capita target.

Summary of change:

2014 - \$90,000 increase to bring grants to \$3 per capita.

2016 - \$57,000 increase to bring grants to \$3 per capita.

### **Service Impact**

Support to cultural organizations allows them to grow and develop quality programs and services for youth, new comers, residents and visitors alike.

---

Budget Request #: 575

**Proposed Initiative**

Strengthen Heritage Planning

**Department**

Community Services Department

**Service Area**

Arts & Culture

**Required Operating Investment**

Impacts (\$000s)	2014	2015	2016
Gross Expenditures	45.6	45.6	45.6
Reserves & Reserve Funds	0.0	0.0	0.0
User Fees & Other Revenues	0.0	0.0	0.0
Tax Levy Requirements	45.6	45.6	45.6
* Net Change in \$		0.0	0.0
FTEs	0.5	0.5	0.5

*\* Any net change that is negative, (in brackets), is a good thing. It means a reduction in expenditure or an increase in revenue.*

**Required Capital Investment**

Total Capital (\$000s)	2013 & Prior	2014	2015	2016	2017 & Beyond
Expenditures	0.0	0.0	0.0	0.0	0.0

**Why Staff Recommend this Initiative**

Inadequate staff resources to meet growing work volume that must meet legislative timelines and obligations.

---

*Budget Request #: 575*

**Details of Service Change**

0.5 FTE is required to support heritage planning obligations and initiatives, HAC directives and conduct research to support required reports within legislated timelines. Position is level E with part time benefits requiring \$40,000 annually beginning in 2014.

**Service Impact**

Legislative timelines and obligations under the *Ontario Heritage Act* must be met, otherwise the default position of the Act is that residents can demolish or alter irreplaceable heritage assets without permission.



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Budget Request #: 595

**Proposed Initiative**

Strengthen Cultural Outreach

**Department**

Community Services Department

**Service Area**

Arts & Culture

**Required Operating Investment**

Impacts (\$000s)	2014	2015	2016
Gross Expenditures	25.1	33.4	33.4
Reserves & Reserve Funds	0.0	0.0	0.0
User Fees & Other Revenues	0.0	0.0	0.0
Tax Levy Requirements	25.1	33.4	33.4
* Net Change in \$		8.4	0.0
FTEs	0.4	0.5	0.5

*\* Any net change that is negative, (in brackets), is a good thing. It means a reduction in expenditure or an increase in revenue.*

**Required Capital Investment**

Total Capital (\$000s)	2013 & Prior	2014	2015	2016	2017 & Beyond
Expenditures	0.0	0.0	0.0	0.0	0.0

**Why Staff Recommend this Initiative**

It will provide outreach staff the necessary support so they are better positioned to enhance and build partnerships with both internal and external stakeholders.

---

*Budget Request #: 595*

**Details of Service Change**

0.5 FTE beginning April 1, 2014 for administrative support to reduce staff ratio from 21:1 to 14:1 and allow staff to focus on proactively build partnerships and increase collaboration with all stakeholders.

**Service Impact**

The addition of the 0.5 FTE will improve citizen driven service levels, reduce risk to the organization, and increase the overall efficiency of cultural services.

---

Budget Request #: 573

**Proposed Initiative**

Strengthen Public Art

**Department**

Community Services Department

**Service Area**

Arts & Culture

**Required Operating Investment**

Impacts (\$000s)	2014	2015	2016
Gross Expenditures	0.0	45.6	45.6
Reserves & Reserve Funds	0.0	0.0	0.0
User Fees & Other Revenues	0.0	0.0	0.0
Tax Levy Requirements	0.0	45.6	45.6
* Net Change in \$		45.6	0.0
FTEs	0.0	0.5	0.5

*\* Any net change that is negative, (in brackets), is a good thing. It means a reduction in expenditure or an increase in revenue.*

**Required Capital Investment**

Total Capital (\$000s)	2013 & Prior	2014	2015	2016	2017 & Beyond
Expenditures	101.5	0.0	0.0	0.0	0.0

**Why Staff Recommend this Initiative**

To build on opportunities to grow public art by leveraging support from private developers.

---

*Budget Request #: 573*

**Details of Service Change**

The Public Art Program is new and growing. \$46,000 is required in 2015 to hire the part time public art coordinator to meet opportunities and expectations. The new position will commission public art for public spaces and will coordinate public art provisions through the development process. The objective is to contribute to creating a vibrant public realm and a distinct identity for the City that will attract people to Mississauga.

**Service Impact**

Increased public art opportunities will be facilitated resulting in an enhanced public realm and one of the key "cool" indicators of the Strategic Plan addressed.

---

Budget Request #: 571

**Proposed Initiative**

Enhanced Artistic Community  
Development

**Department**

Community Services Department

**Service Area**

Arts & Culture

**Required Operating Investment**

Impacts (\$000s)	2014	2015	2016
Gross Expenditures	0.0	0.0	40.0
Reserves & Reserve Funds	0.0	0.0	0.0
User Fees & Other Revenues	0.0	0.0	0.0
Tax Levy Requirements	0.0	0.0	40.0
* Net Change in \$		0.0	40.0
FTEs	0.0	0.0	0.0

*\* Any net change that is negative, (in brackets), is a good thing. It means a reduction in expenditure or an increase in revenue.*

**Required Capital Investment**

Total Capital (\$000s)	2013 & Prior	2014	2015	2016	2017 & Beyond
Expenditures	0.0	0.0	0.0	0.0	0.0

**Why Staff Recommend this Initiative**

Need to facilitate community access to cultural opportunities and promote local talent.

**Details of Service Change**

In accordance with the new cultural operating plan, two new programming portfolios will be established. Detailed workplans for each of these new service areas will be completed in 2015, and implemented starting 2016. In 2016 new funding will be required to support the implementation. An increase of \$40,000 to the Cultural Operations programming budget is proposed. The new budgeted amount will enable enhanced cultural events and arts programming. Such activities will showcase the City's cultural and artistic talent and expertise in these new focus areas.

**Service Impact**

Increased budget will provide opportunities for local citizens and visitors to experience new and quality digital art and major cultural events. Such activities are not currently possible with the existing budget. These activities will be fully accessible, offered year round, and delivered throughout the City. This investment will ensure local emerging artistic talent has the opportunity to present their work to new audiences. Enhanced activities and events will facilitate new sponsorship and grant opportunities, and will signal the City's commitment to supporting emerging artistic talent. The additional funding provides for new partnership opportunities and for increased participation by youth and diverse residents.

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### Appendix 3: Proposed 2014 Capital Program

#### Proposed 2014 Capital Program (\$000's)

##### Program: Culture Buildings

Project Number	Project Name	Gross Cost (000's)	Recovery (000's)	Net Cost (000's)	Funding Sources
CMCL00041	5 Year Update of the Culture Master Plan	250	0	250	Arts Reserve
<b>Subtotal</b>		<b>250</b>	<b>0</b>	<b>250</b>	

##### Program: Heritage Planning

Project Number	Project Name	Gross Cost (000's)	Recovery (000's)	Net Cost (000's)	Funding Sources
CMCL00020	Heritage designation surveys and plaques	15	0	15	Capital Reserve Fund
<b>Subtotal</b>		<b>15</b>	<b>0</b>	<b>15</b>	

##### Program: Materials & Equipment

Project Number	Project Name	Gross Cost (000's)	Recovery (000's)	Net Cost (000's)	Funding Sources
CMCL00027	Furniture and Equipment - Replacement	28	0	28	Capital Reserve Fund
CMCL00034	Public Art Program	100	0	100	Capital Reserve Fund
CMCL00049	Audio Equipment - Monitor Rig	30	0	30	Capital Reserve Fund
<b>Subtotal</b>		<b>158</b>	<b>0</b>	<b>158</b>	
<b>Total Expenditures</b>		<b>423</b>	<b>0</b>	<b>423</b>	

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#### Appendix 4: Proposed 2015-2016 Capital Program

##### Program: Culture Buildings

Sub-Program	2015 Forecast (\$000's)	2016 Forecast (\$000's)
Life-Cycle Renovation of Meadowvale Theatre	1,000	4,800
<b>Subtotal</b>	<b>1,000</b>	<b>4,800</b>

##### Program: Heritage Planning

Sub-Program	2015 Forecast (\$000's)	2016 Forecast (\$000's)
Heritage designation surveys and plaques	15	15
<b>Subtotal</b>	<b>15</b>	<b>15</b>

##### Program: Materials & Equipment

Sub-Program	2015 Forecast (\$000's)	2016 Forecast (\$000's)
Furniture and Equipment - Replacement	28	28
<b>Subtotal</b>	<b>28</b>	<b>28</b>
<b>Total Expenditures</b>	<b>1,043</b>	<b>4,843</b>





# Regulatory Services

## 2014-2016 Business Plan Update and 2014 Budget

City of Mississauga, Ontario, Canada



CONDUCTED **40,926** INSPECTIONS IN 2011.  
ISSUED **204,734** CHARGES/TICKETS IN 2011.  
ADDRESSED **31,769** COMPLAINTS IN 2011.



Last year the City of Mississauga undertook an extensive process to create a four year, 2013 through 2016, detailed Business Plan and Budget. Approved in December 2012, the 2013-2016 Business Plan and Budget outlines how and where the City plans to allocate resources to provide good value for taxpayers. Reviewed and updated annually, the four year plan is based on the City's four strategic priorities. 2014 marks the second year of Mississauga's four year Business Plan and Budget. For this "Update Year" staff have focused on primarily updating and presenting exceptions and amendments to the four year approved Service Area Business Plans, while still providing comprehensive financial information and forecasts.

The following summary document sets out a brief description of the Service Area, what has changed since writing the 2013-2016 Business Plan and Budget and performance measurements. The complete 2014-2016 Business Plan and Budget can be found on the City's website.

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## Table of Contents

<b>Existing Core Services .....</b>	<b>4</b>
1.1 Vision and Mission .....	4
1.2 Service Delivery Model .....	5
<b>Updates &amp; Accomplishments .....</b>	<b>7</b>
2.1 Updates .....	7
2.2 Accomplishments .....	8
<b>Proposed Budget .....</b>	<b>9</b>
3.1 Changes to Maintain Current Service Levels and Operationalize Prior Decisions.....	14
3.2 Proposed New Initiatives and New Revenues.....	15
<b>Performance Measures .....</b>	<b>17</b>
4.1 Balanced Scorecard .....	17
<b>Appendices.....</b>	<b>19</b>
Appendix 1: Details of Changes to Maintain Current Service Levels and Operationalize Prior Decisions .....	20
Appendix 2: Budget Requests .....	23
Appendix 3: Proposed 2014 Capital Program .....	30
Appendix 4: Proposed 2015-2016 Capital Program .....	31

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# Existing Core Services

## 1.1 Vision and Mission

### Vision

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

### Mission

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



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## 1.2 Service Delivery Model

Regulatory Services is one of five divisions in the Transportation and Works Department, comprises of 133 staff and includes the following sections:

- Administrative Services;
- Animal Services;
- Compliance, Licensing and Charity Gaming;
- Mobile Licensing; and
- Parking Enforcement.

The objectives of Regulatory Services are:

- To achieve compliance with municipal by-laws through awareness, education and enforcement;
- To provide enforcement services in a safe and professional manner to maintain order, safety and community standards in the City; and
- To refine existing by-laws and to develop and implement new by-laws, in response to the needs of Council and the community, to ensure that an effective municipal by-law infrastructure is in place to maintain order, safety and community standards in the City.

Regulatory Services enforces the following by-laws:

- Accessible Parking;
- Adequate Heat;
- Adult Entertainment Establishment Licensing by-law;
- Animal Care and Control;
- Business Licensing;
- Controlled Substance and Manufacturing Operations Prevention (Growhouses);
- Debris and Anti-Littering;
- Discharging of Firearms;

- *Dog Owners Liability Act*;
- Encroachment;
- Fence;
- Fireworks: Residents;
- Fireworks: Vendors;
- Fire Routes;
- Highway Obstruction;
- Ice Cream Truck Vendors;
- Idling Control;
- Municipal Address (building numbers);
- Noise Control;
- Nuisance Lighting;
- Nuisance Type Noise;
- Nuisance Weed and Tall Grass Control;
- Prohibit Sale of Goods on Highways;
- Property Standards – Residential;
- Property Standards – Commercial;
- Public Vehicle Licensing;
- Residential Rental Accommodation Licensing;
- Swimming Pool Enclosure;
- Tow Truck Licensing;
- Traffic;
- Vehicle Licensing;
- Vendors; and
- Zoning.

In addition to the enforcement of municipal by-laws, Regulatory Services provides a variety of other services for internal and external stakeholders:

- Operates the animal shelter and delivers various animal related services;
- Educates the community on urban wildlife issues and pet adoption through a variety of venues;

- 
- On a fee for service basis, provides parking enforcement training and certification for private security officers on private property;
  - Operates a First Attendance Facility for early parking ticket dispute resolution;
  - Processes parking considerations;
  - Conducts fire route and site inspections for private property;
  - Provides dedicated parking enforcement in school zones;
  - Provides support and expertise to other City departments on enforcement related issues and expertise;
  - Co-ordinates Liquor Licence approvals; and
  - Participates on the Integrated Municipal Enforcement Team.



Parking Enforcement

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# Updates & Accomplishments

## 2.1 Updates

### Mobile Licensing Enforcement

- Revised licensing fees for Tow Truck and Taxicab Owners Licences to more closely align with industry averages and partially offset vehicle inspection costs.

### Animal Services

- Staff organizational structure and design review underway to ensure continued future success.

### Compliance and Licensing Enforcement

- Increased Service Requests due to enhanced public access through 311 Citizen Contact Centre;
- Business Licensing Review completed and preparing draft amendments;
- Increased regulatory presence in business community through broader scope of licensing;
- Increased Service Requests from Mayor and Council; and
- Charity Bingo and Gaming Initiative implemented.

### Parking Enforcement

- Staff organizational review and design completed and being implemented to ensure continued future success; and
- Administrative Penalty System targeted to be implemented for parking enforcement matters effective January 2014.

### Administrative Services

- Staff organizational structure and design review in progress to position for continued future success.



Educational Presentations



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## 2.2 Accomplishments

- Corporate Reports approved by Council in 2012 of significant municipal interest:
  - Pet Shops - Banning Sale of Dogs and Cats;
  - Tanning Salons;
  - Charity Gaming Revitalization Initiative;
  - Full Service Food Truck Pilot Project;
  - Nuisance Lighting;
  - Shark Fin Ban;
  - Licensing requirements for Tow Truck Drivers;
  - Changes to Property Standards by-law to more effectively address abandoned and boarded buildings; and
  - Regulation of Excess Bird Feeding.
- Council approval of an Administrative Penalty System to ease court congestion and streamline the process for dealing with parking and licensing infractions;
- Participation in the Sheridan College Enforcement Field Placement, providing five students experience in all components of Regulatory Services;
- Summer Placement of University of Toronto graduate student within Regulatory Services to assist with policy development;
- The percentage of cats and dogs licensed increased from 15 per cent and 14 per cent in 2011, to 18 per cent and 22 per cent respectively, in 2012;
- Mobile Licensing Enforcement conducted 12,710 inspections in 2012 compared to 11,799 in 2011, representing an increase of eight per cent;



Rescuing wildlife

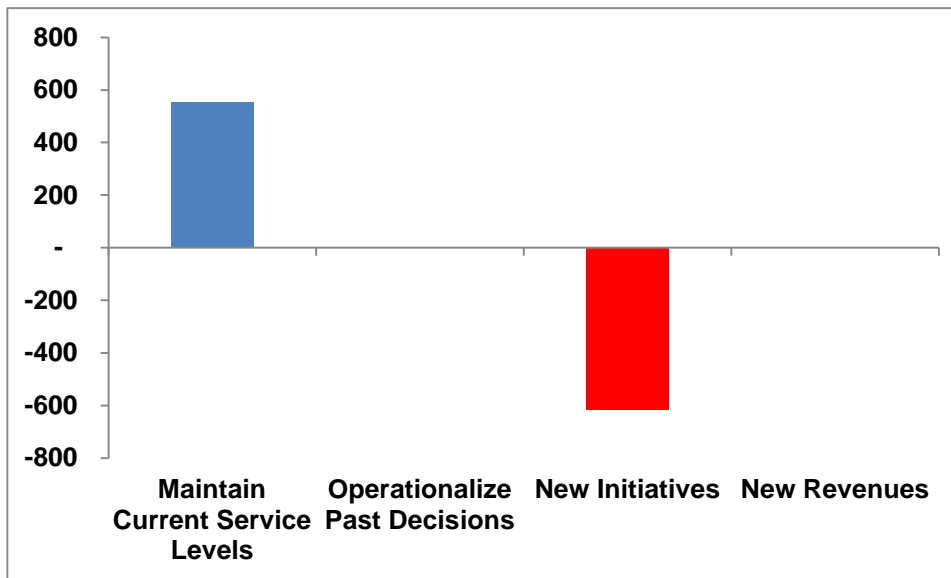
- Mobile Licensing, in conjunction with Information Technology, implemented an in-car Mobile Licensing Data Base, which allows officers to acquire up-to-date information regarding licensees, track activity and coordinate enforcement response between officers;
- Continued representation on the Crime Prevention Through Environmental Design (CEPTED) committee which provides input on site plans to identify issues that may pose future concerns to Regulatory Services;
- Provided information regarding City of Mississauga by-laws to the public through Councillor Ward Meetings and, Neighbourhood Night Out/Safe City; and
- Compliance and Licensing developed, in conjunction with the University of Toronto, Mississauga Campus, a Good Neighbour Guide for distribution to students in sensitive residential areas.



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## Proposed Budget

This part of the Business plan sets out the financial resources required to deliver the proposed 2014-2016 Business Plan. Information is provided by major expenditure and revenue category as well as by program. The costs to maintain existing service levels and operationalize prior decisions are identified separately from proposed changes. The prior year net budget for 2013 was \$1,744,000 and the proposed net budget for 2014 is \$1,681,000 for a total proposed budget change of \$63,000 as illustrated in the chart below.



### Total Changes to Maintain Current Service Levels

This service area works towards balancing uncontrollable cost pressures with efficiencies and cost savings measures and the development of new revenue streams.

The impact of maintaining current service levels for Regulatory Services is \$153,000. This represents a one per cent increase from the 2013 Operating Budget and is attributable to the following factors:

- Labour Costs are projected to increase by \$141,000 and result from economic adjustments and changes to fringe benefits; and
- Increases in utilities and allocations.

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## **Total New Initiatives and Revenues**

Three initiatives are proposed in the 2014 Budget. Combined they represent a net decrease of \$615,000 to the base operating budget. Below is a summary of each initiative. Additional details for each initiative can be found in Appendix 2 of this business plan.

1. Administrative Penalty System: \$668,000 net decrease to the 2014 operating budget.

Currently Parking Infraction Notices are contested through the Provincial Court system which often involves significant delays due to the limited availability of court time and resources. This negatively impacts the collection of the fines associated with the Infraction Notices and in some cases revenue is lost entirely.

The introduction of an Administrative Penalty System (APS) will serve to reduce backlog and congestion in the court system. Disputed matters will be adjudicated by a Hearings Officer by appointment and without recourse to the Court. The APS will also include monetary penalties for late payment and for failing to appear for scheduled hearings. While enhancing revenues APS will have the additional benefit of permitting quicker access to a less time consuming process for those wishing to dispute a matter.

The APS will also be adapted for use with other municipal licensing by-laws and will provide for penalties for late renewals of licences and infractions of the by-law.

The proposed initiative includes the addition of one Administrative staff to assist with fee collection and duties related to hearings, one Supervisor to coordinate the APS and one contract Hearings Officer to address disputes.

2. Business Licensing Review: \$37,000 net decrease to the 2014 operating budget.

A comprehensive review of the City's Business Licensing by-law has identified a number of areas where new licensing regimens are recommended. Chief among these is the need for regulation of the personal services sector which has been identified by the Medical Officer of Health as representing significant health and safety issues. These businesses include personal services ranging from hair care and nail salons to tattoo artists.

Other business types that have been identified in the review include small parking lots, purveyors of gold and jewelry and landscaping companies. These businesses have been identified due to their being closely associated with sectors already licensed through the by-law.

The proposed initiative includes an additional two Administrative staff positions required to provide the additional capacity necessary to process new applications and the yearly renewals that these licence categories represent. The impact on inspection staff will be minimal and no increase in Inspection staff has been requested. This is due to the traditionally high rates of compliance achieved with licensing by-laws in the City, which mitigates the need for ongoing repeat inspections.

3. Mobile Licensing Review: \$90,000 net increase to the 2014 operating budget

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Mobile Licensing currently licenses a variety of vehicle-based businesses and is responsible for inspection of the vehicles licensed and the issuance of licenses.

The inspection of vehicles licensed under the by-laws occurs on a biannual basis and ensures ongoing safety and compliance given the City's duty of care. Currently there is no fee charged for the scheduled inspection service. The number of scheduled inspections has a negative impact on the availability of officers in the field and creates wait times at the service counter.

Plate issuance for taxicabs is currently based on a model developed more than a decade ago. Some stakeholders have expressed strong dissatisfaction with the current model. Staff lack the resources and expertise to undertake a review of the issuance model for accessible and on demand taxicab plates. An accurate, comprehensive model is critical to meeting the needs of the stakeholders.

The recommendation includes an increase in licensing renewal fees for the owners of tow trucks and taxicabs and a penalty for late renewal to offset the addition of two Inspectors and one administrative position and to partially offset the cost to retain a Consultant to review and update the taxicab plate issuance model. Mississauga licensing fees are low in comparison to other municipalities in the GTA who also incorporate the cost of inspections into their licensing fees.

The following table identifies the budgeted expenditures and revenues for 2013 to 2016 by major program within the service area, as well as 2012 actuals by programs.

Description	2012 Actuals (\$000's)	2013 Budget (\$000's)	2014 Proposed Budget (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)
<b>Expenditures to Deliver Current Services</b>					
Animal Services	2,750	3,047	3,011	3,068	3,116
Compliance & Licensing Enforcement	2,611	2,842	2,903	2,996	3,114
Enforcement Administration	1,111	1,051	1,069	1,093	1,114
Mobile Licensing	1,308	1,449	1,448	1,660	1,715
Parking Enforcement	4,997	5,190	5,301	5,668	5,744
<b>Total Expenditures</b>	<b>12,776</b>	<b>13,579</b>	<b>13,732</b>	<b>14,486</b>	<b>14,804</b>
<b>Revenues</b>	<b>(10,723)</b>	<b>(11,836)</b>	<b>(11,436)</b>	<b>(12,675)</b>	<b>(13,015)</b>
New Initiatives	0	0	(615)	(111)	42
<b>Proposed Net Budget Including New Initiatives &amp; New Revenues</b>	<b>2,053</b>	<b>1,744</b>	<b>1,681</b>	<b>1,700</b>	<b>1,831</b>
<b>Expenditures Budget - Changes by Year</b>			1%	5%	2%
<b>Proposed Net Budget - Changes by Year</b>			-4%	1%	8%

Note: Numbers may not balance due to rounding.

The following table separates the financial requirements into those required to maintain current service levels; to operationalize prior decisions; and proposed new initiatives and new revenues. More details are provided in sections 3.1 and 3.2.

Description	2014 Proposed Budget (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)
<b>Prior Year Total Expenditures Budget</b>	<b>13,579</b>	<b>14,227</b>	<b>14,585</b>
<b>Increases/(Decreases) to Maintain Current Service Levels</b>			
Labour and Benefits	141	243	204
Other Cost Increases	12	16	15
Efficiencies and Cost Savings	(1)	0	0
<b>Total Expenditures to Maintain Service Levels</b>	<b>13,732</b>	<b>14,486</b>	<b>14,804</b>
<b>Prior Year Revenue Budget</b>	<b>(11,836)</b>	<b>(12,546)</b>	<b>(12,885)</b>
Current Revenue Changes	400	0	0
Revenue Changes Associated with Efficiencies and Cost Savings	0	(130)	(130)
<b>Total Revenues</b>	<b>(11,436)</b>	<b>(12,675)</b>	<b>(13,015)</b>
<b>Net Expenditures to Maintain Services</b>	<b>2,296</b>	<b>1,811</b>	<b>1,789</b>
<b>Net Changes to Maintain Current Service Levels</b>	<b>553</b>	<b>130</b>	<b>89</b>
<b>Increases/(Decreases) to Operationalize Prior Decisions</b>			
<b>Changes to Operationalize Prior Decisions</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Expenditure to Maintain Current Service Levels and Operationalize Prior Decisions</b>	<b>2,296</b>	<b>1,811</b>	<b>1,789</b>
Proposed New Initiatives & New Revenues - Revenue	(1,110)	(210)	(50)
Proposed New Initiatives & New Revenues - Expenses	495	99	92
<b>Proposed New Initiatives &amp; New Revenues</b>	<b>(615)</b>	<b>(111)</b>	<b>42</b>
<b>Proposed Total Expenditures Budget</b>	<b>14,227</b>	<b>14,585</b>	<b>14,895</b>
<b>Proposed Total Revenues Budget</b>	<b>(12,546)</b>	<b>(12,885)</b>	<b>(13,065)</b>
<b>Proposed Net Budget</b>	<b>1,681</b>	<b>1,700</b>	<b>1,831</b>

Note: Numbers may not balance due to rounding.

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### 3.1 Changes to Maintain Current Service Levels and Operationalize Prior Decisions

The following table identifies the major changes in the costs to maintain existing service levels and the cost increases arising from prior decisions. Detailed explanations of changes to 2014 as well as the proposed Full Time Equivalent Staffing by Program can be found in Appendix 1.

#### Proposed Changes to Maintain Current Service Levels

Description	FTE	2014 Proposed Budget (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)
<b>Labour and Benefits</b>	<b>0.0</b>	<b>141</b>	<b>243</b>	<b>204</b>
<b>Other Cost Increases</b>				
Allocations/Utilities	0.0	12	16	15
<b>Other Cost Increases</b>	<b>0.0</b>	<b>12</b>	<b>16</b>	<b>15</b>
<b>Efficiencies and Cost Savings</b>				
Allocations/Utilities	0.0	(1)	0	0
<b>Efficiencies and Cost Savings</b>	<b>0.0</b>	<b>(1)</b>	<b>0</b>	<b>0</b>
<b>Current Revenue Changes</b>				
Animal Services Revenue Reductions (in line with actuals)	0.0	400	(130)	(130)
<b>Current Revenue Changes</b>	<b>0.0</b>	<b>400</b>	<b>(130)</b>	<b>(130)</b>
<b>Total Changes to Maintain Current Service Levels</b>	<b>0.0</b>	<b>553</b>	<b>130</b>	<b>89</b>

Note: Numbers may not balance due to rounding.

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### 3.2 Proposed New Initiatives and New Revenues

The following table presents the costs by budget request for proposed new initiatives and proposed new revenues. Detailed descriptions of each budget request can be found in Appendix 2.

#### Proposed New Initiatives and New Revenues

Description	BR #	FTE	2014 Proposed Budget (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)	2014 to 2016 Capital (\$000's)
<b>New Initiatives</b>						
Administrative Penalties System	770	2.0	(668)	(46)	(47)	0
Business Licensing Review	772	2.0	(37)	(3)	35	0
Mobile Licensing Review	773	3.0	90	(61)	53	0
<b>Total New Initiatives</b>		<b>7.0</b>	<b>(615)</b>	<b>(111)</b>	<b>42</b>	<b>0</b>
<b>New Revenues</b>						
<b>Total New Revenues</b>		<b>0.0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total New Initiatives and New Revenues</b>		<b>7.0</b>	<b>(615)</b>	<b>(111)</b>	<b>42</b>	<b>0</b>

Note: Numbers may not balance due to rounding.

The following table outlines the 2012 actual costs, 2013 approved budget and proposed 2014 Budget and Forecasts for the remaining three years, by major expense and revenue categories.

#### Proposed Budget by Category

Description	2012 Actuals (\$000's)	2013 Budget (\$000's)	2014 Proposed Budget (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)
<b>Total Expenditures before Administrative and Support Costs</b>					
Labour Costs	10,580	11,136	11,557	12,000	12,295
Other Operating Costs	1,691	1,897	2,117	2,022	2,027
<b>Total Expenditures</b>	<b>12,271</b>	<b>13,033</b>	<b>13,674</b>	<b>14,021</b>	<b>14,322</b>
Total Revenues	(10,723)	(11,836)	(12,546)	(12,885)	(13,065)
<b>Net Expenditures before Administrative and Support Costs</b>	<b>1,548</b>	<b>1,197</b>	<b>1,128</b>	<b>1,136</b>	<b>1,258</b>
Administrative and Support Costs	505	547	553	564	573
<b>Net Budget</b>	<b>2,053</b>	<b>1,744</b>	<b>1,681</b>	<b>1,700</b>	<b>1,831</b>

Note: Numbers may not balance due to rounding.



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# Performance Measures

## 4.1 Balanced Scorecard

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

By paying attention to all four areas an organization can retain balance to its performance and know that it is moving towards the attainment of its goals.

About the measures for regulatory Services:

### Financial Measures

*Revenue/Cost Ratio* identifies the level of cost recovery experienced by Regulatory Services. High rates of recovery minimize the financial burden of the cost of Regulatory Services to the property tax base.

*Revenue Target* percentage measures the level of success within Regulatory Services in meeting projected revenue goals.

### Customer Measures

*Parking Considerations* are provided to residents to permit construction, accommodate visitors and address short term parking requirements.

*Complaints received* are indicative of the level of performance required of Regulatory Services. This information allows for a planned response to trends in customer demand.

*Adherence to Operational Service Levels (10 Days): Average Turnaround Time* reflects the acceptable timeframe within requests for service are addressed. Regulatory Services has an operational service level of 10 days.

### Employee Measures

*Employee Engagement Survey* provides information regarding employee satisfaction that employees feel with their job and with the City.

### Internal Business Process Measure

*Licences Issued* is a reflection of ongoing regulatory activity and help to identify future staffing requirements.

*Council Requests Meeting Turnaround Targets* is a measure that indicates the service area ability to respond to Council service requests according to established timeframes and service levels.

Measures for Regulatory Services	2010 (Actual)	2011 (Actual)	2012 (Actual)	2013 (Planned)	2014 (Planned)	2015 (Planned)	2016 (Planned)
<b>Financial:</b>							
Revenue /Cost Ratio %	88	91.5	93.4	93.6	93.8	94	94.2
Revenue Target %	97.7	91.9	91	91.5	92	92.5	93
<b>Customer:</b>							
Parking Considerations provided	18,599	22,257	23,659	24,000	25,000	25,000	25,000
Complaints received	27,204	31,769	32,515	33,000	35,000	38,000	42,000
Adherence to Operational Service Levels (10 Days): Average Turnaround Time for Requests (Days)	6.1	6.2	6.0	6.0	6.0	5.9	5.9
<b>Employees:</b>							
Employee Engagement Survey/ job satisfaction %	72.3	NA	74.5	NA	75	NA	76
Employee Engagement Survey /Employee satisfaction with City %	68.1	NA	71.8	NA	72	NA	73
<b>Internal Business Process:</b>							
Licences Issued	24,090	27,295	27,611	27,900	29,000	30,000	31,000
Council Requests Meeting Turnaround Targets. %	86	89	90	90	90.5	91	91.5

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## **Appendices**

## Appendix 1: Details of Changes to Maintain Current Service Levels and Operationalize Prior Decisions

### Changes to Maintain Current Service Levels

Description	2013 Budget (\$000's)	2014 Proposed Budget (\$000's)	Change (\$000's)	Details
<b>Labour and Benefits</b>	<b>11,136</b>	<b>11,277</b>	<b>141</b>	Increase reflects negotiated union agreements, economic adjustment increases, labour adjustments and other fringe benefit changes.
<b>Other Cost Increases</b>				
Allocations/Utilities	2,444	2,456	12	Other changes reflect budget increases to IT Maintenance allocation, Utilities and Business Support Allocation.
<b>Total Other Cost Increases</b>	<b>2,444</b>	<b>2,456</b>	<b>12</b>	
<b>Efficiencies and Cost Savings</b>				
Allocations/Utilities*	0	(1)	(1)	To reflect minor reductions in allocations/utilities
<b>Total Efficiencies and Cost Savings</b>	<b>0</b>	<b>(1)</b>	<b>(1)</b>	
<b>Current Revenue Changes</b>				
Animal Services Revenues	(11,836)	(11,436)	400	To reflect the reduction of budgeted revenues to actuals
<b>Total Current Revenue Changes</b>	<b>(11,836)</b>	<b>(11,436)</b>	<b>400</b>	
<b>Total Changes to Maintain Current Service Levels</b>	<b>1,744</b>	<b>2,296</b>	<b>553</b>	

Note: Numbers may not balance due to rounding.

\*Budget reflected in above category

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**Changes to Operationalize Prior Decisions****Changes to Operationalize Prior Decisions**

Description	2013 Budget (\$000's)	2014 Proposed Budget (\$000's)	Change (\$000's)	Details
<b>Annualization of Previous Years Operating Cost Decisions</b>				
Total Annualization of Previous Years Operating Cost Decisions	0	0	0	
<b>Operating Impact of New Capital Projects</b>				
Total Operating Impact of New Capital Projects	0	0	0	
Total Changes to Operationalize Prior Decisions	0	0	0	
Total Costs to Maintain Current Services Levels and Operationalize Prior Decisions	1,744	2,296	553	

Note: Numbers may not balance due to rounding.

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**Proposed Full Time Equivalent Staffing Distribution by Program**

Program	2013	2014	2015	2016
Enforcement Administration	8.0	8.0	8.0	8.0
Animal Services	33.3	33.3	33.3	33.3
Mobile Licensing	14.0	16.0	17.0	17.0
Compliance & Licensing Enforcement	26.8	27.8	28.8	28.8
Parking Enforcement	51.0	53.0	53.0	53.0
<b>Total Service Distribution</b>	<b>133.0</b>	<b>138.0</b>	<b>140.0</b>	<b>140.0</b>

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## Appendix 2: Budget Requests

### Proposed 2014-2016 New Initiatives and New Revenues

Please see the Budget Requests for the 2014-2016 Business Planning Cycle with details to follow.

Description	BR #	Year
<b>New Initiatives</b>		
Administrative Penalties System	770	2014
Business Licensing Review	772	2014
Mobile Licensing Review	773	2014

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Budget Request #: 770

**Proposed Initiative**

Administrative Penalties System

**Department**

Transportation & Works  
Department

**Service Area**

Regulatory Services

**Required Operating Investment**

Impacts (\$000s)	2014	2015	2016
Gross Expenditures	282.5	286.3	289.5
Reserves & Reserve Funds	0.0	0.0	0.0
User Fees & Other Revenues	950.0	1,000.0	1,050.0
Tax Levy Requirements	(667.5)	(713.7)	(760.5)
* Net Change in \$		(46.2)	(46.8)
FTEs	2.0	2.0	2.0

\* Any net change that is negative, (in brackets), is a good thing. It means a reduction in expenditure or an increase in revenue.

**Required Capital Investment**

Total Capital (\$000s)	2013 & Prior	2014	2015	2016	2017 & Beyond
Expenditures	350.0	0.0	0.0	0.0	0.0

**Why Staff Recommend this Initiative**

Staff recommend this initiative as a viable, cost effective alternative that will provide a more efficient process to enforce Parking and Licensing by-laws within the City and will enhance associated revenues.



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*Budget Request #: 770*

**Details of Service Change**

The current service provided to those seeking redress for infractions they wish to contest is judicial in nature, requiring significant resources to be expended in bringing about resolution. As a result there are significant delays in the process, which in some cases has resulted in charges being stayed.

The recommended service level will provide a more efficient system through which these matters may be addressed. The Administrative Penalty System removes the judicial process and a penalty is imposed directly upon the offender by the Municipality within the context of an administrative process.

There will be a significant, positive, service impact on individuals who contravene City by-laws dealing with parking and licensing.

There is some risk that members of the public may perceive the transition to an Administrative Penalties System as an attempt to deny offenders their opportunity to contest these matters in court. A consistent message and clear communications as to the underlying rationale and the improvements to customer service should mitigate these risks.

**Service Impact**

There will be a positive impact on service levels resulting from a transition to an Administrative Penalty System. Customers seeking to dispute an Administrative Penalty will have their matters adjudicated in a timely manner and experience reduced time commitment to the process. There should also be concurrent improvement in service levels for people dealing with other by-law matters as the transition to Administrative Penalties will increase the quantity of available court time.

The effect on revenue will be both positive and significant. Indications from jurisdictions that have adopted Administrative Penalty Systems are that revenues increased due to additional penalties for late payment and for failing to appear at a scheduled hearing. Revenue is also enhanced by providing quicker response to disputed penalties.

The necessity to retain the services of one Hearing Officer (Contract) for the initial implementation, one FTE Grade F Supervisor to coordinate APS (subject to the review of APS steering committee), and one FTE Grade B administrative position to assist with fee collection, administrative duties related to Hearings, will have an impact on Operating Costs.

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Budget Request #: 772

**Proposed Initiative**

Business Licensing Review

**Department**

Transportation & Works  
Department

**Service Area**

Regulatory Services

**Required Operating Investment**

Impacts (\$000s)	2014	2015	2016
Gross Expenditures	32.6	99.2	134.7
Reserves & Reserve Funds	0.0	0.0	0.0
User Fees & Other Revenues	70.0	140.0	140.0
Tax Levy Requirements	(37.4)	(40.8)	(5.3)
* Net Change in \$		(3.3)	35.4
FTEs	1.0	2.0	2.0

*\* Any net change that is negative, (in brackets), is a good thing. It means a reduction in expenditure or an increase in revenue.*

**Required Capital Investment**

Total Capital (\$000s)	2013 & Prior	2014	2015	2016	2017 & Beyond
Expenditures	0.0	0.0	0.0	0.0	0.0

**Why Staff Recommend this Initiative**

Due to significant health and safety issues addressed through the initiative, which have also been identified by the Medical Officer of Health, staff are recommending the budget request be approved. The report to Council on the licensing of Personal Services is targeted for consideration by Council in December 2013. The overall review of the Business Licensing by-law is targeted for consideration in 2014.

**Details of Service Change**

Compliance and Licensing currently licenses a variety of Businesses that are identified in by-law 01-06. This by-law is under review to identify efficiencies, update categories and align our practices with similar jurisdictions to better reflect the current environment. A number of additional business types have been identified in the review. The objective of the review is to ensure consumer protection, maintain a business environment that protects investment and recover the costs associated with enforcement.

Businesses that will be impacted are providers of personal services ranging from hair care and nails to tattoo artists. Other affected businesses may include smaller residential parking lots, gold and jewelry purchasers, swimming pool retailers, and landscaping companies. To mitigate resistance to the requirement for a new licence, upon approval of Council, an education campaign and enforcement action plan will be initiated and directed at the affected businesses, with follow-up by Compliance and Licensing Staff.

**Service Impact**

The number of new licence categories is contingent on Council approval of some or all of the proposed changes. It is foreseeable that there will be some resistance on the part of the business owners to the requirement to obtain a licence; however a compelling argument can be put forward as to the rationale for licensing centered on consumer protection and public health and safety.

The impact on revenue would be significant. For the Personal Services category alone there is a conservative estimate of 800 new licences renewable annually. A further 400 new licences have been identified in other categories for a possible total of 1,200. The impact on Enforcement staff resources would be minimal in the long-term as inspections would be divided amongst existing staff and high levels of compliance are typically achieved quickly, reducing the need for repeated ongoing inspections. The impact on Administrative staff will be more significant requiring the addition of two FTE Grade B positions over two years, to provide the additional capacity needed to process applications and renewals.

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Budget Request #: 773

**Proposed Initiative**

Mobile Licensing Review

**Department**

Transportation & Works  
Department

**Service Area**

Regulatory Services

**Required Operating Investment**

Impacts (\$000s)	2014	2015	2016
Gross Expenditures	179.6	208.2	261.1
Reserves & Reserve Funds	0.0	0.0	0.0
User Fees & Other Revenues	90.0	180.0	180.0
Tax Levy Requirements	89.6	28.2	81.1
* Net Change in \$		(61.4)	52.9
FTEs	2.0	3.0	3.0

*\* Any net change that is negative, (in brackets), is a good thing. It means a reduction in expenditure or an increase in revenue.*

**Required Capital Investment**

Total Capital (\$000s)	2013 & Prior	2014	2015	2016	2017 & Beyond
Expenditures	0.0	0.0	0.0	0.0	0.0

**Why Staff Recommend this Initiative**

Staff recommend this service change as an effective strategy to provide more effective enforcement of the mobile licensing by-laws, and to ensure high quality and safe vehicles are used in the licensed public vehicle industries, given the City's duty of care.

The use of a consultant to update the taxicab plate issuance model will address industry concerns and ensure the public is receiving an appropriate level of service.

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*Budget Request #: 773*

**Details of Service Change**

Mobile Licensing currently licenses a variety of vehicle-based businesses and is responsible for inspection of the vehicles licensed and the issuance of licences.

The inspection of vehicles licensed under the by-laws occurs on a biannual basis and ensures ongoing safety and compliance given the City's duty of care. Currently there is no fee charged for the scheduled inspection service. The number of scheduled inspections has a negative impact on the availability of officers in the field and creates wait times at the service counter.

Plate issuance for taxicabs is currently based on a model developed more than a decade ago. Some stakeholders have expressed strong dissatisfaction with the current model. Staff lack the resources and expertise to undertake a review of the issuance model for accessible and on demand taxicab plates. An accurate, comprehensive model is critical to meeting the needs of the stakeholders.

The recommendation includes an increase in licensing renewal fees for the owners of tow trucks and taxicabs and a penalty for late renewal to offset the addition of two inspectors and one administrative position and to partially offset the cost to retain a consultant to review and update the taxicab plate issuance model. Mississauga licensing fees are low in comparison to other municipalities in the GTA who also incorporate the cost of inspections into their licensing fees.

**Service Impact**

The impact of the initiatives are twofold:

- Vehicle inspections ensure that high quality and safe vehicles are made available to the public, given the City's duty of care. Increased fees for licensing will bring the City in line with the industry average and more closely approximate enforcement cost recovery; and
- An updated comprehensive issuance model will help ensure that sufficient taxicabs of the right type are available to meet public demand, resulting in an improved service level for the public.

The service change identifies the initial need for an additional two FTE Grade E Mobile Licensing Enforcement Officers to provide more effective on road enforcement of mobile licensing by-laws, one required in 2014 and one in 2015. There will also be a need to add one additional FTE Grade B Administrative Staff position to provide administrative support related to inspections.

A consultant with experience in the field of taxi plate issuance models will need to be identified and retained to develop the model.

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### **Appendix 3: Proposed 2014 Capital Program**

There are no proposed capital programs for 2014.

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#### **Appendix 4: Proposed 2015-2016 Capital Program**

There are no proposed capital programs for 2015-2016.







# Legislative Services

## 2014-2016 Business Plan Update and 2014 Budget

City of Mississauga, Ontario, Canada



ISSUED **2,700** MARRIAGE LICENCES.  
PERFORMED **285** CIVIL WEDDING CEREMONIES.  
RECEIVED **602** FREEDOM OF INFORMATION REQUESTS  
WITH A **99%** COMPLIANCE RATE.



Last year the City of Mississauga undertook an extensive process to create a four year, 2013 through 2016, detailed Business Plan and Budget. Approved in December 2012, the 2013-2016 Business Plan and Budget outlines how and where the City plans to allocate resources to provide good value for taxpayers. Reviewed and updated annually, the four year plan is based on the City's four strategic priorities. 2014 marks the second year of Mississauga's four year Business Plan and Budget. For this "Update Year" staff have focused on primarily updating and presenting exceptions and amendments to the four year approved Service Area Business Plans, while still providing comprehensive financial information and forecasts.

The following summary document sets out a brief description of the Service Area, what has changed since writing the 2013-2016 Business Plan and Budget and performance measurements. The complete 2014-2016 Business Plan and Budget can be found on the City's website.

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## Table of Contents

<b>Existing Core Services .....</b>	<b>4</b>
1.1 Vision and Mission .....	4
1.2 Service Delivery Model .....	5
<b>Updates &amp; Accomplishments .....</b>	<b>6</b>
2.1 Updates .....	6
2.2 Accomplishments .....	6
2.3 Awards and Recognitions .....	6
<b>Proposed Budget .....</b>	<b>7</b>
3.1 Changes to Maintain Current Service Levels and Operationalize Prior Decisions.....	11
3.2 Proposed New Initiatives and New Revenues .....	13
3.3 Highlights of Proposed Capital Program Budget .....	15
3.4 Capital Program .....	16
<b>Performance Measures .....</b>	<b>17</b>
4.1 Balanced Scorecard .....	17
<b>Appendices .....</b>	<b>19</b>
Appendix 1: Details of Changes to Maintain Current Service Levels and Operationalize Prior Decisions .....	20
Changes to Maintain Current Service Levels .....	20
Appendix 2: Budget Requests .....	22
Appendix 3: Proposed 2014 Capital Program .....	25
Appendix 4: Proposed 2015-2016 Capital Program .....	26

# Existing Core Services

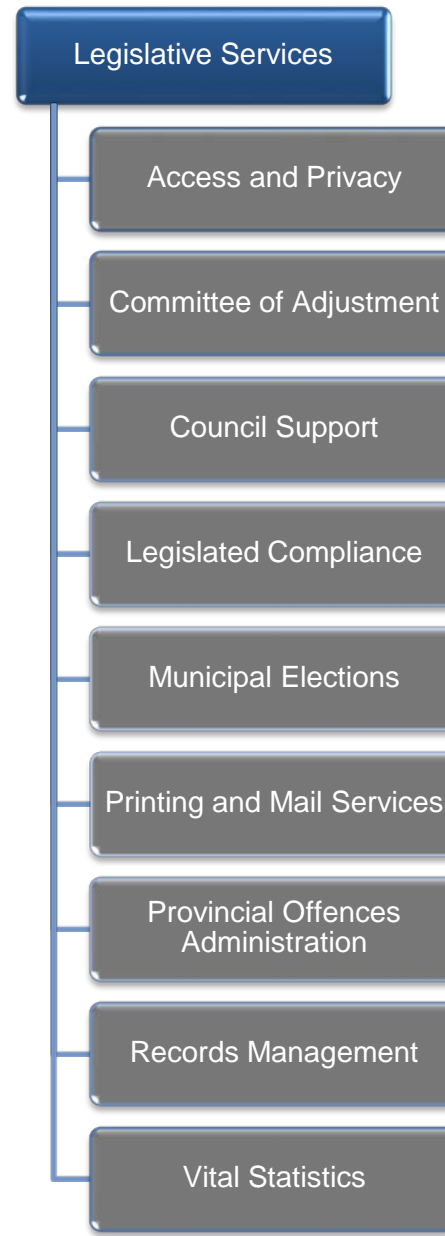
## 1.1 Vision and Mission

### Vision

To provide open and accessible government by ensuring that independent and impartial statutory and regulatory services are delivered in a progressive and creative manner.

### Mission

To meet customers' diverse needs by protecting statutory and legislated services to the public, Council and other internal and external customers through a variety of service channels.



## 1.2 Service Delivery Model

Legislative Services encompasses the Office of the City Clerk which has statutory responsibilities including the independent administration of a number of legislated responsibilities under the: *Municipal Act*; *Planning Act*, *Municipal Elections Act*, *Municipal Freedom of Information and Protection of Privacy Act* and other legislation such as the *Vital Statistics Act*, *Marriage Act* and *Provincial Offences Act*. The Division also provides printing and mail services for the Corporation.



Courthouse at 950 Burnhamthorpe Road West



Legislative Services

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## Updates & Accomplishments

### 2.1 Updates

Council endorsed the recommendations related to the City Committees of Council Structure Review which among other things recommended a three week cycle for Council and the Standing Committees as well as the creation of a new Transportation Committee. The Legislative Services Section has implemented these changes effective September 2013. Additional changes will be implemented at the beginning of the next term of Council (2015-2018).

The Election Steering Committee has been established to prepare for the 2014 Municipal Election. It will oversee all aspects of the election, from technology and staff requirements to the actual election planning process.

### 2.2 Accomplishments

In 2013, the Legislative Services Division has made government more accessible to the public through a partnership with Rogers Cable by providing live and archived streaming of Council, General Committee, Planning and Development Committee, Budget and the new Transportation Committee.



Watch live and archived Council meetings,  
weekly CityReport news, and other programs  
in partnership with Rogers TV

### 2.3 Awards and Recognitions

CAFÉ Awards were received by members of the Legislative Services Division for their involvement in two corporate projects including: The Collaboration Project (including the implementation of Sharepoint, CATS and Lync) which was recognized for a Team Effectiveness Award and the Mississauga Cultural Mapping Project Team for the City Manager's Award of Excellence.



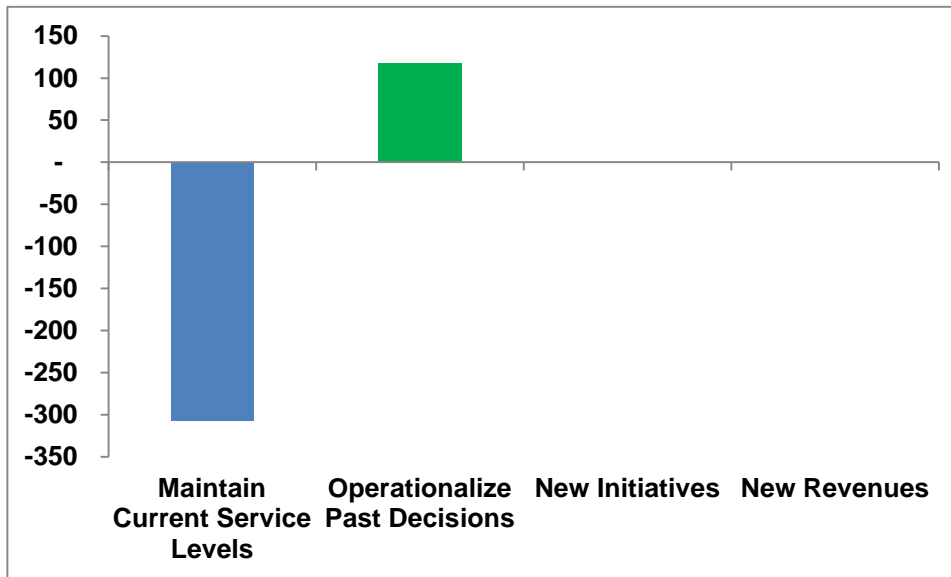
Inside Council Chambers at City Hall

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## Proposed Budget

This part of the Business plan sets out the financial resources required to deliver the proposed 2014-2016 Business Plan. Information is provided by major expenditure and revenue category as well as by program. The costs to maintain existing service levels and operationalize prior decisions are identified separately from proposed changes. The prior year budget for 2013 was (\$2,548,000) and the proposed budget for 2014 is (\$2,737,000).

The Operating Budget changes for 2014 are broken down in the chart below:



### Total Changes to Maintain Current Service Levels

The Legislative service area works towards achieving continuous improvement goals while balancing the uncontrollable cost pressures with finding efficiency and cost savings throughout its operations. Due to emerging pressures from labour and other cost increases, cost of delivering current services expected to increase by \$146,000 in 2014. However as part of continuous improvement and lean production initiatives, legislative services area is expected to generate \$73,000 as cost savings and efficiency improvements. The service area is also expected to generate additional revenue of \$390,000 in 2014 from *Provincial Office Act* administration, Committee of Adjustment and Other operations.



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The 2014 municipal election is the most significant function planned for 2014. This legislated operation will cost \$2.343 million in 2014, which will be recovered from the election reserve fund.

**Total Changes to Operationalize Prior Decisions**

The staffing related 2013 decisions will cost \$118,000 in 2014, which include annualization for one Court Monitor, one Court Administrative Clerk and long term Election temporary labour.

**Total New Initiatives and Revenues**

The Early Resolution Legislation - Service Pressures is a new initiative proposed to address the additional service pressure emerged due to recent Provincial Legislative changes. This initiative is cost neutral.



The following table identifies the budgeted expenditures and revenues for 2013 to 2016 by major program within the service area, as well as 2012 actuals by programs.

Description	2012 Actuals (\$000's)	2013 Budget (\$000's)	2014 Proposed Budget (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)
<b>Expenditures to Deliver Current Services</b>					
Elections	115	278	2,671	284	287
Provincial Offence Act	2,426	2,568	2,663	2,802	2,858
Office of the City Clerk	3,705	3,859	3,946	4,002	3,996
Printing and Mail Services	489	489	487	509	527
Council Committees	103	167	147	117	117
<b>Total Expenditures</b>	<b>6,837</b>	<b>7,361</b>	<b>9,914</b>	<b>7,713</b>	<b>7,786</b>
<b>Revenues</b>	<b>(9,747)</b>	<b>(9,802)</b>	<b>(10,203)</b>	<b>(10,312)</b>	<b>(10,335)</b>
Transfers From Reserves and Reserve Funds	0	(106)	(2,448)	(67)	(67)
New Initiatives	0	0	100	23	1
New Revenues	0	0	(100)	(23)	(1)
<b>Proposed Net Budget Including New Initiatives &amp; New Revenues</b>	<b>(2,910)</b>	<b>(2,548)</b>	<b>(2,737)</b>	<b>(2,665)</b>	<b>(2,616)</b>
<b>Expenditures Budget - Changes by Year</b>			<b>35%</b>	<b>-22%</b>	<b>1%</b>
<b>Proposed Net Budget - Changes by Year</b>			<b>-7%</b>	<b>3%</b>	<b>2%</b>

Note: Numbers may not balance due to rounding.

The following table separates the financial requirements into those required to maintain current service levels; to operationalize prior decisions; and proposed new initiatives and new revenues. More details are provided in sections 3.1 and 3.2.

Description	2014 Proposed Budget (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)
<b>Prior Year Total Expenditures Budget</b>	<b>7,361</b>	<b>10,015</b>	<b>7,737</b>
<b>Increases/(Decreases) to Maintain Current Service Levels</b>			
Labour and Benefits	146	140	118
Other Cost Increases	2,343	(2,387)	2
Efficiencies and Cost Savings	(53)	(54)	(73)
<b>Total Expenditures to Maintain Service Levels</b>	<b>9,796</b>	<b>7,714</b>	<b>7,784</b>
<b>Prior Year Revenue Budget</b>	<b>(9,908)</b>	<b>(12,751)</b>	<b>(10,402)</b>
Current Revenue Changes	(2,722)	2,392	0
Revenue Changes Associated with Efficiencies and Cost Savings	(20)	(20)	0
<b>Total Revenues</b>	<b>(12,651)</b>	<b>(10,379)</b>	<b>(10,402)</b>
<b>Net Expenditures to Maintain Services</b>	<b>(2,854)</b>	<b>(2,665)</b>	<b>(2,618)</b>
<b>Current Year Net Tax Levy</b>	<b>(2,854)</b>	<b>(2,665)</b>	<b>(2,618)</b>
<b>Increase in Net Tax Levy</b>	<b>(307)</b>	<b>71</b>	<b>47</b>
<b>Net Changes to Maintain Current Service Levels</b>	<b>(307)</b>	<b>71</b>	<b>47</b>
<b>Increases/(Decreases) to Operationalize Prior Decisions</b>			
Annualization of Previous Years Budget Decisions - Expenses	118	0	0
<b>Changes to Operationalize Prior Decisions</b>	<b>118</b>	<b>0</b>	<b>0</b>
<b>Net Expenditure to Maintain Current Service Levels and Operationalize Prior Decisions</b>	<b>(2,737)</b>	<b>(2,665)</b>	<b>(2,618)</b>
Proposed New Initiatives & New Revenues - Revenue	(100)	(23)	(1)
Proposed New Initiatives & New Revenues - Expenses	100	23	1
<b>Proposed New Initiatives &amp; New Revenues</b>	<b>0</b>	<b>(0)</b>	<b>0</b>
<b>Total Special Purpose Levy</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Proposed Total Expenditures Budget</b>	<b>10,015</b>	<b>7,737</b>	<b>7,786</b>
<b>Proposed Total Revenues Budget</b>	<b>(12,751)</b>	<b>(10,402)</b>	<b>(10,404)</b>
<b>Proposed Net Budget</b>	<b>(2,737)</b>	<b>(2,665)</b>	<b>(2,618)</b>

Note: Numbers may not balance due to rounding.

### 3.1 Changes to Maintain Current Service Levels and Operationalize Prior Decisions

The following two tables identify the major changes in the costs to maintain existing service levels and the cost increases arising from prior decisions. Detailed explanations of changes to 2014 as well as the proposed Full Time Equivalent Staffing by Program can be found in Appendix 1.

#### Proposed Changes to Maintain Current Service Levels

Description	FTE	2014 Proposed Budget (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)
<b>Labour and Benefits</b>	<b>0.0</b>	<b>146</b>	<b>140</b>	<b>118</b>
<b>Other Cost Increases</b>				
2014 Municipal Elections	0.0	2,335	0	0
Postage and Various Other Charges	0.0	7	3	2
<b>Other Cost Increases</b>	<b>0.0</b>	<b>2,343</b>	<b>3</b>	<b>2</b>
<b>Efficiencies and Cost Savings</b>				
Operating Materials, suppliers and Other services	0.0	(32)	(1)	0
Temporary Labour-Print shop	(0.2)	(10)	0	0
Temporary Labour- Committee of Adjustment Members	0.0	0	(20)	0
Contracts and Professional Services -Record Management Services	0.0	(11)	(3)	0
Other Changes	0.0	0	(30)	(73)
<b>Efficiencies and Cost Savings</b>	<b>(0.2)</b>	<b>(53)</b>	<b>(54)</b>	<b>(73)</b>
<b>Current Revenue Changes</b>				
Revenue Changes Associated with Efficiencies and Cost Savings	0.0	(20)	(20)	0
Election reserve Recovery and Candidate Registration Fees	0.0	(2,352)	0	0
General Fees-Committee of Adjustment application and other fees changes	0.0	(166)	0	0
Provincial Offence Act revenue	0.0	(204)	0	0
<b>Current Revenue Changes</b>	<b>0.0</b>	<b>(2,742)</b>	<b>(20)</b>	<b>0</b>
<b>Total Changes to Maintain Current Service Levels</b>	<b>(0.2)</b>	<b>(307)</b>	<b>71</b>	<b>47</b>

Note: Numbers may not balance due to rounding.

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**Proposed Changes to Operationalize Prior Decisions**

Description	FTE	2014 Proposed Budget (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)
<b>Annualization of Prior Years Operating Cost Decisions</b>				
Annualization of labour	0.0	118	0	0
<b>Annualization of Prior Years Operating Cost Decisions</b>	<b>0.0</b>	<b>118</b>	<b>0</b>	<b>0</b>
<b>Operating Impact of New Capital Projects</b>				
<b>Operating Impact of New Capital Projects</b>	<b>0.0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Changes to Operationalize Prior Decisions</b>	<b>0.0</b>	<b>118</b>	<b>0</b>	<b>0</b>

Note: Numbers may not balance due to rounding.

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### 3.2 Proposed New Initiatives and New Revenues

The following table presents the costs by budget request for proposed new initiatives and proposed new revenues. Detailed descriptions of each budget request can be found in Appendix 2.

#### Proposed New Initiatives and New Revenues

Description	BR #	FTE	2014 Proposed Budget (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)	2014 to 2016 Capital (\$000's)
<b>New Initiatives</b>						
Early Resolution Legislation- Service Pressures	636	1.0	100	24	1	0
<b>Total New Initiatives</b>		<b>1.0</b>	<b>100</b>	<b>24</b>	<b>1</b>	<b>0</b>
<b>New Revenues</b>						
Early Resolution Legislation- Service Pressures	636	0.0	(100)	(24)	(1)	0
<b>Total New Revenues</b>		<b>0.0</b>	<b>(100)</b>	<b>(24)</b>	<b>(1)</b>	<b>0</b>
<b>Total New Initiatives and New Revenues</b>		<b>1.0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Note: Numbers may not balance due to rounding.

The following table outlines the 2012 actual costs, 2013 approved budget and proposed 2014 Budget and Forecasts for the remaining three years, by major expense and revenue categories.

#### Proposed Budget by Category

Description	2012 Actuals (\$000's)	2013 Budget (\$000's)	2014 Proposed Budget (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)
<b>Total Expenditures before Administrative and Support Costs</b>					
Labour Costs	5,566	6,017	6,753	6,410	6,529
Other Operating Costs	1,127	1,239	3,158	1,221	1,149
<b>Total Expenditures</b>	<b>6,693</b>	<b>7,256</b>	<b>9,911</b>	<b>7,631</b>	<b>7,678</b>
Total Revenues	(9,747)	(9,908)	(12,751)	(10,402)	(10,404)
<b>Net Expenditures before Administrative and Support Costs</b>	<b>(3,054)</b>	<b>(2,653)</b>	<b>(2,840)</b>	<b>(2,771)</b>	<b>(2,726)</b>
Administrative and Support Costs	144	105	104	106	108
<b>Net Budget</b>	<b>(2,910)</b>	<b>(2,548)</b>	<b>(2,737)</b>	<b>(2,665)</b>	<b>(2,618)</b>

Note: Numbers may not balance due to rounding.

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### **3.3 Highlights of Proposed Capital Program Budget**

Legislative Services has not included any capital projects for the 2014 budget. However, Printing and Mail Services area requires several lifecycle capital replacements in the next few years. Lifecycle replacement of Pre-Press MAC computer hardware is due in 2015 with a cost of \$7,000 and Print Shop Inserter scheduled to be replaced in 2016 with the estimated cost of \$150,000.

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### 3.4 Capital Program

This section summarizes the forecast 10 year capital requirements for this service. The following table presents the forecast by major program. The next table summarizes the sources of financing for the capital forecast. A detailed listing of 2014 to 2016 projects is contained in Appendix 3 and 4.

#### Proposed Capital Program

Program Expenditures	2014 Proposed Budget (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)	2017 Forecast (\$000's)	2018-2023 Forecast (\$000's)	Total 2014-2023 (\$000's)
Printing and Mail Services	0	7	150	91	219	467
<b>Total Expenditures</b>	<b>0</b>	<b>7</b>	<b>150</b>	<b>91</b>	<b>219</b>	<b>467</b>

Note: Numbers may not balance due to rounding.

#### Proposed Capital Program (continued)

Program Funding	2014 Proposed Budget (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)	2017 Forecast (\$000's)	2018-2023 Forecast (\$000's)	Total 2014-2023 (\$000's)
Tax	0	7	150	91	219	467
<b>Total Funding</b>	<b>0</b>	<b>7</b>	<b>150</b>	<b>91</b>	<b>219</b>	<b>467</b>

Note: Numbers may not balance due to rounding.



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# Performance Measures

## 4.1 Balanced Scorecard

A Balanced Scorecard identifies measures for four key areas for an organization's performance: Financial; Customers; Employees; and Business Processes. By paying attention to all four areas, an organization can retain balance to its performance and know that it is moving toward the attainment of its goals.

About the Measures for Legislative Services:

### Financial Measures

*Court Administration and Support Cost per \$100 of revenue* reflect the court administrative cost of operating court administration and support. This is a measure of the efficiency of the section.

*Print Shop – Cost per page* reflects the cost of printing per page. This is a measure of the efficiency of the section.

### Customer Measures

*Number of FOI inquiries received and responded to* measures the volume of requests from the general public for information.

*Information Privacy Commission Compliance Rate* reflects the City's response to access to information requests filed through the *Municipal Freedom of Information and Protection of Privacy Act (MFIPPA)*. The City is required to report annually on its performance and compliance with the Information Privacy Commissioner (IPC).

*Counter Customer Service Survey (Rating – Good/Excellent)* is a measure that indicates at what

satisfaction level we are meeting the clients' needs at the counter.

### Employees Measures

*Satisfaction with City and Job Satisfaction* to enable growth and development by City staff is measured in an annual employee survey in which overall satisfaction and job specific satisfaction is assessed. This provides valuable information for planning.

### Internal Business Processes Measures

*Number of eRecords Management Solutions* measures the number of electronic repositories created to centrally manage documents and enable online collaboration.

*Number of Committee meetings publicly streamed* reflects the number of Council and Committee proceedings video streamed over the internet allowing greater access to these proceedings for the public.

*Percentage Court Matters resolved without trial* reflects the percentage of tickets which are issued where the recipient has the option of paying or going to trial.

*Provincial Offences Act (POA) charges received per administrative employee* measures the ratio of the total number of charges received annually by the Mississauga Provincial Offences Court office divided by the total number of court administrative clerks.

*Percentage of print jobs delivered on time* reflects the efficiency of the section in meeting service requests.

Measures for Legislative Services	2010 (Actual)	2011 (Actual)	2012 (Actual)	2013 (Planned)	2014 (Planned)	2015 (Planned)	2016 (Planned)
<b>Financial:</b>							
Court Administration and Support Cost per \$100 of revenue	\$28	\$28	\$29	\$30	\$30	\$30	\$30
Print Shop – Cost per page (cents)	4.7	4.7	4.6	4.6	4.6	4.6	4.6
<b>Customer:</b>							
Number of FOI inquiries received	662	602	625	625	625	625	625
Information Privacy Commission Compliance Rate	99.5%	99.5%	99.4%	99.5%	99.5%	99.5%	99.5%
Counter Customer Service Survey (Rating – Good/Excellent)	0	85.0%	88.4%	90.0%	92.5%	92.5%	92.5%
<b>Employees/Innovation:</b>							
Satisfaction with City	69%	69%	69%	73%	71%	71%	72%
Job Satisfaction	70%	70%	70%	72%	73%	73%	74%
<b>Internal Business Process:</b>							
Number of e-records management solutions	1	2	2	3	4	4	4
Number of Committee meetings publicly streamed	1	1	1	4	5	5	5
Percentage of court matters resolved without trial	63%	64%	67%	67%	67%	67%	67%
POA Charges received per administrative employee (1)	\$7,644	\$7,868	\$8,150	\$8,417	\$8,670	\$8,670	\$8,670

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## **Appendices**

## Appendix 1: Details of Changes to Maintain Current Service Levels and Operationalize Prior Decisions

### Changes to Maintain Current Service Levels

Description	2013 Budget (\$000's)	2014 Proposed Budget (\$000's)	Change (\$000's)	Details
<b>Labour and Benefits</b>	<b>5,993</b>	<b>6,139</b>	<b>146</b>	Increase reflects economic adjustment increases, labour adjustments and other fringe benefit changes.
<b>Other Cost Increases</b>				
2014 Municipal Elections	48	2,384	2,335	2014 Municipal Election related cost.
Postage and Various Other Charges	514	521	7	Postage and various other miscellaneous charges increase due to inflation.
<b>Total Other Cost Increases</b>	<b>562</b>	<b>2,905</b>	<b>2,343</b>	
<b>Efficiencies and Cost Savings</b>				
Operating Materials, suppliers and Other services	721	689	(32)	Operating Materials, Office suppliers and other cost reduction through continuous improvement initiatives.
Temporary Labour-Printing and Mail Services	24	14	(10)	Print Shop temporary labour reductions under Lean Production Initiatives.
Contracts and Professional Services - Record Management Services	60	49	(11)	Reduction of cost in the contractors and other professional services in Record management areas.
<b>Total Efficiencies and Cost Savings</b>	<b>805</b>	<b>752</b>	<b>(53)</b>	
<b>Current Revenue Changes</b>				
Election Reserve Recovery and Candidate Registration fees	(141)	(2,493)	(2,352)	2014 Municipal Election cost recovery from Election Reserve and candidate registration fees.
Provincial Offence Act Revenue	(8,340)	(8,544)	(204)	Provincial Offence Act revenue increase reflects the expected increase in issuance of traffic tickets for offences related to Highway Traffic Act and Other Provincial Acts.
General Fees-Committee of Adjustment and Other Fees and Charges	(1,357)	(1,523)	(166)	Revenue increase mainly due to Committee of Adjustment application fees and volume increase.
General Fees-External Printing	(70)	(90)	(20)	Revenue increase reflect the expected expansion of external printing to non-conventional markets including neighbouring municipalities.
<b>Total Current Revenue Changes</b>	<b>(9,908)</b>	<b>(12,650)</b>	<b>(2,742)</b>	
<b>Total Changes to Maintain Current Service Levels</b>	<b>(2,548)</b>	<b>(2,854)</b>	<b>(307)</b>	

Note: Numbers may not balance due to rounding.

### Changes to Operationalize Prior Decisions

Description	2013 Budget (\$000's)	2014 Proposed Budget (\$000's)	Change (\$000's)	Details
<b>Annualization of Previous Years Operating Cost Decisions</b>				
Annualization of Labour	0	118	118	Annualization of Court Monitor, Court Administrative Clerk positions and Long Term Election Temporary labour.
<b>Total Annualization of Previous Years Operating Cost Decisions</b>	<b>0</b>	<b>118</b>	<b>118</b>	
<b>Operating Impact of New Capital Projects</b>				
<b>Total Operating Impact of New Capital Projects</b>	<b>0</b>	<b>0</b>	<b>0</b>	
<b>Total Changes to Operationalize Prior Decisions</b>	<b>0</b>	<b>118</b>	<b>118</b>	
<b>Total Costs to Maintain Current Services Levels and Operationalize Prior Decisions</b>	<b>(2,548)</b>	<b>(2,737)</b>	<b>(189)</b>	

Note: Numbers may not balance due to rounding.

### Proposed Full Time Equivalent Staffing Distribution by Program

Program	2013	2014	2015	2016
Elections	3.0	7.0	3.0	3.0
Provincial Offence Act	20.5	21.5	21.5	21.5
Office of the City Clerk	41.4	41.4	41.4	41.4
Printing and Mail Services	12.5	12.3	12.3	12.3
<b>Total Service Distribution</b>	<b>77.4</b>	<b>82.2</b>	<b>78.2</b>	<b>78.2</b>

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## Appendix 2: Budget Requests

### Proposed 2014-2016 New Initiatives and New Revenues

Please see the Budget Requests for the 2014-2016 Business Planning Cycle with details to follow.

Description	BR #	Year
<b>New Initiatives</b>		
Early Resolution Legislation- Service Pressures	636	2014

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Budget Request #: 636

**Proposed Initiative**

Early Resolution Legislation- Service Pressures

**Department**

Corporate Services Department

**Service Area**

Legislative Services

**Required Operating Investment**

Impacts (\$000s)	2014	2015	2016
Gross Expenditures	100.4	123.6	124.9
Reserves & Reserve Funds	0.0	0.0	0.0
User Fees & Other Revenues	100.4	123.6	124.9
Tax Levy Requirements	0.0	0.0	0.0
* Net Change in \$		0.0	0.0
FTEs	1.0	1.0	1.0

*\* Any net change that is negative, (in brackets), is a good thing. It means a reduction in expenditure or an increase in revenue.*

**Required Capital Investment**

Total Capital (\$000s)	2013 & Prior	2014	2015	2016	2017 & Beyond
Expenditures	0.0	0.0	0.0	0.0	0.0

**Why Staff Recommend this Initiative**

To maintain a high standard of Customer Service by fulfilling the mandatory functions, duties and obligations set out in the *Provincial Offences Act* and regulations, the Charter and the Memorandum of Understanding between The City of Mississauga and the Province of Ontario. This initiative will increase the likelihood of resolving matters at an early stage in the process with anticipated higher POA revenues, and collection rates.

### **Details of Service Change**

As anticipated the early resolution option has been highly attractive to our clients, offering them the opportunity to resolve their matters at reduced fine amounts, and/or be convicted of a lesser (included) offence than what they were originally charged with.

The City of Mississauga's POA Court Administration requires one additional Court Clerk/Monitor in May 2014 in order to deal with the projected additional increase of charges received as well as additional court sittings. The additional Court Clerk Monitor will also add resources to the City's requirement to produce transcripts in a timely manner, as this work can only be done when the staff are not scheduled into court.

### **Service Impact**

To accommodate the anticipated volume of requests for Early Resolution meetings two additional days of Court (one full day and two half days) per week will be required and court support needs to be provided by staff (Court Monitors). The Early resolution model has had a direct impact on our Time to Trial in Mississauga as we are currently able to schedule matters for trial within approximately eight months, and allows us to remain in line with the Provincially mandated Time to Trial of nine months. This initiative has a net zero impact on the budget; the financial pressure created by adding one FTE of \$ 46,900 and provincial charges for ICON, adjudication and prosecution of \$50,000 in 2014 will be recovered from increased POA revenues. In 2015 labour annualization of \$22,950 will be covered through POA revenues as well.



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### **Appendix 3: Proposed 2014 Capital Program**

There are no capital program requests for 2014.

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#### Appendix 4: Proposed 2015-2016 Capital Program

##### Program: Printing and Mail Services

Sub-Program	2015 Forecast (\$000's)	2016 Forecast (\$000's)
Print Shop - Pre-Press MAC	7	0
Print Shop - P3-Insertter	0	150
<b>Total Expenditures</b>	<b>7</b>	<b>150</b>



# Mayor and Members of Council 2014-2016 Business Plan Update and 2014 Budget

City of Mississauga, Ontario, Canada





Last year the City of Mississauga undertook an extensive process to create a four year, 2013 through 2016, detailed Business Plan and Budget. Approved in December 2012, the 2013-2016 Business Plan and Budget outlines how and where the City plans to allocate resources to provide good value for taxpayers. Reviewed and updated annually, the four year plan is based on the City's four strategic priorities. 2014 marks the second year of Mississauga's four year Business Plan and Budget. For this "Update Year" staff have focused on primarily updating and presenting exceptions and amendments to the four year approved Service Area Business Plans, while still providing comprehensive financial information and forecasts.

The following summary document sets out a brief description of the Service Area, what has changed since writing the 2013-2016 Business Plan and Budget and performance measurements. The complete 2014-2016 Business Plan and Budget can be found on the City's website.

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## Table of Contents

<b>Existing Core Services .....</b>	<b>4</b>
1.0 Vision and Mission .....	4
<b>Proposed Budget .....</b>	<b>5</b>
2.0 Changes to Maintain Current Service Levels .....	8
<b>Appendices .....</b>	<b>10</b>
Appendix 1: Details of Changes to Maintain Current Service Levels and Proposed Full Time Equivalent Staffing Distribution by Program .....	11

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## Existing Core Services

### 1.0 Vision and Mission

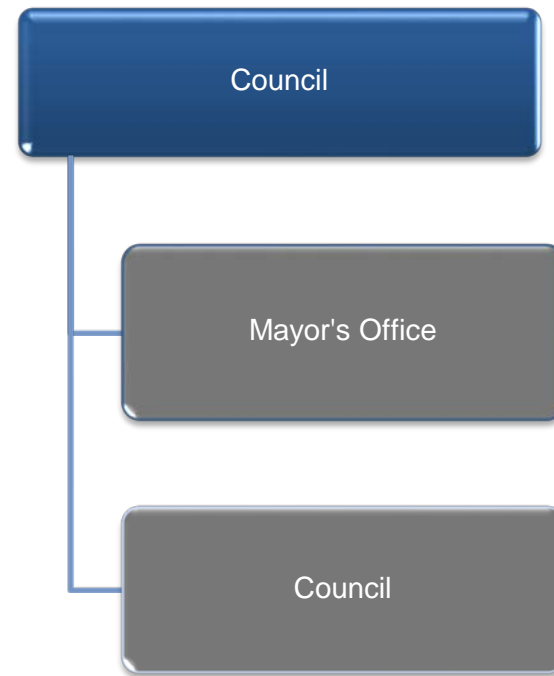
The Council Budget is comprised of both the Mayor's Office as well as Council. This includes the 12 elected officials and their support staff. In Ontario, municipal elections take place every four years. 2010 was an election year and the current term of office runs until November 2014.

#### Mayor's Office

The Mayor's salary, vehicle, office expenses and four support staff are included in this program.

#### Council

The salaries, car allowances, other operating expenses for 11 members of Council and 23 support staff are included in this program.

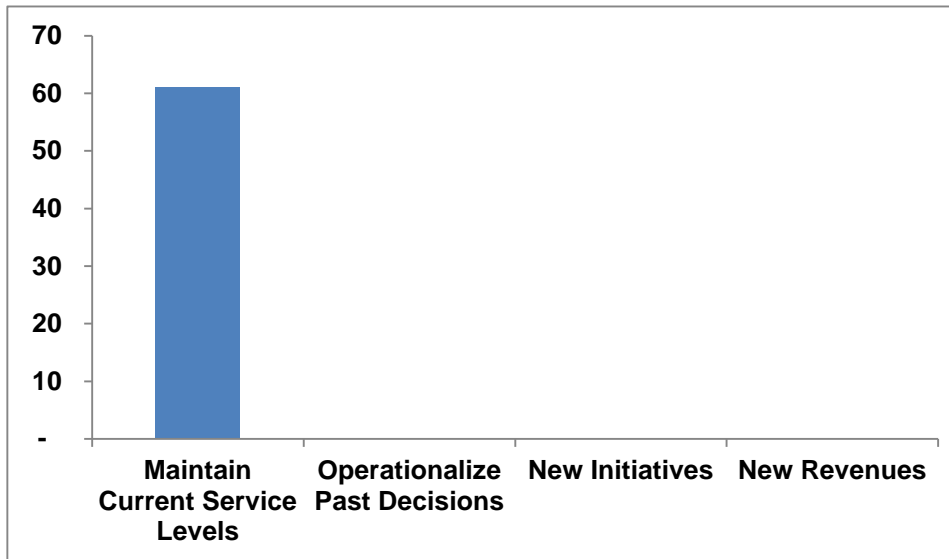


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## Proposed Budget

This part of the Business plan sets out the financial resources required to deliver the proposed 2014-2016 Business Plan. Information is provided by major expenditure and revenue category as well as by program. The costs to maintain existing service levels and operationalize past decisions are identified separately from proposed changes. The prior year budget for 2013 was \$4,267,000 and the proposed budget for 2014 is \$4,328,000.

A net cost increase of \$61,000 or one per cent from the 2014 budget is needed to maintain Council's current service level.



### Total Changes to Maintain Current Service Levels

The 2014 Labour and Benefits budget will increase by \$61,000 from previous year's budget. The increase reflects economic adjustment increases, labour adjustments and other fringe benefit changes.

In 2015, there is a \$300,000 increase in support for the Mayor's Office. This is an estimate only in the event that current staffing levels in the Mayor's Office are determined to be insufficient. The 2015 labour and Benefits budget will increase by \$80,000.

The following table identifies the budgeted expenditures and revenues for 2013 to 2016 by major program within the service area, as well as 2012 actuals by programs.

Description	2012 Actuals (\$000's)	2013 Budget (\$000's)	2014 Proposed Budget (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)
<b>Expenditures to Deliver Current Services</b>					
Mayor's Office	525	560	575	886	897
Councillor's Offices	3,608	3,707	3,754	3,822	3,883
<b>Total Expenditures</b>	<b>4,133</b>	<b>4,267</b>	<b>4,328</b>	<b>4,708</b>	<b>4,779</b>
<b>Revenues</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Proposed Net Budget Including New Initiatives &amp; New Revenues</b>	<b>4,133</b>	<b>4,267</b>	<b>4,328</b>	<b>4,708</b>	<b>4,779</b>
<b>Expenditures Budget - Changes by Year</b>			<b>1%</b>	<b>9%</b>	<b>2%</b>
<b>Proposed Net Budget - Changes by Year</b>			<b>1%</b>	<b>9%</b>	<b>2%</b>

Note: Numbers may not balance due to rounding.



The following table separates the financial requirements into those required to maintain current service levels; to operationalize prior decisions; and proposed new initiatives and new revenues. More details are provided in section 2.

Description	2014 Proposed Budget (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)
<b>Prior Year Total Expenditures Budget</b>	<b>4,267</b>	<b>4,328</b>	<b>4,708</b>
<b>Increases/(Decreases) to Maintain Current Service Levels</b>			
Labour and Benefits	61	80	71
Other Cost Increases	0	300	0
<b>Total Expenditures to Maintain Service Levels</b>	<b>4,328</b>	<b>4,708</b>	<b>4,779</b>
<b>Prior Year Revenue Budget</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Expenditures to Maintain Services</b>	<b>4,328</b>	<b>4,708</b>	<b>4,779</b>
<b>Current Year Net Tax Levy</b>	<b>4,328</b>	<b>4,708</b>	<b>4,779</b>
<b>Increase in Net Tax Levy</b>	<b>61</b>	<b>380</b>	<b>71</b>
<b>Net Changes to Maintain Current Service Levels</b>	<b>61</b>	<b>380</b>	<b>71</b>
<b>Increases/(Decreases) to Operationalize Prior Decisions</b>			
<b>Changes to Operationalize Prior Decisions</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Expenditure to Maintain Current Service Levels and Operationalize Prior Decisions</b>	<b>4,328</b>	<b>4,708</b>	<b>4,779</b>
<b>Proposed New Initiatives &amp; New Revenues</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Special Purpose Levy</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Proposed Total Expenditures Budget</b>	<b>4,328</b>	<b>4,708</b>	<b>4,779</b>
<b>Proposed Total Revenues Budget</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Proposed Net Budget</b>	<b>4,328</b>	<b>4,708</b>	<b>4,779</b>

Note: Numbers may not balance due to rounding.

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## 2.0 Changes to Maintain Current Service Levels

The following table identify the major changes in the costs to maintain existing service. Detailed explanations of changes to 2014 as well as the proposed Full Time Equivalent Staffing by Program can be found in Appendix 1.

### Proposed Changes to Maintain Current Service Levels

Description	FTE	2014 Proposed Budget (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)
<b>Labour and Benefits</b>	<b>0.0</b>	<b>61</b>	<b>80</b>	<b>71</b>
<b>Other Cost Increases</b>				
Estimated increase in support for Mayor's office	0.0	0	300	0
<b>Other Cost Increases</b>	<b>0.0</b>	<b>0</b>	<b>300</b>	<b>0</b>
<b>Efficiencies and Cost Savings</b>				
<b>Efficiencies and Cost Savings</b>	<b>0.0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Current Revenue Changes</b>				
<b>Current Revenue Changes</b>	<b>0.0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Changes to Maintain Current Service Levels</b>	<b>0.0</b>	<b>61</b>	<b>380</b>	<b>71</b>

Note: Numbers may not balance due to rounding.

The following table outlines the 2012 actual costs, 2013 approved budget and proposed 2014 Budget and Forecasts for the remaining 3 years, by major expense and revenue categories.

**Proposed Budget by Category**

Description	2012 Actuals (\$000's)	2013 Budget (\$000's)	2014 Proposed Budget (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)
<b>Total Expenditures before Administrative and Support Costs</b>					
Labour Costs	3,623	3,651	3,712	3,792	3,863
Other Operating Costs	510	616	616	916	916
<b>Total Expenditures</b>	<b>4,133</b>	<b>4,267</b>	<b>4,328</b>	<b>4,708</b>	<b>4,779</b>
<b>Net Expenditures before Administrative and Support Costs</b>	<b>4,133</b>	<b>4,267</b>	<b>4,328</b>	<b>4,708</b>	<b>4,779</b>
<b>Net Budget</b>	<b>4,133</b>	<b>4,267</b>	<b>4,328</b>	<b>4,708</b>	<b>4,779</b>

Note: Numbers may not balance due to rounding.

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## **Appendices**

## Appendix 1: Details of Changes to Maintain Current Service Levels and Proposed Full Time Equivalent Staffing Distribution by Program

### Changes to Maintain Current Service Levels

Description	2013 Budget (\$000's)	2014 Proposed Budget (\$000's)	Change (\$000's)	Details
<b>Labour and Benefits</b>	<b>3,651</b>	<b>3,712</b>	<b>61</b>	Increase reflects economic adjustment increases, labour adjustments and other fringe benefit changes.
<b>Other Cost Increases</b>				
Operating cost	616	616	0	
<b>Total Other Cost Increases</b>	<b>616</b>	<b>616</b>	<b>0</b>	
<b>Efficiencies and Cost Savings</b>				
<b>Total Efficiencies and Cost Savings</b>	<b>0</b>	<b>0</b>	<b>0</b>	
<b>Total Current Revenue Changes</b>	<b>0</b>	<b>0</b>	<b>0</b>	
<b>Total Changes to Maintain Current Service Levels</b>	<b>4,267</b>	<b>4,328</b>	<b>61</b>	

Note: Numbers may not balance due to rounding.

### Proposed Full Time Equivalent Staffing Distribution by Program

Program	2013	2014	2015	2016
Mayor's Office	5.0	5.0	5.0	5.0
Councillor's Offices	34.2	34.2	34.2	34.2
<b>Total Service Distribution</b>	<b>39.2</b>	<b>39.2</b>	<b>39.2</b>	<b>39.2</b>





# **Financial Transactions**

## **2014-2016 Business Plan Update and 2014 Budget**

City of Mississauga, Ontario, Canada



Last year the City of Mississauga undertook an extensive process to create a four year, 2013 through 2016, detailed Business Plan and Budget. Approved in December 2012, the 2013-2016 Business Plan and Budget outlines how and where the City plans to allocate resources to provide good value for taxpayers. Reviewed and updated annually, the four year plan is based on the City's four strategic priorities. 2014 marks the second year of Mississauga's four year Business Plan and Budget. For this "Update Year" staff have focused on primarily updating and presenting exceptions and amendments to the four year approved Service Area Business Plans, while still providing comprehensive financial information and forecasts.

The following summary document sets out a brief description of the Service Area, what has changed since writing the 2013-2016 Business Plan and Budget and performance measurements. The complete 2014-2016 Business Plan and Budget can be found on the City's website.



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## Table of Contents

<b>Existing Core Services .....</b>	<b>4</b>
1.1 Vision and Mission .....	4
1.2 Service Delivery Model .....	5
<b>Proposed Budget .....</b>	<b>8</b>
3.1 Changes to Maintain Current Service Levels and Operationalize Prior Decisions.....	12
<b>Appendices .....</b>	<b>15</b>
Appendix 1: Details of Changes to Maintain Current Service Levels and Operationalize Prior Decisions .....	16

# Existing Core Services

## 1.1 Vision and Mission

The Financial Transaction Budget provides for items of a corporate nature and support to all service areas. Financial Transactions includes programs which support ongoing operations, reserves and reserve fund transfers to and from operating funds, taxation and payments-in-lieu of taxes, and City-wide sources of revenue.

### Financial Transactions

#### Ongoing Operations Support:

- Bank and External Audit Charges
- Retiree Benefits and Other Labour
- Miscellaneous Revenues and Expenses
- Insurance
- Workers' Compensation and Rehabilitation

#### Reserve and Reserve Funds:

- Transfers To and From Reserves
- Transfers to Capital

#### Payment-in-Lieu and Taxation:

- Payments-In-Lieu of Taxes
- Taxation

#### City-Wide Sources of Revenue :

- Enersource Dividend
- Investment Income

#### Special Purpose Levies:

- Capital Infrastructure and Debt Repayment Levy
- Emerald Ash Borer Levy

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## 1.2 Service Delivery Model

### Ongoing Operations Support

#### *Bank and External Audit Charges*

Provides for banking related service charges including: armoured car, night depository, satellite accounts, cheque reconciliation, direct deposit, debit/credit card fees, and preauthorized tax payments and also provides for external audit fees.

#### *Retiree Benefits and Other Labour*

Provides for the payments to former employees for:

- Pay out of accumulated sick leave credits to Fire and Emergency Services and CUPE employees upon termination, and various life insurance policies;
- Fringe benefit costs for employees on long term disability; and
- City's share of costs of early retiree health benefits.

#### *Miscellaneous Revenues and Expenses*

Includes income and expenditures not readily assignable to departments such as:

- Discounts earned;
- Commodity tax compensation;
- NSF recovery fees;
- Miscellaneous one-time receipts and expenditures;
- Executive search costs; and
- Snow Removal Subsidy Program.

#### *Insurance*

Insurance includes policy premiums, claim cost payments within the City's self-insured limit, and Insurance Reserve Fund maintenance. The Risk Management program consists of four major work areas:

- Risk assessment and recommendations to reduce frequency and size of potential loss;
- Reserve Fund maintenance to finance known, incurred and unreported losses within the City's self-insured limit;
- Purchase of insurance to fund catastrophic losses and losses above the City's self-insured limit; and
- Management of claims within the City's deductible and vendor services required to handle those claims.

#### *Workers' Compensation and Rehabilitation*

The City is a Workplace Safety and Insurance Board (WSIB) Schedule 2 employer. As such, compensation and expenses are paid from a City-funded reserve fund. This program provides for Workers' Compensation Reserve Fund contributions, the Employee Rehabilitation Program, medical examinations and the City's medical doctor's fees.

### Reserves and Reserve Funds

#### *Transfers To and From Reserves*

Provides for future events, such as the cost of holding municipal elections, by regular contributions to various Reserve and Reserve Funds.

#### *Transfers to Capital Reserve*

Provides for the funding allocation to the Capital Reserve Fund used to finance future capital projects.

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## **Payments in Lieu and Taxation**

### *Payments-in-Lieu of Taxes*

Provides for payments-in-lieu of property taxes made by Federal, Provincial and other Municipal governments and/or their respective enterprises, as well as universities, colleges and hospitals, with premises located within the City's boundaries. Payments-in-lieu are made by these bodies as their properties are classed as exempt from realty taxes. The payment-in-lieu provisions are provided for under various federal and provincial statutes.

### *Taxation*

Includes revenues from various sources such as:

- Supplementary tax revenues per the *Assessment Act* which provides for the correction of any error, omission or misstatement of the tax roll, the addition to the tax roll of new buildings and the subsequent levy and collection of applicable taxes;
- Taxation revenues from railway right of ways and hydro corridors as per current legislation; and
- Interest and/or penalties on unpaid taxes, in accordance with the *Municipal Act*, added to the tax liability.

Provides for rebates per the *Municipal Act* including:

- Vacancy rebates for owners of properties in the commercial or industrial property tax class that have vacant portions; and
- Rebates to charitable organization occupying commercial and industrial properties.

Includes Business Improvements Areas (BIA's) and Local Area Improvements funding raised via special assessment taxation:

- Meeting requirements of three established BIA's in Clarkson, Port Credit and Streetsville.

Provides for tax bill reductions due to:

- Tax adjustments resulting from reductions in assessed property values through the assessment appeal process, tax appeals and reconsideration processes;
- New construction capping adjustments; and
- Write-off of uncollectible taxes.

Provides for expenses associated with taxes payable on City owned/leased properties and the expenses and revenues from the tax sale process.

## **City-Wide Sources of Revenue**

### *Enersource Dividend*

Recognizes the dividend from Mississauga's investment in Enersource Mississauga.

### *Investment Income*

Captures interest earned from short-term investment of surplus revenue fund monies. Investments are restricted to securities noted in the *Municipal Act* and related regulations, which could include certain securities.

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## **Special Purpose Levies**

### *Capital Infrastructure and Debt Repayment Levies*

- A two per cent annual levy to fund the City's capital infrastructure with a balance of one per cent towards debt repayment and one per cent towards the capital reserve funds, on average, over the next 10 years.

### *Emerald Ash Borer Levy*

- A \$5.6 million annual levy to preserve and replenish City-owned ash trees from a highly destructive pest having the potential to kill all 116,000 City owned ash trees.

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## Proposed Budget

This part of the Business plan sets out the financial resources required to deliver the proposed 2014-2016 Business Plan. Information is provided by major expenditure and revenue category as well as by program. The costs to maintain existing service levels and operationalize past decisions are identified separately from proposed changes. The prior year budget for 2013 was (\$8,210,067) and the proposed budget for 2014 is (\$1,292,810).

### **Total Changes to Maintain Current Service Levels**

Financial Transactions will experience an increase in the net budget requirement in 2014 primarily due to an anticipated increase in expenditures for Emerald Ash Borer and Capital Infrastructure and Debt Repayment Levies. This will be partially offset by increased dividend from Enersource, and increased PILTS. Many of the forecasted increases in expenditures are offset by transfers from reserves.

### **Total New Initiatives and Revenues**

There are no new initiatives and revenues.

A two per cent annual levy to fund the City's capital infrastructure with on average a balance of one per cent towards debt repayment and one per cent towards the capital reserve funds, on average, over the next 10 years.

The effects of Emerald Ash Borer have necessitated a proactive approach to its management. Emerald Ash Borer is a highly destructive pest found exclusively in Ash trees that has the potential to infest and kill all 116,000 City-owned Ash trees. A continuation of this initiative is recommended to undertake efforts to eradicate this pest and restore the City-owned tree inventory where damaged or infested by this pest.

The following table identifies the budgeted expenditures and revenues for 2013 to 2016 by major program within the service area, as well as 2012 actuals by programs.

**Proposed Budget by Program**

Description	2012 Actuals (\$000's)	2013 Budget (\$000's)	2014 Proposed Budget (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)
<b>Expenditures to Deliver Current Services</b>					
Bank & External Audit Charges	1,312	1,380	1,418	1,418	1,418
Benefits and Labour Package	(69)	5,245	3,068	3,316	3,620
Contribution to Capital	27,584	31,017	32,496	36,047	40,246
Debt Charges	478	3,954	9,869	14,209	18,408
Insurance	10,172	9,494	9,494	9,494	9,494
Miscellaneous Revenues and Expenditures	508	3,494	6,489	6,489	6,489
Payments In Lieu of Taxes	0	100	0	0	0
Prior Years Surplus	0	(172)	(172)	(172)	(172)
Taxation	8,582	6,575	7,223	6,023	7,446
Transfer To and From Reserves	18,404	500	1,500	1,900	2,200
Workers' Compensation and Rehabilitation	2,269	2,414	2,434	2,434	2,434
<b>Total Expenditures</b>	<b>69,241</b>	<b>64,002</b>	<b>73,819</b>	<b>81,158</b>	<b>91,583</b>
<b>Revenues</b>	<b>(66,077)</b>	<b>(63,423)</b>	<b>(65,818)</b>	<b>(65,318)</b>	<b>(64,818)</b>
Transfers From Reserves and Reserve Funds	(8,037)	(8,789)	(9,294)	(9,294)	(9,294)
<b>Proposed Net Budget Including New Initiatives &amp; New Revenues</b>	<b>(4,873)</b>	<b>(8,211)</b>	<b>(1,293)</b>	<b>6,547</b>	<b>17,471</b>
<b>Expenditures Budget - Changes by Year</b>			<b>15%</b>	<b>10%</b>	<b>13%</b>
<b>Proposed Net Budget - Changes by Year</b>			<b>-84%</b>	<b>-606%</b>	<b>167%</b>

Note: Numbers may not balance due to rounding.

The following table separates the financial requirements into those required to maintain existing services; to operationalize prior decisions; and proposed new initiatives and revenues. The details on the changes to each category are provided in Section 3.1.

#### Excluding Special Purpose Levies

Description	2014 Proposed Budget (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)
<b>Prior Year Total Expenditures Budget</b>	<b>64,002</b>	<b>73,819</b>	<b>81,158</b>
<b>Increases/(Decreases) to Maintain Current Service Levels</b>			
Labour and Benefits	189	0	0
Other Cost Increases	2,557	648	2,128
Efficiencies and Cost Savings	(3,123)	(1,200)	(100)
<b>Total Expenditures to Maintain Service Levels</b>	<b>63,625</b>	<b>73,267</b>	<b>83,186</b>
<b>Prior Year Revenue Budget</b>	<b>(72,212)</b>	<b>(75,112)</b>	<b>(74,612)</b>
Current Revenue Changes	(2,899)	500	500
<b>Total Revenues</b>	<b>(75,112)</b>	<b>(74,612)</b>	<b>(74,112)</b>
<b>Net Expenditures to Maintain Services</b>	<b>(11,487)</b>	<b>(1,344)</b>	<b>9,074</b>
<b>Current Year Net Tax Levy</b>	<b>(11,487)</b>	<b>(1,344)</b>	<b>9,074</b>
<b>Increase in Net Tax Levy</b>	<b>(3,277)</b>	<b>(52)</b>	<b>2,528</b>
<b>Net Changes to Maintain Current Service Levels</b>	<b>(3,277)</b>	<b>(52)</b>	<b>2,528</b>
<b>Changes to Operationalize Prior Decisions</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Expenditure to Maintain Current Service Levels and Operationalize Prior Decisions</b>	<b>(11,487)</b>	<b>(1,344)</b>	<b>9,074</b>
<b>Emerald Ash Borer</b>	<b>2,800</b>	<b>0</b>	<b>0</b>
<b>Capital Infrastructure &amp; Debt Repayment Levy</b>	<b>7,394</b>	<b>7,891</b>	<b>8,397</b>
<b>UTM - Funding *</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Special Purpose Levy</b>	<b>10,194</b>	<b>7,891</b>	<b>8,397</b>
<b>Proposed Total Expenditures Budget</b>	<b>73,819</b>	<b>81,158</b>	<b>91,583</b>
<b>Proposed Total Revenues Budget</b>	<b>(75,112)</b>	<b>(74,612)</b>	<b>(74,112)</b>
<b>Proposed Net Budget</b>	<b>(1,293)</b>	<b>6,547</b>	<b>17,471</b>

Note: Numbers may not balance due to rounding.

\* UTM Special Purpose Levy Funding Shown in Strategic Policy Budget



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**Special Purpose Levies**

Description	2013 (\$000's)	2014 (\$000's)	2015 (\$000's)	2016 (\$000's)
Capital Infrastructure Levy	3,433	4,912	8,463	12,661
Debt Repayment Levy*	3,954	9,869	14,209	18,408
Emerald Ash Borer Management Plan	2,800	5,600	5,600	5,600
<b>Total Special Purpose Levies</b>	<b>10,187</b>	<b>20,381</b>	<b>28,272</b>	<b>36,669</b>

Note: Numbers may not balance due to rounding.

\* Debt Repayment amounts include both Principal and Interest

### 3.1 Changes to Maintain Current Service Levels and Operationalize Prior Decisions

The following tables identify the major changes in the costs to maintain existing service levels. Detailed explanations of changes to 2014 can be found in Appendix 1.

#### Proposed Changes to Maintain Current Service Levels

Description	FTE	2014 Proposed Budget (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)
<b>Labour and Benefits</b>	<b>0.0</b>	<b>189</b>	<b>0</b>	<b>0</b>
<b>Other Cost Increases</b>				
Budget Provisions for potential labour & benefit increases	0.0	1,000	400	300
Retiree Benefits	0.0	0	248	304
Transfer to Assessment Appeals Reserve	0.0	1,000	0	0
Armoured Courier	0.0	50	0	0
Operating Provisions For Election Impacts	0.0	200	0	0
Provision for Tax Write-Offs	0.0	0	0	1,524
Sick Leave - Reserve Transfer	0.0	270	0	0
WSIB - Misc Operating Costs	0.0	20	0	0
Seniors Rebates	0.0	17	0	0
<b>Other Cost Increases</b>	<b>0.0</b>	<b>2,557</b>	<b>648</b>	<b>2,128</b>
<b>Efficiencies and Cost Savings</b>				
SunLife Fringe Benefit Savings	0.0	(2,400)	0	0
Taxes on City Owned Properties	0.0	(470)	0	0
Retiree Benefits - 2013 Rate Experience	0.0	(236)	0	0
Tax Write Offs	0.0	0	(200)	(100)
Assessment Appeals	0.0	0	(1,000)	0
Other Savings	0.0	(17)	0	0
<b>Efficiencies and Cost Savings</b>	<b>0.0</b>	<b>(3,123)</b>	<b>(1,200)</b>	<b>(100)</b>

**Proposed Changes to Maintain Current Service Levels (Cont'd)**

Description	FTE	2014 Proposed Budget (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)
<b>Current Revenue Changes</b>				
Sick Leave - Reserve Transfer	0.0	(300)	0	0
WSIB - Transfer from Reserve	0.0	(204)	0	0
Enersource Dividend	0.0	(1,700)	0	0
PILTs - Primarily Airport	0.0	(1,270)	(1,000)	0
Investment Income	0.0	(10)	0	0
GST Compensation	0.0	(130)	0	0
Tax Penalties & Interest	0.0	0	1,000	0
Supplementary Taxes - Decreased	0.0	715	500	500
<b>Current Revenue Changes</b>	<b>0.0</b>	<b>(2,899)</b>	<b>500</b>	<b>500</b>
<b>Total Changes to Maintain Current Service Levels</b>	<b>0.0</b>	<b>(3,277)</b>	<b>(52)</b>	<b>2,528</b>

Note: Numbers may not balance due to rounding.

The following table outlines the 2012 actual costs, 2013 approved budget and proposed 2014 Budget and Forecasts for the remaining three years, by major expense and revenue categories.

#### Proposed Budget by Category

Description	2012 Actuals (\$000's)	2013 Budget (\$000's)	2014 Proposed Budget (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)
<b>Total Expenditures before Administrative and Support Costs</b>					
Labour Costs	537	6,025	3,658	3,906	4,210
Other Operating Costs	68,704	57,977	70,161	77,252	87,373
<b>Total Expenditures</b>	<b>69,241</b>	<b>64,002</b>	<b>73,819</b>	<b>81,158</b>	<b>91,583</b>
Total Revenues	(74,114)	(72,212)	(75,112)	(74,612)	(74,112)
<b>Net Expenditures before Administrative and Support Costs</b>	<b>(4,873)</b>	<b>(8,210)</b>	<b>(1,293)</b>	<b>6,547</b>	<b>17,471</b>
<b>Net Budget</b>	<b>(4,873)</b>	<b>(8,210)</b>	<b>(1,293)</b>	<b>6,547</b>	<b>17,471</b>

Note: Numbers may not balance due to rounding.

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## **Appendices**

## Appendix 1: Details of Changes to Maintain Current Service Levels and Operationalize Prior Decisions

### Changes to Maintain Current Service Levels

Description	2013 Budget (\$000's)	2014 Proposed Budget (\$000's)	Change (\$000's)	Details
<b>Labour and Benefits</b>	6,025	6,214	189	
<b>Other Cost Increases</b>				
Budget Provisions for potential labour & benefit increases	0	1,000	1,000	Funding Placeholder for potential Labour & Benefit cost increases.
Transfer to Assessment Appeals Reserve	309	1,309	1,000	To increase funding to the depleting Reserve associated with ARB Appeals.
Armoured Courier	100	150	50	To reflect projected expenditures
Operating Provisions For Election Impacts	0	200	200	Provisional funding for Election expenses
Sick Leave Payments	1,030	1,300	270	Adjusted to reflect increased expenditures based on historical trends. This is offset by a transfer from the Reserve Fund.
WSIB - Misc. Operating Costs	174	194	20	Adjusted to reflect increased expenditures based on historical trends. This is offset by a transfer from the Reserve Fund.
Seniors Rebates	58	75	17	
Other Changes	51,443	51,443	0	
<b>Total Other Cost Increases</b>	<b>53,114</b>	<b>55,671</b>	<b>2,557</b>	
<b>Efficiencies and Cost Savings</b>				
Sun Life Premiums	2,400	0	(2,400)	Savings due to re-negotiated SunLife ASO Contract. Savings will be used to offset some of the 2014 Labour & Benefit Pressures
Retiree Benefits	1,635	1,399	(236)	Savings reflects the re-negotiated SunLife Premiums
Taxes on City Owned Properties	680	210	(470)	Supplementary Taxes for Transit Garage; budget has been moved to Transportation & Works Department for 2014
External Auditors	130	118	(12)	Adjusted to reflect historical expenditures based on City's contract.
United Way	18	13	(5)	
<b>Total Efficiencies and Cost Savings</b>	<b>4,863</b>	<b>1,739</b>	<b>(3,123)</b>	

### Changes to Maintain Current Service Level (Cont'd)

Description	2013 Budget (\$000's)	2014 Proposed Budget (\$000's)	Change (\$000's)	Details
<b>Current Revenue Changes</b>				
Sick Leave - Reserve Transfer	(1,000)	(1,300)	(300)	Adjusted to reflect increased funding for Sick Leave payments primarily for Fire and Library Services.
WSIB - Transfer from Reserve	(2,230)	(2,434)	(204)	Adjusted to reflect increased funding for WSIB expenditures.
Enersource Dividend	(10,300)	(12,000)	(1,700)	Based on Enersource projected dividends
PILT's	(22,185)	(23,455)	(1,270)	Higher payments projected, particularly GTAA Airport as a result of higher passenger counts and an increase in the City's share of total commercial rate.
Investment Income	(14,455)	(14,465)	(10)	
GST Compensation	(120)	(250)	(130)	Adjusted to reflect increased GST compensation based on historical trends.
Supplementary Taxes	(4,018)	(3,304)	714	Decreased due to slowing property tax base growth.
Other Changes	(17,904)	(17,904)	0	
<b>Total Current Revenue Changes</b>	<b>(72,212)</b>	<b>(75,112)</b>	<b>(2,900)</b>	
<b>Total Changes to Maintain Current Service Levels</b>	<b>(8,210)</b>	<b>(11,487)</b>	<b>(3,277)</b>	

Note: Numbers may not balance due to rounding.







# **Reserves and Reserve Funds**

## **2014-2016 Business Plan Update and 2014 Budget**

City of Mississauga, Ontario, Canada

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## Table of Contents

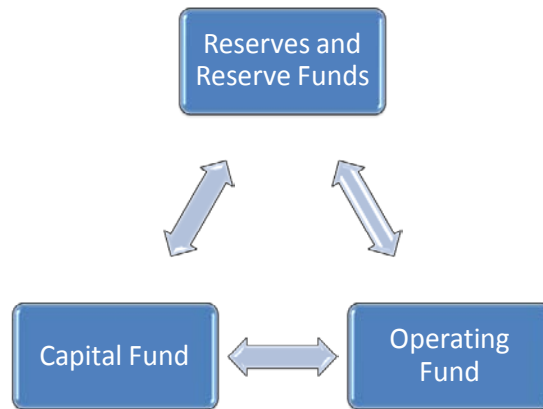
Overview .....	3
Forecast Changes .....	5
Capital Reserve Funds .....	9
Reserve and Reserve Fund Descriptions .....	21
Appendix 1: Reserve and Reserve Fund Transfers.....	26

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## Overview

Reserves and Reserve Funds are established by Council to assist with long term financial stability and financial planning. These funds are set aside to help offset future capital needs, obligations, pressures and costs. They are drawn upon to finance specific purpose capital and operating expenditures as designated by Council, to minimize tax rate fluctuations due to unanticipated expenditures and revenue shortfalls, and to fund ongoing projects and programs (i.e. insurance and employee benefits).

The following chart shows the relationships between the different funds:



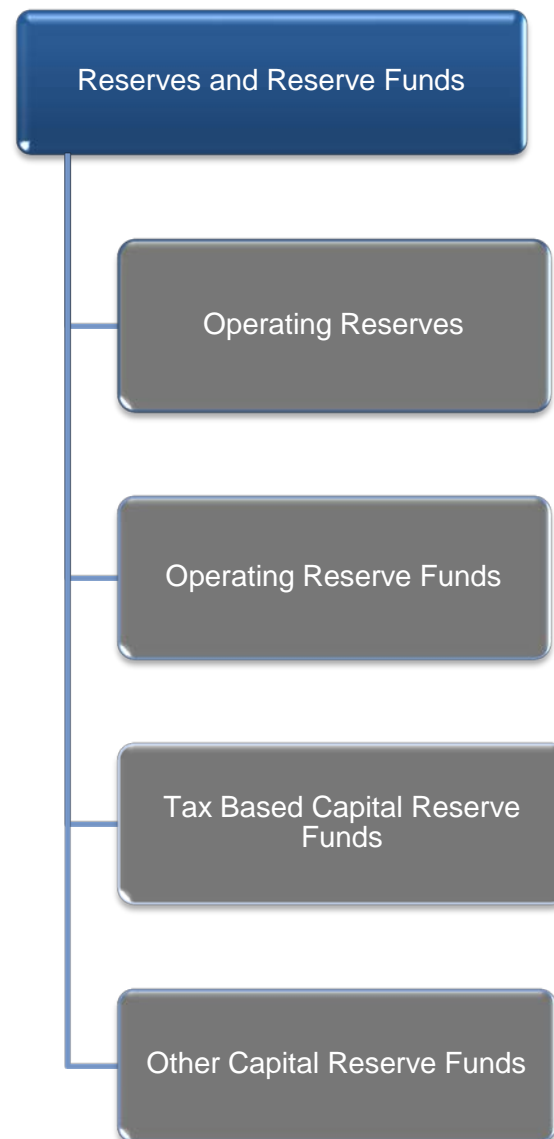
Reserves are different from Reserve Funds in that they are generally used in conjunction with the Operating Program and support or supplement activities which are normally funded from general revenues. Interest earned by reserves is reflected within Financial Transactions.

A reserve is generally used either to mitigate the impact of fluctuations in operating costs and revenue or to accumulate funds for future or contingent liabilities. Examples of reserves currently employed by the City to mitigate budgetary fluctuations include: Reserve for Winter Maintenance, Reserve for Commodities, Reserve for Assessment Appeals and the Reserve for Elections. Reserves established to fund future or contingent liabilities include: Reserve for Legal Settlements, Reserve for General Contingencies and Reserve for Vacation Pay.

Reserve Funds are segregated and restricted to meet a specific purpose. Money set aside for reserve funds must be deposited into a separate bank account and the interest earned on those investments must be added to the reserve funds. Examples of reserve funds used to fund capital projects are Development Charges and Cash-in-Lieu of Parkland Dedication. Although some reserve funds, such as Insurance, are used in conjunction with the Operating Program, reserve funds are most commonly associated with the Capital Program. Funds are accumulated within a reserve fund to provide funding for future capital spending and the funds are invested until required. Once Council approves the capital works, funds are transferred to the appropriate capital projects.

Reserve Funds used in the Capital Program are financed either as part of the annual transfer of tax funding from the Operating Program, or are collected as a charge upon development. Some Reserve Funds are established to meet the requirement of receiving funding from the Federal and Provincial Governments, such as Gas Tax funding. Tax based reserve funds are used to accumulate the funding necessary for the maintenance and eventual replacement of the City's extensive infrastructure. A number of capital reserve funds have been established to assist with long term financial planning. These include Transit Vehicles and Equipment Replacement, Fire Vehicles and Equipment Replacement and Roadway Infrastructure Maintenance Reserve Funds.

Development based reserve funds are used to finance capital projects to meet growth. Most of the funding is collected under the authority of the City's Development Charges By-law, as permitted by the *Development Charges Act, 1997* or other development related fees under the *Planning Act*. Services receiving funding from development charges include: fire, libraries, recreation, roads, transit, parking, public works, storm water management, and general government. A summary of the City's Reserves and Reserve Funds along with their purpose can be found at the end of this section.



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## Forecast Changes

The following chart provides a summary of the projected 2013 Reserves and Reserve Funds as compared to 2014.

### Operating and Capital Reserves & Reserve Funds Summary

Description	Projected Balance 2013 (\$000's)	Projected Balance 2014 (\$000's)	Change (\$000's)	% Change
Operating	117,273	112,904	(4,369)	(3.7%)
Tax Funded	44,371	43,190	(1,181)	(2.7%)
Gas Tax and Other Contributions	83,472	88,295	4,823	5.8%
Development Funding	257,225	220,937	(36,288)	(14.1%)
<b>Total</b>	<b>502,341</b>	<b>465,326</b>	<b>(37,015)</b>	<b>(7.4%)</b>

Note: Numbers may not balance due to rounding.

The 2014 balances in the Operating and Capital Reserves and Reserve Funds are estimated to decline by \$37 million or 7.4 per cent from 2013.

The projected decrease in the Operating Reserves and Reserve Funds is mainly due to the Insurance Reserve Fund for increased insurance costs as a result of an increased number of claims and claim costs, increased use of the Elections reserve associated with the 2014 Municipal Election and increased Sick Leave Reserve Fund payments.

The Capital Reserve Fund and Tax Subsidiary Reserve Funds are expected to decrease slightly as the capital expenditures are forecasted to be higher than projected contributions to the reserve fund. The Gas Tax Reserve Fund is projected to slightly increase as the forecast contributions and interest are more than enough to cover the estimated capital and operating expenditures.

Development reserve funds are projected to significantly decrease due to the anticipated reduction in Development Charge revenue and the approval of several growth and development related projects in 2014.

## Operating Reserves and Reserve Funds

The total reserve and reserve funds are expected to decrease by \$4.4 million or 3.7 per cent. Compared to 2013, the balance in the Operating Reserves are anticipated to decline by \$0.6 million or 1.2 per cent. The decline is primarily due to use of reserves to fund one-time expenses for Elections, offset by a one million increased contribution to the Assessment Appeal reserve. Total Reserve Funds are expected to decrease by \$3.7 million or 5.8 per cent mainly due to increased draws on Insurance Reserve Fund, Sick Leave Reserve Fund and Worker's Compensation Reserve Funds. The increased drawdown on the above Reserve Funds is a result of increased claims settlements and insurance premium costs, sick leave liability increases, and worker's compensation costs increase while the level of funds put into the operating reserve and reserve funds are not increased at compatible pace.

Total Operating Reserve and Reserve Funds Balance	2013 Estimated Balance (\$000's)	2014 Projected Balance (\$000's)	Change in 2014 Projected Balance to 2013 Estimated Balance	
			(\$000's)	%
Total Reserves	52,501	51,858	(642)	(1.2%)
Total Reserve Funds	64,772	61,046	(3,726)	(5.8%)
<b>Total Reserve and Reserve Funds</b>	<b>117,273</b>	<b>112,904</b>	<b>(4,369)</b>	<b>(3.7%)</b>

Note: Numbers may not balance due to rounding.

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**Transfers to Operating Reserves and Reserve Funds**

Description	2014 Requested Budget (\$000's)
Transfer to Reserves	2,737
Transfer to Reserve Funds	3,924
<b>Transfer to Reserve and Reserve Funds</b>	<b>6,662</b>
Interest Income	1,634
<b>Total Transfers to Reserves and Reserve Funds</b>	<b>8,295</b>

Note: Numbers may not balance due to rounding.

The 2014 Operating Program recommends transfers to Operating Reserves and Reserve Funds totalling \$6,661,600 as follows:

- \$2,446,200 to the Insurance Reserve Fund to fund future insurance claims;
- \$1,400,000 to the Workers' Compensation Reserve Fund;
- \$1,309,000 in transfers to the Reserve for Assessment Appeals. It is designed for changes in taxes generated through changes in the assessed values of property; to mitigate revenue losses through ongoing assessment appeals, and annual repayment of \$59,000 for the 21 year repayment plan to pay for the annexation of the Ninth Line lands of \$1.2 million;
- \$850,000 to the Bus Shelter Advertising Reserve;
- \$500,000 to the Reserve for Elections to fund future municipal elections;
- \$78,400 to the General Contingency Reserve to fund the employee survey that is conducted every three years and the Master Communication Plan; and
- \$78,000 to the Group Benefit Reserve Fund to fund group benefit costs for retired employees.

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### Transfers from Operating Reserves and Reserve Funds

Description	2014 Requested Budget (\$000's)
Transfer from Reserves	4,230
Transfer from Reserve Funds	9,284
<b>Total Transfer from Reserve and Reserve Funds</b>	<b>13,514</b>

Note: Numbers may not balance due to rounding.

The 2014 Operating Program recommends transfers from Reserves and Reserve Funds totalling \$13,514,011 as follows:

- \$5,509,800 from the Insurance Reserve Fund to cover the payments of estimated claims;
- \$3,754,400 from the Workers' Compensation, Sick Leave and Group Benefits Reserve Funds to offset estimated costs;
- \$2,444,586 from the Elections Reserve to fund the municipal election related costs in 2014;
- \$1,021,825 from the Operating Current Reserve for various commitment in 2013 that are to be completed in 2014;
- \$250,000 from the Reserve for Arts to fund the Five Year Culture Master Plan Update;
- \$248,400 from the Reserve for Contingency to fund various one-time initiative;
- \$165,000 from the Planning Process Update to fund nine capital projects for Land Development Services;
- \$100,000 from the Reserve for Labour Settlement for Transit Operators and Strategic Total Rewards; and
- \$20,000 from the Reserve Fund for Other to fund initiatives from Economic Development Office.



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## Capital Reserve Funds

Capital Reserve Funds are monies set aside for the repair and major maintenance costs of capital infrastructure and for large capital expenditures such as the renovation of a community centre or road reconstruction. It is forecast that the projected balance in 2014 will be less than the 2013 estimated balance by 8.5 per cent. The primary reason is the anticipated reduction in Development Charge revenue and the increase in the number of projects approved under Development Funding.

The Continuity Schedule of Capital Reserve Funds can be found at the end of this section along with projected balances to December 31, 2013 as well as a 10 year forecast for various capital based reserve funds.

2013 Capital Program Reserve Funds	2013 Estimated Balance (\$000's)	2014 Projected Balance (\$000's)	Change (\$000's)	% Change
Capital Program - Tax Funded	44,371	43,190	(1,181)	(2.7%)
Capital Program - Gas Tax and Other Contributions	83,472	88,295	4,823	5.8%
Capital Program - Development Funding	257,225	220,937	(36,288)	(14.1%)
<b>Total Capital Reserve Funds</b>	<b>385,068</b>	<b>352,422</b>	<b>(32,646)</b>	<b>(8.5%)</b>

Note: Numbers may not add due to rounding

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### Transfers to Capital Reserve Funds

Description	2014 Requested Budget (\$000's)
<b>Total Transfers to Capital Reserve Funds</b>	<b>123,729</b>

Included in the 2014 Budget are recommendations that \$123,729,000 be transferred to various Capital Reserve Funds (both tax-based and growth related) as follows:

- \$53,029,165 gas tax revenue from the Federal and Provincial Governments; including the City's share of the Region of Peel receipts;
- \$32,462,874 majority of which is a transfer from General Revenue to the Capital Reserve Fund for capital infrastructure;
- \$19,909,358 in estimated development charge revenues;
- \$9,000,000 transfer from the Capital Reserve Fund to the Facility Repair and Renovation Reserve Fund;
- \$3,890,000 in estimated parkland dedication contributions;
- \$3,600,000 transfer from the Capital Reserve Fund to the Fire Vehicles and Equipment Reserve Fund;
- \$1,500,000 transfer from the Capital Reserve Fund to the Main Fleet Vehicle and Equipment Reserve Fund;
- \$186,500 to the City Center Off Street Parking Reserve Fund (\$156,500) and estimated sponsorship for Riverwood (\$30,000);
- \$90,600 in estimated cost sharing initiative for the Courteneypark Artificial Turf; and
- \$60,400 in estimated profit sharing from the BraeBen Golf Course and the Region of Peel (originally named the Britannia Hills Golf Course).

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**Transfers from Capital Reserves Funds**

Description	2014 Requested Budget (\$000's)
<b>Total Transfers from Capital Reserve Funds</b>	<b>165,258</b>

The 2014 Budget recommends transfers from tax-based and growth-related Capital Reserve Funds of \$165,258,000 million to activities and projects as follows:

- \$50,569,000 from the Federal & Provincial Gas Tax Reserve Funds for various transit related initiatives including funding of transit expansion costs contained in the Operating Budget and various transportation capital initiatives for Transit bridges and roadways;
- \$34,513,000 from the Capital Reserve Funds to finance non-growth tax-based projects in the 2014 Capital Budget, to transfer to the Facility Repair and Renovation, Fire Vehicles and Equipment and Main Fleet Reserve Funds as well as to fund the Project Management Support Office;
- \$46,836,000 from the Development Charges Reserve Fund to fund growth based projects as well as various Development Charge transactions;
- \$13,641,000 from the Parkland Dedication Reserve Fund to fund land acquisitions and certain capital project;
- \$8,876,000 in projects from the Facility Repair and Renovation;
- \$1,500,000 in projects from the Main Fleet Vehicle and Equipment Reserve Fund;
- \$3,562,000 in projects from the Fire Vehicles and Equipment Reserve Fund;
- \$5,000,000 from the Developers' Contributions Reserve Fund to fund growth based projects;
- \$500,000 in projects from the 2009 Special Projects Reserve Fund;
- \$100,000 in projects from the Roadway Infrastructure Reserve Fund; and
- \$160,000 from the General Municipal Development Reserve Fund for various Cash in Lieu of Parking projects.

### Continuity Schedule of Operating Reserves and Reserve Funds (\$000's)

Reserves and Reserve Funds	Balance January 2013 (\$)	Projected 2013 Contributions (\$)	Projected 2013 Interest (\$)	Projected 2013 Expenditures (\$)	Projected Balance December 31, 2013 (\$)	2014 Projected Contributions (\$)	2014 Projected Interest (\$)	2014 Projected Expenditures (\$)	Projected Balance December 31, 2014 (\$)
<b>Operating Program - Reserves</b>									
Reserve for Development Stabilization	2,730	0	0	(204)	2,526	0	0	0	2,526
Reserve for Vacation Pay	5,820	0	0	0	5,820	0	0	0	5,820
Reserve for Winter Maintenance	8,313	0	0	0	8,313	0	0	0	8,313
Reserve for General Contingencies	7,247	33	0	(1,144)	6,135	78	0	(248)	5,965
Reserve for Legal Settlements	1,836	5	0	0	1,841	0	0	0	1,841
Reserve for Elections	2,179	500	0	(71)	2,608	500	0	(2,445)	663
Reserve for Current Budget	324	1,022	0	(324)	1,022	0	0	(1,022)	0
Reserve for Labour Settlements	6,620	2,663	0	(100)	9,183	0	0	(100)	9,083
Reserve for Planning Process Updates	2,227	0	0	(1,365)	862	0	0	(165)	697
Reserve for Building Permits Revenue Stabilization	49	0	0	0	49	0	0	0	49
Reserve for Assessment Appeals	5,195	309	0	0	5,504	1,309	0	0	6,813
Reserve for Early Retirement	500	0	0	0	500	0	0	0	500
Reserve for Bus Shelter Advertising	967	850	0	0	1,817	850	0	0	2,667
Reserve for the Arts	1,631	0	0	(357)	1,274	0	0	(250)	1,024
Reserve for Commodities	5,028	19	0	0	5,046	0	0	0	5,046
<b>Total Operating Reserves</b>	<b>50,664</b>	<b>5,401</b>	<b>0</b>	<b>(3,565)</b>	<b>52,501</b>	<b>2,737</b>	<b>0</b>	<b>(4,230)</b>	<b>51,858</b>
<b>Operating Programs -Reserve Funds</b>									
Group Benefits Reserve Fund	4,993	78	126	(500)	4,696	78	131	(20)	4,885
Insurance Reserve Fund	35,332	2,516	887	(5,580)	33,155	2,446	828	(5,510)	30,919
Reserve Fund - Other	666	101	18	(97)	688	0	18	(20)	687
Sick Leave Reserve Fund	9,269	0	219	(1,300)	8,188	0	189	(1,300)	7,077
Workers' Compensation Reserve Fund	18,585	1,400	483	(2,424)	18,044	1,400	468	(2,434)	17,477
<b>Total Operating Reserve Funds</b>	<b>68,844</b>	<b>4,095</b>	<b>1,734</b>	<b>(9,901)</b>	<b>64,772</b>	<b>3,924</b>	<b>1,634</b>	<b>(9,284)</b>	<b>61,046</b>
<b>Total Operating Reserves and Reserve Funds</b>	<b>119,509</b>	<b>9,497</b>	<b>1,734</b>	<b>(13,466)</b>	<b>117,273</b>	<b>6,662</b>	<b>1,634</b>	<b>(13,514)</b>	<b>112,904</b>

Note: Numbers May Not Balance Due to Rounding.

### Continuity Schedule of Capital Reserves and Reserve Funds (\$000's)

Reserves and Reserve Funds	Balance January 2013 (\$)	Projected 2013 Contributions (\$)	Projected 2013 Interest (\$)	Projected 2013 Expenditures (\$)	Projected Balance December 31, 2013 (\$)	2014 Projected Contributions (\$)	2014 Projected Interest (\$)	2014 Projected Expenditures (\$)	Projected Balance December 31, 2014 (\$)
<b>Capital Program - Tax Funded</b>									
2009 Special Projects Capital Reserve Fund	6,836	54	171	(680)	6,380	0	162	(500)	6,042
Britannia Hills Golf Course Capital Reserve Fund	97	60	4	0	162	60	6	0	228
Community Facility Redevelopment Reserve Fund	47,263	36,159	806	(54,108)	30,120	32,463	772	(34,513)	28,842
Courtneypark Artificial Turf Reserve Fund	4,268	0	10	(3,900)	378	0	10	0	389
Facility Repair & Renovations Reserve Fund	862	91	20	(225)	747	91	23	0	861
Fire Vehicles & Equipment Reserve Fund	2,784	7,300	10	(9,726)	368	9,000	14	(8,876)	506
Main Fleet Vehicle & Equip. Reserve Fund	353	1,743	8	(1,818)	287	3,600	9	(3,562)	333
Roadway Infrastructure Reserve Fund	795	2,964	6	(3,555)	210	1,500	6	(1,500)	216
Transit Vehicles & Equipment Reserve Fund	669	3,485	99	(555)	3,697	0	99	(100)	3,696
Total Tax Funded	1,967	0	54	0	2,022	0	56	0	2,077
<b>Total Tax Funded</b>	<b>65,895</b>	<b>51,856</b>	<b>1,188</b>	<b>(74,568)</b>	<b>44,371</b>	<b>46,714</b>	<b>1,156</b>	<b>(49,051)</b>	<b>43,190</b>
<b>Capital Program - Gas Tax and Other Contributions</b>									
Federal & Provincial Gas Tax Contributions	21,668	62,182	939	(49,716)	35,073	53,029	1,521	(32,804)	56,819
Total Gas Tax and Other Contributions	47,000	104	1,295	0	48,399	0	842	(17,765)	31,476
<b>Total Gas Tax and Other Contributions</b>	<b>68,668</b>	<b>62,286</b>	<b>2,234</b>	<b>(49,716)</b>	<b>83,472</b>	<b>53,029</b>	<b>2,363</b>	<b>(50,569)</b>	<b>88,295</b>
<b>Capital Program - Development Funding</b>									
Development Charges Reserve Fund	36,658	44,612	960	(10,138)	72,093	19,909	677	(46,836)	45,844
Parkland Dedication Reserve Fund	56,926	10,770	1,587	(9,971)	59,312	3,890	1,363	(13,641)	50,925
Developer Contributions Reserve Fund	56,791	2,274	1,584	(1,475)	59,174	0	1,490	(5,000)	55,663
General Mun. Dev. Reserve Fund-Lot Levy	58,091	15	1,551	(1,689)	57,968	0	1,594	0	59,562
General Mun. Dev. Reserve Fund-Other	8,659	287	232	(500)	8,678	187	239	(160)	8,944
Total Development Funding	217,126	57,957	5,915	(23,773)	257,225	23,986	5,364	(65,637)	220,937
Total Capital Program Reserve Funds	351,689	172,099	9,337	(148,057)	385,068	123,729	8,883	(165,258)	352,422
<b>Grand Total</b>	<b>471,198</b>	<b>181,596</b>	<b>11,071</b>	<b>(161,523)</b>	<b>502,341</b>	<b>130,391</b>	<b>10,517</b>	<b>(178,772)</b>	<b>465,326</b>

Note: Numbers may not add due to rounding

## 10 Year Forecast Schedule

The following chart summarizes the tax capital and subsidiary reserve funds opening balance, contributions, withdrawals, allocation to projects and closing balance. It is based on committed funds in 2014 dollars for the 2014 to 2023 capital forecast. The City budgets are based on cashflow and ensure that each year's closing balance has a value equal to 10 per cent of the future 10 year capital forecasted spending.

### Tax Capital and Subsidiary Reserve Funds (based on committed funds)

Description	2014 (\$000's)	2015 (\$000's)	2016 (\$000's)	2017 (\$000's)	2018 (\$000's)	2019 (\$000's)	2020 (\$000's)	2021 (\$000's)	2022 (\$000's)	2023 (\$000's)	2014-2023 Total (\$000's)
Opening Balance	44,371	43,190	37,844	38,968	50,408	62,387	77,055	92,283	115,597	137,016	<b>44,371</b>
Capital Infrastructure Levy	32,396	36,073	38,648	40,987	44,803	49,099	54,290	62,053	70,887	79,972	<b>509,209</b>
Debt Financing*	36,607	41,834	44,702	47,598	44,231	42,231	36,693	36,393	25,090	20,201	<b>375,580</b>
Interest Income	1,307	1,013	1,043	1,349	1,670	2,062	2,470	3,094	3,667	4,372	<b>22,046</b>
Transfers/ Loans	(261)	(266)	(270)	(225)	(225)	(225)	(225)	(225)	(225)	(225)	<b>(2,372)</b>
Total Available Balance	114,421	121,844	121,968	128,677	140,887	155,555	170,283	193,597	215,016	241,335	<b>948,835</b>
Allocation to Projects	71,231	84,000	83,000	78,269	78,500	78,500	78,000	78,000	78,000	78,000	<b>785,500</b>
<b>Closing Balance</b>	<b>43,190</b>	<b>37,844</b>	<b>38,968</b>	<b>50,408</b>	<b>62,387</b>	<b>77,055</b>	<b>92,283</b>	<b>115,597</b>	<b>137,016</b>	<b>163,335</b>	<b>163,335</b>

Note: Numbers may not balance due to rounding.

**Tax Capital and Subsidiary Reserve Funds (based on cashflow balances)**

Description	2014 (\$000's)	2015 (\$000's)	2016 (\$000's)	2017 (\$000's)	2018 (\$000's)	2019 (\$000's)	2020 (\$000's)	2021 (\$000's)	2022 (\$000's)	2023 (\$000's)
Opening Balance	101,414	89,052	91,000	93,000	96,000	99,000	102,000	106,000	110,000	113,000
Capital Infrastructure Levy	42,027	36,214	38,790	41,129	44,944	49,240	54,432	62,194	71,029	80,113
Debt Financing*	36,607	41,834	44,702	47,598	44,231	42,231	36,693	36,393	25,090	20,201
Interest Income	1,069	1,391	1,218	1,265	1,542	1,746	1,937	2,018	2,256	2,304
Total Available Balance	181,116	168,492	175,710	182,992	186,717	192,218	195,062	206,605	208,375	215,618
Allocation to Projects	92,064	77,492	82,710	86,992	87,717	90,218	89,062	96,605	95,375	98,618
<b>Closing Balance</b>	<b>89,052</b>	<b>91,000</b>	<b>93,000</b>	<b>96,000</b>	<b>99,000</b>	<b>102,000</b>	<b>106,000</b>	<b>110,000</b>	<b>113,000</b>	<b>117,000</b>

Note: Numbers may not balance due to rounding.

### Federal and Provincial Contribution Reserve Funds

These Reserve Funds include receipts from Federal and Provincial governments primarily related to Gas Tax and funding for transit initiatives, and roads and bridges.

Description	2014 (\$000's)	2015 (\$000's)	2016 (\$000's)	2017 (\$000's)	2018 (\$000's)	2019 (\$000's)	2020 (\$000's)	2021 (\$000's)	2022 (\$000's)	2023 (\$000's)	2014-2023 Total (\$000's)
Opening Balance	83,472	88,295	102,480	104,665	108,950	111,282	83,824	77,645	73,149	75,677	<b>83,472</b>
Gas Tax Receipts	53,028	53,028	53,028	53,028	53,028	53,028	53,028	53,028	53,028	53,028	<b>530,280</b>
Interest Income	2,364	2,743	2,801	2,916	2,978	2,243	2,078	1,958	2,025	2,322	<b>24,429</b>
Transfers/ Loans	(15,500)	(15,500)	(15,500)	(15,500)	(15,500)	(15,500)	(15,500)	(15,500)	(15,500)	(15,500)	<b>(155,000)</b>
Total Available Balance	123,364	128,565	142,810	145,109	149,456	151,054	123,430	117,131	112,702	115,527	<b>483,181</b>
Allocation to Projects	35,069	26,085	38,145	36,159	38,174	67,230	45,785	43,982	37,025	28,770	<b>396,424</b>
<b>Closing Balance</b>	<b>88,295</b>	<b>102,480</b>	<b>104,665</b>	<b>108,950</b>	<b>111,282</b>	<b>83,824</b>	<b>77,645</b>	<b>73,149</b>	<b>75,677</b>	<b>86,757</b>	<b>86,757</b>

Note: Numbers may not balance due to rounding.



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**Details of the Gas Tax Receipts are below:**

Description	2014 (\$000's)	2015 (\$000's)	2016 (\$000's)	2017 (\$000's)	2018- 2023 (\$000's)	Total (\$000's)
Provincial Gas Tax	15,500	15,500	15,500	15,500	93,000	155,000
Federal Gas Tax (City Portion)	20,507	20,507	20,507	20,507	123,042	205,070
Federal Gas Tax (City Portion from Region)	17,021	17,021	17,021	17,021	102,126	170,210
<b>Subtotal</b>	<b>53,028</b>	<b>53,028</b>	<b>53,028</b>	<b>53,028</b>	<b>318,168</b>	<b>530,280</b>
Provincial Transitway Funding						65,000
Federal Transitway Funding						58,000
<b>Total</b>						<b>653,280</b>

Note: Numbers may not balance due to rounding.

**Provincial Gas Tax**

The use of Provincial Gas Tax funding to support Transit growth has allowed the expansion of Transit service with a reduced tax impact. Future Transit expansion will be funded through property taxes and transit revenues. The share of the Provincial Gas Tax is affected by ridership levels and may fluctuate in future years.

**Federal and Regional Portion of Federal Gas Tax Reserves**

The Federal Gas Tax funding can be used for up to two of the following capital programs: transit, road infrastructure, and storm drainage or energy conservation. To be eligible for funding, municipalities cannot reduce their existing/historical spending on capital projects. Similar to Provincial gas tax revenues, Federal gas taxes cannot be used to reduce property taxes.

In order to help address the City's growing gridlock problems, Mississauga plans to invest Federal gas tax revenues to expand transit infrastructure, improve transit services, to help finance bus replacements and for road infrastructure including roadways and bridges. Municipalities across Canada continue to ask for an escalation to the Gas Tax to ensure its value increases at the rate of growth for these services.

City portion receipts in 2013 were \$20.5 million with a total of \$205.1 million being received over the next 10 year period. Also, the Region of Peel, since 2006 has flowed through any Federal gas tax receipts to the lower tier municipalities after accounting for TransHelp requirements. The City's capital forecast assumes this will continue and includes receipts totalling \$17 million or \$170 million over the next 10 years.

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**Other Transit Based Reserve**

The Provincial and Federal governments have provided a one-time support of public transit with \$65 million and \$58 million, respectively, to fund Mississauga's Transitway project. This project provides a separated roadway connecting the Mississauga/Oakville border to Renforth Drive via Highway 403 and Eglinton Avenue.

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### Development Charges Reserve Funds – All Services

The following chart summarizes the opening balance, contributions, withdrawals, allocation to projects and closing balance for the Development Charges Reserve Funds as a result of this year's capital budget and forecast to 2023.

The closing balances are expected to decrease up to 2017. The decrease in the first couple of years is due to the lower Development Charge revenue anticipated and the prioritization and approval of more specific projects in the short term. The increase in the future years is due to the projected increase in revenue and the fact that the City has not fully prioritized all Development Charge funded projects in the medium to long term.

In each budget year, projects are assessed in greater detail and viewed through a variety of filters to ensure that there are a balance of lifecycle projects, enhancements, and high priority new services including Development Charge funded projects.

Description	2014 (\$000's)	2015 (\$000's)	2016 (\$000's)	2017 (\$000's)	2018 (\$000's)	2019 (\$000's)	2020 (\$000's)	2021 (\$000's)	2022 (\$000's)	2023 (\$000's)	2014-2023 Total (\$000's)
Opening Balance	72,093	45,844	18,787	6,479	4,661	12,578	25,417	33,537	52,009	67,752	<b>72,093</b>
Development Revenue	19,909	19,909	19,909	25,694	25,694	25,694	25,694	25,694	25,694	25,694	<b>239,587</b>
Interest Income	678	278	96	69	186	376	496	769	1,001	967	<b>4,914</b>
Transfers/ Loans	(623)	(623)	(623)	(623)	(623)	(623)	(623)	(623)	(623)	(623)	<b>(6,230)</b>
Total Available Balance	92,057	65,408	38,170	31,620	29,918	38,025	50,984	59,377	78,082	93,790	<b>310,364</b>
Allocation to Projects - All Services	46,213	46,621	31,690	26,959	17,340	12,608	17,447	7,368	10,330	28,353	<b>244,928</b>
<b>Closing Balance</b>	<b>45,844</b>	<b>18,787</b>	<b>6,479</b>	<b>4,661</b>	<b>12,578</b>	<b>25,417</b>	<b>33,537</b>	<b>52,009</b>	<b>67,752</b>	<b>65,437</b>	<b>65,437</b>

Note: Numbers may not add due to rounding.

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### Cash in lieu of Parkland Dedication Reserve Fund

The revenue generated from cash in lieu of parkland dedication is expected to increase from \$3.9 million to \$15.6 million. Increases occurring in future years are expected to be realized where sizable developments are not dedicating parkland. These projections are reviewed on an ongoing basis and any necessary amendments will be reflected in future budget documents.

Closing balances are intentionally declining as more cash-in-lieu funding is being utilized. As the City borrows to fund capital projects it is financially prudent to use existing resources to reduce borrowing requirements.

Description	2014 (\$000's)	2015 (\$000's)	2016 (\$000's)	2017 (\$000's)	2018 (\$000's)	2019 (\$000's)	2020 (\$000's)	2021 (\$000's)	2022 (\$000's)	2023 (\$000's)	2014-2023 Total (\$000's)
Opening Balance	59,312	50,925	24,097	11,823	16,514	15,843	24,169	21,648	21,791	16,800	<b>59,312</b>
Development Revenue	3,880	10,550	8,950	8,950	9,795	10,157	13,647	15,649	15,649	15,649	<b>112,877</b>
Interest Income	1,363	645	316	442	424	647	579	583	450	450	<b>5,899</b>
Transfers/ Loans	10	10	10	10	10	10	10	10	10	10	<b>100</b>
Total Available Balance	64,565	62,130	33,374	21,225	26,743	26,656	38,405	37,891	37,900	32,909	<b>178,189</b>
Allocation to Projects	13,641	38,033	21,551	4,712	10,900	2,487	16,757	16,100	21,100	16,100	<b>161,380</b>
<b>Closing Balance</b>	<b>50,925</b>	<b>24,097</b>	<b>11,823</b>	<b>16,514</b>	<b>15,843</b>	<b>24,169</b>	<b>21,648</b>	<b>21,791</b>	<b>16,800</b>	<b>16,809</b>	<b>16,809</b>

Note: Numbers may not add due to rounding.

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## Reserve and Reserve Fund Descriptions

Throughout this document there are a number of references to various reserves and reserve funds, which are explained below.

Reserve Name	Purpose of the Fund
Reserve for the Arts	<ul style="list-style-type: none"><li>Provides funds to support the Arts in Mississauga.</li></ul>
Reserve for Assessment Appeals	<ul style="list-style-type: none"><li>Provides for the contingent liability for possible refund of taxes in respect of outstanding assessment appeals pending against the City. Provides funds for legal and hearing fees related to major appeals.</li></ul>
Reserve for Building Permit Revenue Stabilization	<ul style="list-style-type: none"><li>Provides for sufficient funds to continue operating and capital needs of the building permits process affected by fluctuating development.</li></ul>
Reserve for Commitments - City	<ul style="list-style-type: none"><li>Provides unspent but committed monies from the Year's budget to fund obligations outstanding at year-end which will be paid in the upcoming year.</li></ul>
Reserve for Commodities	<ul style="list-style-type: none"><li>Provides funds for the fluctuating costs of commodity based expenses such as hydro, natural gas, diesel, etc.</li></ul>
Reserve for Development Stabilization	<ul style="list-style-type: none"><li>Provides for unspent but committed development, planning and inspection work or for stabilization of the revenue budget in years when the development-related revenues received is below the five-year average.</li></ul>
Reserve for Early Retirement Benefits	<ul style="list-style-type: none"><li>Provides for the city's portion of the early retirees' benefit premiums.</li></ul>
Reserve for Elections	<ul style="list-style-type: none"><li>Provides for the cost of holding municipal elections by making annual contributions to the reserve.</li></ul>
Reserve for General Contingencies	<ul style="list-style-type: none"><li>Provides monies for unforeseen or uncertain liabilities and contingencies.</li></ul>
Reserve for Labour Settlements	<ul style="list-style-type: none"><li>Provides funds for potential obligations resulting from outstanding labour agreements and labour related issues.</li></ul>
Reserve for Legal Settlements	<ul style="list-style-type: none"><li>Provides for potential costs of outstanding legal matters.</li></ul>
Reserve for Planning Process Update	<ul style="list-style-type: none"><li>Provides monies for periodic updates to Official Plans, District Plans and Zoning by-law review, as required by the <i>Planning Act R.S.O. 1990 c. P.13</i>, as amended.</li></ul>
Reserve for Vacation Pay	<ul style="list-style-type: none"><li>Provides for the liability of unpaid vacation time earned by permanent employees of the City as at December 31<sup>st</sup>.</li></ul>
Reserve for Winter Maintenance	<ul style="list-style-type: none"><li>Provides funds for stabilizing the City's Winter Maintenance Program. Operating surplus monies from this program may be placed in this reserve.</li></ul>

Reserve Fund Name	Purpose of the Fund
2009 Special Projects Capital Reserve Fund	<ul style="list-style-type: none"> <li>Provides funds, made available from re-allocated grant funded projects, set aside for special capital projects throughout the City.</li> </ul>
Britannia Hills Golf Course Reserve Fund	<ul style="list-style-type: none"> <li>Provides funds for the construction and maintenance of the former Britannia Hills Golf Course (now called BraeBen).</li> </ul>
Capital Reserve Fund	<ul style="list-style-type: none"> <li>Provides funds, including capital cash receipts not required for the retirement of debenture debts as prescribed by Section 413 (2) of the <i>Municipal Act, 2001 S.O. 2001, c.25</i>. Funds may be used for: <ul style="list-style-type: none"> <li>The construction or improvement of any municipal works;</li> <li>The acquisitions or expropriation of land required for Municipal purposes;</li> <li>The acquisitions of vehicles or equipment for Municipal purposes; and</li> <li>The payment of debentures of the Corporation for any the aforementioned purposes.</li> </ul> </li> </ul>
Cash in Lieu of Parking Reserve Fund	<ul style="list-style-type: none"> <li>Pursuant to the <i>Planning Act R.S.O. 1990 c.P.13</i> as amended, monies received in lieu of parking are to be set aside in this reserve fund and are to be spent only for parking initiatives.</li> </ul>
Cash in Lieu of Parkland Dedication	<ul style="list-style-type: none"> <li>Pursuant to the <i>Planning Act R.S.O. 1990 c.P.13</i> as amended, monies received in lieu of parkland dedication are to be set aside in this reserve fund and are to be spent only for the acquisition of land to be used for park or other recreational purposes, including the erection and repair of buildings and the acquisitions of machinery for park or other public recreational purposes.</li> </ul>
City Centre Promotions Reserve Fund	<ul style="list-style-type: none"> <li>Provides monies of the purpose or conducting a City Centre Promotion Campaign.</li> </ul>
Community Facility Redevelopment Reserve Fund	<ul style="list-style-type: none"> <li>Provides funds for the renovation and refurbishing of facilities, such as community centres, pools, libraries and arenas.</li> </ul>
Courtneypark Artificial Turf and Synthetic Track Reserve Fund	<ul style="list-style-type: none"> <li>Provides funds for the replacement and future maintenance of the Courtneypark artificial turf, synthetic track and its related equipment.</li> </ul>
Developer Contribution Reserve Funds	<ul style="list-style-type: none"> <li>These reserve funds consist of contributions for specific municipal infrastructure collected as a condition of land development. Examples include, but are not limited to sidewalks, roads, traffic signals and tree planting.</li> </ul>

Reserve Fund Name	Purpose of the Fund
<p>Development Charges Reserve Fund:</p> <ul style="list-style-type: none"> <li>• City-wide Engineering;</li> <li>• Transit;</li> <li>• Fire;</li> <li>• Recreation;</li> <li>• Library;</li> <li>• Public Works;</li> <li>• Parking</li> <li>• General Government;</li> <li>• Hershey Debt;</li> <li>• Living Arts Centre Debt; and</li> <li>• Storm Drainage</li> </ul>	<ul style="list-style-type: none"> <li>• Pursuant to the <i>Development Charges Act, 1997, S.O. 1997, c. 27</i>, as amended, monies collected under the Act shall be placed into a separate reserve account for the purpose of funding growth related net capital costs for which the development charge was imposed under the Development Charges By-law.</li> </ul>
Facilities Repair and Renovations Reserve Fund	<ul style="list-style-type: none"> <li>• Provides for capital projects for repairs and renovations to City facilities.</li> </ul>
Federal Public Transit Reserve Fund	<ul style="list-style-type: none"> <li>• Revenues are intended to support expenditures for municipal public transportation services.</li> </ul>
Fire Training Centre Replacement Reserve Fund	<ul style="list-style-type: none"> <li>• Provides funds for the construction of a new fire training centre.</li> </ul>
Fire Vehicles and Equipment Replacement Reserve Fund	<ul style="list-style-type: none"> <li>• Provides funds for the replacement of Fire vehicles and equipment approved in the annual capital budget. Cash receipts resulting from the sale of fire vehicles and equipment shall be deposited into this reserve fund.</li> </ul>
Gas Tax (Federal) Reserve Fund	<ul style="list-style-type: none"> <li>• Gas tax revenues are intended to support expenditures for municipal public transportation services, storm water systems or community energy systems.</li> </ul>
Gas Tax (Provincial) Reserve Fund	<ul style="list-style-type: none"> <li>• Gas tax revenues are intended to support expenditures for municipal public transportation services.</li> </ul>

Reserve Fund Name	Purpose of the Fund
General Municipal Development Reserve Fund	<ul style="list-style-type: none"> <li>Provides funds required to service growth in the City, including, but not limited to municipal infrastructure required to service growth in the City, including but not limited to municipal highways, recreational facilities, fire stations and equipment, libraries and land. This Reserve Fund consists of funds collected under lot levy policies in effect prior to 1991.</li> </ul>
Main Fleet Vehicle and Equipment Replacement Reserve Fund	<ul style="list-style-type: none"> <li>Provides funds for the replacement of main fleet vehicles and equipment approved in the annual capital program. Cash receipts resulting from the sale of main fleet vehicles and equipment shall be deposited into this reserve fund.</li> </ul>
Metrolinx Bikelinx Reserve Fund	<ul style="list-style-type: none"> <li>Provides funds for the purchase and installation of bicycle racks on transit vehicles and secured and safe bicycle parking.</li> </ul>
Miscellaneous Contributions Reserve Fund	<ul style="list-style-type: none"> <li>Provides funds such as those generated through fund raising or community donations, for miscellaneous works to be undertaken by the City to offset other miscellaneous expenses.</li> </ul>
Mississauga Garden Park Development and Maintenance Reserve Funds	<ul style="list-style-type: none"> <li>Provides funds solely for the purpose of the Mississauga Garden Park (now Riverwood) Development as well as providing funds for the long term maintenance costs of the park.</li> </ul>
Mississauga Rapid Transit (MRT) Reserve Fund	<ul style="list-style-type: none"> <li>Provides for the construction and maintenance of the MRT bus way system and services. \$65 million was received from the Province of Ontario in 2006 (now called the Mississauga Transit Way).</li> </ul>
MoveOntario 2020 Higher Order Transit Reserve Fund	<ul style="list-style-type: none"> <li>Provides funds to be used for the MoveOntario 2020 Dundas and Hurontario Higher-Order Transit Corridor Development.</li> </ul>
Ontario Bus Replacement Program Reserve Fund	<ul style="list-style-type: none"> <li>Provides funds for the replacement of municipal transit buses.</li> </ul>
Provincial Road and Bridge Infrastructure Reserve Fund	<ul style="list-style-type: none"> <li>Provides funds to be used for the investment in the City of Mississauga's capital municipal roads and bridges infrastructure.</li> </ul>
Provincial Transit Grant Reserve Fund	<ul style="list-style-type: none"> <li>Provincial funding provided to improve and expand public transit.</li> </ul>
Roadway Infrastructure Maintenance Reserve Fund	<ul style="list-style-type: none"> <li>Provides fund for the reconstruction and resurfacing of the City road network.</li> </ul>



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Reserve Fund Name	Purpose of the Fund
Sick Leave Reserve Fund	<ul style="list-style-type: none"><li>Provides for the payment to employees for vested sick leave credits as defined in By-law 95-74.</li></ul>
Transit Vehicles & Equipment Replacement Reserve fund	<ul style="list-style-type: none"><li>Provides funds for the replacement of Transit vehicles and equipment approved in the annual capital budget. Cash receipts resulting from the sale of Transit vehicles and equipment shall be deposited into this reserve fund.</li></ul>
Workers' Compensation Fund	<ul style="list-style-type: none"><li>Provides funds for the payment of compensation, outlays and expenses assessed to be payable by the City as an employer under the <i>Workplace Safety and Insurance Act, 1997 S.O. 1997, c.16</i> as amended. Provides funds for actuarial services to establish the appropriate level.</li></ul>

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## Appendix 1: Reserve and Reserve Fund Transfers

**Transfers from the Operating Program to the following Reserves and Reserve Funds in 2014 are:**

- \$32,395,921 To the Capital Reserve Fund;
- \$5,600,000 To Emerald Ash Borer Reserve Fund;
- \$2,446,000 To the Insurance Reserve Fund;
- \$1,400,000 To the Worker's Compensation Reserve Fund;
- 1,309,000 To the Reserve for Assessment Appeal;
- \$850,000 To the Reserve for Bus Shelter Advertising;
- \$500,000 To the Reserve for Elections;
- \$165,000 To the Reserve for Courtney Park Turf/Synthetic;
- \$78,400 To the Reserve for General Contingency;
- \$78,000 To the Reserve for Group Benefits;
- \$60,400 To the Reserve for Britannia Hills Golf Course;
- \$32,600 To the Reserve for CIL Parking Port Credit; and
- \$30,000 To the Reserve for Mississauga Garden Park Development.

**Transfers to and from Reserves and Reserve Funds, based on the actual expenditures throughout the year of 2013 are as follows:**

- Arts & Culture initiatives;
- Assessment appeals and tax cancellations charges;
- City Center Off-Street Parking;
- Early retirement benefits, group benefits and other labour related expenses;
- Economic Development Office and Project Support Management Office for transfers such as Mississauga Business Enterprise Centre (MBEC) initiatives and project support training;
- Insurance claims and premiums;
- Maintenance for Britannia Hills Golf Course, Mississauga Garden park Development, CIL Parking Port Credit, and Courtney Park Turf/Synthetic;
- One-time costs associated such as, Malton area and Ninth line corridor plan reviews, by-election expenditures, accessibility training program, parking strategy, employee survey, workplace mobility feasibility study, waterfront

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- strategy and environmental master plan;
  - Ongoing Transit bus shelter advertising;
  - Phased Communications Master Plan;
  - Planning related studies and Zoning By-law updates;
  - Sick leave payments; and
  - Workers' compensation payments.

**Transfers within Reserve Funds in 2014 are listed below:**

Transfers from the Capital Reserve Fund to the following reserve funds:

- \$9,000,000 Facility Repair & Renovations Reserve Fund;
- \$3,600,000 Fire Vehicle and Equipment Reserve Fund; and
- \$1,500,000 Main Fleet Vehicle and Equipment Reserve Fund.





# **Financial Policies**

## **2014-2016 Business Plan Update and 2014 Budget**

City of Mississauga, Ontario, Canada

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## Table of Contents

1.0	The City of Mississauga Business Plan and Budget Process .....	3
2.0	Expenditures and Revenues .....	6
3.0	Capital Program .....	9
4.0	Financial Policies .....	11
5.0	Fund Structure and Overview .....	15

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## 1.0 The City of Mississauga Business Plan and Budget Process

process provides the 2014 Budget plus a two year operating forecast as well as a 10 years capital forecast.

Mississauga's business planning and budgeting process is an integrated process which balances the delivery of our Strategic Plan objectives with sound financial planning and prudent fiscal management practices. The City prepares detailed Business Plans every two years, for the following four years, with an update to the Plan undertaken in the second year.

The staff process begins with the identification of the focus of the Business Plan and Budget by the City's Leadership Team, based on the City's major priorities. The Leadership Team includes the City Manager and Commissioners. The Priorities for preparation of the Business Plan are:

- Deliver the Right Services;
- Implement Cost Containment Strategies;
- Maintain our Infrastructure; and
- Advance on our Strategic Vision.

The City uses a collaborative process to prepare its business plans and budget in cooperation with all the Service Areas. Each Commissioner leads the development of their service areas' Business Plans and Budgets with the four priorities as the foundation of all budget proposals. Human resource, financial, technological requirements and external factors are considered as the multi-year Business Plan is created. The year 2014 marks the second year of Mississauga's 2013-2016 Business Plan and Budget. The 2014 to 2016 Business Plan Update and 2014 Budget

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## 1.1 Business Plan and Budget Timelines

Business Planning and Finance prepare and co-ordinate procedures for the business plan and budget process.

The process considers identification of the costs to maintain current service levels, operationalize prior decisions and propose new initiatives and new revenues. The following provides the two phases in the preparation of the detailed business plan and budget. The timing may vary due to municipal elections:

### February to June – Business Planning

In February the City Manager provides direction to staff for the Business Planning process. Based on this direction Service Areas develop their four year Business Plans. Each service area considers its strengths, weakness, opportunities and threats as well as the resources to deliver existing services. New initiatives to deliver the City's Strategic Plan are identified and evaluated, Service area plans are presented to the City's Leadership Team in May for approval of new initiatives to be considered in the Budget in the next four years

The Leadership Team provides direction for the Service Areas to prepare proposed budgets. New initiatives and new revenues are balanced with City costs pressures and opportunities relative to current service levels. The results of the current year are considered in providing this direction.

### July to December – Budget

Detailed Budget preparation takes place through July to September, considering LT's directions from the spring Business Planning process. Costs and revenues are refined based on actuals to date, and any new circumstances.

Corporate Finance consolidates the City Wide Business Plan and Budget through early September. In late September and October the Leadership team reviews the detailed Budget and develops a recommended Business Plan and Budget for Council consideration.

New and discontinued fees and charges and changes to existing fees and charges are presented to Council for their consideration in the fall.

The Business Plan and Budget is considered by Budget Committee through a series of meetings in November and early December. The Business Plan and Budget document and Service Area presentations are distributed in advance of the Budget Committee meetings. At the first Budget deliberation meeting the Director of Finance and Treasurer presents the City wide overview followed by presentations from each Service Area Director(s).

All Budget Committee meetings are communicated in advance through the City's website and advertising in local media where the members of the public are invited to attend. Interested members of the public are notified of upcoming meetings by email.

Prior to final budget deliberations, and once the Business Plan and Budget Book has been distributed to Council, it is accessible through the City's website or at any public library. City staff hold an open house to educate the public and provide a Business Plan and Budget Overview. An ad is prepared and published in the local newspaper to notify the public of the commencement of final Budget Deliberations.

Valuable taxpayers' input is obtained as a result of these processes to provide feedback relating to service needs and delivery.



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After thorough deliberation of the budget, it is approved by Council. Historically the Tax Rate By-law is prepared in the spring when property assessments and tax policies are provided.

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## 2.0 Expenditures and Revenues

### 2.1 Operating Budget Assumptions and Trends

The City's Budget is required to be balanced under the *Municipal Act*, wherein Ontario municipalities are prohibited from budgeting for an operating deficit. The basis of the property tax calculation and the associated tax rate increase is based on the net funding requirements of the City's budget.

The operating budget is prepared incorporating a number of assumptions related to revenues and expenses and are updated throughout the budget process as more accurate and up to date information becomes available. In advance of the budget, revenue and expenditures are monitored as follows:

- Twice a year, a detailed analysis is prepared comparing the forecasted revenues and expenditures for the year relative to the approved budget for both capital projects and operating which identifies trends and year-end budget variances; and
- In preparation for the upcoming budget, operational staff review the financial performance of their services to assist in the preparation of estimates for upcoming pressures and opportunities for the next three years or four years.

The information gathered through these reviews forms the basis of the funding requirements for the upcoming year and provides insights into future issues that may need to be monitored more closely for their impacts on related tax rate increases.

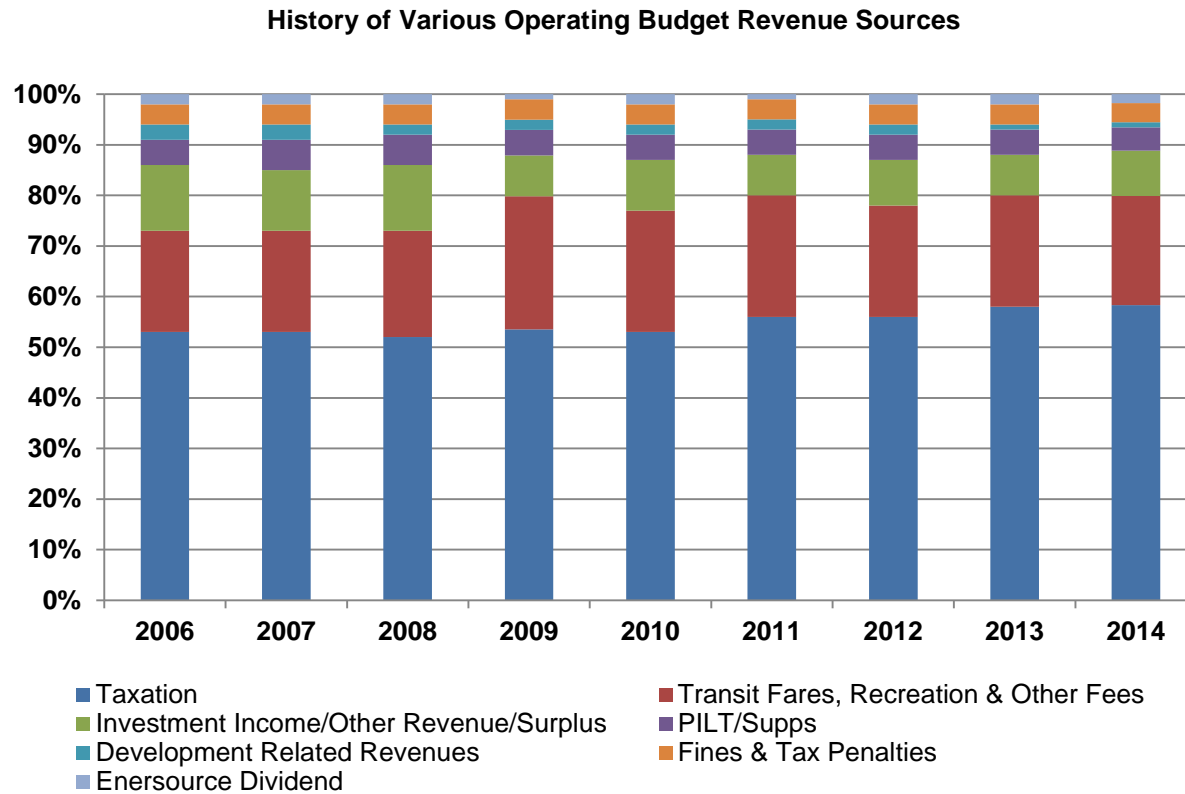
### 2.2 Summary of Revenue Assumptions and Sensitivity Analysis

Revenue figures included in the budget are based on a number of factors. By combining forecasted performance to date, prior years' trends, estimated rate increases for the upcoming year and market indicators, realistic budgets are developed for the numerous revenue sources. Major revenue-related assumptions used in the 2014 Operating Program are as follows:

- Fees and charges provide revenue to support services which provide benefits to specific individuals and organizations, rather than to all residents. Ensuring that fees and charges are set to maintain cost recovery ratios and cover cost increases reduces pressures on the City's tax levy requirements. If fees are not set to cover costs, tax support for the program or service must increase and is paid by all residents rather than those who benefit from the service. From a policy perspective, all services in the City that are youth and senior focused have lower cost recovery ratios while most other fees and charges are based on higher recovery ratios;
- The 2014 assessment growth is estimated at 0.3 per cent. Final confirmation of this number will not be available until after this document has been printed;
- The 2013 Operating program will receive a \$14.5 million contribution from investments, on an overall investment portfolio return of approximately 3.7 per cent. For the 2014 budget. Investments is forecasting a similar performance; and
- The investment in Enersource, a jointly owned company with OMERS, is forecasted to generate \$12 million in dividends for the 2014 Budget which is \$1.7 million higher than the 2013 Budget.

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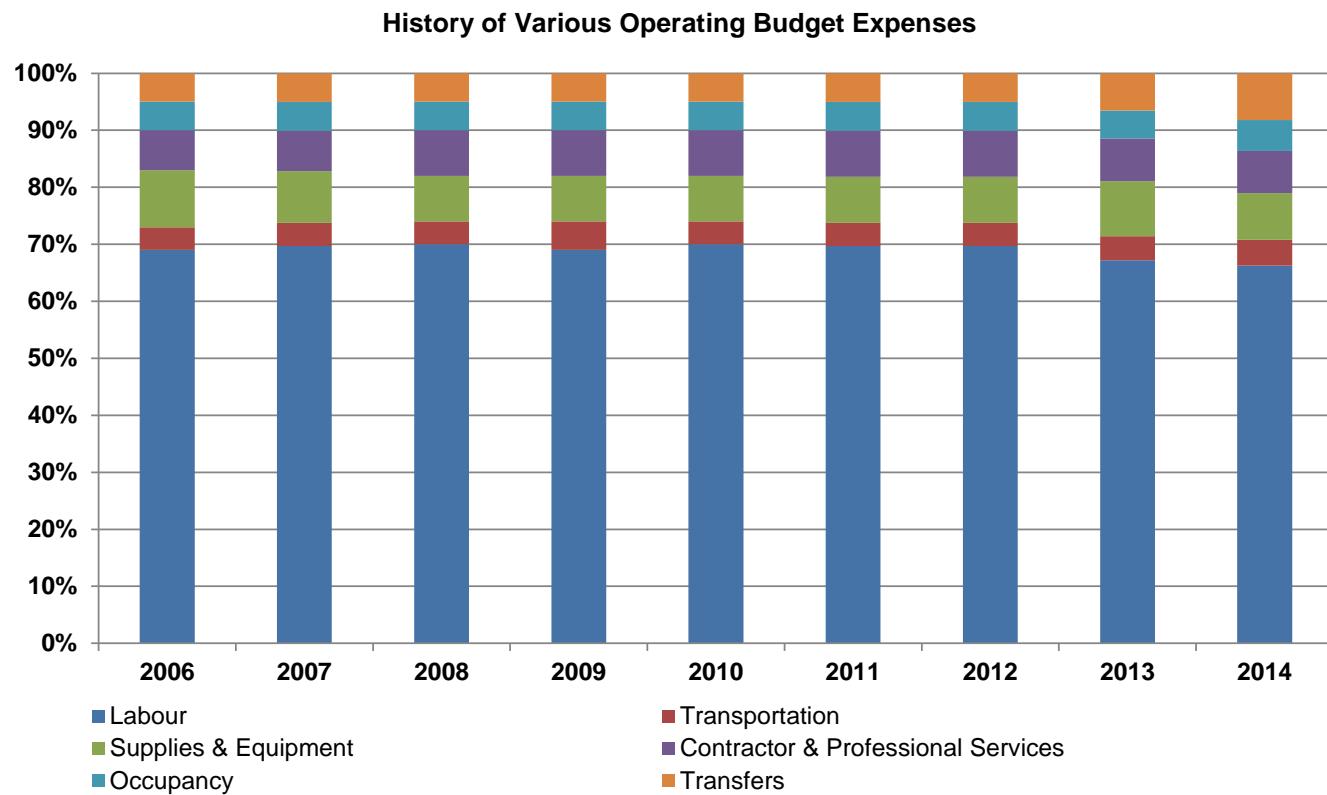
This chart shows the revenues generated by the City broken down by source from 2006 to 2014.



## 2.3 Summary of Expenditure Assumptions and Sensitivity Analysis

Major expenditure assumptions used in the 2014 Operating Program are as follows:

- Labour increases include estimates for all labour groups including negotiated union settlements where ever possible;
- No general inflationary increases or deflationary decreases have been provided for the operating program. Inflationary and deflationary impacts have been assessed on a case by case basis;
- The 2014 Budget includes a provision for a diesel fuel purchase price that averages about \$1.04 cents per litre which is \$0.10 higher than that used in the 2013 Budget; and
- Utility rate and usage changes in addition to increased costs for third party contractors which have been estimated at various rates based on the type of service delivery being performed.



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## 3.0 Capital Program

### 3.1 Assumptions

Assumptions included as part of the capital program are as follows:

- All project costs are estimated in 2014 dollars. Capital financing and the debt issuance associated tax impacts have been calculated using costs adjusted for inflation from 2017 onwards for modeling purposes only. No inflation adjustments have been made for 2015 and 2016 due to funding restrictions. The rate of inflation is assumed at 3.4 per cent for 2017 onwards;
- For the purposes of modelling debt issuance, projections have been adjusted to incorporate cash flowing of capital projects;
- Tax based reserve funds will be used to finance capital infrastructure needs. It is recommended in this budget that the City maintain a minimum threshold cash balance in the Capital Reserve Fund, equivalent to one year's worth of the 10 year average of the tax-supported capital expenditure requirements. This ensures that one year of tax based funding is available in reserves to maintain liquidity.
- Longer term investment returns on the City's Reserve Funds are estimated at 2.75 per cent except for Development Charges which are 1.5 per cent;
- Debt financing has been modeled using various forecasted interest rates with debt being issued for a number of different terms;
- Development Charges revenues, for the entire 10 year period, have been estimated using the rates in effect per the new by-law passed on November 11, 2009. The DC

rates may change as the City's By-law is under appeal at the Ontario Municipal Board (OMB);

- Federal and provincial gas tax revenues have been incorporated into the capital plan; and
- Capital maintenance projects are based on the estimated lifecycle replacement when sufficient funding is available.

### 3.2 Tangible Capital Assets

The City has calculated the value of its Tangible Capital Assets (TCA) at \$8 billion.

Mississauga uses the following criteria for estimating long term capital maintenance requirements:

1. Facilities maintenance is based on life cycle replacement as follows:
  - Buildings – 40 years; and
  - Furniture – 15 years;
2. Information Technology (IT) lifecycle replacements as follows:
  - Replacement of major applications – 10 years;
  - Replacement of major IT hardware – 10 years; and
  - Personal computer replacements – four years.
3. Roads are evaluated based on an inventory condition and criteria established through a pavement management system with resurfacing every 15 to 25 years and total reconstruction every 70 years;
4. Major equipment – eight to 10 years;
5. Program equipment – 12 to 15 years;
6. Licensed vehicles – 10 to 18 years;
7. Streetlights – 25 to 50 years;
8. Bridges – 30 to 50 years;
9. Watermains – 25 years;
10. Storm water ponds – 25 to 50 years; and

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## 11. Stormsewers – 100 years.

The City conducts asset condition assessments every five to six years on its major assets. This information is used to determine timing of required capital maintenance.

### 3.3 Capital Prioritization

The City employed a capital prioritization model to assist in the decision making process for allocating limited capital funds. The tax supported capital program was prioritized while funding from Gas Tax, Cash in Lieu, Development Charges and other sources were prioritized in a similar way for projects eligible from the various funding sources in an effort to minimize the tax funding requirements. The Federal Gas Tax funded projects for transit, roads and bridges, Cash-In-Lieu funded recreation facilities and equipment and Development Charges funded projects due to growth. The prioritization results were reviewed by the Leadership Team through a variety of filters and adjustments were made to ensure a balance of lifecycle projects, enhancements and high priority new services were included in the capital program. The five capital prioritization categories are defined below:

#### **Mandatory**

These projects have locked in commitments or vital components associated with cash flowed projects approved by Council in prior years. These projects have prior legally binding commitments where contracts are signed or have a minimum legal, safety, regulatory or other mandated minimum requirements where not achieving these requirements will lead to legal action, fines, penalties or the high risk of liability against the City. These projects cannot be deferred or stopped.

#### **Critical**

These projects maintain critical components in a state of good repair and at current service levels. If not undertaken, there would be a high risk of breakdown or service disruption.

#### **Efficiency or Cost Savings**

Projects that have a break even or positive return business case over the life of the capital due to operational cost savings or cost avoidance.

#### **State of Good Repair**

The funding for these projects are needed to maintain targeted service levels and reflects life cycle costing.

#### **Improve**

These projects provide for service enhancements that increase current service levels or provide for new capital initiatives.

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## 4.0 Financial Policies

The City of Mississauga has a long tradition of strong and stable financial management. Some of these guidelines are Council approved via by-laws or policies whereas others are long-standing practices.

The following list provides a summary of various financial guidelines as well as the source of the authority indicated in parenthesis.

### **Financial Planning Policies:**

- 4.1 Fiscal Policy (Council approved)
- 4.2 Reserve and Reserve Fund (By-law 0298-2000 and long standing practices)
- 4.3 Budget Control (By-law 0262-1997)
- 4.4 Cash-in-Lieu of Parkland Dedication (By-law 0400-2006)
- 4.5 Development Charges (By-law 0342-2009)
- 4.6 Surplus Management (long standing practice)

### **Other Financial Policies:**

- 4.7 Accounting Policies
- 4.8 Accounts Payable
- 4.9 Accounts Receivable
- 4.10 Purchasing Policies and Procedures
- 4.11 Cash Management
- 4.12 Debt Management

Details of each of the Financial Planning policies are discussed in the following sections.

### **4.1 Fiscal Policy**

In 1996, Council approved a fiscal policy that forms the basic framework for the overall fiscal management of the City of Mississauga. Most of the following points represent long-standing principles, traditions and practices that have guided the City in the past and have been of assistance in maintaining our financial stability. As the City evolves, this fiscal policy will need to be continually reviewed to coincide with Mississauga's transition from a rapidly growing to a maturing urban centre.

#### ***New Development:***

Existing taxpayers should not bear the financing of growth-related infrastructure costs except to the extent that city wide facilities are required in response to new services or as a result of service expectations from a city of larger size. Growth related infrastructure is funded primarily through development charges in accordance with the *Development Charges Act, 1997*. Funding for non-growth infrastructure is funded through tax based revenues.

#### ***Capital Projects:***

The City prepares a multi-year operating forecast to identify the impact of new facilities and infrastructure. Unless the City has the ability to afford the new facility, the project will not proceed.

#### ***Operating Like a Business:***

Core services will be identified and funded. Non-core services will be maintained only if they are financially viable, reductions of costs occur elsewhere in the Corporation, or if there is sufficient community use to justify the cost of providing the service. The City will identify which programs are to be funded through general revenues, those that are to be self-funded and those programs that require a subsidy from general revenues. Emphasis will be placed upon

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reducing the reliance on funding from tax revenues. Methods of service delivery are continually reviewed to control costs.

***Capital Financing from Operating Revenues:***

The City has had a long standing practice of incorporating a transfer of money from the Operating budget to the capital tax reserve funds. Over the years the value of this transfer has fluctuated based on economic conditions. The City has incorporated an annual infrastructure levy, subject to annual approval by Council, in order to address the City's ongoing infrastructure deficit.

***Do Not Exhaust Reserves:***

In addition to its capital reserve funds, the City has established reserves to fund large, long term liabilities; eliminate tax rate fluctuations due to unanticipated expenditures and revenue shortfalls; smooth expenditures; and fund multiple year special projects. Use of reserves is planned and is not considered as an alternate funding source in place of good financial practice. Long term liabilities are reviewed on an annual basis. Reserves and Reserve Funds will be established as required and are monitored at regular intervals.

***One Time Revenues:***

Major one-time revenues and operating surpluses are transferred to capital and other reserves or reserve funds. The use of one time revenues to fund ongoing expenditures results in annual expenditure obligations which may be unfunded in future years and is avoided.

## **4.2 Reserve and Reserve Fund**

By-law 0298-2000 and any amendments thereto, defines each Reserve and Reserve Fund as well as the reporting requirements including the necessary authority levels for opening, closing, or reorganizing Reserve or Reserve funds. Significant work has been undertaken to evaluate the appropriate minimum balances to be kept in reserves or reserve funds in order to maintain fiscal health. The following provides an example of targets and/or minimum balances that have been established but is not an all-inclusive listing:

- The City will maintain a minimum threshold cash balance in the Capital Reserve Fund, equivalent to one year's worth of the 10 year average of the tax-supported capital expenditure requirements;
- The collective Development Charge Reserve Funds must maintain a positive balance while individual account balances may not;
- Reserve for Commodities: 25 per cent of current year's budget to hedge against price fluctuations; and
- Winter Maintenance Reserve: 50 per cent of current year's budget.

Details related to the balances are included in the Reserve and Reserve Fund section.

## **4.3 Budget Control**

By-law 0262-1997 provides general guidelines related to the preparation and subsequent variance reporting for both the Capital and Operating Budget, including staff complement control. All policies and procedures are in compliance with the *Municipal Act, 2001*.



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#### **4.4 Cash In Lieu of Parkland Dedication**

By-law 0400-2006 and any amendments thereto is administered under the authority of the *Planning Act, 1990*. The By-law identifies the policies and procedures under which the funds are collected regarding the development of property in the City of Mississauga and identifies any fees that are applicable. Details related to the balances are included in the Reserve and Reserve Fund section.

#### **4.5 Development Charges**

By-law 0342-2009 provides guidelines on the collection, administration and payment of development charges. *The Development Charges Act, 1997* on which this policy is based, enables municipalities to recover the capital costs of residential, commercial and industrial growth from developers. The current development charges by-law was approved by Council on November 11, 2009 which is currently under appeal at the OMB. Details related to the balances are included in the Reserve and Reserve Fund section.

#### **4.6 Surplus/Deficit Management**

The City's surplus/deficit management is a long standing practice which is closely tied to both the fiscal policies as well as the City's infrastructure deficit concerns. Each year, the city prepares a year end forecast. Surpluses are transferred to Reserves, including the Capital Reserve Fund to provide for future infrastructure needs, as approved by Council.

#### **Other Financial Policies**

#### **4.7 Accounting Policies**

The Accounting area within the Finance Division prepares and monitors these policies. All policies are created in

consultation with the Internal Audit Division and are reviewed on a regular basis to ensure they are up to date and in alignment with the city's current practices. Policies of this nature are included in the *Corporate Policies and Procedure Manual*. Examples of the accounting policies included are: preparation of journal entries and authorization requirements, preparation of the Council Remuneration Statements and Council expense statements. In compliance with the Public Sector Accounting Board (PSAB), the City has implemented Tangible Capital Asset accounting and related policies and procedures. Financial Statements are fully compliant with PSAB requirements.

#### **4.8 Accounts Payable Policies**

These policies provide guidance for the processing of all vendor and employee expenses for the corporation. All accounts payable policies are prepared with the approval of the Internal Audit Division. Each policy outlines the levels of authority required in order to process an expense for payment.

#### **4.9 Accounts Receivable Policies**

These policies govern the issuance of invoices to various individuals, businesses or corporations for services rendered by the city. Procedures are provided to guide staff in submitting the information required for the preparation of an invoice by the Revenue Division.

#### **4.10 Purchasing Policies and Procedures**

By-law 0374-2006 provides extensive information concerning the procurement of goods and services for the city. It details standard levels of authorization required and the different purchasing methods endorsed for procuring goods and services at all monetary values.

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#### **4.11 Cash Management**

These policies are contained within the Corporate Policies and Procedures manual which provides for the administration of handling cash floats and petty cash, corporate credit card policy, and an investments policy.

#### **4.12 Debt Management**

The City of Mississauga has operated for many years under a pay as you go philosophy. As the City was being developed, prudent fiscal management policies built significant reserves and infrastructure was emplaced with development related revenues. Now that the City is transitioning to an urban centre, with little green field development and an aging infrastructure base, the types of infrastructure demands are beyond the scope, or ineligible, for funding from development related revenues.

This necessitates the need to move from a pay-as-you-go philosophy to a policy which incorporates debenture financing as an additional means of funding infrastructure in the City. The City began issuing debt for capital projects in 2013. A debt management policy for the City Of Mississauga was approved on December 7, 2011.

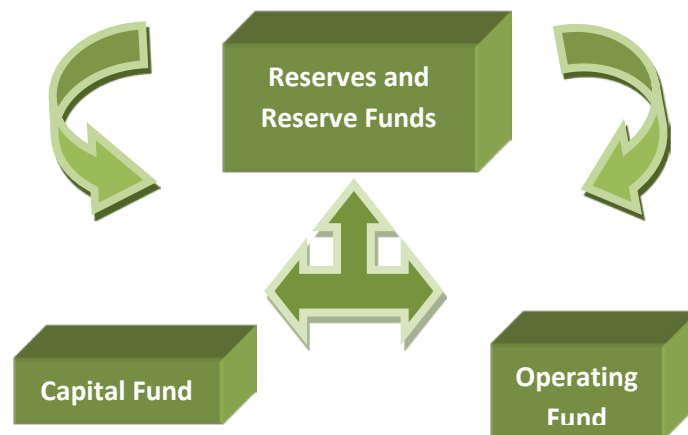
#### **4.12 Ongoing Policy Review**

The City is in the process of updating several policies including the Budget Control and Reserve and Reserve Fund By-laws. The City will also be focussing on the creation of a long term financial plan and related principles, which will provide a sustainable financial plan for 10 to 20 years in the future to ensure the achievement of the city's strategic objectives.

## 5.0 Fund Structure and Overview

In municipal financial operations, money raised or supplied for a particular purpose must be used for that particular purpose as legislated under the *Municipal Act, 2001*. Legal restrictions and contractual agreements prevent it from being diverted to any other use. Fund accounting shows that money has been used for the purpose for which it was obtained. The funds used by the City of Mississauga stem from the General Revenue (Operating) Fund, the Capital Fund, Reserve Funds and Trust Funds. The Business Plan and Budget pertains to programs, services, and activities within the General Revenue (Operating) and the Capital Fund. Transfers are made to and from reserves and reserve funds and these financial transactions are summarized in the Reserves and Reserve Funds section.

The following diagram provides an example of the relationships between the funds:



The Business Plan and Budget is comprised of the revenue and expenses for the Operating and Capital Funds for the City of Mississauga including the City of Mississauga Public Library Board. All financial information is prepared in accordance with Generally Accepted Accounting Principles (GAAP) for local governments as recommended by the PSAB.

In 2009 accounting standards and reporting requirements changed dramatically, including the introduction of Tangible Capital Asset Accounting. The new accounting standards however do not require that budgets be prepared on the same basis. In 2009 the Province also introduced Ontario Regulation 284/09 that allows municipalities to exclude from their budget costs related to amortization expense, post employment benefit expense and solid waste landfill closure and post closure expense. The City continues to prepare budgets on the traditional basis and excludes these expenses from its budget but will transfer to reserve and reserve funds from a budgeting perspective. The regulation also requires as part of the budget a report to Council identifying the impact of excluding these expenses on the municipality's accumulated deficit or surplus and future tangible capital asset funding.

### Operating Fund

The Operating Fund or Budget provides for the normal operating expenditures and revenues associated with the day to day provision of services.

### Capital Fund

The Capital Fund or Budget provides for significant expenditures to acquire, construct or improve land, buildings, engineering structures, or machinery and equipment used in providing municipal services. Capital

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expenditures confer benefits lasting beyond one year and result in the acquisition of, enhancement to or extension of the normal useful life of a fixed asset. The capital budget is set on a project-commitment basis (versus cash flow), with actual budget spending often occurring over one or more fiscal years. However, several large projects spanning several years to complete have been budgeted over multiple years, using a cash flow basis. Cash flowed projects are listed in the budget recommendations.

### **Reserve and Reserve Funds**

The Budget also provides information related to the Reserve and Reserve Fund balances. The City does not formally budget for the Reserves and Reserve Funds except to the extent that it is affected by contributions to and from either the operating or capital funds. For example, in a municipal election year, election expenditures are financed by a transfer from the Reserve for Elections. Both the election expenditures and the revenue from the Reserve are budgeted for within the Operating Budget. The Reserves and Reserve Fund section of this budget book provides additional information on reserves and reserve funds.



# **Glossary**

## **2014-2016 Business Plan Update and 2014 Budget**

City of Mississauga, Ontario, Canada

Term	Description
<b>Accrual Basis of Accounting</b>	<ul style="list-style-type: none"> <li>The accrual basis of accounting recognizes revenues as they become measurable; expenditures are the cost of goods and services acquired in the period whether or not payment has been made or invoices received.</li> </ul>
<b>Advertising &amp; Promotions</b>	<ul style="list-style-type: none"> <li>Cost for advertising in newspapers and journals for tenders, public notices, special events, job vacancies, and City services.</li> <li>Cost of other promotional expenses such as souvenirs.</li> </ul>
<b>Annualization</b>	<ul style="list-style-type: none"> <li>The cost of a full year of operation.</li> </ul>
<b>APC</b>	<ul style="list-style-type: none"> <li>Automatic Passenger Counter. Used in transit vehicles to count the number of passenger trips.</li> </ul>
<b>Approved Budget</b>	<ul style="list-style-type: none"> <li>The final budget passed by Council with detail, adjusted by departments, to show how they will operate within the fund-wide and department-wide numbers approved in that budget.</li> </ul>
<b>Assessment</b>	<ul style="list-style-type: none"> <li>Nominal value assigned by the Municipal Property Assessment Corporation (MPAC) to each property in the province as a basis for property taxation.</li> </ul>
<b>Assessment Roll</b>	<ul style="list-style-type: none"> <li>The roll which determines the basis of the allocation of taxes and is prepared by MPAC.</li> </ul>
<b>Balanced Budget</b>	<ul style="list-style-type: none"> <li>The <i>Municipal Act, 2005</i> states in Section 290 (2) that the budget shall provide that the estimated revenues are equal to the estimated expenditures.</li> </ul>
<b>Base Budget</b>	<ul style="list-style-type: none"> <li>A reflection of the budget resources (financial, human and other) that are required to maintain service levels at the level provided in the previous year's Operating Budget.</li> </ul>
<b>BC 21</b>	<ul style="list-style-type: none"> <li>Building a City for the 21<sup>st</sup> Century.</li> </ul>
<b>Benchmarking</b>	<ul style="list-style-type: none"> <li>Determining the quality of one's products, services and practices by measuring critical factors (e.g., how fast, how reliable a product or service is) and comparing the results to those of highly regarded competitors.</li> </ul>

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<b>Budget</b>	<ul style="list-style-type: none"> <li>Planned expenditures for a specified time period along with the proposed means of financing these expenditures.</li> </ul>
<b>Budget Request</b>	<ul style="list-style-type: none"> <li>Major initiatives to provide for growth, enhanced service levels, new service and efficiencies. These are requests above existing service levels. Provides description of benefits of proposed initiatives to assist Council in making informed decisions.</li> </ul>
<b>Budgetary Control</b>	<ul style="list-style-type: none"> <li>The control or management of an organization in accordance with an approved budget for the purpose of keeping expenditures within the limitations of available appropriations and available revenue.</li> </ul>
<b>Capital</b>	<ul style="list-style-type: none"> <li>The word “capital” has a specific meaning in the municipal context. It is used to describe the transactions of the capital fund, including both long-term expenditures and long-term financing.</li> </ul>
<b>Capital Budget</b>	<ul style="list-style-type: none"> <li>A multi-year program adopted by Council comprising of an approved capital program for the current year and a planned program for the succeeding nine years. The multi-year plan covers longer-term and one-time expenditures for capital assets.</li> </ul>
<b>Capital Expenditure/Project</b>	<ul style="list-style-type: none"> <li>A capital expenditure/project results in the acquisition of an asset of a permanent nature or which improves an existing asset, extending the useful life of such an asset. Projects in the 10 year annual forecast advance from year to year in an orderly fashion.</li> </ul>
<b>Capital Fund</b>	<ul style="list-style-type: none"> <li>Fund to account for all capital expenditures and the financing of capital expenditures.</li> </ul>

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<b>CICA</b>	<ul style="list-style-type: none"> <li>• Canadian Institute of Chartered Accountants. A public governance body which oversees and supports the setting of accounting, auditing and assurance standards for business, not-for-profit organizations and government.</li> </ul>
<b>City</b>	<ul style="list-style-type: none"> <li>• The Corporation of the City of Mississauga.</li> </ul>
<b>CNR</b>	<ul style="list-style-type: none"> <li>• Canadian National Railway. Canada's largest freight railroad.</li> </ul>
<b>Communication Costs</b>	<ul style="list-style-type: none"> <li>• Expenses for the City's telephone system, long distance calls, maintenance of the base radio stations and fax charges.</li> <li>• Postage charges for the distribution of City mail.</li> </ul>
<b>Contingency</b>	<ul style="list-style-type: none"> <li>• An appropriation of funds available to cover unforeseen events that occur during the fiscal year.</li> </ul>
<b>Contractors &amp; Professional Services</b>	<ul style="list-style-type: none"> <li>• Cost of services which have been purchased on a contract basis such as road maintenance, tree planting, and snow removal.</li> <li>• Cost of professional and consulting services such as auditors, architects, and consultants.</li> </ul>
<b>Cost</b>	<ul style="list-style-type: none"> <li>• The amount of resources required for a business program, product, activity or service to produce an output.</li> </ul>
<b>Cost Centre</b>	<ul style="list-style-type: none"> <li>• An organizational unit with a specific strategic focus and the authority to expend corporate resources in order to deliver an internal or external service.</li> </ul>
<b>Cost Centre Group/Program</b>	<ul style="list-style-type: none"> <li>• A program consisting of one or more cost centres with related objectives.</li> </ul>
<b>Cost Element</b>	<ul style="list-style-type: none"> <li>• A tool used to classify the organization's service delivery costs within a cost centre. A cost element corresponds to a cost-relevant item in the City's chart of accounts.</li> </ul>



<b>Cost Element Group</b>	<ul style="list-style-type: none"> <li>• A combination of cost elements of the same type (e.g., salaries and wages is a cost element group containing a number of cost elements such as: a) full-time salaries, b) part-time salaries, c) overtime, d) standby pay, e) acting pay, f) etc.). Cost element groups can serve various purposes, as they can be used to create reports or to process several cost elements in one business transaction. In the City's chart of accounts there is a hierarchy of cost element groups.</li> </ul>
<b>Council</b>	<ul style="list-style-type: none"> <li>• City of Mississauga Council is comprised of the Mayor and 11 Councillors.</li> </ul>
<b>Council Budget Committee</b>	<ul style="list-style-type: none"> <li>• The group composed of the members of City Council and chaired by the Mayor.</li> </ul>
<b>CPI (Construction)</b>	<ul style="list-style-type: none"> <li>• Construction Price Index. This measures changes in the price of construction of different categories of properties.</li> </ul>
<b>CPI (Consumer)</b>	<ul style="list-style-type: none"> <li>• Consumer Price Index. An indicator of changes in consumer prices experienced by Canadians. It is obtained by comparing, through time, the cost of a fixed basket of commodities purchased by consumers.</li> </ul>
<b>CPR</b>	<ul style="list-style-type: none"> <li>• Canadian Pacific Railway. Freight hauler, with much of its network in Western Canada and the Midwest USA.</li> </ul>
<b>CRTC</b>	<ul style="list-style-type: none"> <li>• Canadian Radio-Television Telecommunications Commission. An independent agency responsible for regulating Canada's broadcasting and telecommunications systems.</li> </ul>
<b>CUPE</b>	<ul style="list-style-type: none"> <li>• Canadian Union of Public Employees. Canada's largest union with over half a million members across Canada.</li> </ul>
<b>CUTA</b>	<ul style="list-style-type: none"> <li>• Canadian Urban Transit Association. An organization that acts as the voice for enhancing the public transit industry in Canada.</li> </ul>
<b>Current Budget</b>	<ul style="list-style-type: none"> <li>• A budget for general revenues and expenditures such as salaries, utilities and supplies. Also referred to as the operating budget.</li> </ul>

<b>Current Expenditure</b>	<ul style="list-style-type: none"> <li>• A current expenditure is for goods or services that are consumable generally within the current fiscal year.</li> <li>• For expenditures of a recurring nature which has no lasting value.</li> </ul>
<b>Current Operation</b>	<ul style="list-style-type: none"> <li>• The sum of the program budgets.</li> </ul>
<b>Current Value Assessment (CVA)</b>	<ul style="list-style-type: none"> <li>• Current Value Assessment is defined as the amount of money the property would realize if sold at arm's length by a willing seller to a willing buyer.</li> </ul>
<b>DC</b>	<ul style="list-style-type: none"> <li>• Development Charges/Contributions (see below).</li> </ul>
<b>DCA</b>	<ul style="list-style-type: none"> <li>• Development Charges Act. Municipal councils may impose development charges against land to pay for increased capital costs required because of increased needs for services arising from development. These charges are regulated by the Province of Ontario.</li> </ul>
<b>Debt Repayment</b>	<ul style="list-style-type: none"> <li>• Principal and interest payments necessary to retire debentures issued for City purposes.</li> </ul>
<b>Deficit</b>	<ul style="list-style-type: none"> <li>• The excess of liabilities over assets, or expenditures over revenues, in a fund over an accounting period.</li> </ul>
<b>Department Head</b>	<ul style="list-style-type: none"> <li>• The Commissioner of any City Department.</li> </ul>
<b>Development Related Revenue</b>	<ul style="list-style-type: none"> <li>• Revenue collected from developers for city services constructed in new residential and non-residential areas.</li> </ul>
<b>Discretionary Reserve Funds</b>	<ul style="list-style-type: none"> <li>• Reserve funds set up at the discretion of Council.</li> </ul>
<b>Donations &amp; Contributions</b>	<ul style="list-style-type: none"> <li>• Donations &amp; contributions from individuals and organizations.</li> </ul>
<b>E3 Review</b>	<ul style="list-style-type: none"> <li>• Program to evaluate service economy, efficiency and effectiveness with a view to improving the value our services.</li> </ul>
<b>EA (Labour)</b>	<ul style="list-style-type: none"> <li>• Economic Adjustment or cost of living adjustment.</li> </ul>
<b>EA (Transportation)</b>	<ul style="list-style-type: none"> <li>• Environmental Assessment. A study/review of the impact public sector undertakings, usually infrastructure, will have on the environment.</li> </ul>

<b>EI</b>	<ul style="list-style-type: none"> <li>• Employment Insurance. Program sponsored and administered by the Government of Canada that offers financial assistance when unemployed. Both employers and employees pay EI premiums.</li> </ul>
<b>Enersource</b>	<ul style="list-style-type: none"> <li>• Electricity/energy provider of which the City of Mississauga is a 90% stakeholder.</li> </ul>
<b>Equipment Costs</b>	<ul style="list-style-type: none"> <li>• Purchase and trade-in of minor equipment such as hydraulic lifts and calculators.</li> <li>• Cost of maintenance and rental of stationary equipment for offices, buildings, grounds, parks, roadways, and bridges</li> <li>• Cost of service contracts.</li> <li>• Rental and maintenance of electronic data processing and work processing equipment, software, systems development, etc.</li> </ul>
<b>ERP</b>	<ul style="list-style-type: none"> <li>• Enterprise Resource Planning System. A business management system that integrates all facets of business including planning, manufacturing, sales and marketing.</li> </ul>
<b>Expenditures</b>	<ul style="list-style-type: none"> <li>• The disbursement of appropriated funds to purchase goods and/or services. Expenditures include current operating expenses that require the current or future use of net current assets, debt service and capital outlays. This term designates the cost of goods delivered or services rendered, whether paid or unpaid, including expenses, provision for debt retirement not reported as a liability of the fund from which retired, and capital outlays.</li> </ul>
<b>Fines</b>	<ul style="list-style-type: none"> <li>• Revenue received from the payment of penalties and fines.</li> </ul>
<b>Fiscal Year</b>	<ul style="list-style-type: none"> <li>• The period for which budgets are prepared and financial records are maintained. The fiscal year for the City of Mississauga is January 1<sup>st</sup> to December 31<sup>st</sup>.</li> </ul>
<b>FOI</b>	<ul style="list-style-type: none"> <li>• Freedom of Information and Protection of Privacy Act. An Act that makes public bodies more accountable to the public and to protect personal privacy.</li> </ul>

<b>Fringe Benefits</b>	<ul style="list-style-type: none"> <li>• Statutory or supplementary plans to which participants may be entitled including Employment Insurance or pension, medical or dental benefits.</li> </ul>
<b>Full-time Equivalent (FTE)</b>	<ul style="list-style-type: none"> <li>• A measure of staffing, equivalent to that produced by one person working full-time for one year.</li> </ul>
<b>Fund Accounting</b>	<ul style="list-style-type: none"> <li>• A fund is a complete set of accounts set up in separate records and providing separate and distinct reports.</li> </ul>
<b>General Revenue Fund</b>	<ul style="list-style-type: none"> <li>• Fund used to account for all revenues and resources which are not otherwise accounted for separately. Revenues which are unrestricted in use, such as general taxation revenue of a municipality are found in the General Revenue Fund. In addition, some revenues which are earmarked for specific uses but are not segregated may be found in the General Reserve Fund.</li> </ul>
<b>Generally Accepted Accounting Principles (GAAP)</b>	<ul style="list-style-type: none"> <li>• Nationally recognized uniform principles, standards and guidelines for financial accounting and reporting, governing the form and content of many financial statements of an entity. GAAP encompasses the conventions, standards and procedures that define accepted accounting principles at a particular time, including both broad guidelines and detailed practices and procedures.</li> </ul>
<b>GFOA</b>	<ul style="list-style-type: none"> <li>• Government Finance Officers Association. Professional association of state/provinces and local finance officers in the US and Canada dedicated to sound management of government financial resources.</li> </ul>
<b>Grant</b>	<ul style="list-style-type: none"> <li>• A contribution from a level of government to support a particular function, service, or program.</li> </ul>
<b>Grants &amp; Subsidies</b>	<ul style="list-style-type: none"> <li>• Government grants, subsidies, and payments-in-lieu of taxes.</li> </ul>
<b>Gross Expenditures</b>	<ul style="list-style-type: none"> <li>• Total expenditures of the city prior to the netting of any external revenues and/or recoveries.</li> </ul>

<b>Growth Project</b>	<ul style="list-style-type: none"> <li>• A capital project which, once constructed, will service new growth areas within the City. Construction growth projects are usually funded by development charges and developer contributions.</li> </ul>
<b>GTA</b>	<ul style="list-style-type: none"> <li>• Greater Toronto Area comprises the Municipality of Metropolitan Toronto and the four surrounding regional municipalities of Durham, Halton, Peel, and York. This area covers some 7,200 square kilometres and contains a total of 30 local area municipalities.</li> </ul>
<b>GTAA</b>	<ul style="list-style-type: none"> <li>• Greater Toronto Airports Authority. Organization that operates Toronto Pearson International Airport.</li> </ul>
<b>GTTA</b>	<ul style="list-style-type: none"> <li>• Greater Toronto Transit Authority. Organization that is responsible for developing a long-range, integrated transportation plan for local transit, GO Transit and major roads for the GTA.</li> </ul>
<b>HCSC</b>	<ul style="list-style-type: none"> <li>• Healthy City Stewardship Centre. Organizations from diverse sectors working together to foster the physical, social and environmental health of a community.</li> </ul>
<b>HST</b>	<ul style="list-style-type: none"> <li>• July 1, 2010, Ontario harmonized its retail sales tax with the GST to implement the HST at the rate of 13%.</li> </ul>
<b>ICON</b>	<ul style="list-style-type: none"> <li>• Integrated Court Offences Network. Computer system used to administer the Provincial Offences Act (POA).</li> </ul>
<b>Infrastructure</b>	<ul style="list-style-type: none"> <li>• The basic installations and facilities necessary for the continuance and growth of the City, such as roads, parks, transportation and similar systems.</li> </ul>
<b>Interest Income</b>	<ul style="list-style-type: none"> <li>• Revenue associated with the City's activities of investing cash balances.</li> </ul>
<b>Investment Income</b>	<ul style="list-style-type: none"> <li>• Interest received from investments.</li> </ul>
<b>IRSP</b>	<ul style="list-style-type: none"> <li>• Integrated Road Safety Program. Program committed to reducing traffic injuries/fatalities and collisions.</li> </ul>

<b>ISF</b>	<ul style="list-style-type: none"> <li>Infrastructure Stimulus Funding program was established as part of Canada's Economic Action Plan by the Federal government providing \$4 billion to provincial, territorial, municipal, community and private sector construction-ready infrastructure projects.</li> </ul>
<b>ITS</b>	<ul style="list-style-type: none"> <li>Intelligent Transportation System. Initiative to add information and communications technology to transport infrastructure and vehicles in order to reduce congestion.</li> </ul>
<b>Labour Costs</b>	<ul style="list-style-type: none"> <li>Salary and wages in respect of full-time, part-time, contract, temporary or overtime employment including holiday pay.</li> <li>City's share of employee's fringe benefits, clothing and food allowances and any other benefits paid through payroll, both taxable and non-taxable.</li> </ul>
<b>Leadership Team (LT)</b>	<ul style="list-style-type: none"> <li>All City Department Heads and the City Manager.</li> </ul>
<b>LED</b>	<ul style="list-style-type: none"> <li>Light Emitting Diodes. An electronic indicator light display that uses electricity in a much more efficient manner than standard light bulbs.</li> </ul>
<b>Levy (Tax)</b>	<ul style="list-style-type: none"> <li>Represents the property and business taxation funding which must be raised by the taxpayers.</li> </ul>
<b>Liabilities</b>	<ul style="list-style-type: none"> <li>Financial obligations of the City to others.</li> </ul>
<b>Library Board</b>	<ul style="list-style-type: none"> <li>The Mississauga Public Library Board.</li> </ul>
<b>Licences &amp; Permits</b>	<ul style="list-style-type: none"> <li>Revenue from the issuance of licences and permits.</li> </ul>
<b>Local Improvements</b>	<ul style="list-style-type: none"> <li>The Local Improvement Act authorizes municipalities to install services such as sewers, drains, watermains, street-lighting, and sidewalks and to recover the costs from the benefiting landowners.</li> </ul>
<b>Lower Tier Municipality</b>	<ul style="list-style-type: none"> <li>Area municipalities of the two-tier municipal government.</li> </ul>
<b>MADH</b>	<ul style="list-style-type: none"> <li>Mississauga Accessibility Design Handbook. Booklet designed to make Mississauga buildings more accessible.</li> </ul>

<b>Materials &amp; Supplies and Other Services</b>	<ul style="list-style-type: none"> <li>• Cost of materials and supplies purchased for the administration of the City.</li> <li>• Books and materials for the Library Division.</li> <li>• Personal equipment such as uniforms, overalls, and protective clothing for City employees.</li> <li>• Materials and supplies purchased for the maintenance and operation of City services and facilities (excluding vehicles and buildings), including gravel, salt, sand, asphalt, paint, cleaning materials, agricultural supplies, and other road maintenance supplies.</li> <li>• Includes any expense of a minor nature for which no other expenditure classification applies.</li> <li>• Registration expense of sub-divisions, by-laws, and associated expenses.</li> </ul>
<b>MAX</b>	<ul style="list-style-type: none"> <li>• Mississauga Approval Xpress. System used to process building permit applications.</li> </ul>
<b>MFOA</b>	<ul style="list-style-type: none"> <li>• Municipal Finance Officers' Association of Ontario. A professional association of municipal finance officers in the Province of Ontario that promotes the interests of its members and assists in carrying out their statutory and financial responsibilities.</li> </ul>
<b>Modified Accrual Basis</b>	<ul style="list-style-type: none"> <li>• The basis of accounting in which revenues are recognized when they become both measurable and available to finance expenditures of the current period, and expenditures are recognized when incurred.</li> </ul>
<b>MOL (Ontario)</b>	<ul style="list-style-type: none"> <li>• Ministry of Labour. Ministry responsible for occupational health and safety, employment rights and responsibilities and labour relations.</li> </ul>
<b>Net Budget</b>	<ul style="list-style-type: none"> <li>• Represents the total budget expenditures less total budgeted revenues. The budgeted amount required to be raised by city taxes.</li> </ul>

<b>Net Cost</b>	<ul style="list-style-type: none"> <li>• Total expenditures less total revenues. The amount required to be raised by city taxes.</li> </ul>
<b>Net Expenditures</b>	<ul style="list-style-type: none"> <li>• Expenditures of the City after any external revenues and/or recoveries are applied.</li> </ul>
<b>Non-Departmental</b>	<ul style="list-style-type: none"> <li>• Refers to activities, revenues and expenditures that are not assigned to a specific department.</li> </ul>
<b>Non-Growth Projects</b>	<ul style="list-style-type: none"> <li>• A capital project which once constructed will replace existing infrastructure within the City. Non-Growth projects are usually funded from tax based sources.</li> </ul>
<b>Obligatory Reserve Funds</b>	<ul style="list-style-type: none"> <li>• Compulsory/binding reserve funds.</li> </ul>
<b>Occupancy Costs</b>	<ul style="list-style-type: none"> <li>• Cost of housing departments in the Civic Centre and other municipal buildings.</li> <li>• Rental expense of office space, maintenance depots, and storage facilities.</li> <li>• Repairs and supplies relating to City buildings and facilities.</li> <li>• Cost of heating, lighting, and sanitary services to City properties including heating fuels, gas, hydro, sewer surcharge, user rates (water).</li> </ul>
<b>Ontario Municipal Board (OMB)</b>	<ul style="list-style-type: none"> <li>• Provincial board which provides an appeal forum for planning and assessment decisions made by the City.</li> </ul>
<b>Ontario Municipal Employees Retirement System (OMERS)</b>	<ul style="list-style-type: none"> <li>• Local government pension plan funded from employee and employer contributions.</li> </ul>
<b>OPA</b>	<ul style="list-style-type: none"> <li>• Official Plan Amendment. Should new zoning or land use not conform to the Official Plan, an amendment may be required to the Official Plan.</li> </ul>
<b>Operating Budget</b>	<ul style="list-style-type: none"> <li>• A budget for general revenues and expenditures such as salaries, utilities and supplies.</li> </ul>
<b>Operating Program</b>	<ul style="list-style-type: none"> <li>• Provides funding to departments for short-term expenditures.</li> </ul>
<b>OTN</b>	<ul style="list-style-type: none"> <li>• Optical Transit Network device. Product designed to monitor, collect, analyze and manage public traffic and transportation.</li> </ul>



<b>Performance Measurement</b>	<ul style="list-style-type: none"> <li>• A planning and management system which sets goals and measures accomplishments for the provision of services. Establishes specific planned service levels for each major service and monitors the degree of success of achieving those levels.</li> </ul>
<b>PIA</b>	<ul style="list-style-type: none"> <li>• Pearson International Airport. Canada's largest airport, located in Mississauga.</li> </ul>
<b>PILT</b>	<ul style="list-style-type: none"> <li>• Payment in Lieu of Taxes. Contributions from senior levels of government toward the cost of local government in areas where provincial and/or federal government property is located.</li> </ul>
<b>POA</b>	<ul style="list-style-type: none"> <li>• Provincial Offences Act. Municipalities in Ontario are now responsible for the administration and prosecution of provincial offences, including infractions under the Highway Traffic Act, Liquor Licence Act, etc.</li> </ul>
<b>PRESTO</b>	<ul style="list-style-type: none"> <li>• Cashless payment system for Transit within the GTA.</li> </ul>
<b>PRO</b>	<ul style="list-style-type: none"> <li>• Parks Recreation Ontario. Parks/recreation program administered by the Province of Ontario.</li> </ul>
<b>Program</b>	<ul style="list-style-type: none"> <li>• The work of a department and each separate departmental function identified in the current budget. Includes functional services provided in Non-Departmental.</li> </ul>
<b>PSAB</b>	<ul style="list-style-type: none"> <li>• Public Sector Accounting Board. Independent accounting body with the authority to set accounting standards for the public sector.</li> </ul>
<b>Ratepayers</b>	<ul style="list-style-type: none"> <li>• People who pay taxes to the municipal corporation.</li> </ul>
<b>R/C</b>	<ul style="list-style-type: none"> <li>• Revenue to Cost ratio.</li> </ul>
<b>Recreation &amp; Park Fees</b>	<ul style="list-style-type: none"> <li>• User fees collected for City run parks and recreation services.</li> </ul>
<b>Regulated Price Plan (RPP)</b>	<ul style="list-style-type: none"> <li>• The price that the Ontario Electricity Board has set per kWh that local electricity utilities charge for electricity use.</li> </ul>
<b>Requested Budget</b>	<ul style="list-style-type: none"> <li>• The budget proposal recommended by city staff for the operating program.</li> </ul>

<b>Reserve</b>	<ul style="list-style-type: none"> <li>• A reserve is an amount of revenue earmarked for a particular purpose. It has no reference to any specific assets and therefore no investment income is attributed. A more detailed listing of the City's reserves and their purpose is contained in the Reserve and Reserve Funds Section.</li> </ul>
<b>Reserve Fund</b>	<ul style="list-style-type: none"> <li>• A reserve fund is similar to a reserve except that it is earmarked for a specific purpose. The money set aside is accounted for separately. Income earned on investment is required to be added to the reserve fund and accounted for as part of the reserve fund. A more detailed listing of the City's reserve funds and their purpose is contained in the Reserve and Reserve Funds Section.</li> </ul>
<b>Revenue</b>	<ul style="list-style-type: none"> <li>• Income received by the City for the fiscal year. Includes tax revenues, user fees, transfers from reserves and interest income.</li> </ul>
<b>Revised Budget</b>	<ul style="list-style-type: none"> <li>• The prior years' budget provided for comparison purposes. The budget may be adjusted in accordance with the City's Budget By-law with no net impact to the city's overall cost.</li> </ul>
<b>RInC</b>	<ul style="list-style-type: none"> <li>• Recreation Infrastructure Canada program established as part of Canada's Economic Action Plan by the Federal government providing \$500 million to support upgrading and renewal of recreational facilities in communities across Canada.</li> </ul>
<b>Staff Development Costs</b>	<ul style="list-style-type: none"> <li>• Cost of courses, conferences, membership fees, dues, and periodical subscriptions.</li> </ul>
<b>Storm Water Management</b>	<ul style="list-style-type: none"> <li>• The management of water runoff to provide controlled release rates to receiving systems through the use of detention/retention facilities.</li> </ul>

<b>Strategic Plan</b>	<ul style="list-style-type: none"> <li>• A document outlining long-term goals, critical issues and action plans which will increase the organization's effectiveness in attaining its mission, priorities, goals and objectives. Strategic planning starts with examining the present, envisioning the future, choosing how to get there and making it happen.</li> </ul>
<b>Supplementary, Railway Rights of Way &amp; Hydro Corridors Taxation</b>	<ul style="list-style-type: none"> <li>• Supplementary taxes, local improvement, Business Improvement Areas, railway rights of way taxes and hydro corridor taxation.</li> <li>• Excludes residential, commercial/industrial, and business taxes which are included in the Net Levy Classification.</li> </ul>
<b>Surplus</b>	<ul style="list-style-type: none"> <li>• Results from expenditures at year-end being lower than budgeted and/or revenues being higher than budgeted.</li> </ul>
<b>Tax Based Sources</b>	<ul style="list-style-type: none"> <li>• Funding sources generated through taxation. Funding examples include tax based reserve funds, internal or external debt, and federal and provincial gas tax. Also, any funds generated by way of the current fund via the operating program.</li> </ul>
<b>Tax Levy</b>	<ul style="list-style-type: none"> <li>• The total tax dollars assessed on property, calculated by multiplying the tax rate by the tax base. The term can also refer to the tax rate itself.</li> </ul>
<b>Tax Penalties and Interest</b>	<ul style="list-style-type: none"> <li>• Revenue received from the penalty and interest charges on overdue taxes.</li> </ul>
<b>Tax Rate</b>	<ul style="list-style-type: none"> <li>• The tax rate is the percentage of assessed property value. The current value property assessment is multiplied by the tax rate to equal the amount of a taxpayer's property taxes.</li> </ul>
<b>Taxation</b>	<ul style="list-style-type: none"> <li>• The process by which a municipality raises money to fund its operation.</li> </ul>

<b>Transitway</b>	<ul style="list-style-type: none"> <li>The Mississauga Transitway is a dedicated east-west bus corridor for MiWay and GO buses to travel across Mississauga from Winston Churchill Boulevard to Renforth Avenue. When fully operational the 18 kilometre transitway will have 12 stations and offer a more reliable service by allowing buses to bypass congestion.</li> </ul>
<b>Total Cost or Gross Cost</b>	<ul style="list-style-type: none"> <li>The actual cost to the corporation of all expenditures.</li> </ul>
<b>Transfer from Reserves</b>	<ul style="list-style-type: none"> <li>Transfers from City reserves and reserve funds to cover the cost of current operating expenses such as insurance claims, election expenses and accumulated sick leave payment and capital projects such as road construction, land acquisition, and major repairs and renovations to facilities.</li> </ul>
<b>Transfers</b>	<ul style="list-style-type: none"> <li>City grants to outside agencies.</li> <li>Contributions to city reserves and reserve funds including the contribution to capital financing.</li> </ul>
<b>Transit Revenues</b>	<ul style="list-style-type: none"> <li>Income generated by transit fares.</li> </ul>
<b>Transportation Costs</b>	<ul style="list-style-type: none"> <li>Travel costs of employees on city business, excluding courses and conferences.</li> <li>Car and mileage allowances, taxis, and parking fees.</li> <li>Cost of materials, supplies, and services for the maintenance and operation of City vehicles and mobile equipment including gas, diesel fuel, lubricants, oil, tires, parts, repairs, and servicing costs and the rental and maintenance of in-vehicle radio systems.</li> <li>Cost of insurance, permits, licenses and rental rates for vehicles and related equipment.</li> </ul>
<b>Trust Fund</b>	<ul style="list-style-type: none"> <li>Funds raised or supplied for a particular purpose which cannot be used for any other purpose.</li> </ul>
<b>TSC</b>	<ul style="list-style-type: none"> <li>Traffic Safety Council. Advises and/or assists Council in all matters relating to traffic safety.</li> </ul>

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<b>TSP</b>	<ul style="list-style-type: none"><li>• Traffic Signal Priority. Equipment that provides traffic signal priority for transit vehicles.</li></ul>
<b>TXM 2000</b>	<ul style="list-style-type: none"><li>• Tax Manager 2000. Municipal property tax computer system.</li></ul>
<b>Upper-Tier Municipality</b>	<ul style="list-style-type: none"><li>• Counties and other upper-tier municipalities that do not tax directly but apportion their revenue requirements over their supporting municipalities. The Region of Peel is the upper level of a two-tier system of municipal government with 3 area municipalities – City of Mississauga, City of Brampton, and the Town of Caledon.</li></ul>
<b>UTM</b>	<ul style="list-style-type: none"><li>• University of Toronto Mississauga is a campus of University of Toronto located in Mississauga.</li></ul>
<b>User Fees, Rents, &amp; Service Charges</b>	<ul style="list-style-type: none"><li>• Revenue from user fees on City services.</li><li>• Rent received on city-owned property.</li><li>• All service charges.</li></ul>
<b>Variance</b>	<ul style="list-style-type: none"><li>• The difference between budgeted and actual expenses or revenues.</li></ul>
<b>Windrow</b>	<ul style="list-style-type: none"><li>• Snow that is left at the bottom of a driveway after a snow plow has cleared a road.</li></ul>

