MISSISSAUGA

2016 budget

2016–2018 Business Plan
& 2016 Budget

Foreword

Last year the City of Mississauga undertook an extensive process to create a four year, 2015 through 2018, detailed Business Plan and Budget. Approved by Council in February 2015, the 2015-2018 Business Plan and Budget details how and where the City plans to allocate resources to provide good value for taxpayers. 2016 marks the second year of Mississauga's current four year Business Plan and Budget. For this "update year" staff have focused 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.

About this document

Mississauga's multi-year approach to business planning allows the City to respond to political, economic, social and environmental circumstances. For this, the 2016-2018 Business Plan and 2016 Budget, we have revisited and refreshed the plan first developed as the 2015-2018 Business Plan and 2015 Budget.

This document is presented in 25 lettered sections. Section B is an Executive Summary of the information presented in the other sections.

In Section C, Welcome to the City of Mississauga, there is information about the City.

At the forefront of the business planning process is our steadfast commitment to fiscal responsibility. An acknowledged leader in ensuring residents receive value, the City is focused on four priorities:

- **Deliver the Right Services**
  - *Set service levels that reflect a balance between citizen expectations and fiscal responsibility*
- **Implement Cost Containment Strategies**
  - *Demonstrate value for money*
- **Maintain our Infrastructure**
  - *To ensure we remain competitive and sustain quality of life and economic success*
- **Advance on our Strategic Vision**
  - *To ensure Mississauga is a global urban city recognized for its Municipal leadership*

Section D, City Business Plan & Budget, provides detail about each of these priorities and how they apply in 2016.

All City business plans and related expenditures and revenue are accounted for in the following 18 business areas:

- Fire & Emergency Services
- Roads
- MiWay
- Parks & Forestry
- Environment
- Mississauga Library
- Business Services
- Facilities & Property Management
- Recreation
- Information Technology
- Strategic Policy
- Land Development Services
- Arts & Culture
- Regulatory Services
- Legislative Services
- Mayor & Members of Council
- Financial Transactions
- Reserves and Reserve Funds

The executive summaries of plans for each of these areas form the City Business Plan & Budget – Section D of this document. Each service area also has its own detailed section (sections F through V).

Section E of this document is the City Budget and Financial Overview. Section W addresses Reserves and Reserve Funds, and Section X, Financial Policies. Section Y is a Glossary.

In Mississauga, staff propose a plan and budget to the Budget Committee for its consideration. Budget Committee deliberates, and ultimately recommends a plan and budget to Council for a vote. Section A, the last section of this document to be added, is a summary of all changes to the originally proposed plan that emerge during the democratic process of deliberation and voting.

Table of Contents

Approved Budget ..... A
Executive Summary ..... B
Welcome to the City of Mississauga C
City Business Plan ..... D
City Budget & Financial Overview ..... E
Fire & Emergency Services ..... F
Roads ..... G
MiWay ..... H
Parks & Forestry I
Environment ..... J
Mississauga Library ..... K
Business Services L
Facilities & Property Management ..... M
Recreation ..... N
Information Technology ..... O
Strategic Policy ..... P
Land Development Services ..... Q
Arts & Culture ..... R
Regulatory Services ..... S
Legislative Services ..... T
Mayor & Members of Council ..... U
Financial Transactions V
Reserves & Reserve Funds ..... W
Financial Policies X
Glossary ..... Y

MISSISSAUGA

Approved Budget

2016–2018 Business Plan
& 2016 Budget

Approval of the 2016 - 2018 Business Plan and 2016 Budget

The Council Budget Committee met between November 23 and December 2, 2015 to scrutinize and deliberate the 2016 – 2018 Business Plan and 2016 Budget document. Council approved the budget, as recommended in this document on December 9, 2015 through Resolutions BC-0066-2015.

This Section of the budget book contains the 2016 Approved Budget and three years of actual financial performance (2013, 2014 and 2015).

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 or call the Corporate Finance Division at 905-615-3200 ext. 5009.

This page intentionally left blank

Table of Contents

Appendix 1 – Summary of 2016-2018 Business Plan and 2016 Budget **4**
Appendix 2 – Approved Operating Budget and Actuals **5**
Appendix 3 – 2016 Approved Funding – Capital Budget Summary **23**
Appendix 4 – Summary of Full Time Equivalents **41**

Appendix 1 – Summary of 2016-2018 Business Plan and 2016 Budget

Council has reviewed the 2016-2018 Business Plan & 2016 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)
Recreation	Operating	Community Grant Program Expansion - Budget Request 2121	0	100.0	0.0	(100.0)
Business Services	Operating	Communications Support for Canada's 150th Anniversary Celebrations - Budget Request 2051	(1.0)	44.2	0.0	(44.2)
City Wide	Operating	Economic Adjustment - @ 1.75%	0	2,916.1	2,566.1	(350.0)
Business Services	Capital	* Communications Support for Canada's 150th Anniversary Celebrations - Budget Request 2051	1.0	0.0	0.0	0.0
		Total	**0.0**	**3,060.3**	**2,566.1**	**(494.2)**

* Net zero funding through Capital Budget

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

Appendix 2 – Approved Operating Budget and Actuals

CITY OF MISSISSAUGA

Description	2013 Actuals $	2014 Actuals $	2015 Actuals $	2013 Budget $	2014 Budget $	2015 Budget $	2016 Budget $
Expenditures							
Labour Costs	**421,404,971**	**440,681,624**	**454,621,147**	**431,361,251**	**445,574,631**	**457,019,251**	**472,005,206**
Staff Development Costs	1,638,351	1,676,039	1,798,377	1,914,800	2,078,122	2,155,883	2,103,297
Communication Costs	2,805,611	3,339,763	3,038,063	2,786,560	3,135,760	2,908,325	2,852,065
Transportation Costs	28,037,549	29,985,885	28,008,286	27,122,970	30,057,804	31,217,479	28,964,053
Occupancy & City Costs	31,410,281	30,333,781	33,282,910	30,025,400	29,068,032	33,284,492	33,024,377
Equipment Costs & Maintenance Agreements	9,967,663	11,171,115	9,372,970	11,281,070	11,671,640	9,248,434	9,960,715
Contractor & Professional Services	49,003,436	59,480,432	49,368,374	47,992,572	49,309,795	50,490,341	49,830,463
Advertising & Promotions	1,488,793	2,054,828	2,039,271	2,065,420	2,041,300	2,135,650	3,343,550
Materials, Supplies & Other Services	23,819,896	25,595,547	22,141,295	24,220,500	25,548,255	25,146,459	26,434,633
Finance Other	18,103,607	15,856,881	13,985,045	12,549,190	12,549,190	12,964,690	13,775,190
Transfers	55,437,566	74,014,997	79,534,392	44,120,800	51,884,599	55,342,936	63,058,304
Debt	624,429	7,387,667	12,099,244	3,954,000	9,869,000	13,777,619	17,228,733
Other Operating Expenses	**222,337,181**	**260,896,935**	**254,668,227**	**208,033,282**	**227,213,497**	**238,672,308**	**250,575,380**
Total Expenditures	**643,742,152**	**701,578,559**	**709,289,374**	**639,394,533**	**672,788,128**	**695,691,559**	**722,580,586**
Revenues							
Supplementary, Railway & Corridors	(7,469,878)	(6,081,993)	(4,962,785)	(4,463,600)	(3,748,600)	(3,570,000)	(3,825,800)
Payments in Lieu	(26,212,991)	(27,711,905)	(28,768,071)	(25,930,000)	(27,200,000)	(27,110,000)	(29,800,000)
Grants	(3,367,478)	(7,666,917)	(9,000,509)	(3,372,700)	(3,274,100)	(3,575,200)	(3,590,500)
Fees & Service Charges	(123,569,683)	(123,117,198)	(130,805,978)	(119,252,800)	(122,906,320)	(126,778,961)	(128,926,387)
Licenses & Permits	(14,144,706)	(16,053,676)	(15,651,429)	(14,705,300)	(14,231,600)	(14,254,945)	(14,199,645)
Rents, Concessions & Franchise	(21,181,843)	(21,499,973)	(22,189,574)	(23,154,300)	(20,927,800)	(21,431,224)	(21,446,668)
Fines	(16,668,639)	(17,276,453)	(19,900,957)	(16,328,600)	(17,423,103)	(17,567,084)	(18,617,084)
Penalties & Interest on Taxes	(8,025,428)	(8,064,297)	(8,847,504)	(8,000,000)	(8,060,000)	(8,080,000)	(8,120,000)
Investment Income	(14,514,721)	(17,024,037)	(14,505,688)	(14,499,000)	(14,509,000)	(14,507,100)	(14,502,700)
Other Revenue	(17,110,343)	(26,620,973)	(25,864,020)	(11,682,200)	(15,440,010)	(17,421,604)	(17,220,105)
Transfers From	(24,688,339)	(36,004,249)	(26,517,115)	(28,317,930)	(30,610,705)	(28,501,334)	(27,000,559)
Total Revenues	**(276,954,049)**	**(307,121,670)**	**(307,013,630)**	**(269,706,430)**	**(278,331,238)**	**(282,797,452)**	**(287,249,449)**
Allocations	0	0	0	0	(0)	(0)	0
Net Expenditures	**366,788,103**	**394,456,890**	**402,275,745**	**369,688,103**	**394,456,890**	**412,894,108**	**435,331,137** *

*The estimated assessment growth of $2.1M has not been applied to the 2016 Budget at this time.

Appendix 2 – Approved Operating Budget and Actuals

Fire & Emergency Services

Description	2013 Actuals $	2014 Actuals $	2015 Actuals $	2013 Budget $	2014 Budget $	2015 Budget $	2016 Budget $
Expenditures							
Labour Costs	**86,608,046**	**91,721,255**	**94,242,657**	**86,120,876**	**89,986,966**	**94,242,657**	**98,411,281**
Staff Development Costs	166,692	196,558	167,713	170,100	170,100	185,100	267,000
Communication Costs	254,631	279,982	252,578	252,500	252,500	312,500	312,500
Transportation Costs	1,326,005	1,386,124	1,314,699	1,241,900	1,288,100	1,288,100	1,314,600
Occupancy & City Costs	736,911	905,850	841,004	851,400	866,200	875,192	948,682
Equipment Costs & Maintenance Agreements	297,130	286,643	279,218	302,500	302,500	342,500	352,500
Contractor & Professional Services	393,482	118,751	127,501	14,600	25,000	35,400	35,400
Advertising & Promotions	8,264	22,243	16,348	21,300	21,300	21,300	41,300
Materials, Supplies & Other Services	709,054	726,519	682,147	672,200	672,200	672,200	726,200
Finance Other	1,385	1,296	2,120	(36,700)	(36,700)	(36,700)	(36,700)
Transfers	(1,315,150)	0	0	0	0	0	20,000
Debt	0	0	0	0	0	0	0
Other Operating Expenses	**2,578,404**	**3,923,967**	**3,683,327**	**3,489,800**	**3,561,200**	**3,695,592**	**3,981,482**
Total Expenditures	**89,186,450**	**95,645,223**	**97,925,984**	**89,610,676**	**93,548,166**	**97,938,249**	**102,392,763**
Revenues							
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	(1,801,033)	(1,660,454)	(1,513,550)	(1,208,600)	(1,208,600)	(1,208,600)	(1,538,600)
Licenses & Permits	(4,376)	(3,971)	(4,653)	(5,000)	(5,000)	(5,000)	(5,000)
Rents, Concessions & Franchise	(92,283)	(65,135)	(22,841)	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	(109,704)	(107,500)	(162,653)	(125,000)	(125,000)	(125,000)	(125,000)
Transfers From	0	0	0	0	0	0	0
Total Revenues	**(2,007,397)**	**(1,837,059)**	**(1,703,696)**	**(1,338,600)**	**(1,338,600)**	**(1,338,600)**	**(1,668,600)**
Allocations	883,415	612,111	707,892	800,057	683,535	783,682	812,470
Net Expenditures	**88,062,469**	**94,420,274**	**96,930,180**	**89,072,133**	**92,893,101**	**97,383,331**	**101,536,633**

Appendix 2 – Approved Operating Budget and Actuals

Roads *

Description	2013 Actuals $	2014 Actuals $	2015 Actuals $	2013 Budget $	2014 Budget $	2015 Budget $	2016 Budget $
Expenditures							
Labour Costs	**31,460,055**	**33,390,421**	**33,001,085**	**30,634,311**	**32,889,019**	**33,610,127**	**32,377,155**
Staff Development Costs	168,193	170,569	161,725	162,400	162,400	160,600	166,600
Communication Costs	776,995	850,369	947,303	648,275	756,775	721,775	720,015
Transportation Costs	(2,269,747)	(2,125,230)	(1,951,561)	(1,812,900)	(1,970,900)	(1,905,325)	(3,287,725)
Occupancy & City Costs	9,335,196	8,730,325	7,883,087	8,510,200	7,159,753	7,659,156	6,804,603
Equipment Costs & Maintenance Agreements	208,964	447,509	461,151	272,370	261,170	302,170	596,670
Contractor & Professional Services	31,244,355	31,763,664	28,541,991	30,609,100	31,170,500	31,249,300	29,624,056
Advertising & Promotions	84,839	118,655	91,841	49,500	49,500	87,000	109,600
Materials, Supplies & Other Services	10,552,087	10,921,311	7,296,336	9,351,100	9,444,300	9,974,600	9,922,700
Finance Other	2,929	33,053	174,133	64,300	63,500	218,200	66,200
Transfers	428,421	591,119	680,870	209,300	242,800	257,800	328,300
Debt	0	0	0	0	0	0	0
Other Operating Expenses	**50,532,231**	**51,501,343**	**44,286,877**	**48,063,645**	**47,339,798**	**48,725,276**	**45,051,019**
Total Expenditures	**81,992,287**	**84,891,764**	**77,287,962**	**78,697,956**	**80,228,817**	**82,335,403**	**77,428,174**
Revenues							
Supplementary, Railway & Corridors	0	0	0	0	0	0	0
Payments in Lieu	0	0	0	0	0	0	0
Grants	(1,692,930)	(2,304,271)	(1,999,803)	(1,921,800)	(1,921,800)	(1,976,600)	(1,985,500)
Fees & Service Charges	(8,756,102)	(7,877,626)	(11,709,273)	(6,810,900)	(6,877,900)	(7,786,702)	(7,534,802)
Licenses & Permits	(100,401)	(93,618)	(74,017)	(125,600)	(125,600)	(100,600)	(70,600)
Rents, Concessions & Franchise	0	(1,000)	(250)	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	(55,250)	(66,119)	(141,481)	(50,000)	(140,000)	(905,300)	(907,626)
Transfers From	(280,100)	(165,000)	(150,000)	(243,900)	(150,000)	(150,000)	(150,000)
Total Revenues	**(10,884,782)**	**(10,507,634)**	**(14,074,825)**	**(9,152,200)**	**(9,215,300)**	**(10,919,202)**	**(10,648,529)**
Allocations	(727,568)	140,600	142,900	(673,282)	140,600	142,900	152,205
Net Expenditures	**70,379,936**	**74,524,730**	**63,356,037**	**68,872,474**	**71,154,117**	**71,559,101**	**66,931,850**

* 2016 Budget does not include Stormwater program

Appendix 2 – Approved Operating Budget and Actuals

MiWay

Description	2013 Actuals $	2014 Actuals $	2015 Actuals $	2013 Budget $	2014 Budget $	2015 Budget $	2016 Budget $
Expenditures							
Labour Costs	**111,252,421**	**115,978,637**	**121,960,605**	**115,182,036**	**120,669,040**	**124,455,359**	**129,150,148**
Staff Development Costs	98,678	82,841	107,411	193,000	228,300	158,200	158,200
Communication Costs	39,233	41,130	94,154	73,500	73,700	73,750	47,750
Transportation Costs	24,693,113	26,394,404	25,112,440	23,183,800	26,227,500	27,834,800	26,962,200
Occupancy & City Costs	2,528,260	3,594,464	3,696,053	2,976,300	3,016,224	3,979,797	4,307,684
Equipment Costs & Maintenance Agreements	1,203,696	990,099	1,546,813	1,794,300	2,123,300	1,703,300	1,773,300
Contractor & Professional Services	421,084	502,276	825,803	921,301	1,025,400	1,183,772	1,476,772
Advertising & Promotions	191,357	370,708	421,357	454,220	255,000	526,350	1,626,350
Materials, Supplies & Other Services	1,788,728	2,419,558	2,142,200	2,036,100	3,159,100	2,429,400	2,542,000
Finance Other	265,806	362,524	505,936	208,800	208,800	558,800	785,210
Transfers	1,600,000	0	0	1,600,000	0	0	0
Debt	0	0	0	0	0	0	0
Other Operating Expenses	**32,829,954**	**34,758,003**	**34,452,167**	**33,441,321**	**36,317,324**	**38,448,169**	**39,679,466**
Total Expenditures	**144,082,375**	**150,736,641**	**156,412,772**	**148,623,357**	**156,986,364**	**162,903,528**	**168,829,614**
Revenues							
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	(77,388,782)	(78,587,923)	(80,033,177)	(78,316,100)	(80,024,800)	(82,099,720)	(82,525,520)
Licenses & Permits	0	0	0	0	0	0	0
Rents, Concessions & Franchise	(20,431)	(16,508)	(12,849)	(22,000)	(22,000)	(17,600)	(17,600)
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	(5,530)	(480,189)	(1,008,821)	0	(1,842,010)	(2,328,009)	(2,078,009)
Transfers From	(14,349,709)	(14,522,312)	(14,549,135)	(17,998,621)	(17,999,600)	(17,649,600)	(16,534,300)
Total Revenues	**(91,764,451)**	**(93,606,932)**	**(95,603,983)**	**(96,336,721)**	**(99,888,410)**	**(102,094,929)**	**(101,155,429)**
Allocations	2,072,550	783,694	927,400	2,087,500	783,700	927,400	912,965
Net Expenditures	**54,390,474**	**57,913,403**	**61,736,189**	**54,374,136**	**57,881,654**	**61,735,999**	**68,587,150**

Appendix 2 – Approved Operating Budget and Actuals

Parks & Forestry

Description	2013 Actuals $	2014 Actuals $	2015 Actuals $	2013 Budget $	2014 Budget $	2015 Budget $	2016 Budget $
Expenditures							
Labour Costs	**22,858,047**	**23,557,517**	**23,362,768**	**23,170,696**	**23,806,545**	**24,115,470**	**24,120,776**
Staff Development Costs	86,015	101,972	84,297	93,070	78,670	95,670	90,870
Communication Costs	63,776	85,615	108,542	52,200	69,200	142,200	142,200
Transportation Costs	2,584,053	2,712,270	1,944,705	2,806,700	2,784,600	2,301,400	2,290,124
Occupancy & City Costs	1,750,706	1,817,545	2,142,354	1,718,400	1,962,055	2,129,306	2,503,176
Equipment Costs & Maintenance Agreements	172,712	149,854	136,923	81,500	91,500	74,300	74,300
Contractor & Professional Services	3,170,785	11,790,491	4,197,291	3,059,600	2,975,182	3,901,993	3,771,916
Advertising & Promotions	18,770	37,328	18,191	15,500	15,500	15,500	30,500
Materials, Supplies & Other Services	2,298,121	2,595,567	2,505,674	2,376,350	2,420,850	2,382,550	2,489,571
Finance Other	14,238	585	0	(3,100)	(3,100)	(3,100)	(3,100)
Transfers	190,768	506,214	5,514,201	165,900	447,072	485,900	485,900
Debt	0	0	0	0	0	0	0
Other Operating Expenses	**10,349,944**	**19,797,441**	**16,652,178**	**10,366,120**	**10,841,529**	**11,525,719**	**11,875,457**
Total Expenditures	**33,207,991**	**43,354,958**	**40,014,946**	**33,536,816**	**34,648,074**	**35,641,189**	**35,996,233**
Revenues							
Supplementary, Railway & Corridors	0	0	0	0	0	0	0
Payments in Lieu	0	0	0	0	0	0	0
Grants	0	(3,310,943)	(5,000,668)	0	0	0	0
Fees & Service Charges	(1,100,709)	(1,176,367)	(1,213,969)	(742,000)	(804,900)	(717,653)	(881,153)
Licenses & Permits	(248,113)	(293,860)	(332,217)	(235,200)	(242,100)	(305,445)	(317,845)
Rents, Concessions & Franchise	(2,262,744)	(2,688,099)	(2,653,048)	(2,643,200)	(2,643,200)	(2,728,967)	(2,743,267)
Fines	0	0	0	0	0	0	0
Penalties & Interest on Taxes	0	0	0	0	0	0	0
Investment Income	(15,258)	(16,027)	(17,482)	(15,000)	(15,000)	(15,000)	(15,000)
Other Revenue	(173,768)	(89,577)	(112,777)	(91,300)	(93,400)	(93,770)	(93,970)
Transfers From	0	(6,089,057)	(281,172)	0	0	(281,172)	0
Total Revenues	**(3,800,591)**	**(13,663,929)**	**(9,611,333)**	**(3,726,700)**	**(3,798,600)**	**(4,142,007)**	**(4,051,235)**
Allocations	68,633	(248,482)	(244,979)	127,466	(308,506)	(299,406)	(162,052)
Net Expenditures	**29,476,033**	**29,442,546**	**30,158,634**	**29,937,582**	**30,540,968**	**31,199,776**	**31,782,946**

Appendix 2 – Approved Operating Budget and Actuals

Environment

Description	2013 Actuals $	2014 Actuals $	2015 Actuals $	2013 Budget $	2014 Budget $	2015 Budget $	2016 Budget $
Expenditures							
Labour Costs	**526,849**	**683,990**	**780,306**	**567,077**	**719,792**	**787,351**	**905,688**
Staff Development Costs	21,432	28,170	30,744	28,000	35,900	35,900	35,900
Communication Costs	952	967	1,063	400	2,800	2,800	2,800
Transportation Costs	1,248	974	2,226	800	800	4,800	4,800
Occupancy & City Costs	0	23,067	21,125	0	23,100	23,400	23,400
Equipment Costs & Maintenance Agreements	0	0	0	0	0	0	0
Contractor & Professional Services	390	4,380	10,020	104,000	104,000	86,000	110,000
Advertising & Promotions	9,868	14,768	18,841	3,000	23,000	32,000	53,000
Materials, Supplies & Other Services	4,476	1,858	3,200	18,000	10,900	11,900	6,900
Finance Other	0	0	0	0	0	0	0
Transfers	0	75,000	75,000	0	75,000	75,000	125,000
Debt	0	0	0	0	0	0	0
Other Operating Expenses	**38,366**	**149,183**	**162,219**	**154,200**	**275,500**	**271,800**	**361,800**
Total Expenditures	**565,215**	**833,173**	**942,525**	**721,277**	**995,292**	**1,059,151**	**1,267,488**
Revenues							
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	(95,000)	(95,000)	(95,000)	(95,000)
Total Revenues	**0**	**0**	**0**	**(95,000)**	**(95,000)**	**(95,000)**	**(95,000)**
Allocations	0	0	0	0	0	0	0
Net Expenditures	**565,215**	**833,173**	**942,525**	**626,277**	**900,292**	**964,151**	**1,172,488**

Appendix 2 – Approved Operating Budget and Actuals

Mississauga Library

Description	2013 Actuals $	2014 Actuals $	2015 Actuals $	2013 Budget $	2014 Budget $	2015 Budget $	2016 Budget $
Expenditures							
Labour Costs	**20,531,671**	**20,560,498**	**20,418,456**	**20,878,039**	**20,677,806**	**21,052,219**	**21,425,293**
Staff Development Costs	66,538	65,853	85,968	58,200	58,200	85,700	85,700
Communication Costs	6,441	5,235	3,670	10,000	10,000	8,700	8,700
Transportation Costs	47,746	48,061	48,764	55,440	55,440	48,140	48,140
Occupancy & City Costs	2,059,763	2,098,381	2,192,950	2,200,600	2,348,200	2,281,216	2,092,676
Equipment Costs & Maintenance Agreements	98,355	70,258	107,787	85,800	85,800	76,300	76,300
Contractor & Professional Services	17,002	19,806	10,381	10,200	10,200	10,200	10,200
Advertising & Promotions	43,325	44,434	57,024	43,600	43,600	47,600	47,600
Materials, Supplies & Other Services	2,714,558	2,657,034	2,942,874	2,696,100	2,696,100	2,836,800	3,513,800
Finance Other	40,759	44,518	59,704	42,100	42,100	53,000	53,000
Transfers	0	0	63,000	0	0	63,000	63,000
Debt	0	0	0	0	0	0	0
Other Operating Expenses	**5,094,488**	**5,053,579**	**5,572,122**	**5,202,040**	**5,349,640**	**5,510,656**	**5,999,116**
Total Expenditures	**25,626,160**	**25,614,077**	**25,990,579**	**26,080,079**	**26,027,446**	**26,562,875**	**27,424,409**
Revenues							
Supplementary, Railway & Corridors	0	0	0	0	0	0	0
Payments in Lieu	0	0	0	0	0	0	0
Grants	(729,206)	(723,294)	(805,876)	(715,200)	(715,200)	(715,200)	(715,200)
Fees & Service Charges	(261,766)	(284,358)	(292,026)	(328,900)	(328,900)	(289,800)	(316,500)
Licenses & Permits	0	0	0	0	0	0	0
Rents, Concessions & Franchise	(457,659)	(456,031)	(386,289)	(418,900)	(418,900)	(456,600)	(408,200)
Fines	(615,967)	(562,523)	(532,795)	(869,000)	(709,000)	(509,000)	(509,000)
Penalties & Interest on Taxes	0	0	0	0	0	0	0
Investment Income	0	0	0	0	0	0	0
Other Revenue	(14,740)	(6,103)	(4,629)	0	0	0	0
Transfers From	0	(16,247)	0	0	0	0	0
Total Revenues	**(2,079,338)**	**(2,048,557)**	**(2,021,615)**	**(2,332,000)**	**(2,172,000)**	**(1,970,600)**	**(1,948,900)**
Allocations	650,533	404,390	433,573	669,019	418,594	440,894	413,748
Net Expenditures	**24,197,354**	**23,969,911**	**24,402,537**	**24,417,098**	**24,274,040**	**25,033,169**	**25,889,257**

Appendix 2 – Approved Operating Budget and Actuals

Business Services

Description	2013 Actuals $	2014 Actuals $	2015 Actuals $	2013 Budget $	2014 Budget $	2015 Budget $	2016 Budget $
Expenditures							
Labour Costs	**24,008,577**	**24,392,037**	**25,129,085**	**24,165,821**	**24,787,423**	**25,004,154**	**25,993,530**
Staff Development Costs	163,062	167,263	193,604	241,230	242,630	242,730	243,222
Communication Costs	413,452	367,559	490,204	425,125	422,525	422,625	420,125
Transportation Costs	54,474	39,705	29,223	48,550	52,250	50,450	50,400
Occupancy & City Costs	150,853	278,041	262,686	161,900	270,400	281,933	281,933
Equipment Costs & Maintenance Agreements	81,457	85,008	73,970	92,900	88,300	86,300	224,700
Contractor & Professional Services	664,595	898,974	827,931	809,771	916,850	861,250	1,203,050
Advertising & Promotions	221,533	234,853	219,642	229,800	239,900	229,900	282,000
Materials, Supplies & Other Services	372,859	442,863	450,842	479,050	466,850	449,250	438,242
Finance Other	68,670	107,881	99,882	(36,300)	(70,500)	(75,500)	(75,500)
Transfers	141,000	78,400	33,400	141,000	78,400	78,400	73,400
Debt	0	0	0	0	0	0	0
Other Operating Expenses	**2,331,955**	**2,700,548**	**2,681,386**	**2,593,026**	**2,707,605**	**2,627,339**	**3,141,572**
Total Expenditures	**26,340,532**	**27,092,585**	**27,810,471**	**26,758,847**	**27,495,028**	**27,631,493**	**29,135,102**
Revenues							
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	(1,959,830)	(2,014,542)	(2,332,316)	(1,524,100)	(1,648,820)	(1,917,320)	(1,889,570)
Licenses & Permits	0	0	(40)	0	0	0	0
Rents, Concessions & Franchise	(4,787)	(4,311)	(2,280)	(3,000)	(3,000)	(3,000)	(3,000)
Fines	0	0	0	0	0	0	0
Penalties & Interest on Taxes	(98,129)	(198,657)	(147,459)	0	(60,000)	(80,000)	(120,000)
Investment Income	0	0	0	0	0	0	0
Other Revenue	(2,427)	(2,046)	(2,727)	(4,000)	(1,000)	(1,000)	(1,000)
Transfers From	(192,821)	(107,600)	0	(253,021)	(177,600)	(70,000)	(26,000)
Total Revenues	**(2,257,993)**	**(2,327,156)**	**(2,484,822)**	**(1,784,121)**	**(1,890,420)**	**(2,071,320)**	**(2,039,570)**
Allocations	(20,267)	0	0	(15,152)	(0)	0	(0)
Net Expenditures	**24,062,271**	**24,765,429**	**25,325,649**	**24,959,574**	**25,604,607**	**25,560,173**	**27,095,532**

Appendix 2 – Approved Operating Budget and Actuals

Facilities & Property Management

Description	2013 Actuals $	2014 Actuals $	2015 Actuals $	2013 Budget $	2014 Budget $	2015 Budget $	2016 Budget $
Expenditures							
Labour Costs	**13,089,760**	**12,721,032**	**13,526,742**	**13,241,559**	**13,393,441**	**13,566,699**	**13,861,214**
Staff Development Costs	74,046	92,596	92,004	99,000	104,000	104,000	104,000
Communication Costs	52,336	49,600	48,132	40,000	40,000	40,000	40,000
Transportation Costs	254,356	198,755	163,196	238,800	238,800	238,800	239,800
Occupancy & City Costs	2,950,272	2,633,293	5,441,216	3,073,100	3,061,200	5,005,999	4,866,554
Equipment Costs & Maintenance Agreements	3,123,804	3,755,158	1,145,188	3,020,400	3,020,400	1,050,200	1,050,200
Contractor & Professional Services	1,262,488	1,237,726	1,659,822	1,298,300	1,298,300	1,376,800	1,379,800
Advertising & Promotions	2,822	1,837	10,121	2,500	2,500	2,500	2,500
Materials, Supplies & Other Services	126,652	156,826	411,327	155,600	155,600	149,400	189,210
Finance Other	1,732	11,566	2,383	(19,800)	(19,800)	(3,800)	(20,210)
Transfers	18,444	71,587	19,509	12,500	20,000	20,000	20,000
Debt	0	0	0	0	0	0	0
Other Operating Expenses	**7,866,953**	**8,208,944**	**8,992,900**	**7,920,400**	**7,921,000**	**7,983,899**	**7,871,854**
Total Expenditures	**20,956,713**	**20,929,976**	**22,519,642**	**21,161,959**	**21,314,441**	**21,550,598**	**21,733,068**
Revenues							
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	(53,501)	(72,789)	(334,025)	(24,400)	(24,400)	(73,189)	(104,789)
Licenses & Permits	0	0	(15,265)	0	0	0	0
Rents, Concessions & Franchise	(288,700)	(446,711)	(312,052)	(296,400)	(384,400)	(279,211)	(279,211)
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	(91,899)	(118,398)	(71,256)	(47,500)	(55,000)	(55,000)	(81,500)
Transfers From	0	0	0	0	0	0	0
Total Revenues	**(434,101)**	**(637,897)**	**(732,597)**	**(368,300)**	**(463,800)**	**(407,400)**	**(465,500)**
Allocations	(753,076)	(1,051,400)	(1,177,400)	(745,254)	(1,051,400)	(1,177,400)	(1,180,400)
Net Expenditures	**19,769,536**	**19,240,679**	**20,609,645**	**20,048,405**	**19,799,241**	**19,965,798**	**20,087,168**

Appendix 2 – Approved Operating Budget and Actuals

Recreation

Description	2013 Actuals $	2014 Actuals $	2015 Actuals $	2013 Budget $	2014 Budget $	2015 Budget $	2016 Budget $
Expenditures							
Labour Costs	**41,150,080**	**42,284,490**	**43,537,226**	**41,718,514**	**41,985,115**	**43,478,808**	**45,466,591**
Staff Development Costs	115,192	134,753	116,936	108,600	103,200	111,705	111,005
Communication Costs	123,447	115,171	118,388	176,800	175,300	149,015	123,515
Transportation Costs	384,411	365,343	363,335	340,300	330,500	347,700	369,400
Occupancy & City Costs	8,670,098	9,470,158	10,028,174	9,390,800	9,703,000	10,365,881	10,402,841
Equipment Costs & Maintenance Agreements	661,932	728,524	745,874	805,200	813,400	749,600	730,250
Contractor & Professional Services	7,021,390	6,992,034	8,041,311	6,309,700	5,949,900	6,327,741	6,743,770
Advertising & Promotions	421,411	532,604	580,393	569,500	566,300	531,800	517,700
Materials, Supplies & Other Services	3,256,071	3,248,779	3,566,279	3,836,200	3,686,700	3,692,209	3,951,775
Finance Other	60,902	14,019	(23,495)	(35,300)	64,700	60,900	61,200
Transfers	980,799	974,988	801,264	976,300	981,273	836,273	876,273
Debt	0	0	0	0	0	0	0
Other Operating Expenses	**21,695,654**	**22,576,373**	**24,338,457**	**22,478,100**	**22,374,273**	**23,172,823**	**23,887,729**
Total Expenditures	**62,845,734**	**64,860,862**	**67,875,683**	**64,196,614**	**64,359,388**	**66,651,631**	**69,354,320**
Revenues							
Supplementary, Railway & Corridors	0	0	0	0	0	0	0
Payments in Lieu	0	0	0	0	0	0	0
Grants	(675,349)	(1,135,323)	(956,593)	(487,300)	(478,200)	(724,500)	(730,900)
Fees & Service Charges	(24,369,562)	(24,893,915)	(26,537,003)	(24,391,700)	(25,594,100)	(25,854,994)	(27,089,970)
Licenses & Permits	500	400	0	(20,000)	(20,000)	(20,000)	(20,000)
Rents, Concessions & Franchise	(17,823,631)	(17,574,938)	(18,505,662)	(19,471,800)	(17,157,300)	(17,668,846)	(17,698,390)
Fines	0	0	0	0	0	0	0
Penalties & Interest on Taxes	0	0	0	0	0	0	0
Investment Income	(33,460)	(25,315)	(23,606)	(29,400)	(29,400)	(27,500)	(23,100)
Other Revenue	(709,047)	(490,162)	(668,559)	(494,500)	(483,700)	(484,825)	(472,400)
Transfers From	0	0	(1,216)	0	0	0	0
Total Revenues	**(43,610,549)**	**(44,119,253)**	**(46,692,640)**	**(44,894,700)**	**(43,762,700)**	**(44,780,664)**	**(46,034,760)**
Allocations	433,093	182,887	94,087	543,564	159,904	68,957	(38,878)
Net Expenditures	**19,668,278**	**20,924,496**	**21,277,130**	**19,845,478**	**20,756,592**	**21,939,924**	**23,280,681**

Appendix 2 – Approved Operating Budget and Actuals

Information Technology

Description	2013 Actuals $	2014 Actuals $	2015 Actuals $	2013 Budget $	2014 Budget $	2015 Budget $	2016 Budget $
Expenditures							
Labour Costs	**16,278,699**	**17,372,667**	**17,852,675**	**16,696,663**	**17,157,187**	**17,342,968**	**18,192,175**
Staff Development Costs	76,853	88,058	93,055	85,500	85,500	65,500	60,500
Communication Costs	533,126	517,800	420,387	563,100	486,900	471,900	471,900
Transportation Costs	30,110	29,661	38,098	20,300	28,600	28,600	28,600
Occupancy & City Costs	97,325	73,949	70,185	102,100	75,800	77,000	77,000
Equipment Costs & Maintenance Agreements	3,589,644	4,082,523	4,219,274	4,123,400	4,088,770	4,157,264	4,417,995
Contractor & Professional Services	81,949	62,802	98,617	109,900	109,900	58,846	38,846
Advertising & Promotions	2,330	558	12,662	0	0	0	0
Materials, Supplies & Other Services	100,968	84,815	74,566	128,600	112,300	82,300	66,300
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
Other Operating Expenses	**4,512,305**	**4,940,165**	**5,026,843**	**5,132,900**	**4,987,770**	**4,941,410**	**5,161,141**
Total Expenditures	**20,791,004**	**22,312,833**	**22,879,518**	**21,829,563**	**22,144,957**	**22,284,377**	**23,353,316**
Revenues							
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	(495,129)	(628,730)	(680,711)	(561,700)	(584,700)	(584,700)	(604,700)
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
Total Revenues	**(495,129)**	**(628,730)**	**(680,711)**	**(563,700)**	**(586,700)**	**(586,700)**	**(606,700)**
Allocations	(3,308,659)	(992,400)	(1,055,900)	(3,524,241)	(992,400)	(1,055,900)	(1,076,986)
Net Expenditures	**16,987,216**	**20,691,703**	**21,142,907**	**17,741,622**	**20,565,858**	**20,641,777**	**21,669,630**

Appendix 2 – Approved Operating Budget and Actuals

Strategic Policy

Description	2013 Actuals $	2014 Actuals $	2015 Actuals $	2013 Budget $	2014 Budget $	2015 Budget $	2016 Budget $
Expenditures							
Labour Costs	**9,430,271**	**10,039,325**	**10,607,938**	**9,395,222**	**9,661,020**	**10,210,507**	**10,938,142**
Staff Development Costs	214,998	232,798	244,197	236,800	239,100	243,100	267,700
Communication Costs	37,004	34,453	28,519	40,000	40,200	41,000	41,900
Transportation Costs	23,105	22,218	22,672	35,400	35,500	36,500	29,500
Occupancy & City Costs	0	0	0	0	0	0	0
Equipment Costs & Maintenance Agreements	28,579	27,770	18,052	24,900	25,200	25,200	25,000
Contractor & Professional Services	1,783,628	1,888,440	1,749,600	1,162,200	1,285,950	1,369,700	1,654,700
Advertising & Promotions	203,632	201,392	179,597	235,400	235,400	238,400	240,400
Materials, Supplies & Other Services	133,180	129,230	119,334	140,500	140,500	141,000	140,020
Finance Other	4,163	123,439	6,253	12,000	12,000	12,000	12,000
Transfers	0	1,000,000	1,034,000	0	1,000,000	1,010,000	1,062,500
Debt	0	0	0	0	0	0	0
Other Operating Expenses	**2,428,290**	**3,659,740**	**3,402,224**	**1,887,200**	**3,013,850**	**3,116,900**	**3,473,720**
Total Expenditures	**11,858,561**	**13,699,065**	**14,010,162**	**11,282,422**	**12,674,870**	**13,327,407**	**14,411,862**
Revenues							
Supplementary, Railway & Corridors	0	0	0	0	0	0	0
Payments in Lieu	0	0	0	0	0	0	0
Grants	(120,250)	(40,500)	(27,000)	(114,500)	(25,000)	(25,000)	(25,000)
Fees & Service Charges	(450,512)	(522,978)	(453,085)	(239,300)	(257,800)	(304,000)	(309,000)
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	0	0	0	0	0	0	0
Investment Income	0	0	0	0	0	0	0
Other Revenue	(8,924)	(7,733)	(7,252)	(31,200)	(31,200)	(10,000)	0
Transfers From	(362,263)	(588,527)	(439,065)	(378,600)	(466,319)	(493,297)	(506,359)
Total Revenues	**(941,950)**	**(1,159,739)**	**(926,402)**	**(763,600)**	**(780,319)**	**(832,297)**	**(840,359)**
Allocations	0	0	0	0	0	0	0
Net Expenditures	**10,916,611**	**12,539,326**	**13,083,760**	**10,518,822**	**11,894,551**	**12,495,110**	**13,571,503**

Appendix 2 – Approved Operating Budget and Actuals

Land Development Services

Description	2013 Actuals $	2014 Actuals $	2015 Actuals $	2013 Budget $	2014 Budget $	2015 Budget $	2016 Budget $
Expenditures							
Labour Costs	**18,193,469**	**18,222,561**	**18,518,197**	**18,313,450**	**18,437,191**	**18,628,262**	**19,228,517**
Staff Development Costs	163,135	113,890	139,491	210,400	353,600	354,700	254,700
Communication Costs	63,079	70,638	78,942	81,900	71,900	71,800	92,600
Transportation Costs	207,828	210,786	213,144	233,910	240,600	242,600	239,400
Occupancy & City Costs	0	0	178	0	0	0	0
Equipment Costs & Maintenance Agreements	42,184	69,173	139,947	68,800	68,800	67,800	67,800
Contractor & Professional Services	359,988	231,877	166,894	974,600	557,142	556,958	477,000
Advertising & Promotions	134,865	173,701	179,572	291,000	316,200	266,200	281,200
Materials, Supplies & Other Services	0	0	0	0	0	0	0
Finance Other	12,747	11,914	12,092	21,000	21,000	21,000	21,000
Transfers	0	45,958	330,616	0	45,958	300,000	550,000
Debt	0	0	0	0	0	0	0
Other Operating Expenses	**983,826**	**927,938**	**1,260,876**	**1,881,610**	**1,675,200**	**1,881,058**	**1,983,700**
Total Expenditures	**19,177,295**	**19,150,499**	**19,779,073**	**20,195,060**	**20,112,391**	**20,509,320**	**21,212,217**
Revenues							
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	(4,145,198)	(2,549,379)	(2,640,359)	(2,441,400)	(2,881,400)	(3,190,400)	(3,190,400)
Licenses & Permits	(9,732,279)	(11,370,753)	(10,696,096)	(9,885,700)	(9,445,700)	(9,165,700)	(9,165,700)
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	(15,000)	0	0	0	0	0
Transfers From	(220,980)	(21,342)	(54,608)	(291,500)	(96,370)	(110,958)	(56,000)
Total Revenues	**(14,098,457)**	**(13,956,473)**	**(13,391,062)**	**(12,618,600)**	**(12,423,470)**	**(12,467,058)**	**(12,412,100)**
Allocations	0	0	0	0	0	0	0
Net Expenditures	**5,078,838**	**5,194,026**	**6,388,011**	**7,576,460**	**7,688,921**	**8,042,262**	**8,800,117**

Appendix 2 – Approved Operating Budget and Actuals

Arts & Culture

Description	2013 Actuals $	2014 Actuals $	2015 Actuals $	2013 Budget $	2014 Budget $	2015 Budget $	2016 Budget $
Expenditures							
Labour Costs	**4,383,926**	**4,520,310**	**4,904,654**	**4,448,538**	**4,498,418**	**4,622,004**	**4,940,611**
Staff Development Costs	27,580	26,605	21,048	25,700	25,700	26,700	26,700
Communication Costs	23,764	22,457	22,602	19,700	19,700	18,700	16,500
Transportation Costs	19,515	47,957	78,539	14,800	14,800	15,800	15,800
Occupancy & City Costs	340,218	423,120	441,912	283,900	387,600	414,046	418,316
Equipment Costs & Maintenance Agreements	111,762	132,271	152,804	218,300	205,800	213,800	189,000
Contractor & Professional Services	312,535	364,040	433,988	304,900	304,900	306,200	289,500
Advertising & Promotions	157,646	160,042	212,040	179,400	179,400	220,400	220,400
Materials, Supplies & Other Services	470,307	509,410	595,579	531,600	526,600	569,200	581,900
Finance Other	2,020	2,517	2,590	3,000	3,000	2,000	2,000
Transfers	2,144,586	2,205,275	2,308,304	2,112,300	2,184,300	2,305,300	2,453,300
Debt	0	0	0	0	0	0	0
Other Operating Expenses	**3,609,935**	**3,893,695**	**4,269,405**	**3,693,600**	**3,851,800**	**4,092,146**	**4,213,416**
Total Expenditures	**7,993,861**	**8,414,005**	**9,174,059**	**8,142,138**	**8,350,218**	**8,714,150**	**9,154,027**
Revenues							
Supplementary, Railway & Corridors	0	0	0	0	0	0	0
Payments in Lieu	0	0	0	0	0	0	0
Grants	(149,744)	(152,585)	(210,568)	(133,900)	(133,900)	(133,900)	(133,900)
Fees & Service Charges	(1,078,845)	(1,144,886)	(1,367,514)	(950,000)	(960,000)	(1,051,883)	(1,149,383)
Licenses & Permits	(14,544)	(8,298)	(6,917)	0	0	0	0
Rents, Concessions & Franchise	(231,609)	(247,242)	(294,302)	(297,000)	(297,000)	(275,000)	(295,000)
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	(208,906)	(199,811)	(240,115)	(232,700)	(232,700)	(232,700)	(232,700)
Transfers From	(93,421)	(20,975)	0	(162,000)	0	0	0
Total Revenues	**(1,777,070)**	**(1,773,797)**	**(2,119,417)**	**(1,775,600)**	**(1,623,600)**	**(1,693,483)**	**(1,810,983)**
Allocations	75,621	44,095	45,027	78,655	41,473	41,473	38,920
Net Expenditures	**6,292,412**	**6,684,303**	**7,099,669**	**6,445,193**	**6,768,091**	**7,062,140**	**7,381,964**

Appendix 2 – Approved Operating Budget and Actuals

Regulatory Services

Description	2013 Actuals $	2014 Actuals $	2015 Actuals $	2013 Budget $	2014 Budget $	2015 Budget $	2016 Budget $
Expenditures							
Labour Costs	**11,083,366**	**11,398,365**	**12,168,342**	**11,135,715**	**11,470,348**	**11,738,221**	**12,560,580**
Staff Development Costs	20,300	20,008	23,612	38,600	38,600	32,200	36,300
Communication Costs	170,459	185,758	173,844	166,460	166,460	156,460	167,960
Transportation Costs	452,821	421,553	397,078	477,470	477,470	447,470	437,070
Occupancy & City Costs	64,248	60,596	70,903	76,700	82,500	81,566	81,712
Equipment Costs & Maintenance Agreements	50,825	43,676	47,056	80,000	80,000	85,200	70,700
Contractor & Professional Services	668,036	785,693	1,007,761	638,000	685,571	855,429	797,200
Advertising & Promotions	16,486	16,175	24,382	74,900	74,900	47,900	28,200
Materials, Supplies & Other Services	289,926	274,670	304,615	332,800	332,800	309,800	328,600
Finance Other	17,319	23,508	19,587	12,000	126,000	134,000	134,000
Transfers	0	57,124	0	0	52,429	0	0
Debt	0	0	0	0	0	0	0
Other Operating Expenses	**1,750,420**	**1,888,762**	**2,068,837**	**1,896,930**	**2,116,730**	**2,150,025**	**2,081,742**
Total Expenditures	**12,833,786**	**13,287,126**	**14,237,179**	**13,032,645**	**13,587,078**	**13,888,246**	**14,642,322**
Revenues							
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	(1,020,424)	(940,586)	(915,395)	(1,010,900)	(841,200)	(841,200)	(933,200)
Licenses & Permits	(3,481,613)	(3,688,270)	(3,924,025)	(3,835,300)	(3,764,700)	(4,029,700)	(3,992,000)
Rents, Concessions & Franchise	0	0	0	0	0	0	0
Fines	(6,341,406)	(7,056,162)	(9,597,314)	(6,959,600)	(7,909,600)	(7,909,600)	(8,659,600)
Penalties & Interest on Taxes	0	0	0	0	0	0	0
Investment Income	0	0	0	0	0	0	0
Other Revenue	(40,098)	(54,563)	(28,340)	(30,000)	(30,000)	(30,000)	(21,900)
Transfers From	0	0	(53,826)	0	0	(52,429)	0
Total Revenues	**(10,883,541)**	**(11,739,581)**	**(14,518,901)**	**(11,835,800)**	**(12,545,500)**	**(12,862,929)**	**(13,606,700)**
Allocations	523,425	124,506	127,400	546,700	124,500	127,400	128,010
Net Expenditures	**2,473,670**	**1,672,051**	**(154,323)**	**1,743,545**	**1,166,078**	**1,152,717**	**1,163,632**

Appendix 2 – Approved Operating Budget and Actuals

Legislative Services

Description	2013 Actuals $	2014 Actuals $	2015 Actuals $	2013 Budget $	2014 Budget $	2015 Budget $	2016 Budget $
Expenditures							
Labour Costs	**5,812,538**	**6,425,293**	**6,123,003**	**6,017,268**	**6,728,838**	**6,206,288**	**6,319,061**
Staff Development Costs	14,738	18,074	17,481	25,200	31,200	26,700	26,700
Communication Costs	104,131	564,595	91,850	100,300	411,500	109,500	108,000
Transportation Costs	23,655	25,059	27,698	30,300	46,300	30,300	28,300
Occupancy & City Costs	0	3,732	984	0	2,000	0	0
Equipment Costs & Maintenance Agreements	295,492	295,498	289,178	306,000	412,000	310,000	310,000
Contractor & Professional Services	1,070,756	2,224,454	1,218,260	1,091,600	2,318,200	1,643,700	1,546,200
Advertising & Promotions	30,293	177,002	50,324	67,800	216,000	35,000	34,000
Materials, Supplies & Other Services	607,465	995,978	628,543	721,200	937,850	722,950	727,115
Finance Other	(904,105)	(1,192,557)	(986,652)	(1,103,900)	(1,216,900)	(1,236,900)	(1,236,900)
Transfers	0	0	0	0	0	0	0
Debt	0	0	0	0	0	0	0
Other Operating Expenses	**1,242,425**	**3,111,834**	**1,337,664**	**1,238,500**	**3,158,150**	**1,641,250**	**1,543,415**
Total Expenditures	**7,054,963**	**9,537,128**	**7,460,667**	**7,255,768**	**9,886,988**	**7,847,538**	**7,862,476**
Revenues							
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	(680,207)	(746,935)	(770,403)	(682,800)	(848,800)	(838,800)	(838,800)
Licenses & Permits	(563,880)	(595,306)	(598,199)	(598,500)	(628,500)	(628,500)	(628,500)
Rents, Concessions & Franchise	0	0	0	0	0	0	0
Fines	(9,711,266)	(9,657,768)	(9,770,849)	(8,500,000)	(8,804,503)	(9,148,484)	(9,448,484)
Penalties & Interest on Taxes	0	0	0	0	0	0	0
Investment Income	0	0	0	0	0	0	0
Other Revenue	(19,821)	(34,038)	(33,206)	(21,000)	(21,000)	(21,000)	(21,000)
Transfers From	0	(2,240,128)	(326,258)	(106,088)	(2,448,216)	(471,500)	(66,500)
Total Revenues	**(10,975,174)**	**(13,274,176)**	**(11,498,915)**	**(9,908,388)**	**(12,751,019)**	**(11,108,284)**	**(11,003,284)**
Allocations	102,301	0	0	104,968	(0)	0	(0)
Net Expenditures	**(3,817,909)**	**(3,737,048)**	**(4,038,248)**	**(2,547,652)**	**(2,864,031)**	**(3,260,746)**	**(3,140,809)**

Appendix 2 – Approved Operating Budget and Actuals

Mayor & Members of Council

Description	2013 Actuals $	2014 Actuals $	2015 Actuals $	2013 Budget $	2014 Budget $	2015 Budget $	2016 Budget $
Expenditures							
Labour Costs	**3,717,988**	**3,685,199**	**3,807,336**	**3,650,626**	**3,703,532**	**3,949,458**	**3,986,862**
Staff Development Costs	28,277	20,571	72,222	7,300	7,300	77,700	36,500
Communication Costs	130,721	134,442	143,068	110,300	110,300	139,600	109,600
Transportation Costs	203,876	206,966	203,907	207,400	207,444	207,344	193,644
Occupancy & City Costs	5,302	2,018	2,936	0	0	0	0
Equipment Costs & Maintenance Agreements	1,127	7,135	9,736	4,700	4,700	4,500	2,000
Contractor & Professional Services	1,314	1,322	7	1,000	1,000	14,153	13,153
Advertising & Promotions	12,107	11,875	7,528	1,000	1,000	2,000	0
Materials, Supplies & Other Services	115,634	98,154	100,677	284,700	284,700	272,300	355,700
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
Other Operating Expenses	**498,357**	**482,483**	**540,081**	**616,400**	**616,444**	**717,597**	**710,597**
Total Expenditures	**4,216,345**	**4,167,682**	**4,347,416**	**4,267,026**	**4,319,976**	**4,667,054**	**4,697,459**
Revenues							
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
Total Revenues	0	0	0	0	0	0	0
Allocations	0	0	0	0	0	0	0
Net Expenditures	**4,216,345**	**4,167,682**	**4,347,416**	**4,267,026**	**4,319,976**	**4,667,054**	**4,697,459**

Appendix 2 – Approved Operating Budget and Actuals

Financial Transactions

Description	2013 Actuals $	2014 Actuals $	2015 Actuals $	2013 Budget $	2014 Budget $	2015 Budget $	2016 Budget $
Expenditures							
Labour Costs	**1,019,206**	**3,728,029**	**4,680,072**	**6,024,840**	**5,002,949**	**4,008,700**	**4,127,581**
Staff Development Costs	132,622	115,460	146,869	131,700	113,722	149,678	131,700
Communication Costs	12,065	13,992	14,818	26,000	26,000	26,000	26,000
Transportation Costs	980	1,279	123	0	0	0	0
Occupancy & City Costs	2,721,127	219,241	187,162	680,000	110,000	110,000	215,800
Equipment Costs & Maintenance Agreements	0	16	0	0	0	0	0
Contractor & Professional Services	529,658	593,703	451,195	573,800	571,800	652,900	658,900
Advertising & Promotions	77,144	75,632	81,640	81,300	81,300	81,300	81,300
Materials, Supplies & Other Services	131,909	193,997	174,872	206,300	221,605	201,300	202,300
Finance Other	18,515,041	16,312,617	14,110,512	13,420,890	13,354,890	13,260,590	14,012,790
Transfers	51,248,697	68,409,332	68,674,228	38,903,500	46,757,367	49,911,263	57,000,631
Debt	624,429	7,387,667	12,099,244	3,954,000	9,869,000	13,777,619	17,228,733
Other Operating Expenses	**73,993,674**	**93,322,937**	**95,940,664**	**57,977,490**	**71,105,684**	**78,170,650**	**89,558,154**
Total Expenditures	**75,012,880**	**97,050,966**	**100,620,735**	**64,002,330**	**76,108,633**	**82,179,350**	**93,685,735**
Revenues							
Supplementary, Railway & Corridors	(7,469,878)	(6,081,993)	(4,962,785)	(4,463,600)	(3,748,600)	(3,570,000)	(3,825,800)
Payments in Lieu	(26,212,991)	(27,711,905)	(28,768,071)	(25,930,000)	(27,200,000)	(27,110,000)	(29,800,000)
Grants	0	0	0	0	0	0	0
Fees & Service Charges	(8,083)	(15,729)	(13,172)	(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	(7,927,299)	(7,865,641)	(8,700,045)	(8,000,000)	(8,000,000)	(8,000,000)	(8,000,000)
Investment Income	(14,466,003)	(16,982,695)	(14,464,600)	(14,454,600)	(14,464,600)	(14,464,600)	(14,464,600)
Other Revenue	(15,670,229)	(24,949,734)	(23,382,203)	(10,555,000)	(12,385,000)	(13,135,000)	(13,185,000)
Transfers From	(9,189,044)	(12,233,061)	(10,661,835)	(8,789,200)	(9,177,600)	(9,127,378)	(9,566,400)
Total Revenues	**(80,943,527)**	**(95,840,757)**	**(90,952,711)**	**(72,212,400)**	**(74,995,800)**	**(75,426,978)**	**(78,861,800)**
Allocations	0	0	0	0	0	0	0
Net Expenditures	**(5,930,647)**	**1,210,209**	**9,668,024**	**(8,210,070)**	**1,112,833**	**6,752,372**	**14,823,935**

Note: Numbers may not balance due to rounding

Appendix 3 – 2016 Approved Funding – Capital Budget Summary

Project Number	Project Name	Gross Cost ($000's)	Recovery ($000's)	Net Cost ($000's)	Funding Source
Fire & Emergency Services					
Program: Stations & Auxiliary Buildings					
CMFS00033	Design and Construction of New Fire Station 120	3,205	0	3,205	DCA - Fire Services Reserve Fund
CMFS04968	Fire Station Renovation	300	0	300	Tax - Facility Repairs & Renovations Reserve Fund
Total Program		**3,505**	**0**	**3,505**	
Program: Vehicles & Equipment					
CMFS00055	Replacement of Emergency Response Tools and Equipment	225	0	225	Tax - Fire Vehicle & Equipment Replacement Reserve Fund
CMFS00064	Personal Protective Equipment Replacement	135	0	135	Tax - Fire Vehicle & Equipment Replacement Reserve Fund
CMFS00073	Refurbish Fire Vehicles	195	0	195	Tax - Fire Vehicle & Equipment Replacement Reserve Fund
CMFS00082	Replacement of fire vehicles	720	0	720	Tax - Fire Vehicle & Equipment Replacement Reserve Fund
CMFS00094	Semi Automatic Defibrillator Replacement	180	0	180	Tax - Fire Vehicle & Equipment Replacement Reserve Fund
CMFS00111	VCOM Radio System - Component Upgrade	240	0	240	Tax - Fire Vehicle & Equipment Replacement Reserve Fund
CMFS00121	New Fire Truck - Fire Station 120	500	0	500	DCA - Fire Services Reserve Fund
CMFS00142	Fire Station Emergency Generators	100	0	100	Tax - Capital Reserve Fund
CMFS04973	CAD Upgrade	100	0	100	Tax - Fire Vehicle & Equipment Replacement Reserve Fund
CMFS04974	SCBA Accessory Equipment	300	0	300	Tax - Fire Vehicle & Equipment Replacement Reserve Fund
Total Program		**2,695**	**0**	**2,695**	
Total - Fire & Emergency Services		**6,200**	**0**	**6,200**	

Appendix 3 – 2016 Approved Funding – Capital Budget Summary

Project Number	Project Name	Gross Cost ($000's)	Recovery ($000's)	Net Cost ($000's)	Funding Source
Roads					
Program: Bridge & Structure Rehabilitation					
TWBR00012	Bridge & Structure Rehabilitation	2,105	0	2,105	Tax - Debt-Other
TWBR00026	Bridge Structure Detail Inspections & Design at various locations	500	0	500	Gas Tax - Federal Gas Tax-City Allocation, Tax - Capital Reserve Fund
TWBR00053	Bridge Repairs - Various Locations	2,000	0	2,000	Gas Tax - Federal Gas Tax-City Allocation, Tax - Capital Reserve Fund
TWBR00164	Rena Road - Culvert Widening	2,000	0	2,000	Gas Tax -Federal Gas Tax-Regional Allocation,DCA - City Wide Engineering Reserve Fund
Total Program		**6,605**	**0**	**6,605**	
Program: Major Roads					
TWMR00004	Torbram Road Grade Separation North	23,818	7,063	16,755	DCA - City Wide Engineering Reserve Fund
TWMR00054	Transportation Master Plan Study	100	0	100	DCA - City Wide Engineering Reserve Fund
TWMR00058	Intersection Capital Program	960	60	900	DCA - City Wide Engineering Reserve Fund
TWMR00063	Preliminary Engineering Studies	100	0	100	DCA - City Wide Engineering Reserve Fund
TWMR00075	Burnhamthorpe Rd W - Ninth Line to Loyalist Drive	200	0	200	DCA - City Wide Engineering Reserve Fund
TWMR00112	Lakeshore Road Movement Study	750	0	750	DCA - City Wide Engineering Reserve Fund
TWMR00140	Square One Drive from Hammerson Drive to Duke of York Blvd	3,900	3,900	0	External Recoveries
TWMR00142	Downtown Master Plan	500	0	500	DCA - City Wide Engineering Reserve Fund
TWMR00163	Financial Drive - Widening	250	0	250	DCA - City Wide Engineering Reserve Fund
Total Program		**30,578**	**11,023**	**19,555**	

Appendix 3 – 2016 Approved Funding – Capital Budget Summary

Project Number	Project Name	Gross Cost ($000's)	Recovery ($000's)	Net Cost ($000's)	Funding Source
Roads					
Program: Other Engineering					
TWOE00040	Traffic Management Centre (Cash Flow)	4,100	943	3,157	DCA - City Wide Engineering Reserve Fund, Developer Contributions - Roads Reserve Fund, Tax - Capital Reserve Fund
TWOE00106	Pay & Display Parking Meters - City Centre & Lakeshore	150	0	150	CIL Cash In Lieu Of Parking-Port Credit Reserve Fund
TWOE00119	Cycling Program	1,010	0	1,010	DCA -City Wide Engineering Reserve Fund
TWOE00122	Salt Management Program	50	0	50	Tax - Capital Reserve Fund
TWOE00123	Sidewalks	450	0	450	DCA - City Wide Engineering Reserve Fund, Developer Contributions - Sidewalks Reserve Fund
TWOE00124	Survey and Control Network	65	0	65	Tax - Capital Reserve Fund
TWOE00125	Topographical Updating	25	0	25	Tax - Capital Reserve Fund
TWOE00127	Traffic Signal Equipment Enhancements	115	0	115	DCA - City Wide Engineering Reserve Fund
TWOE00129	Traffic Signals - New	710	0	710	DCA - City Wide Engineering Reserve Fund,Developer Contributions - Traffic Signals Reserve Fund
TWOE00131	Traffic System and ITS	75	0	75	DCA - City Wide Engineering Reserve Fund
TWOE00227	Specialized Equipment	50	0	50	Tax -Capital Reserve Fund
TWOE00231	New Vehicles & Equipment	195	0	195	Tax - Capital Reserve Fund, DCA - Public Works Buildings & Fleet Reserve Fund
TWOE00277	Property Acquisition	7,200	0	7,200	DCA - City Wide Engineering Reserve Fund
TWOE00285	Site Assessments and Data Management	370	0	370	Tax - Capital Reserve Fund
TWOE00318	Streetlighting	1,300	0	1,300	Tax - Capital Reserve Fund
TWOE00322	Vehicle & Equipment Replacement	3,157	0	3,157	Tax - Main Fleet Vehicle & Equipment Replacement Reserve Fund
TWOE00334	Parking Master Plan and Implementation Strategy	223	0	223	CIL City Centre Off Street Parking Reserve Fund

Appendix 3 – 2016 Approved Funding – Capital Budget Summary

Project Number	Project Name	Gross Cost ($000's)	Recovery ($000's)	Net Cost ($000's)	Funding Source
Roads					
Program: Other Engineering					
TWOE00338	Noise Wall Program	1,635	0	1,635	DCA - City Wide Engineering Reserve Fund
TWOE00365	Cycling Program	250	0	250	Gas Tax - Federal Gas Tax-City Allocation, Tax - Capital Reserve Fund
TWOE00385	Road Weather Information System	120	0	120	Tax - Capital Reserve Fund
TWOE00401	Pay&Display Parking Meters-Streetsville	200	0	200	CIL Cash In Lieu Of Parking-Streetsville Reserve Fund
TWOE00403	Traffic Calming Program	200	0	200	Tax - Capital Reserve Fund
Total Program		**21,650**	**943**	**20,707**	
Program: Roadway Rehabilitation					
TWRR00026	Roadway Infrastructure Review	200	0	200	Tax - Roadway Infrastructure Maintenance & Replacement Reserve
TWRR00027	Crack Sealing	100	0	100	Tax - Roadway Infrastructure Maintenance & Replacement Reserve
TWRR00098	Roadway Rehabilitation	16,048	0	16,048	Tax - Debt - Other
Total Program		**16,348**	**0**	**16,348**	
Program: Other Drainage Studies and Improvements					
TWSD000341	Lisgar Improvements - Storm Sewer Lining and Dewatering Utility Trench	5,600	0	5,600	Tax - Debt-Other
Total Program		**5,600**	**0**	**5,600**	
Total - Roads		**80,781**	**11,966**	**68,815**	
MiWay					
Program: Buses					
TWTR00096	Transit Capital Bus Maintenance - Major Component Rehabilitation/Replacement	4,000	0	4,000	Gas Tax - Federal Gas Tax - City Allocation
TWTR00097	Transit Bus Acquisitions - Growth	1,752	0	1,752	DCA - Transit Reserve Fund, Gas Tax - Federal Gas Tax - Regional Allocation

Appendix 3 – 2016 Approved Funding – Capital Budget Summary

Project Number	Project Name	Gross Cost ($000's)	Recovery ($000's)	Net Cost ($000's)	Funding Source
MiWay					
Program: Buses					
TWTR00096	Transit Capital Bus Maintenance - Major Component Rehabilitation/Replacement	4,000	0	4,000	Gas Tax - Federal Gas Tax - City Allocation
TWTR00097	Transit Bus Acquisitions - Growth	1,752	0	1,752	DCA - Transit Reserve Fund, Gas Tax - Federal Gas Tax - Regional Allocation
TWTR00234	Transit Bus Acquisitions - Service Growth	5,840	0	5,840	Gas Tax - Federal Gas Tax-Regional Allocation
TWTR00249	Transit Bus Seating Modifications-Warranty Issues	1,500	0	1,500	Gas Tax - Federal Gas Tax - City Allocation
Total Program		**13,092**	**0**	**13,092**	
Program: Higher Order Transit					
TWTR00065	Transit BRT Construction	38,173	0	38,173	Tax - Capital Reserve Fund, Tax - Debt-Other,Gas Tax - Bus Rapid Transit (BRT) - Provincial Allocation, Gas Tax - Provincial Gas Tax Reserve Fund
Total Program		**38,173**	**0**	**38,173**	
Program: On-Street Facilities					
TWTR00098	Transit Mini Terminals/Bays/Bus Loops - Replacement	100	0	100	Gas Tax -Federal Gas Tax - City Allocation
TWTR00099	Transit MiWay Signs	50	0	50	Gas Tax -Federal Gas Tax - Regional Allocation
TWTR00100	Transit Bus Stops/Pads (Accessibility Plan) - Replacement	140	0	140	Gas Tax - Federal Gas Tax - Regional Allocation
Total Program		**290**	**0**	**290**	
Program: Other Transit					
TWTR00252	New Customer Acquisition Program Development and Implementation	250	0	250	Gas Tax - Federal Gas Tax - City Allocation
Total Program		**250**	**0**	**250**	

Appendix 3 – 2016 Approved Funding – Capital Budget Summary

Project Number	Project Name	Gross Cost ($000's)	Recovery ($000's)	Net Cost ($000's)	Funding Source
MiWay					
Program: Transit Buildings					
TWTR00089	Transit Malton Facility - Expansion & Improvements	2,700	0	2,700	DCA - Transit Reserve Fund, Gas Tax - Federal Gas Tax - Regional Allocation
TWTR00104	Transit Facility Repairs (Minor)	60	0	60	Gas Tax - Federal Gas Tax-City Allocation
TWTR00217	Mississauga Transitway - Downtown Transitway Connection - Preliminary Design	4,000	2,000	2,000	Gas Tax - Federal Gas Tax-Regional Allocation
TWTR00251	Transit Bus Shelters-Consultation	75	0	75	Gas Tax - Federal Gas Tax-City Allocation
Total Program		**6,835**	**2,000**	**4,835**	
Program: Transit Vehicles and Equipment					
TWTR00101	Transit Capital Equipment Acquisition - Maintenance Section	145	0	145	Gas Tax - Federal Gas Tax-City Allocation
TWTR00105	Transit Change-Off Vehicle Acquisitions - Replacement	140	0	140	Gas Tax - Federal Public Transit Reserve Fund
TWTR00106	Transit Other Vehicles (Vans/Cars/Trucks) Acquisitions - Replacement	220	0	220	Gas Tax - Federal Public Transit Reserve Fund
TWTR00107	Transit Route Supervisor Vehicle Acquisitions - Replacement	140	0	140	Gas Tax - Federal Public Transit Reserve Fund
TWTR00224	Transit Revenue Equipment - Replacement	20	0	20	Gas Tax - Federal Gas Tax-City Allocation
TWTR00262	Transit Priority Infrastructure	130	0	130	Gas Tax - Federal Gas Tax - Regional Allocation
Total Program		**795**	**0**	**795**	
Total - MiWay		**59,435**	**2,000**	**57,435**	

Appendix 3 – 2016 Approved Funding – Capital Budget Summary

Project Number	Project Name	Gross Cost ($000's)	Recovery ($000's)	Net Cost ($000's)	Funding Source
Parks & Forestry					
Program: City Wide Facilities					
CMPF00274	Waterfront Development - Construction - Restore Failing Shoreline - Various Waterfront Parks	181	0	181	Tax - Capital Reserve Fund
CMPF00327	Site investigations, appraisals, audits & small value acquisitions	110	0	110	CIL Cash In Lieu Of Parkland Dedication Reserve Fund
CMPF00406	Bicycle/Pedestrian System_Const_LakeshoreRoyalWindsorTrail_CreditRiver-EtobicokeCrk(ORT02B)	1,061	0	1,061	Tax - Capital Reserve Fund, DCA - Recreation Reserve Fund
CMPF00408	Bicycle/Pedestrian System -Const-403 Corridor/BRT Trail	1,229	491	737	Tax - Capital Reserve Fund, DCA - Recreation Reserve Fund
CMPF00417	Bicycle/Pedestrian System_Const_E. Hydro One East CorridorTrail_Etobicoke Creek-BRT(ORT11A)	737	0	737	Tax - Capital Reserve Fund, DCA - Recreation Reserve Fund
CMPF00455	City Centre Development - Park Development - Construction - Scholar's Green (P_507)	903	361	542	DCA - Recreation Reserve Fund,Tax - Capital Reserve Fund
CMPF00915	Planning and Development Studies - Waterfront Strategy Study (5 years)	110	0	110	DCA - Recreation Reserve Fund, Reserve for General Contingency
CMPF00936	Riverwood Park Development - Chappell House Exterior Design and Construction	921	429	492	CIL Cash In Lieu Of Parkland Dedication Reserve Fund
Total Program		**5,252**	**1,282**	**3,970**	
Program: Park Facility Installation					
CMPF00199	Washrooms (New) - Construction - Erindale Park (P_060)	481	0	481	CIL Cash In Lieu Of Parkland Dedication Reserve Fund
CMPF00606	Outdoor Basketball - Design and Const_ new unlit court (1 hoop) - Tom Chater Memorial Park	64	0	64	DCA - Recreation Reserve Fund, Tax - Capital Reserve Fund
CMPF00919	Play Equipment (New) - City - East Location - Inclusive Playground - Jaycee Park (P_148)	568	266	303	Tax - Capital Reserve Fund, DCA - Recreation Reserve Fund
CMPF00946	Sports Fields - 2 Unlit Tennis Courts - Design and Construction - Thorncrest Park	213	0	213	DCA - Recreation Reserve Fund, Tax - Capital Reserve Fund
CMPF04272	Design & Construction of an Artificial Turf Football Field and Track - Clarkson Park (P-073)	2,650	1,450	1,200	DCA - Recreation Reserve Fund, Tax - Capital Reserve Fund
Total Program		**3,975**	**1,716**	**2,260**	

Appendix 3 – 2016 Approved Funding – Capital Budget Summary

Project Number	Project Name	Gross Cost ($000's)	Recovery ($000's)	Net Cost ($000's)	Funding Source
Parks & Forestry					
Program: Park Redevelopment					
CMPF00268	Bridges & Underpasses - Structural evaluation review - Various Community Parks	79	0	79	Reserve for General Contingency
CMPF00393	Playground Redevelopment - Replace play equipment and landscape improvements	482	0	482	Tax - Capital Reserve Fund
CMPF00445	Bridges & Underpasses repair	68	0	68	Tax - Capital Reserve Fund
CMPF00446	Bridges & Underpasses repair	165	0	165	Tax - Capital Reserve Fund
CMPF00575	Major Redevelopment - Phase 1 Tree Replacement - Wildwood Park P_059	400	0	400	Tax - Capital Reserve Fund
CMPF03043	Park Improvements - Parks Signage - Various Community Parks	110	0	110	Tax - Capital Reserve Fund
CMPF04157	Bridges & Underpasses - Footbridge Redecking between Lisgar Fields and Forest Park	37	0	37	Tax - Capital Reserve Fund
CMPF04197	Major Redevelopment - Phase 2 Master Plan & Transition Plan - Wildwood Park P_059	436	0	436	Tax - Capital Reserve Fund
CMPF04323	Playground Redevelopment - Replace play equipment and landscape improvements	1,256	584	672	Tax - Capital Reserve Fund
CMPF04325	Public Square Conceptual Development Ward 5	20	0	20	Reserve for General Contingency
Total Program		**3,054**	**584**	**2,470**	
Program: Parkland Development					
CMPF03012	Community Parks - Design & Construction - Not Yet Named F_410	80	0	80	Tax - Capital Reserve Fund, DCA - Recreation Reserve Fund
CMPF03040	Community Parks_Phase 1_Site Servicing, Infrastructure & Park Amenities_Not Yet Named P_459-Park Development	681	0	681	DCA - Recreation Reserve Fund, Tax - Capital Reserve Fund
CMPF04173	Park Utilization Tracking	83	0	83	Reserve for General Contingency, DCA - Recreation Reserve Fund
CMPF04255	Community Parks_Phase 1_Site Servicing,Park Amenities_Not Yet Named P_459 - Indoor Recreation Space	636	0	636	DCA - Recreation Reserve Fund, Tax - Capital Reserve Fund
CMPF04275	Community Parks_Phase 1_Site Servicing,Park Amenities_Not Yet Named P_459 - Indoor Pool	475	0	475	Tax - Debt - Other
CMPF04276	Community Parks_Phase 1_Site Servicing,Park Amenities_Not Yet Named P_459 - Air Supported Structure	208	0	208	CIL Cash In Lieu Of Parkland Dedication Reserve Fund, DCA - Recreation Reserve Fund, Tax - Capital Reserve Fund
Total Program		**2,163**	**0**	**2,163**	

Appendix 3 – 2016 Approved Funding – Capital Budget Summary

Project Number	Project Name	Gross Cost ($000's)	Recovery ($000's)	Net Cost ($000's)	Funding Source
Parks & Forestry					
Program: Parks Operations					
CMPF00375	Trail Reconstruction	14	0	14	Tax - Capital Reserve Fund
CMPF00376	Trail Reconstruction	373	0	373	Tax - Capital Reserve Fund
CMPF00378	Trail Reconstruction - Various Trail reconstructions and emergency repairs	28	0	28	Tax - Capital Reserve Fund
CMPF00597	Park Maintenance - Replacement of Park Furnishings - Various Neighbourhood Parks	55	0	55	Tax - Capital Reserve Fund
CMPF00659	Trail Reconstruction	24	0	24	Tax - Capital Reserve Fund
CMPF00663	Trail Reconstruction	4	0	4	Tax - Capital Reserve Fund
CMPF00688	Trail Reconstruction	94	0	94	Tax - Capital Reserve Fund
CMPF00733	Trail Reconstruction	53	0	53	Tax - Capital Reserve Fund
CMPF03038	Cemetery Maintenance - Streetsville Memorial (P_412)	23	0	23	Reserve for General Contingency
CMPF03055	Park Maintenance - Splash Pad Concrete Repairs - Mississauga Valley (P_096)	137	0	137	Tax - Capital Reserve Fund
CMPF03061	Park Maintenance - Recycling and Garbage Collection Program - Various Community Parks	99	0	99	Tax - Capital Reserve Fund
CMPF04209	Park Maintenance - Iceland Skate Park (P_357)	46	0	46	Tax - Capital Reserve Fund
CMPF04210	Park Maintenance - Lake Aquitaine Park (P_102)	274	119	155	Tax - Capital Reserve Fund
CMPF04215	Park Maintenance - Talka Village Retaining Wall	330	0	330	Tax - Capital Reserve Fund
CMPF04277	Parks and Forestry - Various Studies	165	0	165	Tax - Capital Reserve Fund
CMPF04299	Irrigation System Maintenance and Repairs	129	0	129	Tax - Capital Reserve Fund
CMPF04324	Trail Reconstruction	651	303	348	Tax - Capital Reserve Fund
Total Program		**2,498**	**422**	**2,077**	
Program: Parks Vehicles, Equipment					
CMPF00323	Vehicles & Equipment - Non Growth Related Equipment - Parks and Forestry	138	0	138	Tax - Capital Reserve Fund
CMPF00636	Vehicles & Equipment - Growth Related Equipment - Parks	143	0	143	Tax - Capital Reserve Fund, DCA-Public Works Buildings & Fleet Reserve Fund
Total Program		**281**	**0**	**281**	

Appendix 3 – 2016 Approved Funding – Capital Budget Summary

Project Number	Project Name	Gross Cost ($000's)	Recovery ($000's)	Net Cost ($000's)	Funding Source
Parks & Forestry					
Program: Sports Field Maintenance					
CMPF00316	Lit Sports Field Maintenance	684	0	684	Tax - Debt - Other
CMPF00397	Tennis Court Maintenance	102	102	0	Recoveries
CMPF00557	Lit Sports Field Maintenance	477	0	477	Tax - Capital Reserve Fund
CMPF00967	Tennis Court Maintenance - Reconstruction of various Tennis Courts	231	0	231	Tax - Capital Reserve Fund
CMPF00987	Unlit Sports Field Maintenance - Bocce Court renovations - Rayfield (P_154)	23	0	23	Tax - Capital Reserve Fund
CMPF04191	Lit Sports Field Maintenance - South Common Park (P_151)	175	0	175	Tax - Capital Reserve Fund
CMPF04298	Unlit Sports Field Maintenance_Turf, infield, fencing repair_baseball back stop_Forest Glen	61	0	61	Tax - Capital Reserve Fund
CMPF04302	Tennis Court Maintenance - Tennis court Reconstruction - Gulleden Park (P_055)	150	0	150	Tax - Capital Reserve Fund
CMPF04309	Lit Sports Field Maintenance	56	0	56	Tax - Capital Reserve Fund
Total Program		**1,958**	**102**	**1,856**	
Program: Urban Forestry					
CMPF00289	Encroachment Management & Rehabilitation-Surveying and RemovalofEncroachments-Various Locations	77	0	77	Tax - Capital Reserve Fund
CMPF00298	Emerald Ash Borer - Emerald Ash Borer Management Program - Various Locations	6,486	0	6,486	Emerald Ash Borer Reserve Fund
CMPF00336	Street Tree Plantings Various Locations	41	0	41	Developer Contributions - Tree Planting Reserve Fund
CMPF00338	Street Tree Plantings Various Locations	636	0	636	Developer Contributions - Tree Planting Reserve Fund
CMPF00353	Street Tree Plantings - Tree Replacements - Various Locations	600	0	600	Tax - Capital Reserve Fund
CMPF04178	Forest Management - Park Tree Asset Inventory	188	0	188	Tax - Capital Reserve Fund
CMPF04224	Forest Management - Ice Storm Tree Replacement	450	0	450	Tax - Capital Reserve Fund
CMPF04271	Forest Management - Street Tree Asset Inventory	188	0	188	Tax - Capital Reserve Fund
Total Program		**8,665**	**0**	**8,665**	
Total - Parks & Forestry		**27,846**	**4,105**	**23,741**	

Appendix 3 – 2016 Approved Funding – Capital Budget Summary

Project Number	Project Name	Gross Cost ($000's)	Recovery ($000's)	Net Cost ($000's)	Funding Source
Library					
Program: Library Buildings					
CMLS00054	Self Serve Technology-Automated Materials Sortation	120	0	120	Tax - Capital Reserve Fund
CMLS00059	Central Library Redevelopment	800	0	800	Tax - Debt - Other
CMLS00064	Renovations to various locations	48	0	48	Tax - Facility Repairs & Renovations Reserve Fund
Total Program		**968**	**0**	**968**	
Program: Library Materials & Equipment					
CMLS00063	Public Use Furniture and Equipment	126	0	126	Tax - Capital Reserve Fund
Total Program		**126**	**0**	**126**	
Total - Library		**1,094**	**0**	**1,094**	
Business Services					
Program: Administration					
CPBS004201	E-Learning Module - Purchasing and Contract Management Certification Training	40	0	40	Reserve for General Contingency
CPBS004202	TXM - Software Improvement Program	391	0	391	Tax - Capital Reserve Fund
CPBS004203	Sustainable Procurement Project	40	0	40	Tax - Capital Reserve Fund
CPBS004217	Talent Management System Technology	280	0	280	Tax - Capital Reserve Fund
CPBS004990	Talent Management System Technology (New Phase)	1,450	0	1,450	Tax - Capital Reserve Fund
CPBS005035	Digital Strategy	100	0	100	Tax - Capital Reserve Fund
CPBS005291	Communications Support for Canada's 150th Anniversary	44	44	0	Tax - Capital Reserve Fund
Total Program		**2,346**	**44**	**2,302**	
Total - Business Services		**2,346**	**44**	**2,302**	
Facilities & Property Management					
Program: Capital Construction & Improvement					
CPFP005131	Our Future Corporation- Pilot Project	530	0	530	Tax - Facility Repairs & Renovations Reserve Fund
CPFP04601	City Wide Accessibility Audit	159	0	159	Tax - Facility Repairs & Renovations Reserve Fund
Total Program		**689**	**0**	**689**	

Appendix 3 – 2016 Approved Funding – Capital Budget Summary

Project Number	Project Name	Gross Cost ($000's)	Recovery ($000's)	Net Cost ($000's)	Funding Source
Facilities & Property Management					
Program: Facility Services					
CPFP005063	Parking Lot LED Lighting - Various Locations	134	0	134	Tax - Facility Repairs & Renovations Reserve Fund
CPFP005071	2016 Furniture	127	0	127	Tax - Capital Reserve Fund
CPFP005072	Control Systems Implementations - various	127	0	127	Tax - Capital Reserve Fund
CPFP005073	LED Lighting - Hershey Sportszone	131	0	131	Tax - Capital Reserve Fund
CPFP005074	2016 Recommissioning	48	0	48	Tax - Facility Repairs & Renovations Reserve Fund
CPFP005075	Citywide Energy Audit Projects Implementation	311	0	311	Tax - Capital Reserve Fund
CPFP005076	LED Lighting Retrofits- LAC & Central Library	319	0	319	Tax - Capital Reserve Fund
CPFP005078	LED Lighting Retrofits- Burhamthorpe Library	15	0	15	Tax - Capital Reserve Fund
CPFP005093	2016 New Hires	213	0	213	Tax - Capital Reserve Fund
CPFP005181	Hershey Sportszone - Main Bowl Lighting Upgrade	800	0	800	Tax - Facility Repairs & Renovations Reserve Fund
CPFP04196	Arena and Pool LED Lighting - Cash Flowed	300	0	300	Tax - Facility Repairs & Renovations Reserve Fund
CPFP04608	2015 Energy Management - Recommissioning - Cash Flowed	111	0	111	Tax - Facility Repairs & Renovations Reserve Fund
Total Program		**2,636**	**0**	**2,636**	
Program: Lifecycle					
CPFO005053	2016 Various Emergency Repairs	795	0	795	Tax - Facility Repairs & Renovations Reserve Fund
CPFP00165	2015 Security - Various Locations	122	0	122	Tax - Facility Repairs & Renovations Reserve Fund
CPFP00199	Roof Replacement-Civic Centre - Cash Flowed	500	0	500	Tax -Capital Reserve Fund
CPFP00254	Parking Lot Renewals	1,202	0	1,202	Tax - Facility Repairs & Renovations Reserve Fund
CPFP005044	Mechanical Replacement-Generators-Various	380	0	380	Tax - Facility Repairs & Renovations Reserve Fund
CPFP005045	Mechanical Replacement - Cooling Tower	262	0	262	Tax - Facility Repairs & Renovations Reserve Fund
CPFP005046	Mechanical Replacement-RTU-Various	734	0	734	Tax - Facility Repairs & Renovations Reserve Fund

Appendix 3 – 2016 Approved Funding – Capital Budget Summary

Project Number	Project Name	Gross Cost ($000's)	Recovery ($000's)	Net Cost ($000's)	Funding Source
Facilities & Property Management					
Program: Lifecycle					
CPFP005047	Mechanical Replacement- Rec Facilities (Various)	645	0	645	Tax - Facility Repairs & Renovations Reserve Fund
CPFP005048	Mechanical Replacement- Various	417	0	417	Tax - Facility Repairs & Renovations Reserve Fund
CPFP005049	Fall Protection	20	0	20	Tax - Facility Repairs & Renovations Reserve Fund
CPFP005050	Roof Replacements- Major Rec CC (Various)	464	0	464	Tax - Facility Repairs & Renovations Reserve Fund
CPFP005051	Roof Replacement- Various	321	0	321	Tax - Facility Repairs & Renovations Reserve Fund
CPFP005055	Electrical Replacement- Various	600	0	600	Tax - Facility Repairs & Renovations Reserve Fund
CPFP005056	Hershey Sportszone (Pump/Motor Replacements)	295	0	295	Tax - Facility Repairs & Renovations Reserve Fund
CPFP005057	Ramp Replacement	120	0	120	Gas Tax - Federal Gas Tax-Regional Allocation, Tax - Capital Reserve Fund
CPFP005058	Escalator and Elevator Modernization	575	0	575	Gas Tax - Federal Gas Tax - Regional Allocation, Tax - Facility Repairs & Renovations Reserve Fund
CPFP005059	Parking Lot - various Central Locations	941	0	941	Tax - Facility Repairs & Renovations Reserve Fund, Gas Tax - Federal Gas Tax - Regional Allocation
CPFP005060	Parking Lots - various North Locations	464	0	464	Tax - Facility Repairs & Renovations Reserve Fund
CPFP005064	Interior Finishes - LAC Seating	265	0	265	Tax - Facility Repairs & Renovations Reserve Fund
CPFP005071	2016 Furniture	244	0	244	Tax -Capital Reserve Fund
CPFP005079	Transit Booth Replacements	128	0	128	Gas Tax - Federal Gas Tax-Regional Allocation, Tax - Capital Reserve Fund
CPFP005080	AHU Consultant Review	54	0	54	Tax - Facility Repairs & Renovations Reserve Fund
CPFP005081	Structural & Facade Repairs - Civic & Central Library	198	0	198	Tax - Facility Repairs & Renovations Reserve Fund

Appendix 3 – 2016 Approved Funding – Capital Budget Summary

Project Number	Project Name	Gross Cost ($000's)	Recovery ($000's)	Net Cost ($000's)	Funding Source
Facilities & Property Management					
Program: Lifecycle					
CPFP005082	Structural Repairs - various	670	0	670	Tax - Facility Repairs & Renovations Reserve Fund
CPFP005172	Malton Arena Exterior Envelope and Lot Renewal	519	0	519	Tax - Facility Repairs & Renovations Reserve Fund
CPFP005258	Chappell House - Structural & Mechanical Replacement and Repairs	679	316	362	Tax - Facility Repairs & Renovations Reserve Fund
CPFP04135	2015 Pathway Lighting-Various Parks - Cash Flowed	1,426	0	1,426	Tax - Capital Reserve Fund
CPFP04198	Living Arts Centre Marquee Signage Replacement - Cash Flowed	556	0	556	Tax - Facility Repairs & Renovations Reserve Fund
CPFP04200	Key Tracking Software	74	0	74	Tax - Capital Reserve Fund
CPFP04532	Various Emergency Repairs - Cash Flowed	265	0	265	Tax - Facility Repairs & Renovations Reserve Fund
CPFP04571	Platform Surface Replacement - City Centre Transit Terminal	920	0	920	Gas Tax - Federal Gas Tax - Regional Allocation, Tax - Capital Reserve Fund
Total Program		**14,855**	**316**	**14,539**	
Total - Facilities & Property Management		**18,180**	**316**	**17,864**	

Recreation					
Program: City Wide Recreation					
CMRC00005	Meadowvale CC renovation - design & construction	8,265	0	8,265	Tax - Debt-Other, DCA - Recreation Reserve Fund, CIL Cash In Lieu Of Parkland Dedication Reserve Fund, DCA - Library Reserve Fund
CMRC00041	Various Golf Course Maintenance	90	0	90	Tax - Capital Reserve Fund
CMRC00076	Renovations and rehabilitation projects	405	0	405	Tax - Facility Repairs & Renovations Reserve Fund
CMRC04400	Arena Dehumidification System Upgrades	625	0	625	Tax - Capital Reserve Fund
CMRC04837	Huron Park Recreation Centre - Pool Area	590	0	590	Tax - Capital Reserve Fund
CMRC04967	Hershey SportZone - Artificial Indoor Turf Replacement	755	0	755	Tax - Capital Reserve Fund
CMRC05005	Future Direction Background-Study	119	0	119	Reserve for General Contingency
CMRC05261	Concept Plan for Iceland Redevelopment	50	0	50	Reserve for General Contingency
Total Program		**10,899**	**0**	**10,899**	

Appendix 3 – 2016 Approved Funding – Capital Budget Summary

Project Number	Project Name	Gross Cost ($000's)	Recovery ($000's)	Net Cost ($000's)	Funding Source
Recreation					
Program: Recreation Vehicles and Equipment					
CMRC00050	Golf Cart Replacement	175	0	175	Tax - Capital Reserve Fund
CMRC00065	Program Furniture and Equipment	780	0	780	Tax - Capital Reserve Fund
CMRC00073	Implement Community Centre Hansen time sheets	185	0	185	Tax - Capital Reserve Fund
CMRC04403	Pylon Sign Media Player Upgrade	150	0	150	Tax - Capital Reserve Fund
CMRC04633	Emergency Shelter Provision	725	0	725	Tax - Capital Reserve Fund
CMRC04965	Hershey Centre - Main Bowl Sound System Replacement	275	0	275	Tax - Capital Reserve Fund
Total Program		**2,290**	**0**	**2,290**	
Total - Recreation		**13,189**	**0**	**13,189**	
Information Technology					
Program: Applications					
CPIT00189	CLASS Upgrade	532	0	532	Tax - Capital Reserve Fund
CPIT00310	Oracle Upgrade Max, Tax Other 2015-2016	890	0	890	Tax - Capital Reserve Fund
CPIT004563	ePlans Integrated ePermitting Solution	120	0	120	Tax - Capital Reserve Fund
CPIT004573	PCI Compliance	452	0	452	Tax - Capital Reserve Fund
CPIT004575	Council Chambers Video System Upgrade	105	0	105	Tax - Capital Reserve Fund
CPIT004576	SAP Legislative, Enhancement & Infrastructure	100	0	100	Tax - Capital Reserve Fund
CPIT004597	eCity and MiWay Mobile Site Upgrades	350	0	350	Tax - Capital Reserve Fund
CPIT004619	Desktop Software Licenses 2016-2018	300	0	300	Tax - Capital Reserve Fund
CPIT005117	Library Systems	150	0	150	Tax - Capital Reserve Fund
CPIT005119	Server Applications Upgrade	110	0	110	Tax - Capital Reserve Fund
CPIT005122	EBS Team Budget - Questica	50	0	50	Tax - Capital Reserve Fund
CPIT005133	Enterprise Mobility	45	0	45	Tax - Capital Reserve Fund
CPIT005135	Analytics Program	200	0	200	Tax - Capital Reserve Fund
CPIT005136	Corporate Services Application Improvements	120	0	120	Tax - Capital Reserve Fund
CPIT005140	SAP Fire ESS Licensing	80	0	80	Tax - Capital Reserve Fund
CPIT005141	SAP Fiori Improvements	60	0	60	Tax - Capital Reserve Fund
CPIT005147	Professional Services/Technology for Continuous Improvement and Innovation	100	0	100	Tax - Capital Reserve Fund
Total Program		**3,764**	**0**	**3,764**	

Appendix 3 – 2016 Approved Funding – Capital Budget Summary

Project Number	Project Name	Gross Cost ($000's)	Recovery ($000's)	Net Cost ($000's)	Funding Source
Information Technology					
Program: Infrastructure					
CPIT00155	Server and Storage Lifecycle Replacement	530	0	530	Tax - Capital Reserve Fund
CPIT00257	Network Upgrade-Switches, Routers, Cabling -2016-2024	275	0	275	Tax - Capital Reserve Fund
CPIT004230	GeoSpatial Master Plan and Implementation	300	0	300	Tax - Capital Reserve Fund
CPIT004584	Conferencing, Smart Meeting Room Upgrade	70	0	70	Tax - Capital Reserve Fund
CPIT004616	Network Fibre & Wireless 2015-2018	510	0	510	Tax - Capital Reserve Fund
CPIT005116	Database Refresh Cycle	500	0	500	Tax - Capital Reserve Fund
Total Program		**2,185**	**0**	**2,185**	
Program: PC Replacement & Peripherals					
CPIT005118	SAP Identity Management	145	0	145	Tax - Capital Reserve Fund
CPIT005121	A/V Upgrades and Installations	90	0	90	Tax - Capital Reserve Fund
CPIT005142	PC/Notebook/Tablet Lifecycle and Staff Adds	700	0	700	Tax - Capital Reserve Fund
CPIT005143	Replacement of Geomatics Plotters	50	0	50	Tax - Capital Reserve Fund
CPIT005146	C Banquets Video Upgrade	55	0	55	Tax - Capital Reserve Fund
Total Program		**1,040**	**0**	**1,040**	
Total - Information Technology		**6,989**	**0**	**6,989**	
Strategic Policy					
Program: Policy Administration					
CMED005043	Workforce Development Strategic Plan	105	0	105	Reserve for General Contingency, Misc Contributions - Economic Development Advisory Centre EDA
Total Program		**105**	**0**	**105**	
Total - Strategic Policy		**105**	**0**	**105**	
Land Development					
Program: Building and Policy Planning					
PBLD001923	Field Automation- Phase 2/Delivery of Inspection Services	450	0	450	Reserve for Development Revenue Stabilization
PBLD004247	Meadowvale Business Park Corporate Centre Review	150	0	150	Reserve for Planning Process Updates
Total Program		**600**	**0**	**600**	

Appendix 3 – 2016 Approved Funding – Capital Budget Summary

Project Number	Project Name	Gross Cost ($000's)	Recovery ($000's)	Net Cost ($000's)	Funding Source
Land Development					
Program: Strategic Community Initiatives					
COSP004251	Downtown21 Updated Plan	250	0	250	Reserve for General Contingency
COSP004412	Strategic Waterfront Implementation	300	0	300	Reserve for General Contingency
Total Program		**550**	**0**	**550**	
Total - Land Development		**1,150**	**0**	**1,150**	
Arts & Culture					
Program: Culture Buildings & Assets					
CMCL00063	Heritage Facilities Maintenace	30	0	30	Tax - Capital Reserve Fund
Total Program		**30**	**0**	**30**	
Program: Culture Materials & Equipment					
CMCL00034	Public Art Program-Community Nodes & Open Space	100	0	100	Reserve for the Arts
CMCL00103	Celebration Square Winter Experience	100	0	100	Tax - Capital Reserve Fund
Total Program		**200**	**0**	**200**	
Program: Heritage Planning					
CMCL00104	Port Credit Heritage Conservation District Plan	100	0	100	Reserve for the Arts
Total Program		**100**	**0**	**100**	
Total - Arts & Culture		**330**	**0**	**330**	
Regulatory					
Program: Equipment					
TWRG00001	Radio Replacement - Parking Enforcement	33	0	33	Tax - Capital Reserve Fund
Total Program		**33**	**0**	**33**	
Total - Regulatory		**33**	**0**	**33**	

Appendix 3 – 2016 Approved Funding – Capital Budget Summary

Project Number	Project Name	Gross Cost ($000's)	Recovery ($000's)	Net Cost ($000's)	Funding Source
Legislative Services					
Program: City Clerk's					
CPLS004191	Electronic Document & Records Mgmt System	769	0	769	Tax - Capital Reserve Fund
Total Program		**769**	**0**	**769**	
Program: Print Shop					
CPLS003522	Address Printer Equipment - Print Shop	5	0	5	Tax - Capital Reserve Fund
CPLS003524	P4-Folder replacement- Print Shop	48	0	48	Tax - Capital Reserve Fund
Total Program		**53**	**0**	**53**	
Total - Legislative Services		**822**	**0**	**822**	
	Total - Capital Budget	**218,501**	**18,431**	**200,069**	

Note: Numbers may not balance due to rounding

Appendix 4 – Summary of Full Time Equivalents

Fire & Emergency Services

Program	2015	2016	2017	2018
Divisional Support Services	3.0	3.0	3.0	3.0
Building Maintenance	42.0	44.5	46.5	48.5
Vehicle Maintenance	11.0	10.0	12.0	12.0
Prevention	37.0	46.0	46.0	46.0
Suppression	616.0	615.0	635.0	635.0
Total Service Distribution	**709.0**	**718.5**	**742.5**	**744.5**

Roads

Program	2015	2016	2017	2018
Cleaning and Litter Pick-up	9.7	7.6	7.6	7.6
Corporate Fleet Maintenance	27.7	27.7	27.7	27.7
Crossing Guards	77.1	77.1	77.1	77.1
Engineering and Construction	57.9	59.0	59.0	59.0
Maintenance Control	126.6	126.6	126.6	126.6
Streetlighting	2.0	2.0	2.0	2.0
Survey & Inspection	57.5	53.5	53.5	53.5
Municipal Parking	5.0	5.0	5.0	5.0
Traffic Management	58.7	62.3	63.3	63.3
Transportation & Infrastructure Planning	58.6	44.3	44.3	45.3
Winter Maintenance	2.0	2.0	2.0	2.0
Total Service Distribution	**482.7**	**467.1**	**468.1**	**469.1**

MiWay

Program	2015	2016	2017	2018
Business Development	79.6	80.6	80.6	79.6
Business System	20.0	20.0	20.0	20.0
Transit Maintenance	185.2	185.2	185.2	185.2
Office of Director	2.0	2.0	2.0	2.0
Operations	1,069.8	1,080.8	1,108.8	1,128.8
Transportation Project Office Transit	3.0	4.0	4.0	3.0
Total Service Distribution	**1,359.6**	**1,372.6**	**1,400.6**	**1,418.6**

Appendix 4 – Summary of Full Time Equivalents

Parks & Forestry

Program	2015	2016	2017	2018
CMS Departmental Support Services	6.5	4.0	4.0	4.0
Divisional Support Services	2.0	2.0	2.0	2.0
Forestry	52.1	52.6	52.6	52.6
Park Planning & Development	33.8	33.8	33.8	33.8
Parks Operations	271.2	274.1	273.0	279.5
Total Service Distribution	**365.6**	**366.6**	**365.4**	**371.9**

Environment

Program	2015	2016	2017	2018
Environment Management	7.7	10.3	10.3	10.3
Total Service Distribution	**7.7**	**10.3**	**10.3**	**10.3**

Mississauga Library

Program	2015	2016	2017	2018
Central Library Services	71.2	71.2	71.2	71.2
Public Services	40.0	40.0	40.0	40.0
Divisional Support Services	206.0	205.4	205.4	205.4
Total Service Distribution	**317.2**	**316.6**	**316.6**	**316.6**

Business Services

Program	2015	2016	2017	2018
Communications	58.2	62.2	61.2	60.2
Finance	66.3	67.3	67.3	67.3
Human Resources	68.0	73.0	74.0	70.0
Revenue & Materiel Management	71.8	71.8	70.8	69.8
Total Service Distribution	**264.3**	**274.3**	**273.3**	**267.3**

Appendix 4 – Summary of Full Time Equivalents

Facilities & Property Management

Program	2015	2016	2017	2018
FPM Divisional Support Services	6.3	6.3	6.3	6.3
Facilities Maintenance	30.0	30.0	30.0	30.0
Building Services & Operations	40.6	40.6	40.6	40.6
Facilities Development & Accessibility	23.0	24.0	24.0	24.0
Capital Plan & Asset Management	9.0	9.0	9.0	9.0
Security Services	56.7	56.7	56.7	55.7
Realty Services	11.0	11.0	11.0	11.0
Energy Management	7.0	7.0	7.0	7.0
Total Service Distribution	**183.6**	**184.6**	**184.6**	**183.6**

Recreation

Program	2015	2016	2017	2018
Aquatics, Therapeutic and Fitness Programming	217.5	227.8	232.3	232.3
Hershey Centre	20.0	18.8	18.8	18.8
Recreation Divisional Support	84.2	83.9	82.9	82.9
Recreation Facilities & Programs	444.5	452.5	455.5	455.5
Total Service Distribution	**766.1**	**783.0**	**789.5**	**789.5**

Information Technology

Program	2015	2016	2017	2018
IT Administration, Strategy & Innovation	15.0	17.0	19.0	8.0
IT Digital Services & Mobility	17.0	17.0	17.0	17.0
IT Enterprise Business Solutions	31.5	32.5	32.5	32.5
IT Infrastructure Planning & Operations	33.0	35.0	36.0	36.0
IT City Services	44.0	42.0	42.0	42.0
IT Services Management	24.3	24.3	24.3	24.3
Total Service Distribution	**164.8**	**167.8**	**170.8**	**159.8**

Appendix 4 – Summary of Full Time Equivalents

Strategic Policy

Program	2015	2016	2017	2018
Corporate Performance & Innovation	15.5	17.4	17.4	17.4
Economic Development	15.5	16.5	17.5	18.5
Internal Audit	8.0	8.0	8.0	8.0
Legal Services	48.5	48.5	48.5	48.5
Total Service Distribution	**87.5**	**90.4**	**91.4**	**92.4**

Land Development Services

Program	2015	2016	2017	2018
Building Division	98.0	98.0	98.0	98.0
Development and Design	53.0	54.0	54.0	54.0
Policy Planning Division	25.3	26.3	26.3	24.3
Strategic Community Initiatives	11.0	12.0	11.0	11.0
Total Service Distribution	**187.3**	**190.3**	**189.3**	**187.3**

Arts & Culture

Program	2015	2016	2017	2018
Mississauga Celebration Square	8.5	10.6	10.6	10.6
Heritage	2.5	2.5	2.5	2.5
Culture Operations	39.7	40.5	41.5	41.5
Culture Planning	5.0	5.0	5.0	5.0
Culture Support Services	3.5	3.5	3.5	3.5
Total Service Distribution	**59.2**	**62.1**	**63.1**	**63.1**

Appendix 4 – Summary of Full Time Equivalents

Regulatory Services

Program	2015	2016	2017	2018
Animal Services	35.3	35.3	35.3	35.3
Compliance & Licensing	30.8	30.8	30.8	30.8
Enforcement Administration	3.0	3.0	3.0	3.0
Mobile Licensing	19.0	19.0	19.0	19.0
Parking Enforcement	46.0	52.9	52.9	52.9
Total Service Distribution	**134.0**	**141.0**	**141.0**	**141.0**

Legislative Services

Program	2015	2016	2017	2018
Elections	3.0	3.0	3.0	3.0
Provincial Offence Act	41.4	42.4	42.4	40.4
Office of the City Clerk	12.3	12.3	12.3	12.3
Printing and Mail Services	28.5	28.5	28.5	28.5
Total Service Distribution	**85.2**	**86.2**	**86.2**	**84.2**

Mayor & Members of Council

Program	2015	2016	2017	2018
Mayor's Office	34.2	34.2	34.2	34.2
Councillor's Office	7.0	7.0	7.0	7.0
Total Service Distribution	**41.2**	**41.2**	**41.2**	**41.2**

Total Full Time Equivalents	**5,214.9**	**5,272.4**	**5,333.7**	**5,340.2**

Note: Numbers may not balance due to rounding

MISSISSAUGA

Executive Summary

2016–2018 Business Plan
& 2016 Budget

Table of Contents

Our Values **2**
Our Vision for the Future **3**
Message from the City Manager **5**
Executive Summary **6**
About Mississauga **6**
Business Plan & Budget 7
Deliver the Right Services 7
Implement Cost Containment Strategies 8
Maintain our Infrastructure 8
Advance on our Strategic Vision 9
Financial Implications 12
Maintaining Financial Sustainability 14
Capital Budget 14
Debt Management 15
Residential Property Tax and What it Pays For **16**
2016 By the Numbers **17**

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.

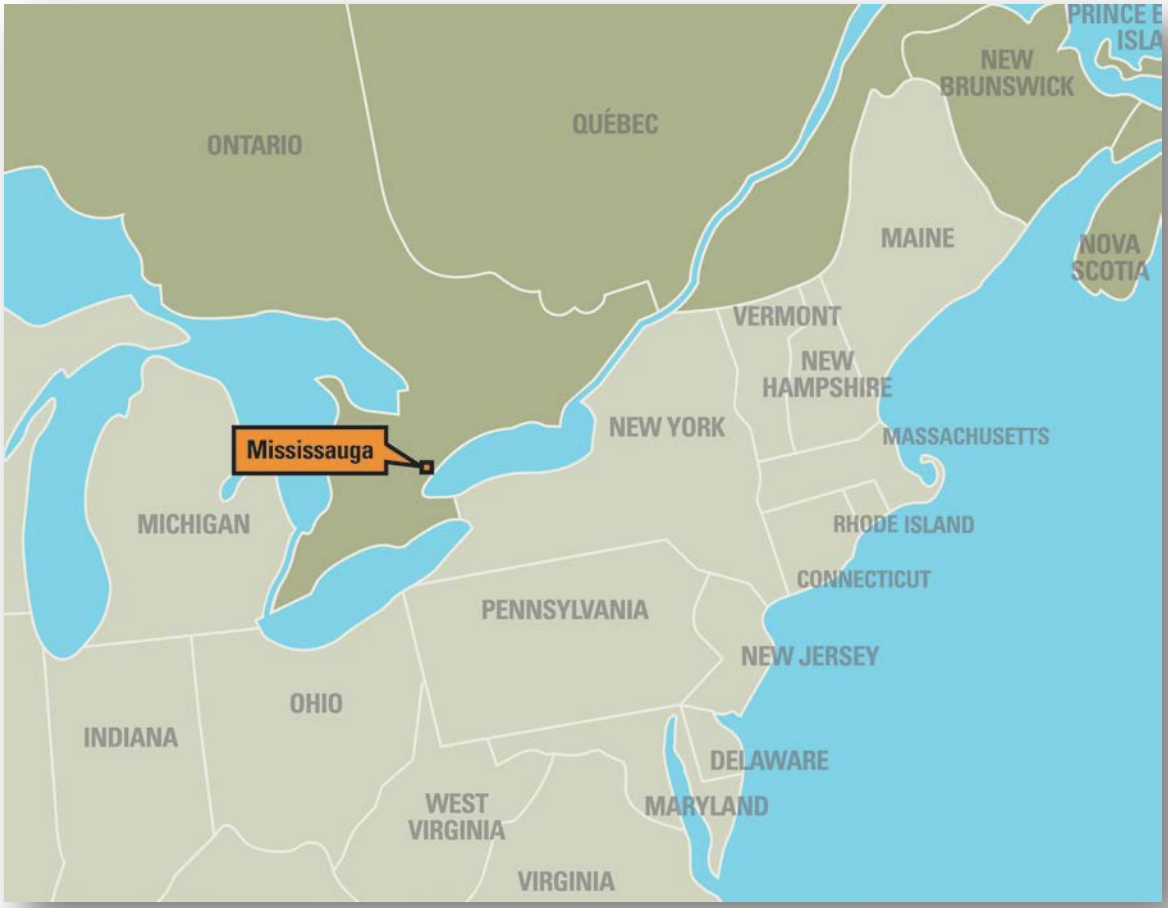


Our Vision for the Future

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.

ourfuturemississauga.ca


Mississauga
ONTARIO
QUÉBEC
NEW BRUNSWICK
MAINE
NOVA SCOTIA
VERMONT
NEW HAMPSHIRE
NEW YORK
MASSACHUSETTS
RHODE ISLAND
CONNECTICUT
MICHIGAN
PENNSYLVANIA
NEW JERSEY
OHIO
INDIANA
DELAWARE
MARYLAND
WEST VIRGINIA
VIRGINIA

Message from the City Manager

Mayor and Members of Council:



As Mississauga builds on its success as a municipal leader, one of the most important things we do together is business planning and budgeting. The choices we make during this process shape our vibrant City.

We enter 2016 in good financial shape, with a solid plan to build upon. The 2016-18 Business Plan and Budget refreshes the 2015-18 document approved by Council in February 2015. It updates the detailed action plans and resources required to meet our City's operational and strategic goals.

The City's focus on four overarching priorities continues for 2016: Deliver the Right Services; Implement Cost Containment Strategies; Maintain our Infrastructure; and, Advance on our Strategic Vision. You will read about progress in each of these areas in the pages that follow.

In our day to day interactions and in our citizen research, it is clear that transit and transportation are people's highest priorities. This makes sense: excellent transit and transportation positively affect many aspects of City life, and all five pillars of the City's Strategic Plan – Move, Connect, Prosper, Belong, and Green.

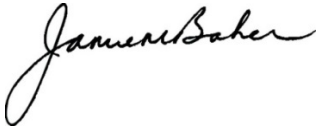
The City's investments in transit and transportation are generating results. To build on progress to date and advance on these vital priorities, the 2016 Business Plan & Budget includes:

- Transit – we will move and connect more people, faster. MiWay will add 28,000 new service hours. Work progresses on the Transitway, with three more stations opening in 2016. The Five Year Transit Service Plan (2016 – 2020) will shift MiWay's route network from a suburban model to a more urban transit system. And planning continues on Light Rail Transit (LRT) for Hurontario Street.
- Infrastructure, including the Transitway, roads, bridges, bike lanes and more, keeps our thriving City fit for success now and in the future. The capital infrastructure and debt repayment levy will continue into 2016 as a way to manage infrastructure funding to keep our foundation strong.

Like all municipalities, we face many challenges. We are well-positioned to handle most of them: however, some are larger than we can handle alone. For these we continue to seek innovative solutions and assistance from other levels of government. Financing transit and our infrastructure are two examples of such challenges.

Through our strong commitment to fiscal responsibility, the City continues to deliver value for money. Our one per cent operational efficiency efforts have saved $45 million since 2009. The corporation-wide Lean initiative is helping us take a systematic look at what we do and how we do it, driving innovation as well as cost savings and efficiencies.

We welcome resident input through the City's website, Budget Committee meetings and communication with ward councillors. I look forward to working in 2016 with our Mayor and Council to advance on our Strategic Plan and deliver real service and real value to the people who live, work, and play in Mississauga.



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

Executive Summary

About Mississauga

Mississauga is a young, modern, successful city. Incorporated in 1974, the City is the proud home of more than three quarters of a million people.

Mississauga outpaces other cities with its global connections, vibrant communities and aspirational vision for the future. Mississauga's Strategic Plan – Our Future Mississauga – outlines the strategic interventions we need to make over the coming decades to achieve this vision, while retaining a commitment to provide quality services and infrastructure in a fiscally responsible manner.

Physical Features

- At 292.4 km^2, Mississauga's total land area is larger than that of Paris, Boston, or Seattle
- Mississauga has a beautiful waterfront, resting on the shores of Lake Ontario, as well as a thriving downtown
- In addition to its urban and suburban environments, the City contains more than 2,900 hectares of municipal parks and forests
- The third largest municipal transit system in Ontario uses the City's 5,220 lane kilometres of roadways to connect residents to home, work, play, school, travel and healthcare

Economy

- Mississauga is home to over 63,000 businesses of which 70 are Fortune 500 companies providing over 420,000 jobs
- Mississauga has easy access to global markets as home to Canada's largest and busiest airport, Pearson International, as well as access to seven major highways

Population and Demographics:

- With a population of 760,000, Mississauga is the sixth largest city in Canada and the 24th largest in Canada and the United States
- The population of Mississauga increased by 6.7 per cent from 2006 to 2011
- Mississauga is home to many cultures and faiths

Refer to Section C, Welcome to Mississauga, for more detailed information about the City.



Canada Day at Mississauga Celebration Square

Business Plan & Budget

The 2016-2018 Business Plan & Budget sets the tone for our long-term planning. Our commitment to fiscal responsibility is at the forefront of our Business Planning. Last year the City of Mississauga undertook an extensive process to create a four year, 2015 through 2018, detailed Business Plan and Budget. Approved by Council in February 2015, the 2015-2018 Business Plan and Budget details how and where the City plans to allocate resources to provide good value for taxpayers. 2016 marks the second year of Mississauga's current four year Business Plan and Budget. For this "update year" staff have focused 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.

Through a process of reviewing existing service levels, continuous improvement and examining past performance, we have carefully developed the current year's plan and budget.

The 2016-2018 Business Plan and 2016 Budget provides detailed plans for Council's consideration around four priorities:

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

Deliver the Right Services

Set service levels that reflect a balance between citizen expectations and fiscal responsibility

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

Mississauga was ranked third overall out of 30 of Canada's largest cities for satisfaction with municipal services by Forum Research Inc. in its 2012 survey. Ninety six per cent of citizens are satisfied with their City as a place to live (Environics, 2015). 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 provides updates on the existing core services; proposed operating and capital budgets, including the resources required and the steps taken to contain costs. Performance is measured through a balanced scorecard.

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. Citizen 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 was directed once 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 live, work and play. For 2016, $4.7 million in savings, which is equivalent to reducing the City tax levy by 1.1 per cent, were identified.



The City's Lean program provides tools and supports to guide staff to practice continuous improvement and streamline processes without sacrificing customer satisfaction. It enables City employees to continuously improve their processes, by listening to the customer, enhancing value-added activities and eliminating waste.

The efficiencies and reductions that are incorporated into the 2016 budget consist of a variety of items, including the following:

- Savings from MiWay of $1.6 million. These are derived predominantly from service rationalization, overtime budget reductions and sick relief pool reductions
- The conversion of the City's street lights to Light Emitting Diode (LED) continues to yield hydro savings with a further $0.5 million estimated in 2016
- As a result of a Lean review of the waste removal process, front line and supervisory staff in Parks and Forestry identified $138,300 in savings through improved routes and a centralized staffing model

Maintain our Infrastructure

To ensure we remain competitive and sustain quality of life and economic success

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 approximately $8.3 billion. While Mississauga's infrastructure is fairly new and in relatively good shape, it requires significant funding to keep it that way. In addition to our need for funding to maintain a state of good repair, we require investment in our stormwater infrastructure, which was highlighted in the severe storm and flooding of July 8, 2013. Increased intensity of weather events and upstream development require improvements in our storm infrastructure to mitigate flooding. To finance these improvements the City implements a dedicated Stormwater charge in 2016.

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 and Budget recommends continuing a two per cent capital infrastructure and debt repayment levy with one per cent allocated to fund capital infrastructure and one per cent to fund debt repayment of principal and interest. This levy will help ensure the long term financial sustainability of the capital program by gradually reducing the infrastructure gap.

Key infrastructure projects include:

- Transitway construction: three new Transitway stations open in 2016: Winston Churchill; Tahoe; and, Etobicoke Creek
- The Hurontario-Main LRT Project - a provincially-planned light rail system which will be owned and operated by Metrolinx with operating contribution from the cities of Mississauga and Brampton. This project received a commitment of full provincial funding on April 21, 2015. The construction of the HMLRT with 26 stops on the 23 km corridor is targeted to commence in 2017-18 and have in service operations by 2022
- Torbram Road Grade Separation project, expected to be completed in the next few years
- Four bridge/culvert structures scheduled for rehabilitation/ repair including conveyance improvements for the Rena Road Culvert over Mimico Creek
- Road rehabilitation projects include the renewal of 26 kilometres of roads (76 Streets)
- Completion in fall 2016 of the extensively renovated Meadowvale Community Centre and relocation there of Meadowvale Library
- Fire Station 120 is planned for the Eglinton - Hurontario area – a residential area where life-risk in the event of an emergency is high



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 forty years.

In recent years, the City has developed more detailed master plans around accessibility, communications, 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. To measure its success 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.

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



In 2016 we will advance on the City's strategic vision in part by doing the following:

Move:

- Transitway: three new transitway stations will open in 2016, advancing this strategic priority. When fully operational the Mississauga Transitway will provide east-west service supporting thousands of customers per day, making it faster and easier for commuters to travel to, from and through Mississauga and across the region. The 18 kilometre transitway will have 12 stations beginning at Winston Churchill Boulevard in the west and ending at Renforth Drive in the east. The transitway will be serviced by both MiWay and GO Transit
- Increased funding for MiWay operations and maintenance ensures the success of the new transitway which opened in November 2014. MiWay service growth will provide an increase of 28,000 additional service hours in 2016 and addresses a key priority of our strategic plan

Belong:

- The Newcomer Entrepreneur Program will support local business, newcomer entrepreneurs, and foreign trained professionals to increase entrepreneurship and employment opportunities for newcomers and business. This will help to leverage international talent and connections, and contribute to the overall prosperity of Mississauga

Connect:

- Over the next three years we are working on the redevelopment of Meadowvale Community Centre and relocating the Meadowvale Library there; working on ongoing golf course maintenance and irrigation projects at BraeBen and Lakeview; and constructing an indoor recreation facility in Ward 10 at Park 459 (Ninth-Line Corridor)

Prosper:

- Hosting the 2016 Ontario Summer Games satisfies the recommendation in the Sport Tourism Strategy to seek "multi-discipline sport events that showcase Mississauga's premiere facilities and parks to sport governing bodies". This event adds to Mississauga's experience as a host of major sports events; will build a legacy of experienced volunteers and resources for all future City sporting events; and, delivery of these Games will have a positive economic impact to the City

Green:

- Environment Division has 60 Green Leaders in the Civic Centre, community centres and libraries who are helping to green our City. They also lead environmental outreach activities in every City ward, making it easier for residents to engage in environmental action



Financial Implications

The 2016-2018 Business Plan and 2016 Budget helps us stay focused on our priorities and ensures we deliver value for money. Staff have brought forward plans to move ahead in key areas which are in line with Council's direction and citizen expectations.

Mississauga's property tax bill includes funding for three organizations (as it reflects a two-tier municipal structure) – City of Mississauga, the Region of Peel, and the Province of Ontario (for education). The City's Business Plan and Budget only impacts the City portion of the tax bill which is 33 per cent of the residential tax bill and 20 per cent of the non-residential tax bill.

The Budget is presented in four components, based on the key drivers of cost:

- ***Maintaining Current Service Levels***
- ***Operationalizing Past Decisions***
- ***New Initiatives and Revenues***
- ***Special Purpose Levies***

The following chart illustrates the impact on the property tax bill by major cost driver for 2016-2018.

Drivers of Operating Budget Costs	2016 %	2017 %	2018 %
Costs to Maintain Current Service Levels	0.7%	1.2%	0.6%
Costs Incurred to Operationalize Prior Decisions	0.6%	0.1%	0.0%
New Initiatives and New Revenues	1.7%	2.0%	1.0%
Capital Infrastructure and Debt Repayment Levy	2.0%	2.0%	2.0%
Budget Committee Decision re Park 459 Pool	0.0%	0.5%	0.0%
Impact on Total Residential Tax Bill	**1.7%**	**1.9%**	**1.2%**
Impact on Total Commercial Tax Bill	**1.0%**	**1.2%**	**0.7%**

The special purpose levies for the Emerald Ash Borer (EAB) and University of Toronto at Mississauga (UTM) are built into the base budget and do not increase in 2016.

The following chart sets out the proposed net operating budget for the City's service areas by cost driver.

Additional details are included in Section "E", the City Budget and Financial Overview section.

Service Area	2015 Operating Budget ($M)	Maintain Current Service Level ($M)	Operationalize Prior Decisions ($M)	Initiatives And New Revenues ($M)	2016 Proposed Budget ($M)	Increase from Prior Year
Fire & Emergency Services	97.4	3.5	0.0	0.7	101.5	4.3%
Roads	71.6	(5.1)	0.1	0.6	67.1	(6.3%)
MiWay	61.7	2.5	1.9	2.5	68.6	11.2%
Parks & Forestry	31.2	0.1	0.0	0.5	31.8	2.0%
Environment	1.0	0.1	0.0	0.2	1.2	21.8%
Mississauga Library	25.0	0.6	0.0	0.3	25.9	3.4%
Business Services	25.6	0.8	0.1	0.8	27.2	6.4%
Facilities & Property Management	20.0	0.1	0.0	0.0	20.1	0.7%
Recreation	21.9	0.8	0.0	0.7	23.4	6.8%
Information Technology	20.6	1.0	0.1	0.1	21.7	5.1%
Strategic Policy	12.5	0.4	0.4	0.4	13.6	8.8%
Land Development Services	8.0	0.1	0.1	0.6	8.8	9.8%
Arts & Culture	7.1	0.3	0.0	0.0	7.4	4.6%
Regulatory Services	1.2	0.0	0.0	0.0	1.2	4.5%
Legislative Services	(3.3)	0.1	0.0	0.0	(3.1)	(4.0%)
Mayor & Members of Council	4.7	0.0	0.0	0.0	4.7	0.8%
Financial Transactions	6.8	(0.2)	0.0	0.0	6.5	(3.3%)
Assessment Growth					(2.1)	(0.5%)
Total	**412.9**	**5.0**	**2.6**	**7.1**	**425.5**	**3.0%**
Special Purpose Levies*						
Capital Infrastructure and Debt Repayment Levy					8.3	2.0%
Total Proposed Budget	**412.9**	**5.0**	**2.6**	**7.1**	**433.7**	**5.0%**

* 2015 Special Purpose Levies are grouped with the Financial Transactions Service Area

Note: Numbers may not balance due to rounding.

Maintaining Financial Sustainability

Mississauga's finances earned a 12th consecutive 'AAA' credit rating from Standard and Poor's (S&P) Rating Service in September of 2015.

The service called the City's diversified economy "very strong," and said its exceptional liquidity and very low debt burden were other key factors in its assessment.

S&P added that Mississauga's competitive tax rates, proximity to major markets and extensive transportation network have enhanced its economy and help attract and retain investment.

These strong financial characteristics provide the City with financial resilience in dealing with future financial challenges and will help form the foundation for the future. This will ensure the continuation of high quality services for residents.

Challenges

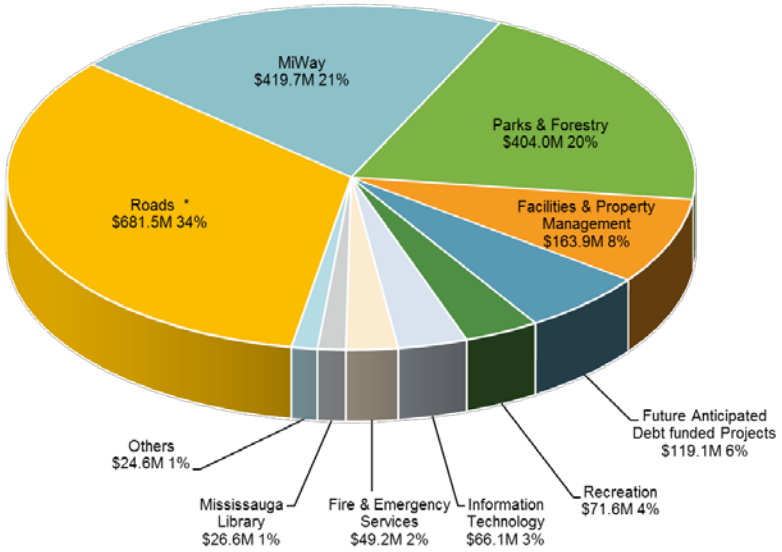
While the reaffirmation of the City's AAA credit rating is a positive outcome, ongoing challenges including slowing development related revenues, limited assessment growth, ongoing asset renewal needs, declining reserve and reserve fund balances and reliance on debt financing, are impacting the City's overall financial resilience.

The continuation of the two per cent capital infrastructure and debt repayment levy is essential to the sustainability of the capital program. Although the continuation of the capital levy will improve capital infrastructure funding, the City will still see deterioration in the quality of its infrastructure in the medium to long term and in its ability to fund new capital initiatives. This is evident even in the current 10 year plan. There are $401 million in capital project requests in 2016 to 2025 that could not be tax-funded. To fully fund these requests the City would require an annual capital infrastructure and debt repayment levy of three per cent for the next 10 years.

Capital Budget

The total proposed 2016 Gross Capital Budget is $218.5 million and the 10-year program is forecasted to be $2.0 billion which is primarily allocated to projects in MiWay, Roads, City facilities, and Parks and Forestry. Tax-based capital requests were prioritized through the Capital Prioritization process.

2016-2025 Capital Budget Forecast by Service Area



* includes a legacy Stormwater project (Lisgar rehabilitation)

Debt Management

Long-term financing (debt) is a critical component in financing future infrastructure for the City of Mississauga. Debt is required to assist in funding new construction, and to replace and upgrade long term capital assets. A report provided to Budget Committee in June 2015 by BMA Management Consulting Inc. concluded that the City has a reputation for having a strong set of financial management policies. This is enhanced by possessing a strong diversified economy with exceptional liquidity and low debt burden. In order to sustain this solid reputation it is important that long term financing remain smooth and used conservatively with other available sources of financing. Attributes such as these ensure financial flexibility and long term financial sustainability.

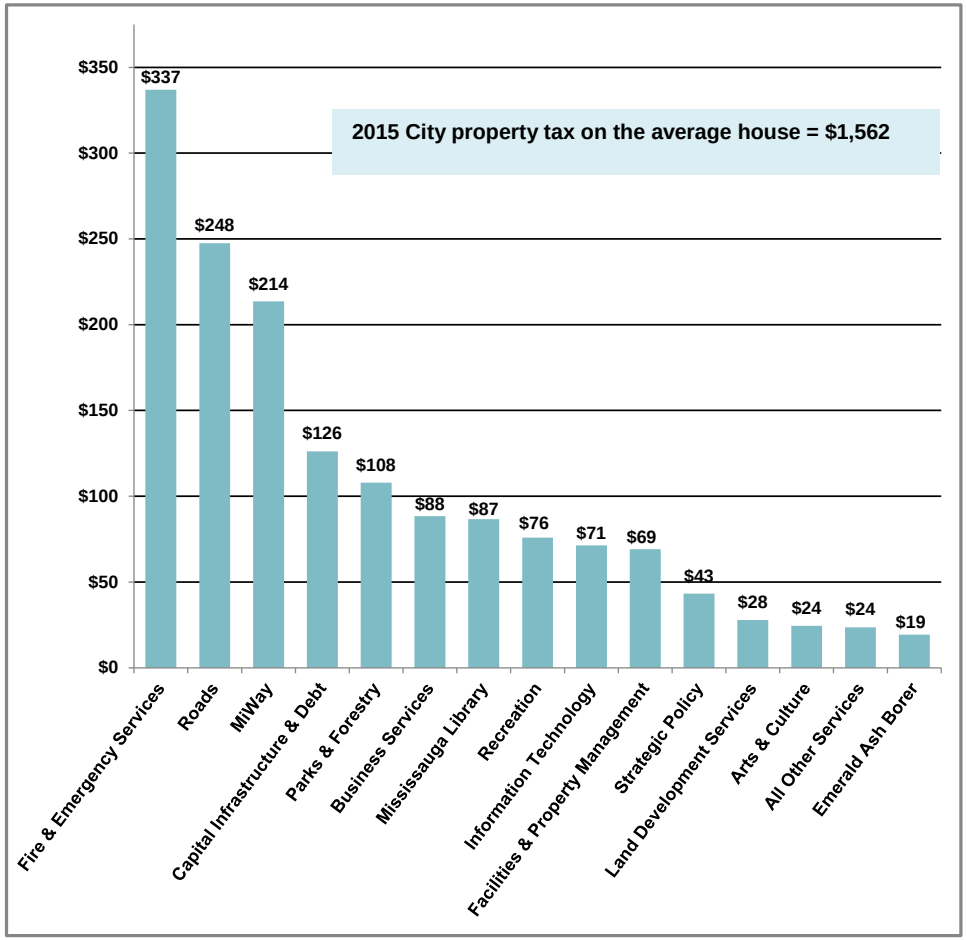
The City's debt policy includes a total annual debt repayment limit of 15 per cent of own source revenues, out of which the tax supported debt repayment is capped at 10 per cent and non-tax supported debt repayment is capped at 5 per cent. The City is well within the total annual debt repayment limit of 15 per cent of own source revenues. The City's debt policy is more conservative than the provincial requirement which permits debt repayment costs to be within 25 per cent of own source revenues



Residential Property Tax and What it Pays For

The City of Mississauga delivers valued and essential services to our residents and businesses. These are services that they use every day. The City owns and maintains $8.3 billion in infrastructure including buildings, parks, playground equipment, buses, roads, streetlights, sidewalks and many other items.

The average house in Mississauga in 2015 had a value of $535,000. In 2015, this average home paid $1,562 in City taxes. The major services received and the total annual amount paid per home for each are shown below.



City taxes paid in 2015 by service for an average house

In 2016, the impact of the City budget on the City's portion of property tax on this average Mississauga house is an additional $78, making the 2016 total $1,640.

2016 by the numbers
Lane kilometres of roadway Mississauga will maintain and manage traffic on: 5,220
Distance they would stretch laid end to end: from Mississauga to Dublin, Ireland
Minimum expected number of times that riders will board MiWay buses in 2015: 52 million
Number of new stations that will open on the Mississauga Transitway: three
Upon completion, minutes it will take to travel from Winston Churchill station in the west to Renforth Gateway station in the east on the Transitway: 20
Sessions of fire prevention education that will be provided by Fire & Emergency Services in 2016: about 300
Number of building, plumbing, heating and sign inspections completed annually by Land Development Services: 70,000
Number of times Mississauga libraries will lend items to patrons: 6 million
Hours of swimming, skating, fitness and other recreation programs being delivered in 2016: 166,000
Number of City arenas, community centres and pools where these programs will take place: 25, 11 and 22
Hectares of publicly owned parkland and open space maintained, including sports fields, playgrounds, forests, marinas and two cemeteries: 2,903
Capital budget for 2016: $218.5 million
Value of capital infrastructure assets owned and maintained by the City: $8.3 billion
Number of years running the City has attained the highest possible (AAA) credit rating from Standard and Poor's: 12
Net Operating Budget for 2016: $433.7 million
Amount by which efficiencies and cost savings are reducing the 2016 operating budget: $4.7 million
Amount since 2009 the City has saved through operating efficiencies: $45 million
City portion of property tax paid on the average house (value $535,000) in Mississauga in 2015: $1,562
Impact of the 2016 budget increase on the property tax for this house: +$121
Portion of this $121 property tax increase that goes to the City of Mississauga to pay for City services: $78
How property tax on a senior executive home in Mississauga compares with that in Burlington, Oakville, Vaughan, Markham and Pickering: Lowest

MISSISSAUGA

Welcome to the City of Mississauga

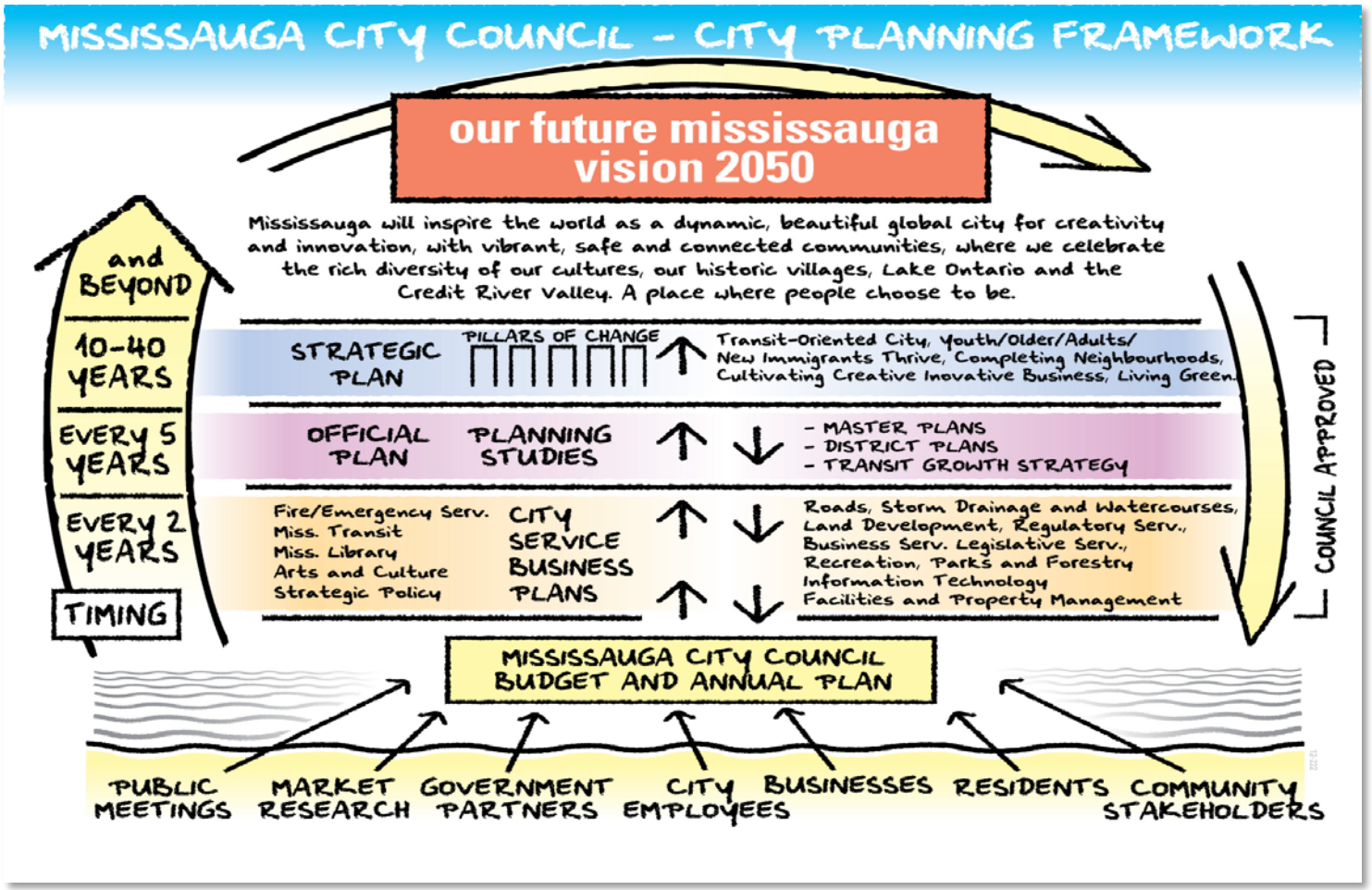
2016–2018 Business Plan
& 2016 Budget

Table of Contents

Vision 2050 2
Welcome to the City of Mississauga 3
Profile of the City of Mississauga 3
Organizational Structure 6
Services Delivered 7
Awards and Accomplishments 10

Vision 2050

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.



Welcome to the City of Mississauga

Profile of the City of Mississauga

Population

1974: 222,329

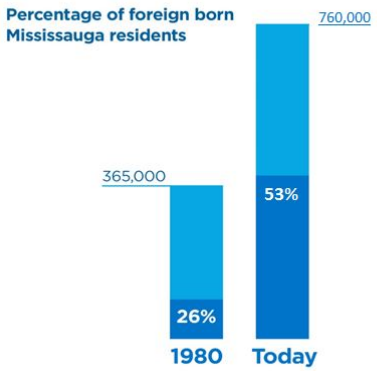
Today: 760,000

By 2041: 878,000

Founded in 1974, 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. The City of Mississauga's population is expected to reach 844,000 in the next 20 years and 878,000 by 2041.

Mississauga has grown from a collection of villages with a population of 220,000 to a large, successful, global urban centre with a population of 760,000, over 63,000 businesses and the home of over 420,000 jobs. Growth in the population base as well as the business environment ensures a strong labour force. It is the sixth largest city in Canada and the 24th largest in Canada and the United States.

Mississauga has become one of the most culturally diverse cities in the world. The immigrant population represents 53 per cent of the City's total population. The majority of people speak English, despite having a mother tongue that is neither of Canada's two official languages.





Mississauga is home to Toronto Pearson International Airport, Canada's largest and busiest airport. An inter-regional public transportation hub, Mississauga is strategically located in the heart of the Greater Golden Horseshoe. Mississauga has convenient access to global markets and skilled workers – factors which ensure a thriving workforce.

In addition to thousands of small businesses, Mississauga is home to over 70 Fortune 500 companies and 1,400 multinational firms. The key sectors represented here are Life Sciences; Advanced Manufacturing; Finance, Insurance & Real Estate; and Information & Communication Technologies.

KEY BUSINESS SECTORS:	
Life Sciences	2nd largest in Canada, employing 25,000+
Finance, Insurance & Real Estate	2nd largest in North America, as part of GTA
Information & Communication Technologies	4th largest in Canada, employing 50,000+
Advanced Manufacturing (Automotive & Aerospace)	Largest clusters in Canada, employing over 36,000 people combined

Mississauga has maintained an "AAA" Credit Rating from Standard and Poor's for twelve straight years. This accomplishment ensures competitive borrowing rates in the financial markets to help fund large infrastructure projects.

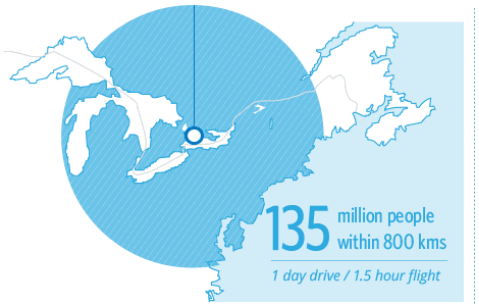
Governed by the Mayor and 11 Councillors, the City provides services to the community in the areas of Fire and Emergency Services, Roads, Transit, Parks and Forestry, Environment, Libraries, Recreation, Land Development Services, Arts and Culture, Regulatory, Legislative, and supporting city services.

Easy Access to Global Markets

- Home to Canada's largest airport, Pearson International; serving 32 million passengers annually, who travel to 108 destinations in 60 countries
- Less than a 90-minute drive to the U.S. border
- Extensive network of seven major highways and three principal railways

The City's 12 elected officials also sit on Council at the Region of Peel, an upper-tier regional government that provides services such as Public Heath, Water and Wastewater, Waste Management, Social Housing, Long Term Care, Paramedics, TransHelp, and Ontario Works to the three lower-tier municipalities within its borders: the City of Mississauga, the City of Brampton and the Town of Caledon.

The Corporation of the City of Mississauga has remained an award-winning organization for many years with awards being received in multiple areas and disciplines.



More detail about the City of Mississauga is available on its website at www.Mississauga.ca

Demographic facts about the City of Mississauga

The population of Mississauga increased by 6.7 per cent from 2006 to 2011.

- Mississauga's total land area is larger than that of Paris or Boston
- The firm Environics reported than 96 percent of citizens are satisfied with Mississauga as a place to live (2015)
- 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 fifths of the housing stock in Mississauga was constructed before 1980, in comparison to the rest of Canada which was nearly three fifths
- Although detached and apartment units represent the largest and second largest share of housing, the City's housing

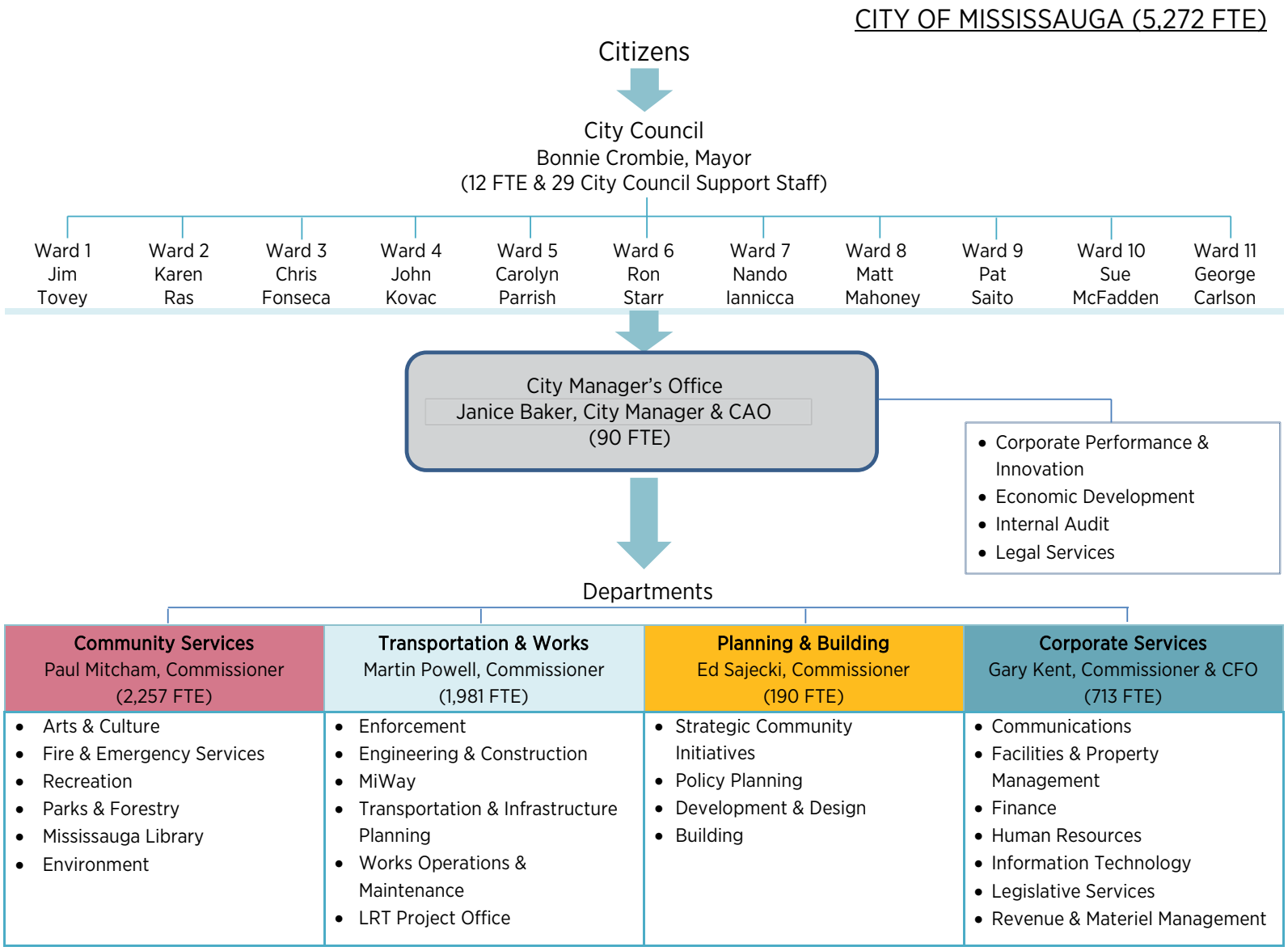
stock is more diversified than the national, provincial and Toronto Census Metropolitan Area (CMA) stock. Mississauga has a smaller proportion of detached units and larger shares of townhouses and semi-detached units. One third of Mississauga's housing stock is apartment units

- 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 rest of the country
- The top five non-official languages spoken at home in Mississauga are: Urdu; Hindi; Punjabi; Polish; and Tagalog
- In Mississauga, over half of the immigrant population is from Asia. This is followed by Europe (25 per cent) and the Americas (13 per cent)
- Between 2006 and 2011, Mississauga took in 16 per cent of immigrants to the Toronto CMA. Currently the immigrant population represents 53 per cent of Mississauga's population
- In 2011, 87.3 per cent of the Mississauga's population had Canadian citizenship, while 12.7 per cent of the City's population were not Canadian citizens



Civic Centre and the Living Arts Centre

Organizational Structure



Services Delivered

Strategic Policy	Arts & Culture	Fire & Emergency Services	Recreation	Parks & Forestry	Mississauga Library	Environment	Land Development Services
Corporate Performance & Innovation	Culture Heritage Planning	Fire Prevention & Life Safety	North District	Park Planning	Central Library	Strategic Environment Leadership	Strategic Community Initiatives
Economic Development	Culture Operations	Administration	South District	Park Development	17 Branch Libraries	Environmental Education & Outreach	Policy Planning
Internal Audit		Operations and Communications	Sports & Community Development	Parks Operations	Shared Services	Environmental Metrics & Reporting	Development & Design
Legal Services		Professional Development and Accreditation	Aquatics, Therapeutic and Fitness	Forestry		Environmental Projects	Development Engineering
		Capital Assets	Business Planning				Parks Planning
			Client Services				Building

Roads	Regulatory Services	MiWay	Legislative Services	Information Technology	Business Services	Facilities & Property Management
Streetlighting	Animal Services	Business Development	Access & Privacy	Strategy & Innovation	Human Resources	Facilities Maintenance
Infrastructure Planning & Programming	Compliance & Licensing Enforcement	Business Systems	Committee of Adjustment	City Services	Finance	Building Services & Operations
Infrastructure Maintenance & Operations	Mobile Licensing Enforcement	Transit Operations	Council Support	Infrastructure Planning & Operations	Communications	Facilities Development & Accessibility
Infrastructure Design & Construction	Parking Enforcement	Transit Maintenance	Legislated Compliance	Digital Services & Mobility	Revenue, & Materiel Management	Capital Planning & Asset Management
Cycling & Pedestrian Programs		Rapid Transit (Transitway/LRT)	Municipal Elections	Enterprise Business Solutions		Security Services
Geomatics			Printing & Mail Services	Service Management		Realty Services
Parking			Provincial Offences Administration			Energy Management
Fleet Maintenance			Records Management			
Traffic Operations			Vital Statistics			
Environmental Management of City-Owned Properties						

Corporate Structure & City Employee Profile

Employees are an important asset in any organization. As an employer, the City monitors a number of trends and emerging issues 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 nine years. The average age of temporary workers has dropped from 39 years in 2002 to 31 years today; average service for full time staff is 13 years and for temporary employees, five 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. A majority of permanent and temporary employees both work and live in Mississauga

- Gen X make up 63 per cent of the City's permanent workforce. The Baby Boomer generation is in decline, but is still 23 per cent of the City's permanent workforce. Millennials dominate the temporary workforce (72 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 at four per cent, the highest percentage of voluntary resignations occurred in the 30-39 age range

- There continues to be a significant and rising number of staff eligible to retire over the next three years; from 347 in 2015 to 693 in 2018. 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. For many staff, though, involvement in the City extends beyond the workplace. Many also volunteer in community sports, arts, social services and health care.

As an employer, the City supports many staff-led charitable efforts, including the following:

- Since 2004, staff have raised and donated over $2.5 million to the United Way of Peel and over $1.4 million for the *Jerry Love Foundation* for kids since its inception.

- Mississauga Fire and Emergency Services (MFES) once again partnered with Peel Regional Police Toys for Tots program and 24,589 toys were collected at local fire stations for this program. This was the 20th year MFES has been involved with the Toys for Tots program and they are once again involved with the 2015 campaign.

- Firefighters Without Borders (FWB) are in the planning stages for their project in Macedonia. The next trip will take place in April 2016. A shipment of firefighting clothing and protective equipment was sent to Macedonia. FWB has raised funds during 2014 to support PRP Toys for Tots, and Canadian Tire's Jumpstart Canada. FWB has continued to support the Honduras National Fire Service with technical support and online training programs.

Awards and Accomplishments

Accomplishments

To ensure value for money, we carefully monitor our long term progress as we continue to build a strong and vibrant city. As we deliver on our priorities, we are committed to striking a balance between increasing service expectations and the need for fiscal restraint.

As a natural part of business planning, each business area must assess its progress against goals at planning time. Business areas produce a section in their business plan called “Looking Back” which outlines their prior year accomplishments. These can be found in each business area’s section of this document (sections F through V). Below are just a few interesting highlights from 2015:

¡VIVA PAN AM MISSISSAUGA!™

- Mississauga proudly hosted the Pan Am and Para Pan Am Games in July and August 2015.
  - About 200 staff from all over the City were involved
  - Mississauga Sports Centre (Hershey Centre) hosted multiple events
  - MiWay operated shuttle routes that carried spectators and volunteers. More than 55,000 rides were recorded during the Games
  - Office of Emergency Management worked with event organizers, Peel Regional Police and other external agencies to ensure that all safety precautions were in place and trained over 100 City staff in incident management
  - On-site Information Technology support kept the operation running smoothly over almost 30 days of preparation and competition
  - Design and transformation of elements of the Mississauga Sports Centre’s exterior by Park and Forestry Staff
- Hershey Centre became home of the Raptors 905, Canada’s first NBA developmental league team

RAPTORS 905

- During the year, Parks and Forestry rehabilitated five sports fields, 4.1 km of park trails, seven tennis courts, and seven pedestrian bridges
- MiWay has added 189,336 hours in transit service since the MiWay brand was introduced in 2010
- The City received a commitment of full provincial funding up to $1.6 billion for the Hurontario-Main Light Rail Transit (LRT) Project, making it the largest infrastructure project in Mississauga history.

- MiWay also launched a new mobile site which offers alerts and a trip planner with the future capacity to show real-time schedules

- Through a partnership with the Institute for Canadian Citizenship, the Mississauga Library issued cultural access passes to over 2,500 new Canadian citizens

- Roads division expects to complete the conversion of all remaining street lights to energy efficient Light Emitting Diodes (LED) in 2015. Since 2013, work crews have converted over 50,000 street lights

- In 2015, Council approved City's first ever Cultural Policy which created a framework that represents the value and importance the city places on culture. Mississauga is the first large city in Canada to adopt a cultural policy

- Members of the public now have virtually instant access to the most up to date City wide roadway conditions including snow plow location tracking, snow clearing status, traffic cameras, weather conditions, construction maps, road/traffic news, twitter feeds, push notifications and alerts, thanks to the release this year of the Mississauga Road App for iPhones, iPads, Android phones & tablets, and desktop computers

- Environment opened four new community gardens in 2015. Community gardens benefitted from the contributions of 4,000 volunteers, producing 3,000 kg of fresh organic food from community garden member plots.



Awards

As a municipal leader, Mississauga continues to receive international, national, provincial, regional and local recognition for the quality of our City services.

Below are some of the awards the City received during 2015.

- MiWay won a Canadian Urban Transit Association Award for the Transitway campaign and outreach event that introduced the community to the Mississauga Transitway

- Mississauga won the Metrolinx Smart Commute 2014 Employer of the Year Award for Peel Region and 2014 Regional Employer of the Year (best participation in all Smart Commute areas in the GTA)

- Mississauga Celebration Square was a nominee under the Public Spaces Category for the "Great Public Spaces in Canada" contest

- The City received four awards from the Financial Times' fDi (foreign direct investment) magazine's American Cities of the Future for 2015/16:
    - ranked top 10 City of the Future in the large City Category
    - ranked 3rd in Connectivity
    - ranked 4th in Business Friendliness
    - ranked 5th for Foreign Direct Investment Strategy

- The International Economic Development Council awarded the City of Mississauga Gold standing for the WinTheHumanRace.ca microsite, and Silver standing for the business videos that target small business and business attraction



- The City's Economic Development Office received honorable mention as a top Canadian local economic development group as part of Site Location Magazine's "Canada's Best Locations 2015 Award"

- Mississauga received Silver designation as a Walk Friendly Community from Green Communities Canada

- The City won the Green Communities Canada 2014 Federation of Canadian Municipalities (FCM) Award for the Elm Drive Low Impact Development (LID)

- The City won a 2015 Canadian Public Works Association National Public Works Week Award in the large metro centre category

- Mississauga's Geomatics group won an Innovative Management Practices Awards from the Ontario Good Roads Association (OGRA) and Ontario Roads Coalition (ORC)
- Materiel Management received the Outstanding Agency Accreditation Achievement Award from the National Institute of Government Purchasing (NIGP). This award is given only to leaders in public procurement based on a comprehensive review of purchasing practices and professionalism

- The MacEwan Terrace Garden at Riverwood and the Credit River Parks Strategy won The Canadian Society of Landscape Architects Regional Awards of Merit

- The work done on Streetsville Square won an Ontario Builders Award Category 2 from the Ontario General Contractors Association

- For the 15th consecutive year, Mississauga was named one of the safest cities in Canada based on research on 2013 crime rates conducted by Safe City Mississauga, a registered charity dedicated to making Mississauga safer for all residents

- The City of Mississauga was recognized by the Canadian Forces Liaison Council (CFLC) with the 2015 Best Practices Award for its outstanding support to members of the Canadian Armed Forces Reserves

- The Holcim Waterfront Estate won a Lieutenant Governor's Ontario Heritage Trust Award for Excellence



- Communities in Bloom Award for Urban Forestry – Ontario Edition for the Natural Heritage and Urban Forest Strategy and Urban Forest Management Plan (2014)

- Mississauga was one of seven Canadian cities that ranked first in transparent financial reporting in the Frontier Centre for Public Policy's report Local Government Performance Index, 8th Edition



- Energy Management Awards were received by the City for green initiatives and Energy Awareness E-Learning Recognition Awards

- Eco-certification of Civic Centre, community centres and libraries in 2015

- The City was named one of Canada's Greenest Employers as selected by the editors of Canada's Top 100 Employers

- Mississauga was recognized by the Federation of Canadian Municipalities (FCM) for its climate change efforts in reaching Corporate Milestone 5 and Community Milestone 3 in the Partners for Climate Protection (PCP) program

- The City won an award for Planning Excellence for Housing Choices: Second Units from the Canadian Institute of Planners: the Let Your Green Show environmental outreach campaign was also nominated for a Canadian Institute of Planners Award for Planning Excellence

- The City of Mississauga earned its 12th consecutive 'AAA' credit rating from Standard and Poor's Rating Service (S&P). The service noted the City's "very strong, diversified economy, exceptional liquidity and very low debt burden" in its assessment

STANDARD &POOR'S

- The City's Facilities and Property Management division has been awarded the 'Friends of the Credit' Award from the Credit Valley Conservation (CVC) for their presentation on "Low Impact Development" on city projects in the past, present and future. The award recognizes municipal leadership and commitment to sustainable development that creates a healthier watershed

- In April 2015, the City was awarded the Canadian Award for Financial Reporting for the 2013 Financial Report. This was the 17th consecutive year the City has won this recognition. The award is presented to municipalities that prepare comprehensive annual financial reports that are prepared in the spirit of transparency and full disclosure



MISSISSAUGA

City Business Plan

2016–2018 Business Plan
& 2016 Budget

Table of Contents

City Business Plan **2**
The Role of the Business Plan 2
Priorities for this Business Plan 3
Services Area Business Plan Summaries 12
Fire & Emergency Services 13
Roads 14
MiWay 15
Parks & Forestry 16
Environment 17
Mississauga Library 18
Facilities & Property Management 19
Recreation 20
Information Technology 21
Strategic Policy 22
Land Development Services 23
Arts & Culture 24
Regulatory Services 25
Legislative Services 26
Business Services 27
Performance Measures **28**
Balanced Scorecard 29

City Business Plan

The Role of the Business Plan

Our 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 develops its business plans and budget in two year cycles. 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 multi-year approach allows the City to respond to political, economic, social and environmental circumstances. The 2016 Business Plan updates our four year plan to ensure that Council has the best information possible as they make business and budget decisions.



Writing the Business Plan

Mississauga's Business Plan and 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 21st century city."

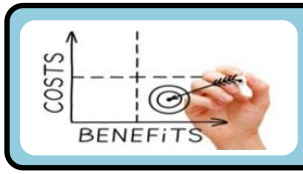
-Strategic Action Plan, 2009

.

Priorities for this Business Plan



Deliver the Right Services



Implement Cost Containment Strategies



Maintain our Infrastructure



Advance on our Strategic Vision



Deliver the Right Services

Set service levels that reflect a balance between citizen expectations and fiscal responsibility

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

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, 2015). 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.

Citizens' expectations are changing as well, and Council, while expressing a desire 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 2016 Budget with the cost to maintain existing services increasing less than the rate of inflation at 1.3 per cent. This plan is based on the principle that existing services and service levels need to be maintained.

Here are some examples of the services and service levels you will find in the business plans:

- MiWay transit service moves riders all over Mississauga. The service operates 85 routes, with approximately 3,644 bus stops and 981 bus shelters. Riders board a MiWay bus over 52 million times a year
- the City's Roads division oversees the planning, design, and construction of roadways; every day in all four seasons it operates, manages transportation on, and maintains 5,220 lane kilometres of roadway
- Fire & Emergency Services conduct hundreds of public education sessions, respond to over a thousand fire safety complaints, and attend to tens of thousands of emergency calls a year
- The Meadowvale Theatre provides year-round public access to a 396 seat professional theatre attracting an annual average audience of 43,000 since 2010
- Revenue Services responds to taxpayer inquiries within ten days
- Mississauga Library has a collection of 1.25 million items including books, magazines, multimedia and electronic resources, offered at 18 locations throughout the City



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 2016, $4.7 million of savings were identified.

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
- Contracting out opportunities were explored

Here are some examples of the cost containment strategies you will find in the business plans:

- Savings from MiWay of $1.6 million. These are derived predominantly from service rationalization, overtime budget reductions and sick relief pool reductions
- The conversion of the City's street lights to Light Emitting Diode (LED) continues to yield hydro savings with a further $0.5 million estimated in 2016
- As a result of a Lean review of the waste removal process, front line and supervisory staff in Parks and Forestry identified $138,300 in savings through improved routes and a centralized staffing model





Maintain our Infrastructure

To ensure we remain competitive and sustain quality of life and economic success

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 $8.3 billion of assets based on replacement cost and includes assets such as:

- 3rd largest municipal transit system in Ontario, with 468 fully accessible buses, of which 15 are hybrid-electric
- 3,585 bus stops
- 5,220 kilometres of roads and 2,395 kilometres of sidewalks
- 229 bridges and culverts
- 229 kilometres of on-road cycling facilities and boulevard multi-use trails
- 56 kilometres of noise barriers
- 19 at-grade parking facilities, four below-grade parking facilities, 120 on-street pay and display machines within two on-street parking districts and 77 off-street pay and display machines
- 49,860 street lights and 536 signalized intersections under City jurisdiction
- 1.2 million library items in multiple languages and formats at 18 locations
- Three museums
- The Living Arts Centre, Visual Arts Mississauga, Meadowvale Theatre and Arts Gallery of Mississauga
- 263 playgrounds, 124 ball diamonds, 136 tennis Courts
- 225 soccer and six cricket pitches
- 10 cemeteries
- Two marinas, 22 kilometres of publicly owned shoreline
- One million trees, 293 kilometres of trails
- 131 pedestrian bridges
- 486 open parks and 38 permitted picnic areas
- 7,181 acres (2,903 Ha) of parks and open space
- 20 fire stations, 47 front line fire vehicles, 4 command vehicles and 35 service vehicles
- 11 major community centres, and one multi-purpose Sport Complex (Hershey Centre Sport Zone)
- 25 spray pads, 11 indoor pools, 4 indoor therapeutic pools and seven outdoor pools
- Two golf courses
- 2,250 desktop computers, 750 laptop and tablet computers, 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
- Improve

The definitions of these categories are detailed in the Financial Policies section near the end of the budget book (Section X).

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 costs are contained within existing operating and capital budgets. Based on estimated replacement costs, the City is only providing for 13 per cent of the replacement value of assets used each year, resulting in a real annual infrastructure gap of $278 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.

The City has a comprehensive debt policy which will ensure that debt is used in a prudent and fiscally responsible manner. In their confirmation of the City's Credit Rating as AAA in 2015, Standard and Poor's noted the City's very strong economic fundamentals, exceptional liquidity and very low debt burden.

In order to maintain capital infrastructure with prudent debt management, the 2016-2018 Business Plan and Budget continues a recommended two per cent capital infrastructure and debt repayment levy, in each year. The two per cent levy is forecasted to be required for more than 10 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 to gradually reduce the infrastructure gap over the years.

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 Stormwater infrastructure through a new stormwater charge 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
- 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

Here are some examples of initiatives to maintain infrastructure that you will find in the business plans:

- Transitway construction: three new Transitway stations open in 2016: Winston Churchill; Tahoe; and, Etobicoke Creek
- Torbram Road Grade Separation project, expected to be completed in the next few years
- Four bridge/culvert structures scheduled for rehabilitation/ repair including conveyance improvements for the Rena Road Culvert over Mimico Creek
- Road rehabilitation projects include the renewal of 26 kilometres of roads (76 Streets)
- Completion in fall 2016 of the extensively renovated Meadowvale Community Centre and relocation there of Meadowvale Library
- Fire Station 120 is planned for the Eglinton - Hurontario area – a residential area where life-risk in the event of an emergency is high



Stormwater Program in 2016

On May 27, 2015, Council approved the new Stormwater charge. This charge will be on the Region of Peel's Waste and Water utility bill starting January 2016 and will fund both operating and capital costs of the program. The 2016 Business Plan and Budget for the Stormwater Program is presented in a separate document.

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.



Here are some examples of initiatives to advance on our strategic vision that you will find in the business plans:

Move: Developing a Transit-Oriented City

The following initiatives are planned:

- Transitway: three new transitway stations will open in 2016. When fully operational the Mississauga Transitway will provide east-west service supporting thousands of customers per day, making it faster and easier for commuters to travel to, from and through Mississauga and across the region. The 18 kilometre transitway will have 12 stations beginning at Winston Churchill Boulevard in the west and ending at Renforth Drive in the east. The transitway will be serviced by both MiWay and GO Transit

- The Hurontario-Main LRT Project is a provincially-planned light rail system which will be owned and operated by Metrolinx with operating contribution from the cities of Mississauga and Brampton. This project received a commitment of full provincial funding on April 21, 2015. The construction of the HMLRT with 26 stops on the 23 km corridor is aimed to commence in 2017-18 and have in service operations by 2022

- The implementation of the Advanced Transportation Management System (ATMS) continues, which will effectively change the City's control of traffic from programmed control to an active system responsive to changing traffic conditions

- As congestion increases on the existing street network, it is essential to have some transit priority treatment on major corridors in order to mitigate the impact. MiWay, Roads and Traffic Management will work with the Region to align transit priority initiatives in 2016

- In 2012, staff were directed to investigate discounted fares for low income riders. MiWay and Region of Peel piloted a region-wide approach from September 2014 to September 2015. This program will be expanded in 2016

Belong: Ensuring Youth, Older Adults and New Immigrants Thrive

- An Accessibility Specialist will support continuous improvement in universal accessibility for all City services. This will support the City's strategic goals of ensuring affordability and accessibility, supporting aging in place, developing walkable and connected neighborhoods and completing our neighborhoods with accessible public spaces

- A Youth Workforce Development Program will help to strengthen relationships between business, education and youth, increase employment opportunities and engagement of youth and contribute to overall prosperity of the City

- The Newcomer Entrepreneur Program will support local business, newcomer entrepreneurs, and foreign trained professionals to increase entrepreneurship and employment opportunities for newcomers and business. This will help to leverage international talent and connections, and contribute to the overall prosperity of Mississauga

- The Mississauga Affordable Housing Strategy to attract and keep people in Mississauga

- Assisting with the opening of Sheridan College Phase II in 2016, which will result in 7,000 students in the downtown

Connect: Completing our Neighbourhoods

- The most notable renovation and construction projects over the next three years are the redevelopment of Meadowvale Community Centre and Library, the ongoing golf course maintenance and irrigation projects at BraeBen and Lakeview and the construction of an indoor recreation facility in Ward 10 at Park 459 (Ninth-Line Corridor)

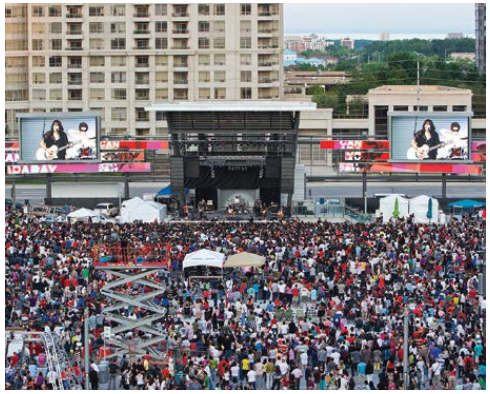


- A Traffic Calming Program will allow staff to work collaboratively and proactively with local residents to address issues related to speeding and traffic operation within a local neighbourhood and increase levels of safety for all road users. It will provide staff with the necessary tools to reduce operating speeds, traffic infiltration and incidences of aggressive driving behavior through the installation of physical traffic calming devices at select locations

Prosper: Cultivating Creative and Innovative Business

- Mobile Application Development: building upon our Open Data initiative and the demand to get information and services using mobile platforms such as smartphones and tablets, the City will engage local businesses, students, groups, and citizens in the development of several new mobile applications. These applications will be externally accessible and publicly available, free of charge. The aim will be to address gaps/opportunities where a mobile solution will improve customer service

- The ICT/Manufacturing Technology Sector Specialist Outreach Program will help to leverage the strength of the City's businesses to drive innovation and ultimately support Mississauga's strategic goal to be the preferred location for innovative, creative and knowledge-based businesses and emerging industries



- Finance is developing a Long Term Financial Plan, which will establish policies and direction to ensure the City has a sustainable financial plan well into the future

- Hosting the 2016 Ontario Summer Games satisfies the recommendation in the Sport Tourism Strategy to seek "multi-discipline sport events that showcase Mississauga's premiere facilities and parks to sport governing bodies". This event adds to Mississauga's experience as a host of major sports events; will build a legacy of experienced volunteers and resources for all future City sporting events; and, delivery of these Games will have a positive economic impact to the City

- Business Continuity planning is a best practice that strengthens resilience in the face of disruption. The City will not only invest in Corporate Business Continuity Planning (BCP) but will also turn customer facing and assist local business with BCP, resulting in making the City more disaster resilient.

Green: Living Green

- To advance the Cycling Committee's goal of achieving a Silver designation for Mississauga as part of the Bicycle Friendly Community award program, the City will add staff to support public consultation on retrofits, bike count monitoring, cycling safety programs, the expansion of "crossride" intersection markings and other network enhancements, and more wayfinding signs on existing routes

- Environment Division has 60 Green Leaders in the Civic Centre, community centres and libraries who are helping to green our City

- Environment also leads environmental outreach activities in every City ward, making it easier for residents to engage in environmental action

Services Area Business Plan Summaries

The Corporation of the City of Mississauga has multiple lines of business. For business planning purposes, they are organized into 18 distinct services. Each service has developed its plan consistent with corporate direction. The Service Area plans present their stories by answering the questions below. For this update year, each is divided into three main chapters: Existing Core Services; Proposed Operating and Capital Budgets; and Performance Measures.

- **Executive Summary of Service Area**
- **Existing Core Services**
- **Vision, Mission, Service Delivery Model**

  Why does this service exist?

  Who provides this service?
- **Business Plan Updates and Accomplishments**

  What has changed from last year's four-year plan?

  What has been accomplished?
- **Proposed Operating & Capital Budgets**

  What is the financial plan and what changes (Budget Requests) are required to it to deliver the proposed services?
- **Performance Measures**

  Balanced Scorecard

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

Budget Requests

Throughout the document, reference is made to a Budget Request (BR) which is the tool to propose new revenues, request 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 following pages compile the Executive Summary pages from the Service Area business plans.



Fire & 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:

- Fire Prevention and Life Safety staff who help to develop and implement community educational programs and support fire safety in the community
- 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 operating 24 hours per day 365 days per year
- Professional Development and Accreditation training staff who provide training and education to all fire personnel to ensure the safety of both the community and staff
- Capital Assets mechanical, and facility staff who ensure the ongoing reliability of the front line vehicles and safe working conditions for all staff
- Administration staff who oversee that all functions of Mississauga Fire and Emergency Services (MFES) are delivered in an effective and efficient manner

Interesting facts about this service:

- In 2014 staff conducted 288 public education sessions reaching over 16,000 people
- In 2015 fire inspectors responded to over 1400 fire safety complaints
- Suppression crews visit more than 30,000 residences in Mississauga each year to promote fire safety
- MFES crews participate in over 200 station and truck visits annually
- All front line vehicles now carry epinephrine auto injector (EPI) pens and all fire crews have been trained to provide symptom assist
- All front line fire trucks carry oxygen kits for dogs and cats and crews have been trained to provide oxygen to dogs and cats using specially fitted masks
- In 2014, 36 people with cardiac conditions had positive outcomes as a direct result of the timely arrival of MFES staff with defibrillator equipment

Highlights of the Business Plan include:

- Focusing on the Role of Fire Prevention and Public Education
- Replacement of Critical Equipment and Infrastructure
- Response time challenges
- Creating a disaster resilient City
- Investing in staff development

Net Investment (000's)	2015	2016	2017	2018
Operating	97,383	101,542	107,038	111,237
Capital	4,783	6,200	7,181	6,092
Full Time Equivalents	709.0	718.5	742.5	744.5



Roads

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 21st Century city, while serving the municipality's social, economic and physical needs.

This service is provided by:

- Works, Operations and Maintenance
- Engineering and Construction
- Transportation and Infrastructure Planning

Interesting facts about this service:

- The City has over 5,220 lane kilometres of road network. If laid out end to end this infrastructure would connect the City of Mississauga to Anchorage, Alaska – with 300 kilometres to spare

Highlights of the Business Plan include:

- The Roads and Stormwater services are now separate service areas. As a result, the operating budget for Roads was reduced by $5.6 million and reallocated to the new Stormwater service area. While the adjoining table shows an overall reduction of $4.6 million, the real impact caused by budget pressures in 2016 is an increase of $1.0 million to the new Roads operating budget

Initiatives and growth pressures for the 2016 budget include:

- The continued implementation of an Advanced Transportation Management System (ATMS) which will effectively change the City's control of traffic from programmed control to an active system responsive to changing traffic conditions
- An additional strategic support resource dedicated to the improvement of Web communications for Transportation and Works, ensuring continuous online departmental updates
- An additional resource to implement physical traffic calming measures to address speeding issues on local roads
- An additional technical resource to support the Environmental Management of City owned properties
- The Works and Technical Services Section will gain a resource to provide independent reporting and reviews of Maintenance Contracts
- The Lakeshore Road Transportation Movement Study will be initiated to guide local transportation needs in Port Credit, Clarkson and Lakeview communities
- A significant percentage of engineering and technical staff are eligible to retire in the next 5 years. An additional part-time Engineer resource is required to initiate the Engineering Internship program that will facilitate succession planning and ensure that the City is able to attract and keep qualified Engineers
- LRT Project Office

Net Investment (000's)	2015	2016	2017	2018
Operating	71,559	66,971	67,015	66,970
Capital	67,967	75,181	67,766	72,065
Full Time Equivalents	482.7	467.1	468.1	469.1



MiWay

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

This service is provided by:

- **Operations** – Responsible for all daily on-street service operation, on-street control and supervision and Transit Operator recruitment and training
- **Maintenance** – Responsible for fleet purchases, ongoing fleet maintenance, daily cleaning and service inspections
- **Business Development** – The five teams in this group include Marketing, Customer Service, Customer Experience, Service Development (Transit Planning, Scheduling, Data and Infrastructure Management) and Revenue and Fare Media
- **Business Systems** – Responsible for business processes and transit information technology systems
- **Transit Enforcement Services** – a section of the Corporate Services Department educates, informs and provides a safe environment for customers and employees

Mississauga's transit system is changing to better serve those who live and work in the city. The organization is striving to earn the business of new customers and to enhance the value it delivers to existing customers.

Interesting facts about this service:

- Mississauga purchased the local transit service in 1974. At that time only eight routes operated with 54 buses and carried over four million customers. Today MiWay operates 85 routes with 468 buses and customers board a MiWay bus over 52 million times per year
- Operates a total of 85 routes: seven MiExpress, 64 MiLocal and 14 school routes. There are approximately 3,644 MiWay bus stops and 981 bus shelters
- Weekday passenger boardings increased from 156,000 in 2010 to 178,476 (annual average including seasonal variation) in 2015 (15 per cent growth)
- MiWay service growth will provide an increase of 28,000 additional service hours in 2016
- Revenue ridership currently up almost 19 per cent since 2010
- MiWay is the third largest municipal transit service in Ontario; behind only Toronto Transit Commission (TTC) and OC Transpo in Ottawa
- During peak periods, a maximum of 369 buses are on-street. At off peak periods, a minimum of 188 are servicing routes (September, 2015)

Highlights of the Business Plan include:

- Increased service hour growth to 28,000 to continue to serve our growing customer base
- A continued focus on higher order transit – the Mississauga Transitway and Hurontario-Main Light Rail Transit
- Emphasis on putting the customer first with transit service improvements and customer service strategy

Net Investment (000's)	2015	2016	2017	2018
Operating	61,736	68,622	77,018	80,351
Capital	42,635	59,435	24,581	35,917
Full Time Equivalents	1,359.6	1,372.6	1,400.6	1,418.6



Parks & Forestry

Mission: We are a dynamic team that protects the natural environment and creates great public spaces to make healthy and happy communities.

This service is provided by:

A multi-disciplinary team composed of Park Planning, Park Development, Parks Operations and Forestry working co-operatively to meet and deliver the open space and outdoor recreational needs of the community.

Interesting facts about this service:

- 310,611 hours of maintenance was performed in 2014 for the care of 7,181 Acres (2,903 Hectares) of parkland and open space, including 367 sports fields, 262 playgrounds, one million City-owned trees, two marinas and 10 publicly owned cemeteries
- There are over 300 publicly owned woodlands and natural areas covering 2,777 Acres (1,124 Hectares)
- Over 7,500 annual service requests from the 311 Citizen Contact Centre are received and resolved by Parks and Forestry, along with over 1,000 additional direct inquiries
- 17,172 hours of community service were contributed for community cleanups, naturalization projects, beautification initiatives, tree plantings and community garden plantings in 2014
- 10,785 trees have been pruned through the City's block pruning program in 2014
- 124,709 hours of outdoor sports fields and 33,160 hours of park permits were booked in 2014
- 47,855 trees were planted through the One Million Trees Mississauga program in 2014

Highlights of the Business Plan include:

- The development of Park 302, Phase I of Park 459, Hancock Property, Scholars' Green Phase II and the Lakeshore Corridor Trail
- Lifecycle Maintenance of various playground redevelopments, sports fields, tennis courts, trail reconstructions and pedestrian bridge replacements
- The development of beach volleyball courts at Lakefront Promenade
- The redevelopment of Malton Village Park, Wildwood Park and Marina Park
- Continued proactive management of invasive species such as the Emerald Ash Borer to preserve the City's tree canopy
- Acquisition of Willow Glen School from the Peel District School Board

Net Investment (000's)	2015	2016	2017	2018
Operating	31,200	31,817	32,090	32,355
Capital	22,111	23,741	69,363	52,736
Full Time Equivalents	365.6	366.6	365.4	371.9



Environment

Mission: To drive environmental excellence by providing environmental leadership that empowers and engages internal and external partners in environmental action and implementation of environmental best practices.

This service is provided by:

- The Environment Division

Interesting facts about this service:

- Engaged ¾ million people at events and through social media
- Launched Community Earth Markets
- 1,200 twitter followers
- Lead Environmental Employee Engagement program with 60 Green Leaders throughout 26 facilities
- Launched Eco-Certification of City facilities for waste reduction and energy conservation
- Improved waste program at Hershey Centre for Pan Am
- Cleanest Canada Day on the Celebration Square with new garbage/recycling containers
- Diverted 3.5 tonnes of batteries from landfill, equivalent to the weight of 3 small cars
- This service is delivered with 7.7 FTE's

Highlights of the Business Plan include:

- A year-round outreach and volunteer program including anchor Earth Markets throughout the community
- Greening the Corporate culture and recognizing "green" City facilities
- 15 new community gardens with one in every ward
- Increased community capacity through environmental community grants
- Implementing the Corporate Zero-Waste Strategy including: conducting audits; greening signature City events; and improving program efficiencies at key facilities, parks and along roadways
- Strategic community energy partnerships to establish long term direction on energy use and conservation
- Prioritizing climate change mitigation and adaptation strategies
- Reporting on environmental conditions in Mississauga
- Promoting City environmental success stories and engaging the community in environmental action

Net Investment (000's)	2015	2016	2017	2018
Operating	964	1,174	1,270	1,185
Capital	0	0	100	0
Full Time Equivalents	7.7	10.3	10.3	10.3



Mississauga Library

Mission: To provide library services to meet life-long informational, educational, cultural and recreational needs 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 – 4.5 million in-person visits
- Circulation – 6 million items loaned
- Collection Size – 1.25 million items available through 18 locations throughout the City

Highlights of the Business Plan include:

- Libraries launched RFID Self Check-Out in 2014 at seven locations with the remaining libraries to implement in 2015. The Self Check-Out project is a major initiative that the Library commenced during the 2011-2014 Business Plan period. Self Check-Out of materials provides a more convenient and cost-effective option for both customers and staff
- Collection growth funding strategy completed in order to improve the provision level so that the library's collection can keep pace with population growth
- Completion of the Meadowvale Libraries developments
- Central Library Redevelopment Study completed and business case underway
- Introduction of Makerspace technology including 3D printer
- Redesigned web site business case completed
  Expanded use of tablets for provision of information services and programming planned for 2015/2016



Woodlands Library

Net Investment (000's)	2015	2016	2017	2018
Operating	25,033	25,896	26,313	26,604
Capital	4,326	1,094	11,872	12,010
Full Time Equivalents	317.2	316.6	316.6	316.6



Facilities & Property Management

Mission: Facilities and Property Management (F&PM) optimizes our in house expertise in property management excellence to sustain the City's infrastructure. We collaborate with our partners in delivering front line services to our citizens while maintaining respect for the public tax dollar.

This service is provided by:

Facilities Maintenance; Building Services and Operations; Facilities Development and Accessibility; Capital Planning and Asset Management; Security Services; Realty Services and Energy Management

Interesting facts about this service:

- The City has over 330 city owned and leased buildings amounting to 5.5 million square feet of space and a facility asset replacement value of $2 billion
- There are over 27,000 facility systems in the city-wide inventory requiring approximately 9,000 facility inspections in accordance with legislation and warranty requirements
- F&PM responds to an average of 5,000 maintenance service calls annually
- This year, F&PM has secured over $150,000 in grant incentives implementing energy management projects
- Over the last two and half years, the City saved over $900,000 in energy and water costs
- Over 1,000 agreements are administered and approximately 120 transactions are completed annually by Realty Services

Highlights of the Business Plan include:

- Service levels are maintained while implementing operating efficiencies
- A new Work Place Strategy will ensure maximization of the City's office spaces to ensure effective service delivery
- A new City wide accessibility audit is planned to review the condition of our facilities in accordance with the new Accessibility for Ontarians with Disabilities Act (AODA) legislation
- Our energy management group is conducting a City wide energy audit as well as re-commissioning at various facilities to review the operations and efficiencies. LED lighting retrofits have been completed in various ice rinks and in progress at Civic Centre garage, various parking lots, transit maintenance shops and proposed for swimming pools

State of good repair for the City's infrastructure continues to be a priority for this service area as our facilities age

Net Investment (000's)	2015	2016	2017	2018
Operating	19,966	20,109	20,157	20,314
Capital	15,103	18,180	19,000	14,619
Full Time Equivalents	183.6	184.6	184.6	183.6



Recreation

Mission: We keep Mississauga residents healthy, active and connected in partnership with the community.

This service is provided by:

- North and South District Operations; Aquatics; Therapeutic and Fitness Centralized Programs Unit; Sport and Community Development Unit; Client Services; and Business Planning Units

Interesting facts about this service:

- Recreation Website is visited 20,000 times a month
- 11,000,000 patrons walked through Recreation facilities in 2014
- Recreation sold more than $2.9 million in food and beverage sales at all locations across the City in 2014
- 23,000 Camp Registrants in 2014
- About 47,000 Hours of Arena Rentals a year
- 141,828 Hours of Room Rentals in the 2014 calendar year
- 63,629 Golf Rounds in 2014
- 63,466 Aquatics Registrants per year

Highlights of the Business Plan include:

- Commitment to providing inclusive programs and services to complement Mississauga's diverse and aging population demographics
- Dedication to providing fiscally responsible programs and services which maximize the utilization of existing facilities and infrastructure
- More investment in technology and mobile applications to provide the most efficient service delivery models
- Continued planning toward establishing the City as a sport event and tourist friendly City
- Development of more partnership opportunities to leverage additional funding and grants

Net Investment (000's)	2015	2016	2017	2018
Operating	21,940	23,431	23,927	24,122
Capital	19,115	13,189	3,336	2,190
Full Time Equivalents	766.1	783.0	789.5	789.5



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) is comprised of six sections that focus on technology planning, service delivery, support and operations to enable City services and drive efficiencies for City operations

Interesting facts about this service:

- The City provides many online services and information including 311 online service requests, items for purchase (i.e. pet license, eSigns, Property Compliance Report and tax receipts) and many other services such as online library, recreation and transit which provides 4.5 million Transit trip plans annually
- The City's website is accessed over 13.5 million times annually and accepts $8 million in online transactions
- Our mobile workforce has over 2,600 field based devices in all buses, fire trucks, snow plows, and other City vehicles providing real time processing to improve City services
- "Wireless Mississauga" is free public access to Wi-Fi available at 76 City facilities such as libraries, community centres, marinas and arenas
- Information Technology facilitates the deployment of new business solutions and technologies to meet the needs of the city, citizens and businesses by providing technology enabled services, daily support and IT asset lifecycle replacement
- The City's network is enhanced through the Public Sector Network (PSN) partnership with over 631 kilometres of high speed fibre connecting 125 City sites with 2,250 desktop computers, 750 laptops and tablets, 500 public access computers, 500 multi-function copiers and over 700 virtual and physical servers capable of accessing up to 230 terabytes of stored data
- The IT Service Desk offers client support Monday to Friday 8:00 a.m. to 5:00 p.m. and provides on-call support 24 hours a day, seven days a week, 365 days a year

Highlights of the Business Plan include:

- Through a series of IT efficiencies, the 1% cost savings target was exceeded for 2016. IT will continue to implement service review recommendations focussed on enabling services through technology
- Updating the IT Strategy to improve how City services are provided and accessed on-line, in person or in the Community. Collaboration and mobile technology are key technology drivers in the IT Master Plan

Net Investment (000's)	2015	2016	2017	2018
Operating	20,642	21,703	21,987	22,108
Capital	8,670	6,989	9,745	8,422
Full Time Equivalents	164.76	167.8	170.8	159.8



Strategic Policy

Mission: To lead, support and promote innovation, collaboration, accountability and partnerships. We drive performance excellence across the organization, lead by example in strategic risk taking and ensure the City's long term prosperity is protected.

This service is provided by:

- Corporate Performance and Innovation Division; the Economic Development Office; Internal Audit Division and the Legal Services Division.

Interesting facts about this service:

- The Strategic Policy Service coordinates efforts across all five City departments to ensure alignment with all of the City's key plans, including the Strategic Plan, the City Business Plan, the Economic Development Strategy and Corporate Policies
- The Economic Development Office (EDO) supports Mississauga's business community of more than 62,000 businesses and works to promote investment and job creation in Mississauga
- The Legal Services team handled over 70,000 POA in-court appearances, and 207 days in Court/OMB and other tribunals (arbitrations, human rights, WSIB, etc.) in 2014

Highlights of the Business Plan include:

- Advancing continuous improvement initiatives and best practices throughout the City with a focus on risk awareness and mitigation
- The Corporate "Lean" business improvement program was launched in 2013 and continues to be deployed across the Corporation. Lean is a methodology for streamlining business processes by collaborating with front-line staff to identify and eliminate non-value added activities
- Recruitment of an Information Communications Technologies (ICT) Manufacturing specialist (2016) with the expertise needed to develop this critical and growing sector in Mississauga
- One-time study to develop the framework for the Youth Workforce Development and the Newcomer Entrepreneur Programs
- Recruitment of Youth Workforce Development Coordinator (2017) to support youth employment and a Newcomer Entrepreneur Program Coordinator (2018) to assist new Canadians starting businesses in Mississauga
- Conversion of contract lawyer position for Transportation & Works into a permanent position (starting in 2017) to provide procurement and construction legal advice for T&W capital projects on an ongoing basis, and to provide ongoing legal services on other T&W areas including licensing

Net Investment (000's)	2015	2016	2017	2018
Operating	12,495	13,590	13,964	14,187
Capital	0	105	0	0
Full Time Equivalents	87.5	90.4	91.4	92.4



Land Development Services

Mission: To provide strategic, long-term planning and 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 various divisions from three Departments as follows:

Planning and Building Department:

- Strategic Community Initiatives
- Policy Planning
- Development and Design
- Building

Transportation and Works Department:

- Development Engineering, Transportation Infrastructure Planning

Community Services Department:

- Parks Planning, Parks and Forestry

Interesting facts about this service:

- The Land Development Services Area coordinates planning efforts across the Corporation to ensure alignment with the Strategic Plan, the Official Plan and Zoning By-law
- The Planning and Building Customer Services Centre serves an average of 81 customers per day
- Approximately 3,900 building permit applications are processed annually
- Approximately 70,000 building, plumbing, heating and sign inspections are carried out annually

Highlights of the Business Plan include:

- Implementation of the Official Plan through Area Plan Reviews, Community Improvement Plans, Growth Forecasts, Employment Land Review, Environmental Policies Review, Employment Opportunities in Intensification Areas and Zoning By-law Conformity Review
- Creation of a vision and master plan for transit and land use along the Dundas Corridor
- Monitoring of Downtown21 vision and updating of the Master Plan as required
- Implementation of electronic plan submissions, review and approval
- Enhancement of internal and external websites to better guide customers

Net Investment (000's)	2015	2016	2017	2018
Operating	8,042	8,834	8,813	9,019
Capital	900	1,150	1,550	550
Full Time Equivalents	187.3	190.3	189.3	187.3



Arts & Culture

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.

This service is provided by:

The Culture Division is made up of two sections. The Culture and Heritage Planning section is responsible for heritage planning, culture planning, public art, policy development, research and digital engagement. The Culture Operations Section delivers performing arts, film and television services, arts and culture programs, grants, civic and major events, and is responsible for managing operation of the Meadowvale Theatre, Museums, and Mississauga Celebration Square.

Interesting facts about this service in 2014:

- There were 653 Filming days in Mississauga ("Filming days" refer to filming shoots taking place on the same day, across the city) and 247 Film permits issued
- 1,437,306 people attended cultural festivals, events and programs throughout the City (including 581,598 at Mississauga Celebration Square). This increased 12% over the previous year
- Council adopted a new Meadowvale Village Heritage Conservation District Plan
- Meadowvale Theatre hosted 256 days of performances and activities (24% increase since 2009)
- A total of 38 Public Art installations exist in the City of Mississauga with three permanent public art works added in 2014 (*Contemplating Child*, *Building Colour*, and *The Messenger*)

Highlights of the Business Plan include:

- Complete the museums, heritage and creative industry strategies and begin implementation of recommendations
- Complete the creative spaces strategy and create a program to provide affordable space to artists and creative cultural workers (Artist Assist)
- Refresh the Culture Master Plan
- New investment to support Celebration Square's winter programming, overall demand for growth and enhanced visitor experience
- Increase Cultural Community development to support 'social development through the arts' in 'at risk neighbourhood's
- Sustain $3 per capita grants to grow the creative economy and support arts organizations and festivals
- Implement a youth poet laureate program
- Expand digital programs for children and youth and renew focus on marketing and communications to grow 'cultural consciousness' among residents
- Continue to deliver public art to animate public spaces and support the creative economy

Net Investment (000's)	2015	2016	2017	2018
Operating	7,062	7,389	7,674	7,742
Capital	300	330	200	130
Full Time Equivalents	59.2	62.1	63.1	63.1



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:

Animal Services, Compliance and Licensing Enforcement, Mobile Licensing Enforcement and Parking Enforcement.

Interesting facts about this service:

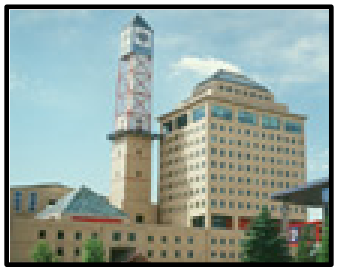
The City currently has over 30 by-laws, which are actively enforced by Regulatory Services staff including the *Zoning By-law* and the *Property Standards By-law* to name a few.

- In excess of 30,000 service requests are received each year.
- Regulatory Services recovers more than 90 percent of operating costs through revenue generation.

Highlights of the Business Plan include:

Service levels are maintained through $795,000 increase in expenditures which is offset by a revenue increase of $744,000 resulting in a $51,000 increase in the proposed net budget in 2016.

Net Investment (000's)	2015	2016	2017	2018
Operating	1,153	1,204	1,275	1,348
Capital	0	33	0	0
Full Time Equivalents	134.0	141.0	141.0	141.0



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 delivered through the following services:

- Municipal Elections
- Council and municipal support
- Provincial Offences Court Administration
- Administrative Penalties System (APS) Dispute/Review
- Vital Statistics
- Committee of Adjustment
- Records Management
- Access and privacy
- Print and Mail services

Interesting facts about this service:

- Support for Council and 21 Committees and quasi-judicial tribunals
- Streaming of Council meetings and 4 Committees
- Minor Variance hearings held within 30 days/Consent application decisions made within 90 days
- Freedom of Information (FOI) requests- Decisions within 30 days
- Provincial Offences Act (POA) transcripts within 90 days
- On time delivery of over 3700 print shop requests annually
- Mail delivery twice/day in Civic Centre, courier mail delivery to offsite locations at least once/day

Highlights of the Business Plan include:

- 1% budget reduction met for 2016
- 2016 POA revenue increase of $300,000 offset by $320,500 increase in provincial cost recovery
- Investing in Electronic Document Records Management system
- Investigating public interest on "Ranked Ballot" voting
- Citizenship Program for newcomers
- Advancing Information Stewardship

Net Investment (000's)	2015	2016	2017	2018
Operating	(3,261)	(3,130)	(2,987)	(2,941)
Capital	807	822	219	38
Full Time Equivalents	85.2	86.2	86.2	84.2



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:

- Business Services, which consists of Human Resources, Finance, Communications, and Revenue and Materiel Management, is a team of four interrelated groups within the City of Mississauga that collaborate with all City Service Areas

Interesting facts about this service:

- HR received 57,000 applications for 1,350 positions that were filled in 2014
- In the next 6 years over 33 per cent of staff will be eligible to retire
- Accounts Payable processed 78,000 transactions in 2014;
- The 3-1-1 Citizen Contact Centre handles an average of 300,000 telephone, social media, online and email enquiries annually
- There are approximately 225,000 properties in the City and nearly half a million tax bills are issued annually

Highlights of the Business Plan include:

- Human Resources (HR) continues to modernize Talent Management in the Corporation with plans to leverage new technology to maximize City workforce potential and enhance business execution
- HR is adding a Health & Safety Specialist to ensure the City has the necessary resources to maintain a safe workplace and comply with Provincial legislation
- HR will also be expanding the City's presence on, and use of LinkedIn as a talent attraction and acquisition tool
- Finance is adding a Financial System Support Specialist to examine existing processes and investigate re-engineering and automation opportunities with existing software, enhance reporting to support the analytical and reporting needs of Corporate Finance
- Communications is focused on enhancing self-service options and greater digital access to local government for Mississauga residents
- The City-owned tax billing system will continue to be upgraded over the next three years
- Materiel Management will be developing a Sustainable Procurement Policy that will focus on environmental, economic and social concerns

Net Investment (000's)	2015	2016	2017	2018
Operating	25,560	27,185	28,268	28,454
Capital	836	2,302	1,401	225
Full Time Equivalents	264.3	274.3	273.3	267.3

Performance Measures

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 combined, forecasted total increase for the Region of Peel, City and Education tax rate in the 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.

Based on the 2012 Environics survey, 96 per cent of Mississauga's residents were satisfied with Mississauga as a place to live. This was 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 survey that is conducted by Metrics@Work every three years. 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 a caller 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 Call Centre objective is that 85 per cent of the total calls are handled "one and done", and the call centre expects to meet this target in 2015.



Balanced Scorecard

Measures for the City	2012 (Actual)	2013 (Actual)	2014 (Actual)	2015 (Planned)	2016 (Planned)	2017 (Planned)	2018 (Planned)
Financial:							
Impact on Total Residential Tax Bill	2.1%	2.4%	1.9%	1.3%	1.7%	1.9%	1.2%
Impact on Total Commercial Tax Bill	1.3%	1.4%	1.7%	1.4%	1.0%	1.2%	0.7%
Customer:							
Overall Resident Satisfaction with Mississauga as a place to live	96%	96%	96%	95%	95%	95%	95%
Employer:							
Overall Employee Engagement Results	68%	68%	68%	70%	70%	70%	70%
Business Process:							
311 First Call Resolution Rate	90%	86%	83%	85%	85%	85%	85%

MISSISSAUGA

City Budget & Financial Overview

2016–2018 Business Plan
& 2016 Budget

Table of Contents

City Budget & Financial Overview **3**
Introduction **3**
2016 Operating Budget **11**
Changes to Maintain Current Service Levels 11
Changes to Operationalize Prior Decisions 13
New Initiatives and New Revenues 14
Special Purpose Levies 15
Capital Program & Financing Overview **17**
Infrastructure 17
Debt Management 19
Capital Program Funding Issues 22
2016 Capital Budget 23
2016-2025 Capital Budget Forecast 25
Staffing Impacts of Proposed Budget **28**
City Property Tax Distribution **29**
Conclusion **32**
List of Appendices **32**

This page intentionally left blank

City Budget & Financial Overview

Introduction

The City of Mississauga's proposed 2016 – 2018 Business Plan and 2016 Budget outlines how and where the City plans to allocate resources to meet service expectations over the next three years. We continue to focus on major issues such as transit, transportation, and our infrastructure.

The proposed 2016-2018 Business Plan and 2016 Budget balances meeting the service demands of the community with prudent spending.

The Budget is presented in terms of five cost drivers:

- the cost to Maintain Current Service Levels
- the impact of Efficiencies and Cost Savings
- the cost to Operationalize Prior Decisions
- the cost to implement New Initiatives and New Revenues
- provisions for Special Purpose Levies



Below is a brief overview of each of the five cost drivers:

Maintaining Current Service Levels

In order to maintain existing services at current levels, the City must address continually increasing costs. Every effort is made to keep cost increases associated with maintaining current service levels in line with inflation. Starting in 2016, the Stormwater Charge will fund both operating and capital costs of the program. These budgets have been transferred out from the tax funded operating budget. Therefore, costs to maintain current service levels, excluding Stormwater, add 1.8% to the City's tax levy.

Efficiencies and Cost Savings

Each year, City staff are challenged to reduce costs by identifying efficiencies and streamlining processes through continuous improvement. This year, staff have identified $4.7 million in savings – equivalent to reducing the City tax levy by 1.1 per cent.

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 on something that began halfway through the previous year. These costs add 0.6 per cent to the City's tax requirements in 2016.

Overall, the above three drivers total 1.3% to the City's tax levy, prior to adding new initiatives or the capital infrastructure and debt repayment levy.

New Initiatives and Revenues

Proposals for new initiatives in 2016 are described in detail within each service area's Business Plan. In this budget, proposals for new initiatives in 2016 support Mississauga's Strategic Plan and primarily are focused on expanding transit service. New initiatives require an increase of 1.7 per cent in the City's tax levy.

Special Purpose Levies

A Special Purpose Levy is required to maintain the $8.3 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 prior year's tax levy will be required for at least the next 10 years, to support and ensure 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.

In the 2014 Budget, Council approved to increase the Emerald Ash Borer program levy from $2.8 million to $5.6 million per year to protect, preserve and when necessary, replant City owned ash trees. For each of the next six to seven years, this levy will fund the Emerald Ash Borer program to maintain the tree canopy of Mississauga.

In 2014, Council also approved funding of $1 million annually for the next 10 years to support the capital funding request from the University of Toronto Mississauga (UTM) for its new Institute of Management and Innovation Complex.

For the 2016 Budget, no increases are recommended to the Emerald Ash Borer or UTM levies.

On September 30, 2015, Budget Committee approved an additional 0.5% to the tax increase, to begin in 2017, for an indoor pool, as part of a new community centre in Ward 10. The design and construction will be completed over a three year period and financed over 10 years.



Tax Levy Changes

The following table outlines the cost changes by the five key cost drivers: Maintain Current Service Levels, Operationalize Prior Decisions, Efficiencies and Cost Savings, New Initiatives, and Special Purpose Levies. With the exception of the Lisgar rehabilitation capital project, the Stormwater Program has been removed from the tax levy. Overall commercial/industrial impact is lower than residential impact as commercial/industrial taxpayers pay a much higher proportion of educational tax, for which increases are not expected. The City tax increase is the same for all, but its impact differs.

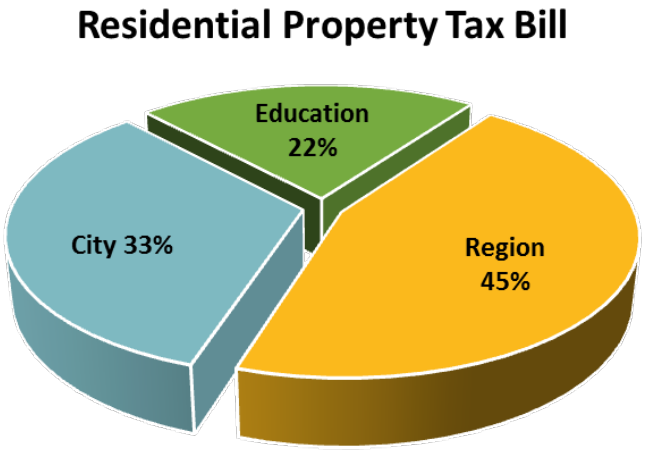
Description	2016 ($M)	% Change	2017 ($M)	2018 ($M)
Prior Year Budget	**$412.9**		**$433.7**	**$459.0**
Changes to Maintain Current Service Levels	$16.4	4.0%	$11.8	$9.2
Changes to Operationalize Prior Decisions	$2.6	0.6%	$0.5	$0.0
Changes to Efficiencies and Cost Savings	($4.7)	(1.1%)	($5.0)	($4.9)
Business As Usual	**$14.3**	**3.5%**	**$7.2**	**$4.2**
Stormwater Program transfer	($6.7)	(1.6%)		
New Initiatives	$7.1	1.7%	$8.5	$4.6
Assessment Growth	($2.1)	(0.5%)	($1.3)	($1.4)
Proposed Budget Excluding Special Purpose Levy	**$425.5**	**3.0%**	**$448.1**	**$466.4**
Special Purpose Levies				
Capital Infrastructure and Debt Repayment Levy	$8.3	2.0%	$8.7	$9.2
Budget Committee Decision re Park 459 Pool	$0.0	0.0%	$2.2	$0.0
Proposed Budget	**$433.7**	**5.0%**	**5.8%**	**3.6%**
Impact on Total Residential Tax Bill		**1.7%**	**1.9%**	**1.2%**
Impact on Total Commercial Tax Bill		**1.0%**	**1.2%**	**0.7%**

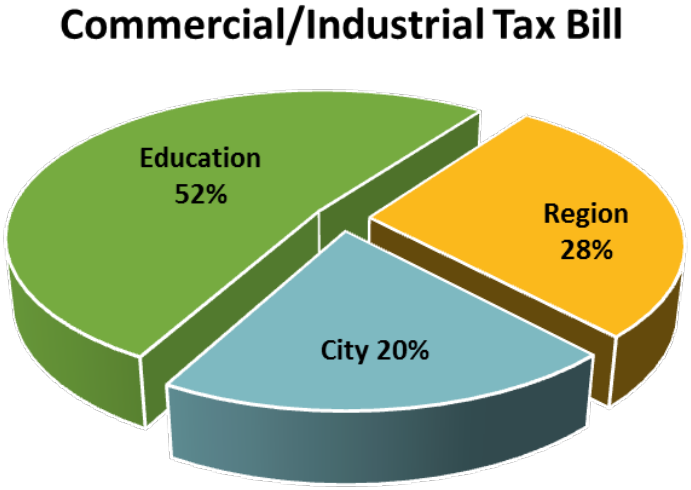
Property Tax Bill

According to Statistics Canada and the Fraser Institute, of total taxes paid by individuals and businesses 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 10 cents of every tax dollar raised in Ontario, yet own 65 per cent of the capital infrastructure. From that dollar the provincial and federal governments receive 34 cents and 55 cents respectively, and own a respective 31 per cent and 3.4 per cent of the capital infrastructure.

The City's Business Plan and Budget only affects the City portion of the tax bill which is 33 per cent of the residential tax bill and 20 per cent of the non-residential tax bill, as shown in the following pie charts. 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





The property tax bill in Mississauga provides funding for services provided by three levels of government – the City of Mississauga, the Region of Peel and the Province of Ontario's 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.

Impact on Property Tax Bill

The tax rate from the Region of Peel has not been finalized yet. However, based on budget direction from Regional Council, Peel Region has a target 2016 tax rate increase of one per cent for the proposed operating budget and an additional one per cent for the Region's infrastructure levy. The Region's forecasted 2.0 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 this has been the case for many 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 2.6 per cent. Of the 2.6 per cent residential increase, only 1.5 per cent is for ongoing operations and new initiatives. 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 to fund maintenance and repairs, the condition of the City's and the Region's infrastructure would deteriorate significantly. For a commercial/industrial taxpayer the impact on the total tax bill is 1.6 per cent. The percentage impact on overall commercial/ industrial rates is lower because these taxpayers pay a much higher proportion of educational taxes, as illustrated in a previous chart.

Impact on Residential Tax Bill

Description	City	Region (Target)	Education	Total
Required to Fund Ongoing Operations	1.0%	0.5%	0.0%	1.5%
Capital Infrastructure and Debt Repayment Levy	0.7%	0.5%	0.0%	1.1%
Total	**1.7%**	**0.9%**	**0.0%**	**2.6%**

Impact on Commercial/Industrial Tax Bill

Description	City	Region (Target)	Education	Total
Required to Fund Ongoing Operations	0.6%	0.3%	0.0%	0.9%
Capital Infrastructure and Debt Repayment Levy	0.4%	0.3%	0.0%	0.7%
Total	**1.0%**	**0.6%**	**0.0%**	**1.6%**

Numbers may not add due to rounding

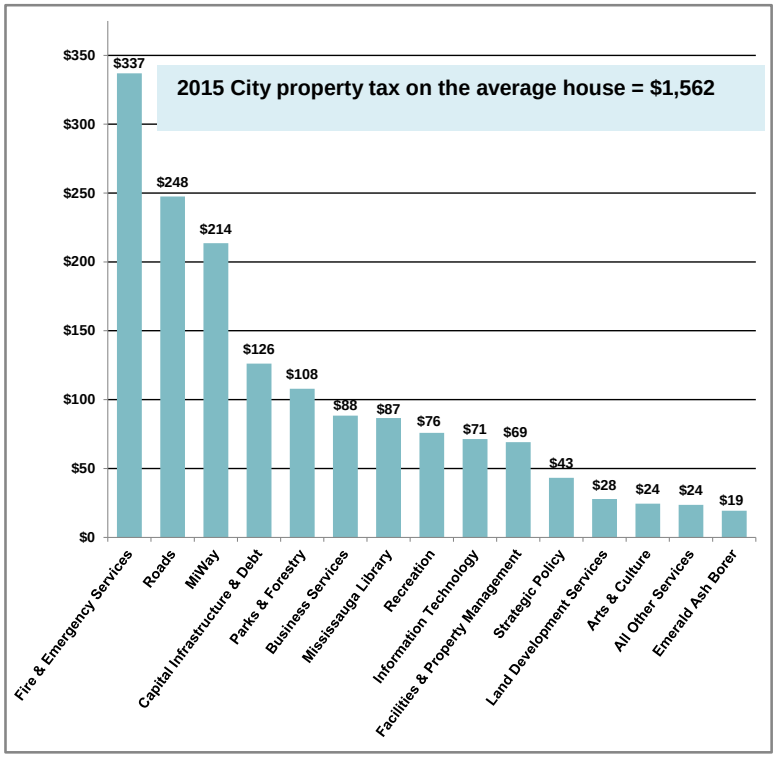
2016 Budget Process

The proposed 2016 Budget is the result of an extensive process undertaken by staff. Throughout the spring, Service Areas updated their 2015-2018 Business Plans. These plans were reviewed, revised and approved by the Leadership Team. The Budget provides the resources to implement the first year of the 2016-2018 Business Plan Update.
On June 10, 2015 staff presented a forecast for 2016 to Budget Committee. The challenges and opportunities impacting the 2016 Budget were highlighted, as was the time frame for the 2016-2018 Business Plan and 2016 Budget process. Service areas prepared their detailed operating and capital budgets, incorporating the Business Plan adjustments approved by the Leadership Team, from 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 September 23, 2015 Budget Committee considered increases in fees and charges for 2016.
The process for Council review of the 2016 Budget is set out below. All Budget Committee meetings are open to the public. They are live-streamed by the City and broadcast by Rogers TV.

- Distribution of the Budget Document to Council
  - By November 12, 2015
- Presentation of Business Plan and Budget Overview
  - November 23, 2015 Budget Committee
- Service Area Budget Presentations, Deputations and Deliberations
  - November 24 and 30, 2015
  - December 1 and 2, 2015
- Targeted Council Approval
  - December 9, 2015

The City of Mississauga delivers valued and essential services to our residents and businesses. These are services that they use every day. The City owns and maintains $8.3 billion in infrastructure including buildings, parks, playground equipment, buses, roads, streetlights, sidewalks and many other items.
The average house in Mississauga in 2015 had a value of $535,000. In 2015, this average home paid $1,562 in City taxes. The major services received and the total annual amount paid per home for each are shown below.

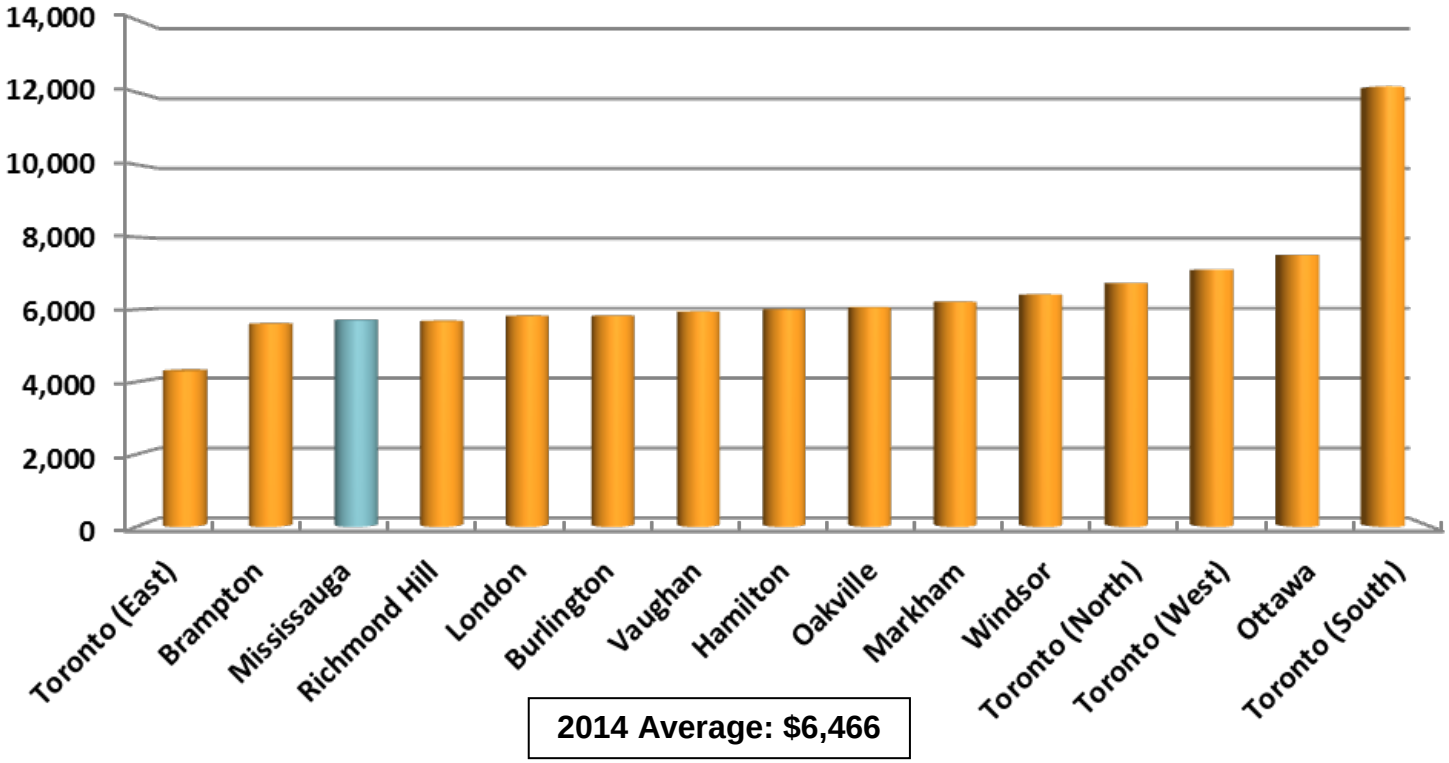


City taxes paid in 2015 by service for an average house

City Tax Rate Is Very Competitive

The following chart provides a comparison of 2014 taxes for a senior executive home in various municipalities, primarily in 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.

Comparison of 2014 property taxes



Source: BMA Consulting, 2014

The following table presents the total tax levy in 2014 on a per capita basis. The comparison is for the total property tax bill, including both 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 this and the previous chart 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.

2014 Tax Levy per Capita

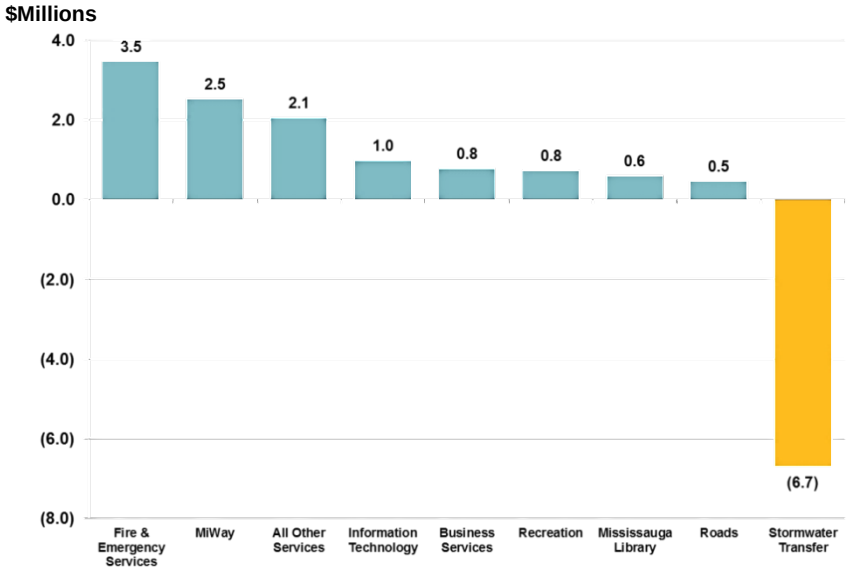
Municipality	Per Capita
Windsor	$1,497
Oshawa	$1,495
Ottawa	$1,467
Hamilton	$1,404
Vaughan	$1,384
Toronto	$1,373
Burlington	$1,341
London	$1,299
Mississauga	**$1,247**
Richmond Hill	$1,203
Markham	$1,125
Brampton	$1,098
Average	**$1,328**

2016 Operating Budget

Changes to Maintain Current Service Levels, including Efficiencies

The net cost to deliver current service levels in the proposed 2016 Budget requires an increase of $5.0 million over 2015's net budget. This takes into consideration a transfer of $6.7 million for the Stormwater program as well as reduced costs and efficiencies of $4.7 million.

The following chart presents a breakdown of the $5.0 million cost increase by service area. Fire & Emergency Services, MiWay and Information Technology are the largest single service area drivers of the cost increase. Details can be found in each service area's business plan.



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

Fire & Emergency Services

The Fire & Emergency Services budget is the largest driver of the cost increase required to maintain current service levels with a proposed increase of $3.5 million. The largest pressure in this service area is cost of labour which makes up almost 97% of the budget.

MiWay

The cost to maintain the current service levels for MiWay is $2.5 million. This increase mainly comprises of union and non-union labour adjustments of $2.5 million.

Information Technology

The Information Technology budget requires an increase of $1 million. This increase is primarily driven by labour of $0.8 million and maintenance/licensing fee increases of $0.2 million.

Other Remaining Areas

Increases for all the remaining service/business areas (Business Services, Recreation, Mississauga Library, Roads, Land Development Services, Legislative Services, Arts & Culture, Environment, Regulatory Services, Parks & Forestry, Facilities & Property Management, Strategic Policy, Mayor & Members of Council, and Financial Transactions) total $4.8 million.

Cost to Maintain Current Service Levels By Cost Category

The following table highlights the main cost categories driving the $5.0 million increase to maintain current service levels.

Description	2016 (Millions)
Labour & Benefits	10.3
Cost Increases	2.8
Efficiencies	(4.7)
Revenue Changes	(3.4)
Total Changes to Maintain Service Levels	**5.0**

Labour & Benefits

Labour costs reflect economic adjustments for both union and non-union staff, based on recent market surveys and labour settlements. Increases relate to the annualization of approved contract settlements and the increases for non-union staff provided in April 2015, which reflect past decisions and increases. As with previous years, the total labour budget also includes over $5 million 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.

Cost Increases

Cost increases of $2.8 million are mainly due to the introduction of stormwater charges in 2016. As a property owner, forecasted stormwater charges for City facilities total $1.0 million. In addition, there are cost increases for winter maintenance of $0.7 million, technology licensing of $0.5 million, library collections of $0.4 million, and Stormwater subsidies of $0.3 million for Places of Worship and Veterans' Organization properties.

Efficiencies

For 2016, City staff were given the challenge of identifying efficiencies and streamlining processes through continuous improvement while maintaining service levels. A target of one per cent of the service area operating budget was set. As a result, staff identified $4.7 million in savings which is the equivalent of a tax rate impact of 1.1 per cent. These savings were implemented in most service areas of the City.

The Corporate "Lean" business improvement program, launched in 2013, continues to be deployed across the Corporation resulting in the identification and elimination of non-value added activities.

Since 2009, operational efficiency efforts have saved $45 million.

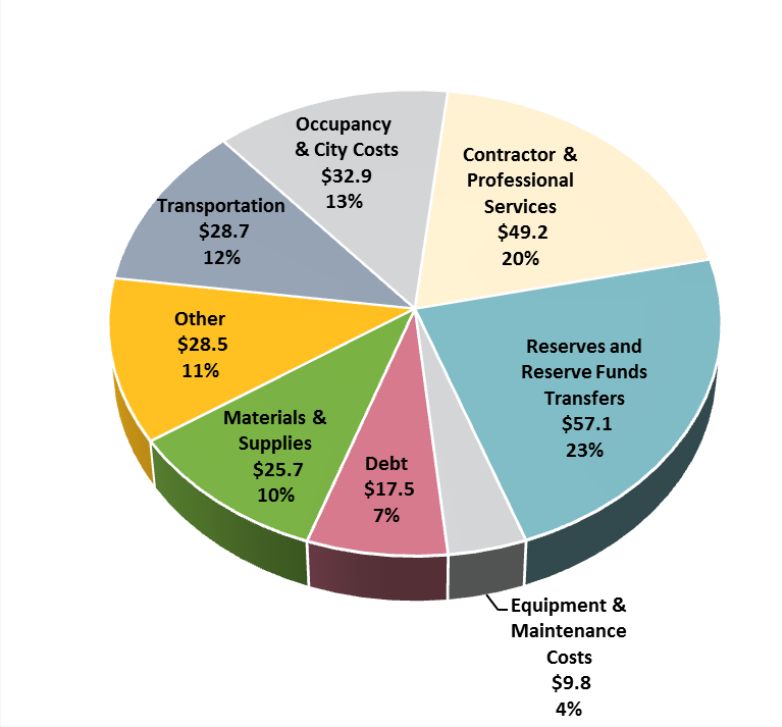
Revenue Changes

An increase of $3.4 million in current revenue is mainly due to an increase in Payments in Lieu of Taxes of $2.7 million and Recreation revenue of $0.7 million.

Summary of Cost to Maintain Current Service Levels

The City's cost increases to maintain current service levels, offset by efficiencies, represents an overall increase of 1.3 per cent. This rate is in line with the rate 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 following pie chart shows the breakdown of all operating costs in 2016 excluding direct City labour costs.



Details of Costs to Maintain Current Service Levels can be found in each Service Area section.

Changes to Operationalize Prior Decisions

New Initiatives approved in the 2015 Budget and started part way through the year and capital projects completed during 2015 require increased expenditures for full year operations and therefore additional funding in 2016. These increases provide for a full year of costs related to new initiatives and the operating costs of new capital facilities. The proposed 2016 budget includes increased costs of $2.6 million to operationalize prior operating decisions.

MiWay accounts for approximately 72 per cent or $1.9 million of the increase due to the annualization of increased service requested by residents that was initiated during 2015. This includes the full year costs for transit workers, diesel fuel and other maintenance costs to provide the expanded service.

Summary of Cost to Operationalize Prior Decisions

The City's budget to Operationalize Prior Decisions represents a 0.6 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 and/or begun during the previous year
- Provides for the operating impact of new capital projects completed in previous years.

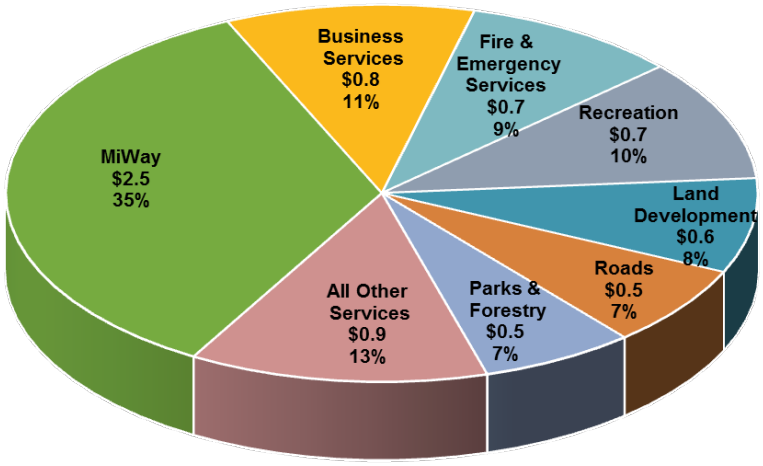


New Initiatives and New Revenues

The proposed 2016-2018 Business Plan and Budget includes $7.1 million in New Initiatives and New Revenues which is comprised of 71 budget requests. The following chart shows that 35 per cent of these requests are for expansion of MiWay service growth and the Low Income Transit Pass Pilot Program. Details of the New Initiatives and New Revenues are provided in detail within each of the service area business plans.

New Initiatives and New Revenues by Service Area

$7.1 million



MiWay initiatives include:

- an increase of 28,000 additional service hours in 2016
- 19 new operators to provide additional service hours
- Low Income Transit Pass Pilot Program
- Operating cost for the Transitway

Recreation initiatives include:

- Park 459 Development
- Re-opening of Meadowvale Community Centre
- 2016 Ontario Summer Games

Other New Initiatives and New Revenues include:

- Parkland Growth
- Seven Fire Support Staff
- Update Downtown21 Plan
- Lean Program Support
- Library Collections Strategy
- Advanced Transportation Management System (ATMS)
- Environmental Outreach
- Grant Support to Culture Groups

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.

Capital Infrastructure and Debt Repayment Levy

The 2016-2018 Business Plan and 2016 Budget recommends continuation 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, about one per cent is allocated to increase the transfer from Operating to Capital to increase pay as you go capital funding. The remaining approximately one per cent is dedicated to debt repayment for principal and interest payments.

For 2016, $3.5 million of the proposed levy will be used to service principal and interest debt payments. Approximately $1.3 million of the proposed levy is committed to service debt that has already been issued. The remainder finances debt that allows for capital spending of $41.3 million in 2016 or 19 per cent of the $218.5 million proposed Capital budget.

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.

In the 2014 Budget, Council approved to increase the Emerald Ash Borer program levy from $2.8 million to $5.6 million per year to protect, preserve and when necessary, replant City-owned ash trees. Over the next six to seven years, this levy will fund the Emerald Ash Borer program to maintain the tree canopy of Mississauga.

University of Toronto Mississauga (UTM) Capital Funding Levy

Also in the 2014 Budget, Council approved the funding of $1 million for the next 10 years to support the capital funding request from the University of Toronto Mississauga's (UTM) for its new Institute of Management and Innovation Complex.

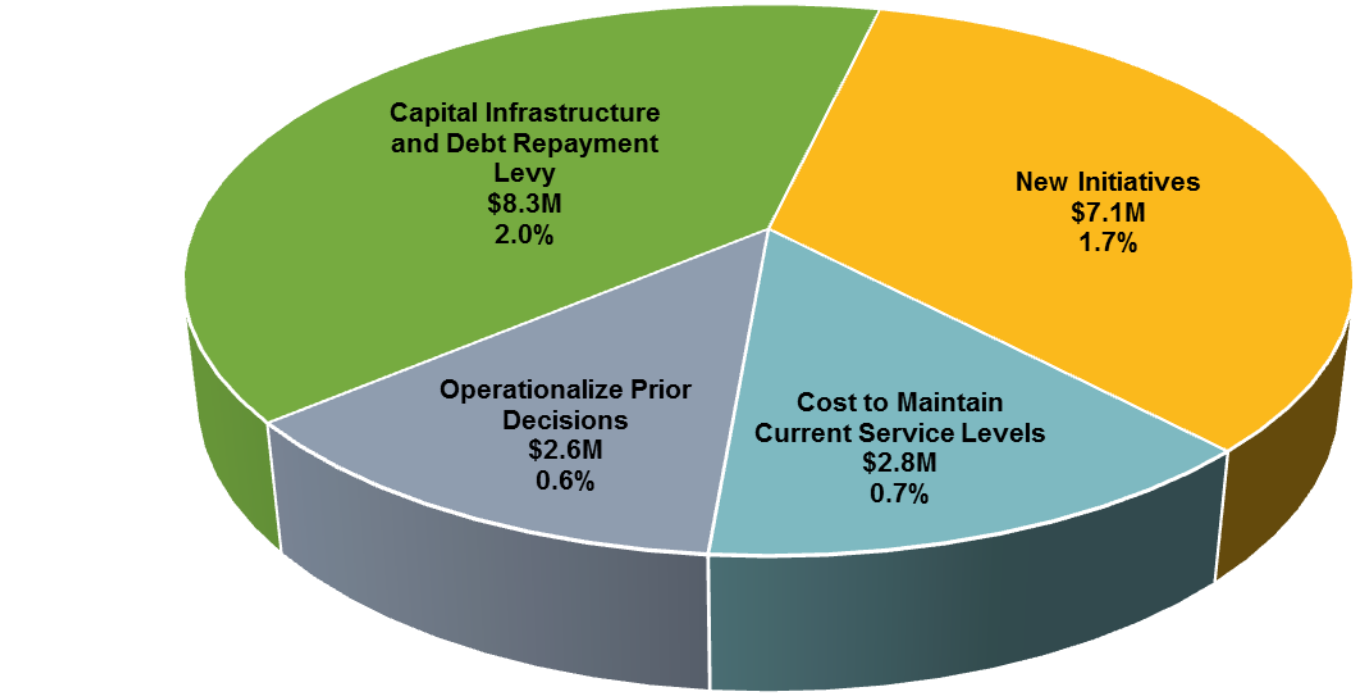
The special purpose levies for the Emerald Ash Borer and University of Toronto at Mississauga are built into the base budget and do not increase in 2016.

.

Summary of 2016 Proposed Operating Budget

The City's 2016 Business Plan and Budget will have a total budget increase of $20.8 million compared with the 2015 approved budget. As identified in the following chart, the $20.8 million comprises $2.8 million or 0.7 per cent for maintaining current service levels (which includes a negative 0.5 per cent adjustment for assessment growth); $2.6 million or 0.6 per cent for operationalizing prior decisions; $7.1 million or 1.7 per cent for new initiatives and new revenues that will be implemented in 2016; and, $8.3 million or 2.0 per cent to fund the capital infrastructure needs of the City and debt repayment for both principal and interest.

Allocation of the 2016 Proposed Operating Budget increase of $20.8 million



Infrastructure

The City of Mississauga is committed to providing quality services through infrastructure while continuing to build in a fiscally responsible manner. **Build and Maintain Infrastructure** is a key strategic goal in the City of Mississauga's Strategic Plan as well as a top priority in the City's Business Plan. These goals and objectives are achieved by applying sound asset management practices, inventorying what the City owns, conducting regular inspections, prioritizing work needs, preparing appropriate asset renewal projections and programs to address asset renewal needs, and monitoring and reporting on projected asset conditions.



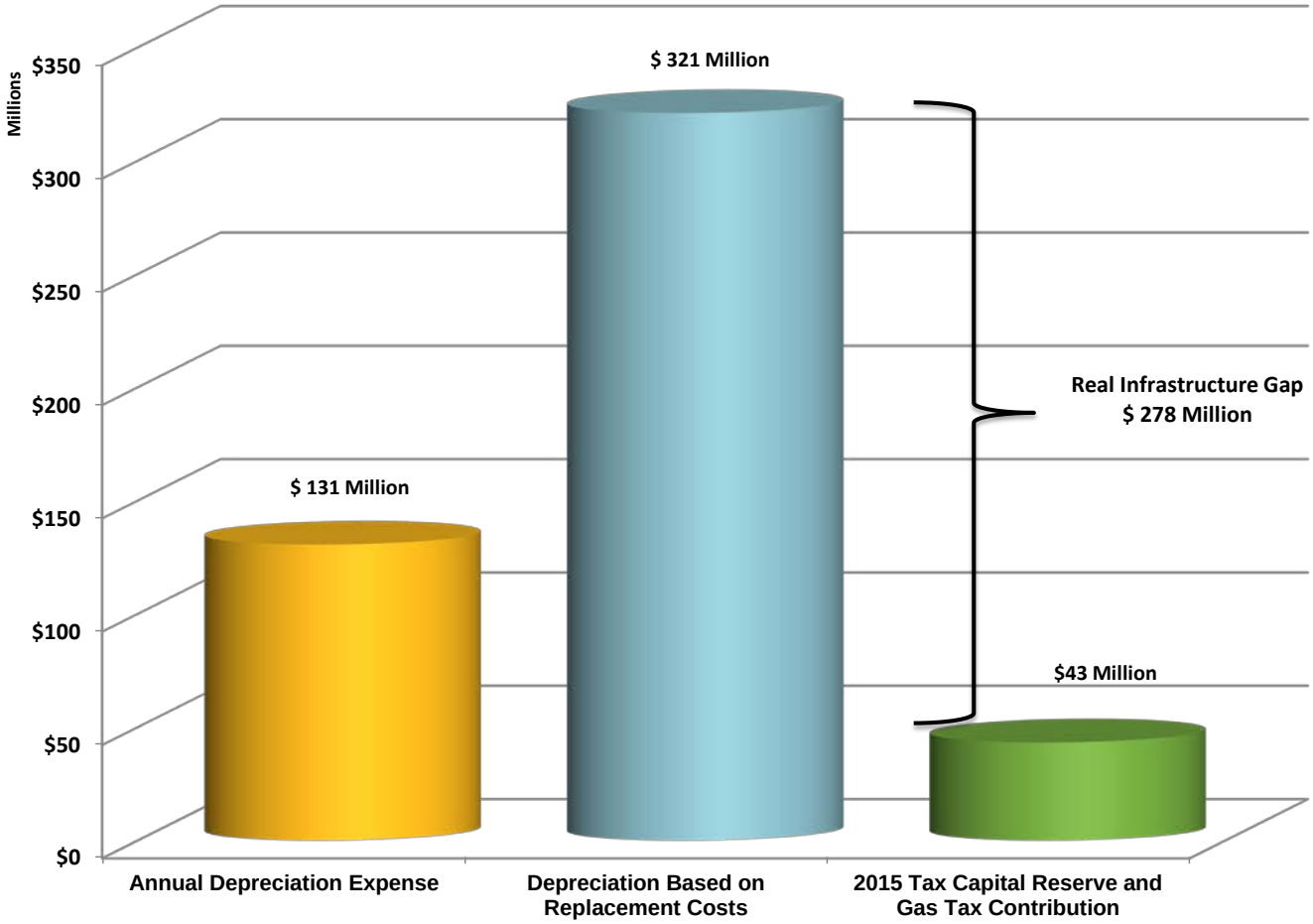
Repairing and rehabilitating aging infrastructure requires an increased focus on the funding of the City's asset renewal needs. As such, enhanced infrastructure funding strategies and mechanisms have been developed to assist Mississauga in addressing its infrastructure funding challenges. Since 2012, the City's Business Plans and Budgets have included an incremental increase through a Capital Infrastructure and Debt Repayment Levy equal to two per cent of the City's prior year tax levy.

Capital Infrastructure Gap

The City of Mississauga owns infrastructure assets with an estimated replacement cost of 8.3 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 in a year.

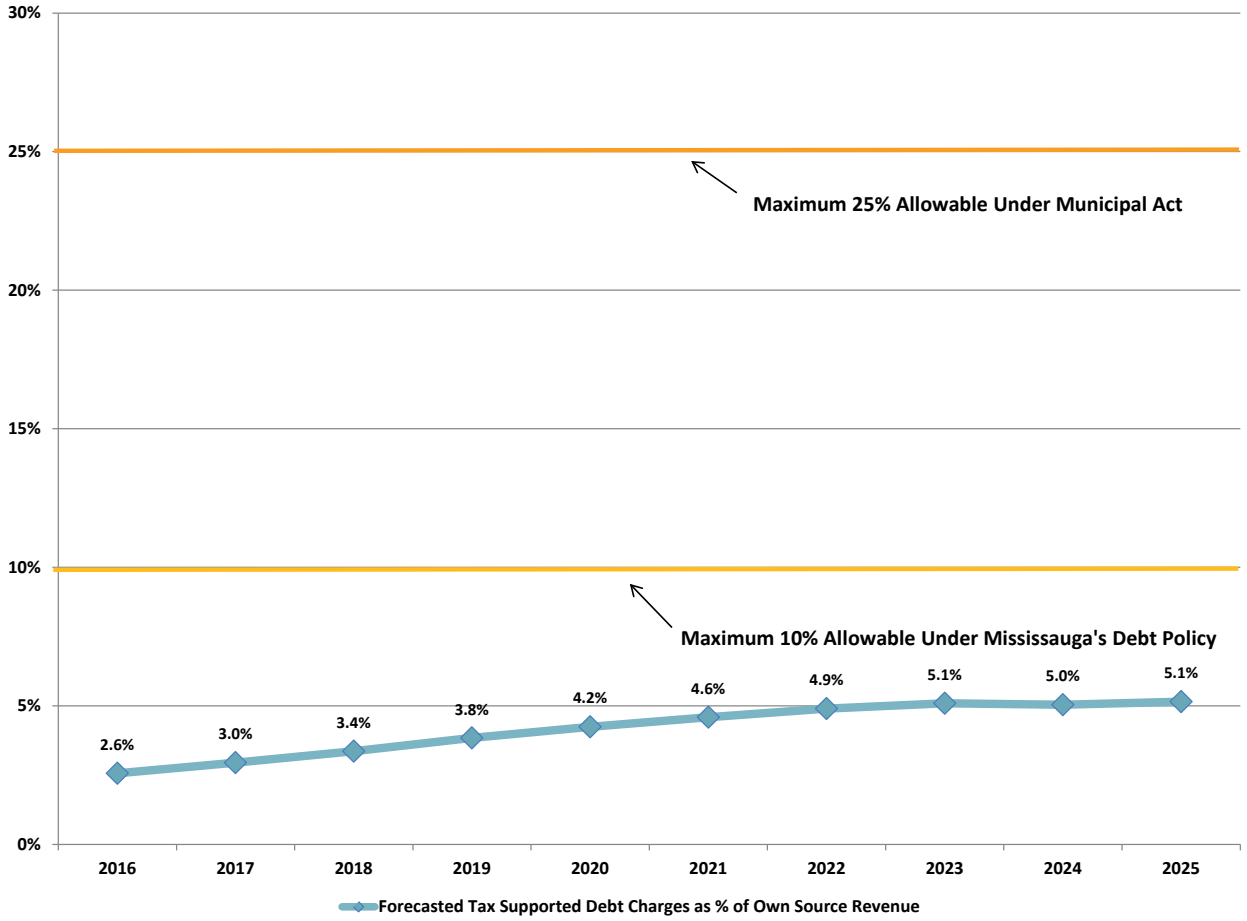
The depreciation expense adjusted for replacement costs represents the amount that should be put aside each year to replace infrastructure in the future, similar to how a portion of a condominium's monthly fees is set aside. Transfer to Capital refers to the amount of funding being provided from the tax levy for capital. The City's infrastructure gap is defined as the difference between the estimated annual replacement cost of all the city's existing assets (excluding Stormwater) and the sum of the transfer to capital for the replacement of the City's existing assets and reserve funding available to fund the capital program

Based on estimated replacement costs, the City is only providing for 13 per cent of the replacement value of assets used each year, resulting in a real annual infrastructure gap of $278 million. In addition, as new infrastructure is added, depreciation costs increase. Closing this gap would require an increase in the City's annual tax levy of 67 per cent. The infrastructure gap is being managed by increasing tax-based funding through a Capital Infrastructure and Debt Repayment Levy. This levy is composed of an annual transfer from the operating budget and debt charges for the debt issued to fund the capital program. Without sustainable financing, the City would need either to reduce service levels in the long run or let the quality of infrastructure deteriorate. The 2016-2018 Business Plan and Budget recommends the continuation of the two per cent Capital Infrastructure and Debt Repayment Levy. The two per cent levy is forecasted to be required for at least the next 10 years.

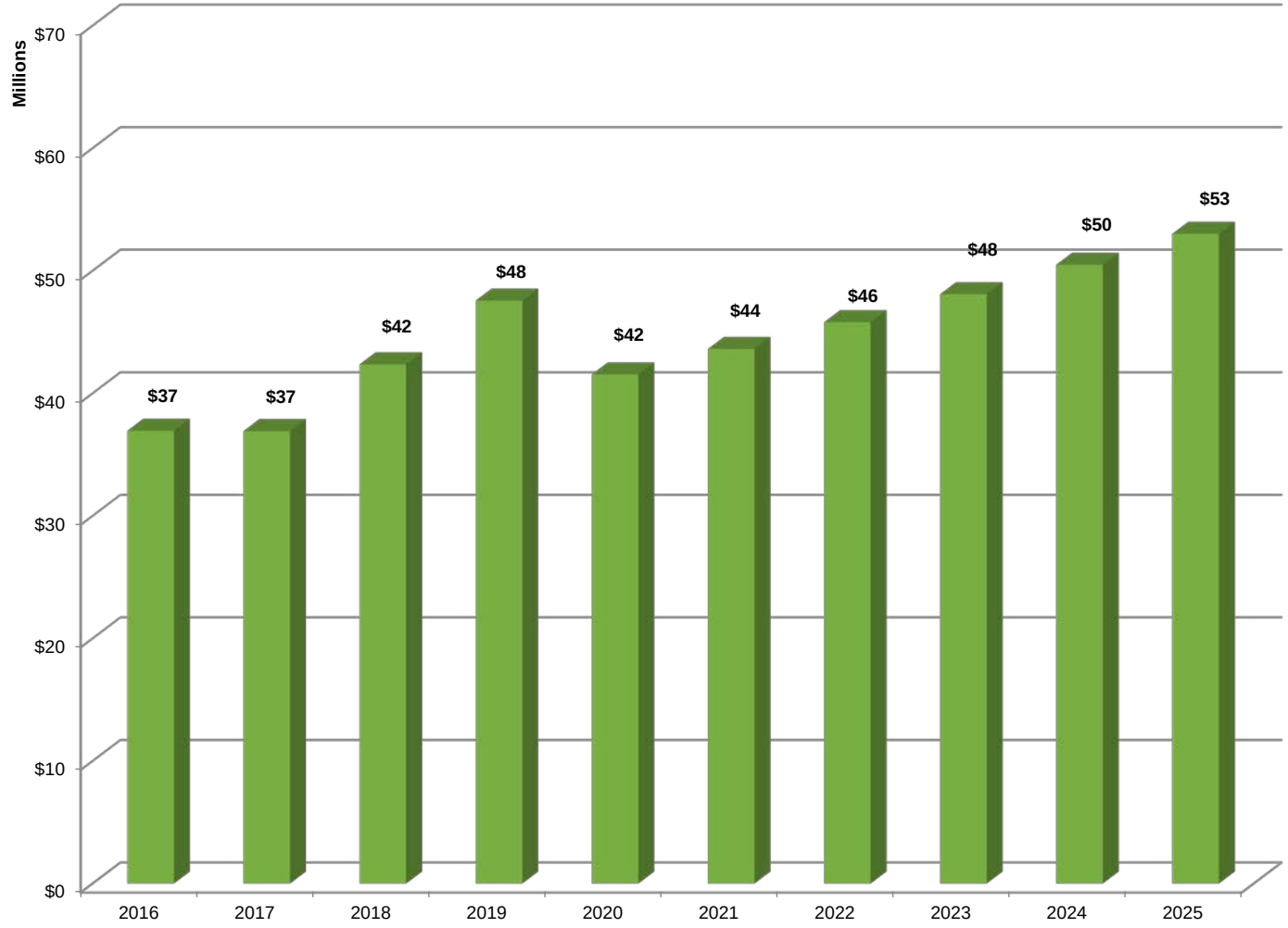


Debt Management

Long-term financing is a critical component in financing future infrastructure for the City of Mississauga. Debt is required to assist in funding new construction, and to replace, and upgrade capital assets. 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 is capped at 10 per cent and non-tax supported debt repayment is capped at 5 per cent. The following chart shows forecasted debt repayments as a percentage of own-source revenues, based on existing debt and $446.2 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. The City's debt policy is more conservative than the provincial requirement which permits debt repayment costs to be within 25 per cent of own source revenues. Careful and conservative spending in the short run ensures that funds are available for longer term capital initiatives while keeping tax rates manageable.



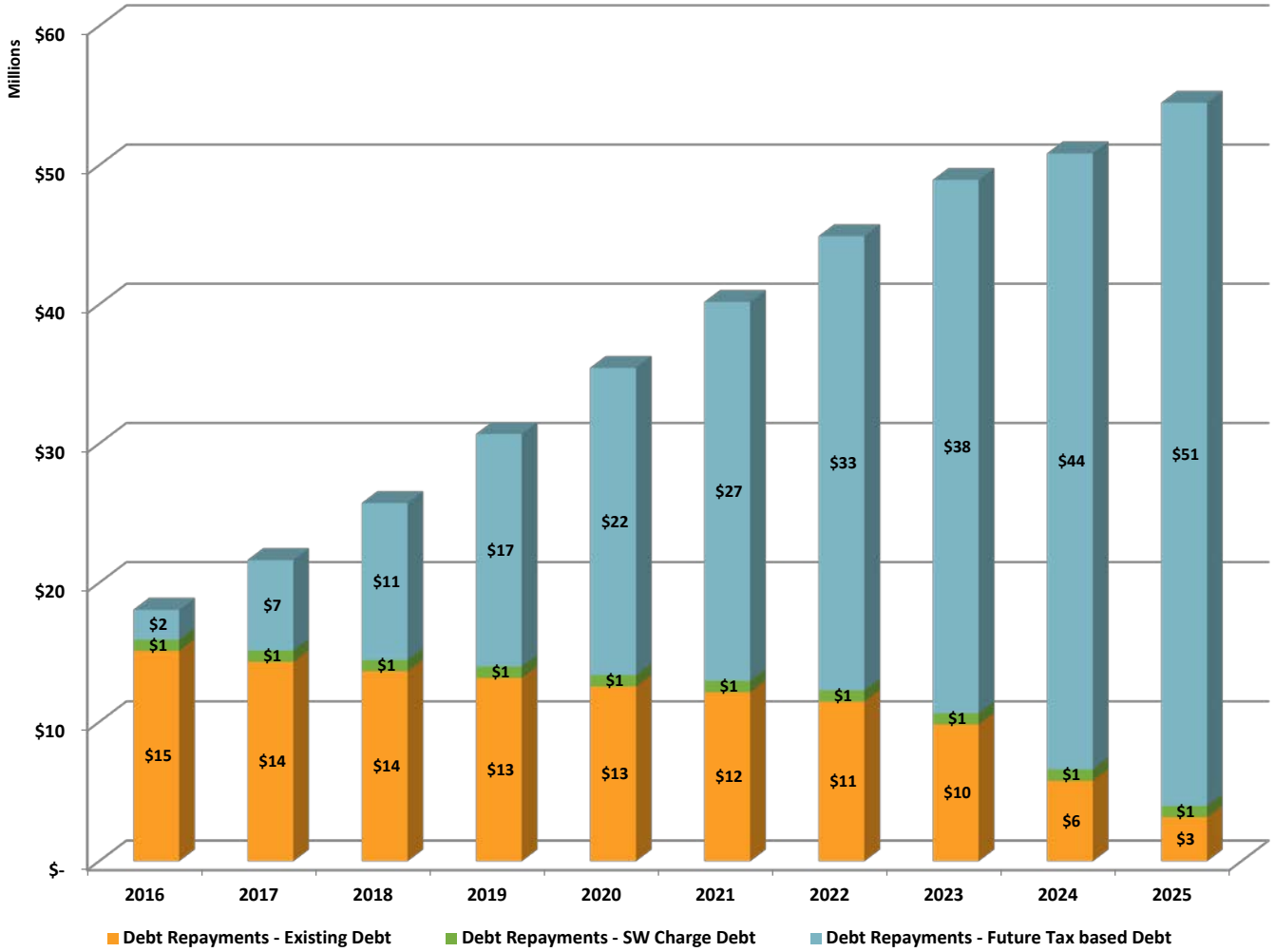
The following chart provides the forecasted annual debt requirements for each of the next 10 years. For 2016, debt will be issued in the amount of $37 million for a number of capital initiatives including Transitway construction projects, a road program, a localized storm sewer rehabilitation project (not included in the new Stormwater Program) in the Lisgar community, and bridge and structure rehabilitation over Serson and Applewood Creeks.



2016-2025 Forecast of Annual Debt Issuance Requirements

The following chart shows the forecasted debt repayments of principal and interest in total over the next 10 years. While debt charges are increasing as new debt is issued (blue bars) they are affordable within the policies set out by both the City and the Province. The orange portion of the graph below represents debt already issued that is being retired or paid off each year.

Forecasted Debt Repayments



Capital Program Funding Issues

To fully fund all the 2016-2025 capital program requests, the City would require an annual capital infrastructure and debt repayment levy of three per cent for the next 10 years. This would put significant pressure on the tax levy in 2016 and future operating budgets as well as requiring significant debt. Staff is continuing to recommend the implementation of a two per cent capital infrastructure and debt repayment levy. The 2016 allocation is approximately one per cent to fund capital infrastructure and one per cent to fund debt repayment.

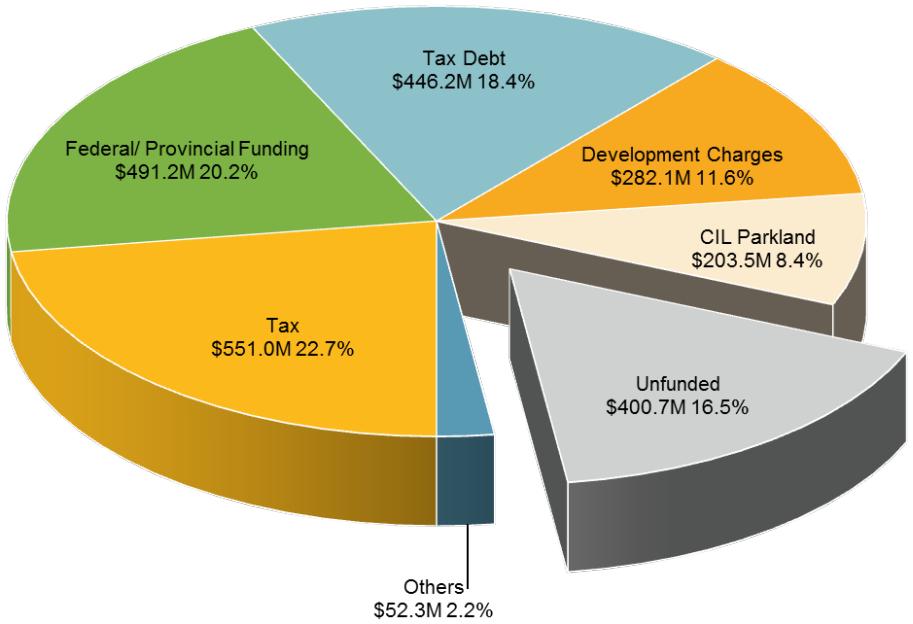
With this constraint, there are $401 million in 2016-2025 of tax-funded capital project requests that could not be funded. City staff developed a model to assist with the prioritization of capital requests to ensure that the highest priority projects were funded across the Corporation. All tax-funded 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 in the financial policies section - Section X - of this book. Some service areas have funding sources other than tax based reserve funds and debt: those service areas plan to use these funds for high priority projects. Examples of other funding sources include

- Federal Gas Tax funds to fund transit, facilities, roads and bridges
- Cash in lieu (CIL) of Parkland to fund parkland acquisition, recreational facilities and equipment
- Development Charges to fund projects required due to growth

The following chart shows the total proposed capital program for the 10 year capital request covering 2016-2025. The unfunded amount is $401 million or 16.5 per cent. While the funding shortfalls will have minimal impact on residents in 2016, over time there is a risk that there will be noticeable declines in the maintenance standards of roads, buildings, community centres, parks and other capital infrastructure owned and maintained by the City.

2016 to 2025 Total Gross Capital Requests $2.4 Billion

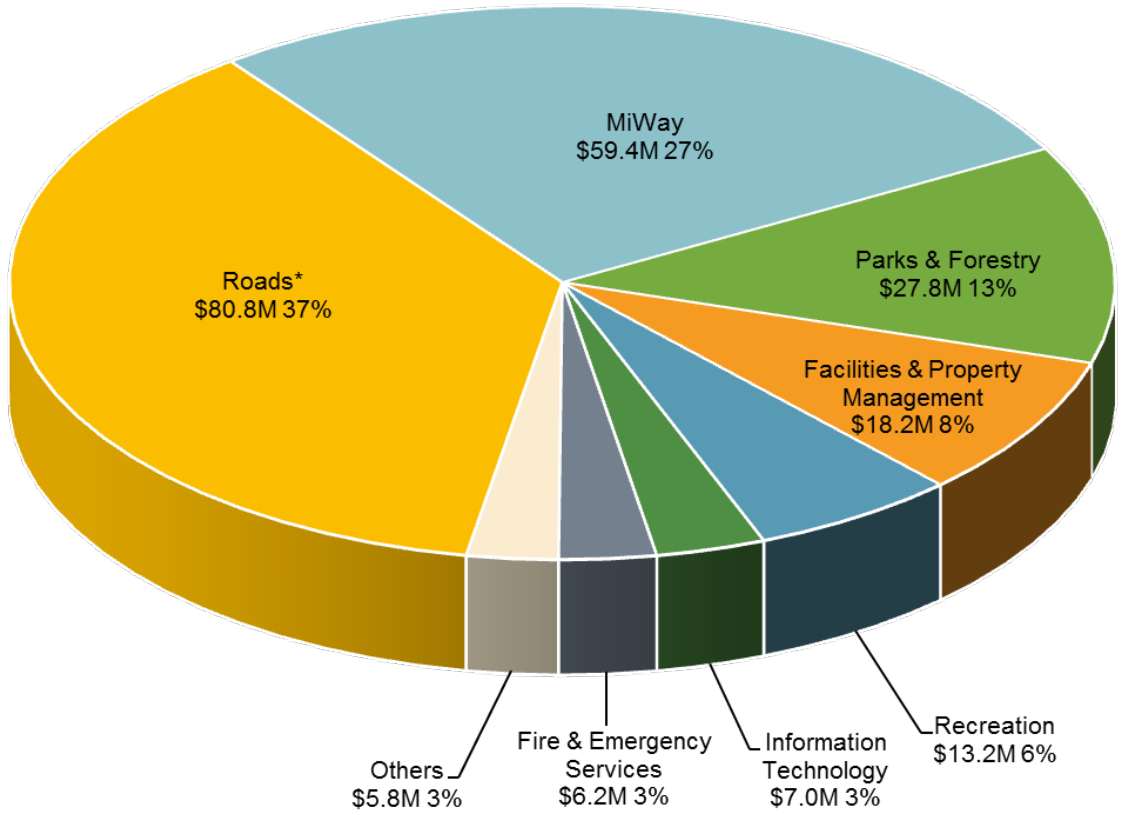
(Funded Capital Request $2.0 Billion)



2016 Capital Budget

The total proposed 2016 Gross Capital Budget is $218.5 million. The allocation by service area is shown below. Transportation related expenditures account for 64 per cent of the total, with Roads at $80.8 million or 37 per cent (includes Stormwater Lisgar rehabilitation projects funded through tax), and MiWay at $59.4 million or 27 per cent. The next largest capital program is in the Parks & Forestry service area at $27.8 million or 13 per cent of the total proposed Capital Budget. The Others category includes various service areas including Business Services, Legislative, Land Development Services, Arts & Culture, and Regulatory Services.

2016 Proposed Capital Program by Service Area $218.5 Million



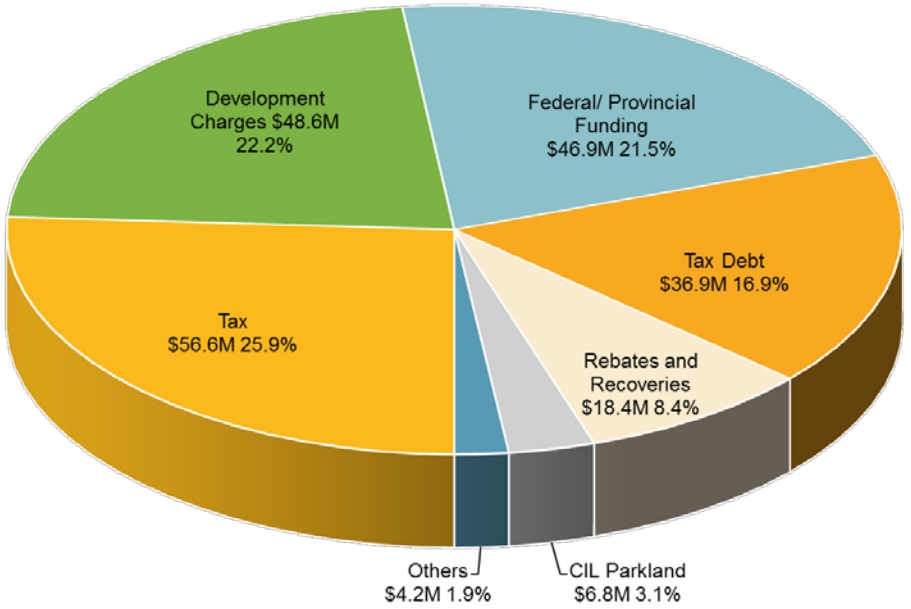
*includes Stormwater rehabilitation projects (Lisgar)

Highlights of the 2016 proposed capital program are as follows:

- $38.2 million for Transitway Construction
- $23.9 million for Torbram Road Grade Separation North
- $15.2 million for Roadway Rehabilitation - Major Arterial, Collector, Industrial Roads
- $12.8 million for MiWay Buses
- $7.7 million for Meadowvale Community Centre renovation - design & construction
- $7.2 million for Property Acquisition for future construction projects along Lakeshore and Creekbank Rd
- $6.5 million for Emerald Ash Borer - Emerald Ash Borer Management Program - Various Locations
- $5.6 million for Lisgar Improvements - Storm Sewer Lining and Dewatering Utility Trench
- $4 million for Mississauga Transitway - Downtown Transitway Connection - Preliminary Design
- $3.9 million for Square One Drive from Hammerson Drive to Duke of York Blvd
- $3.2 million for Design and Construction of Fire Station 120
- $3.2 million for Vehicle & Equipment Replacement (Various Corporate Vehicles)
- $2.4 million for Transit Malton Facility - Expansion & Improvements
- $2.1 million for Bridge & Structure Rehabilitation (Various Bridges Across the City)
- $2 million for Rena Road - Culvert Widening
- $1.9 million for Traffic Management Centre (Traffic Computer)

About 64 per cent of the 2016 Capital Budget is financed from taxes, debt, and federal/ provincial funding. As the following chart highlights, the City is borrowing a total of $37 million in 2016 to various projects, previously outlined on page E-20.

Funding Sources the 2016 Proposed Capital Budget $218.5 Million

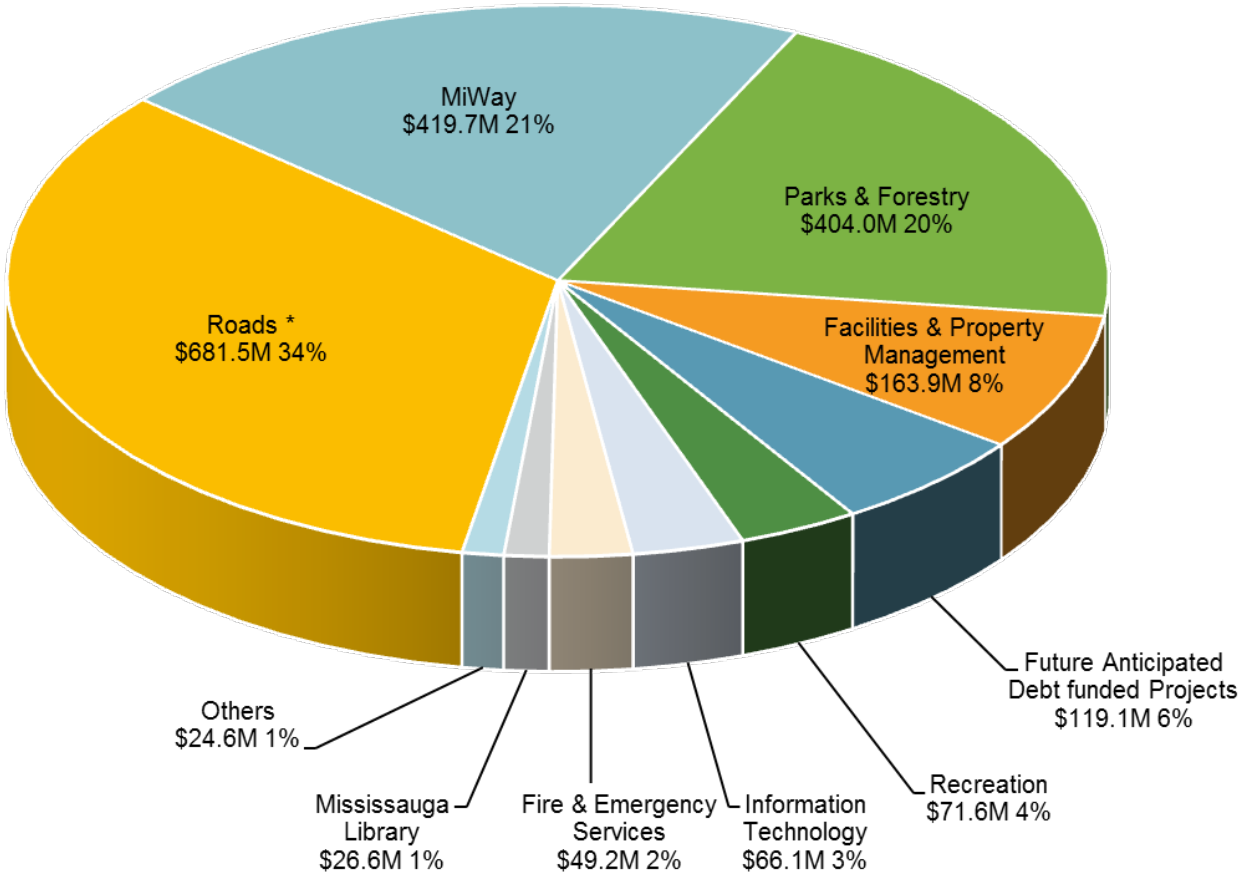


2016-2025 Capital Budget Forecast

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 $2.0 billion, which is primarily allocated to projects in MiWay, Roads, and Parks & Forestry. Tax-based capital requests were prioritized through the Capital Prioritization process.

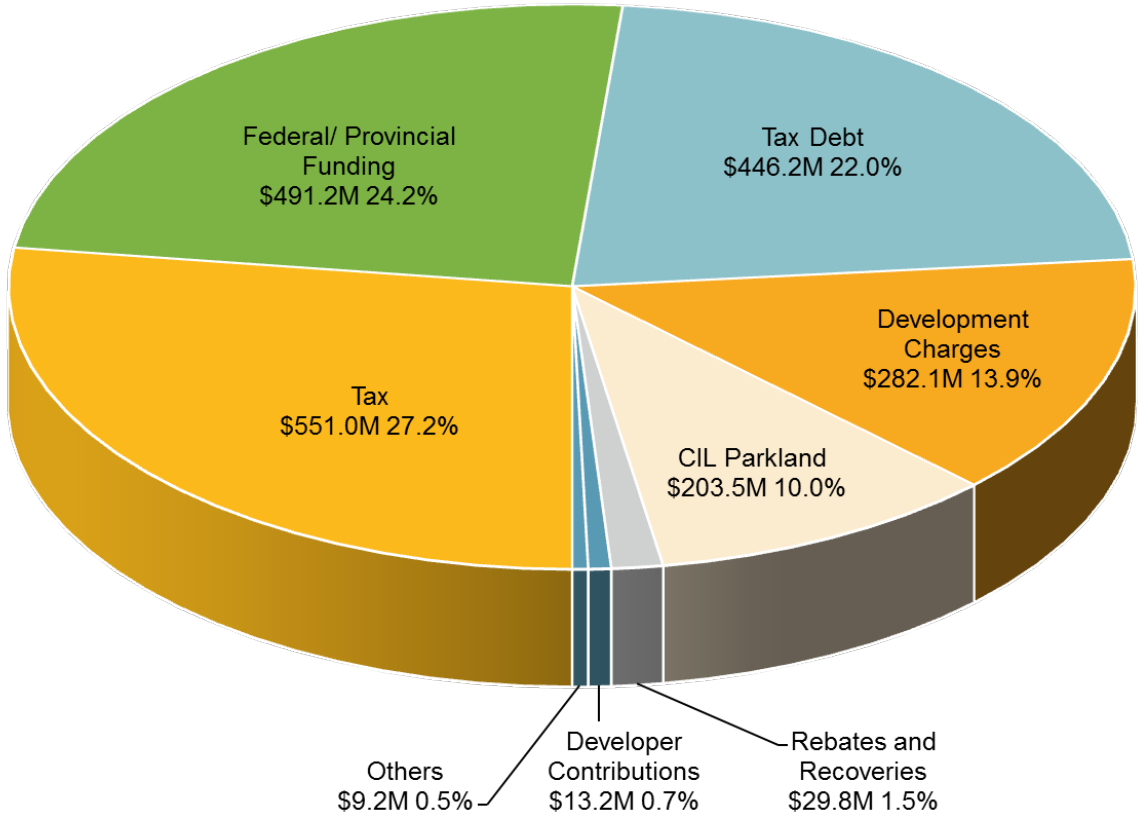
The following two charts show the forecasted 10 year capital programs by service area and the sources of funding for this program.

2016-2025 Capital Budget Forecast By Service Area $2.0 Billion



* includes Stormwater rehabilitation projects (Lisgar)

Financing the 2016-2025 Capital Budget Forecast
$2.0 Billion



Highlights of the 2016-2025 Forecast Capital Budget are as follows:

- $276 million for Transit Bus Acquisitions - Replacement
- $207.5 million for Roadway Rehabilitation - Major Arterial, Collector, Industrial Roads
- $158.6 million for Community Parkland - Waterfront and school sites
- $108 million for Lifecycle Maintenance recreation facilities
- $58.8 million for Various Bridge Repairs
- $56 million for Roadway Rehabilitation - Residential Roads
- $51.7 million for Community Park 459_Phase-1
- $34.9 million for Transitway Construction
- $29.1 million for Emerald Ash Borer - Emerald Ash Borer Management Program - Various Locations
- $25 million for Hurontario Light Rail Transit
- $23.3 million for Central Library Redevelopment
- $21.8 million for Torbram Road Grade Separation North
- $18.4 million for Server and Storage Lifecycle Replacement
- $17.9 Lisgar Improvements - Storm Sewer Lining and Dewatering Utility Trench
- $15 million for Glenforest Indoor Pool redevelopment
- $15 million for Loreland Works Yard
- $14.5 million for Greenbelt Acquisition in Meadowvale Village - Credit River Valley Properties
- $13.8 million for Property Acquisition (Creekbank Road)
- $12.5 million for Iceland Arena renovation - design & construction
- $12.2 million for Highway 401 Westbound Off Ramp - Highway 401 to Enterprise Road
- $17.3 million for Goreway Drive Grade Separation
- $9.9 million for Widening Bristol Road to Britannia Rd West
- $8 million for South Common Community Centre renovation
- $7.1 million for Torbram Road Grade Separation North
- $6.8 million for Mavis Road Widening - Courtneypark Drive to Derry Road
- $6 million for Vehicle & Equipment Replacement (various corporate vehicles)
- $5.7 million for Meadowvale Community Centre
- $5.5 million for MiWay Kipling Subway Inter-Regional Terminal
- $5.4 million for Design and Construction of Fire Station 120
- $5.3 million for Life-Cycle Renovation of Meadowvale Theatre
- $5.1 million for Network Upgrade-Switches, Routers and Cabling

Staffing Impacts of Proposed Budget

The City of Mississauga delivers services and services are delivered by people. The new initiatives proposed in the 2016 Budget represent increased service levels and some will require staffing in order to be able to deliver them. The expansion of transit service requires the majority of new staff.

.

The 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. Appendices 3A and 3B provide a detailed listing of the proposed positions and FTE total by program.

Summary of Full Time Equivalents (FTEs)

Service	2015 FTE's	New Operating FTE's	New Capital FTE's	2016 Internal Transfers FTE's	Total New FTE's	2016 FTE's
Fire & Emergency Services	709.0	7.0	0.0	2.5	9.5	718.5
Roads	482.7	7.7	0.0	(23.4)	(15.7)	467.0
MiWay	1,359.6	11.0	2.0	0.0	13.0	1,372.6
Parks & Forestry	365.6	3.5	0.0	(2.5)	1.0	366.6
Environment	7.7	2.6	0.0	0.0	2.6	10.3
Mississauga Library	317.2	(0.6)	0.0	0.0	(0.6)	316.6
Business Services	264.3	6.0	4.0	0.0	10.0	274.3
Facilities and Property Management	183.6	1.0	0.0	0.0	1.0	184.6
Recreation	766.1	16.9	0.0	0.0	16.9	783.0
Information Technology	164.8	1.0	2.0	0.0	3.0	167.8
Strategic Policy	87.5	3.0	0.0	0.0	3.0	90.5
Land Development Services	187.3	3.0	0.0	0.0	3.0	190.3
Arts & Culture	59.2	3.0	0.0	0.0	3.0	62.2
Regulatory Services	134.0	7.0	0.0	0.0	7.0	141.0
Legislative Services	85.2	(1.0)	2.0	0.0	1.0	86.2
Mayor & Members of Council	41.2	0.0	0.0	0.0	0.0	41.2
Stormwater	0.0	0.0	0.0	23.4	0.0	0.0
Total City-Wide Staff Adjustments by Service	**5,214.9**	**71.0**	**10.0**	**0.0**	**57.6**	**5,272.4**

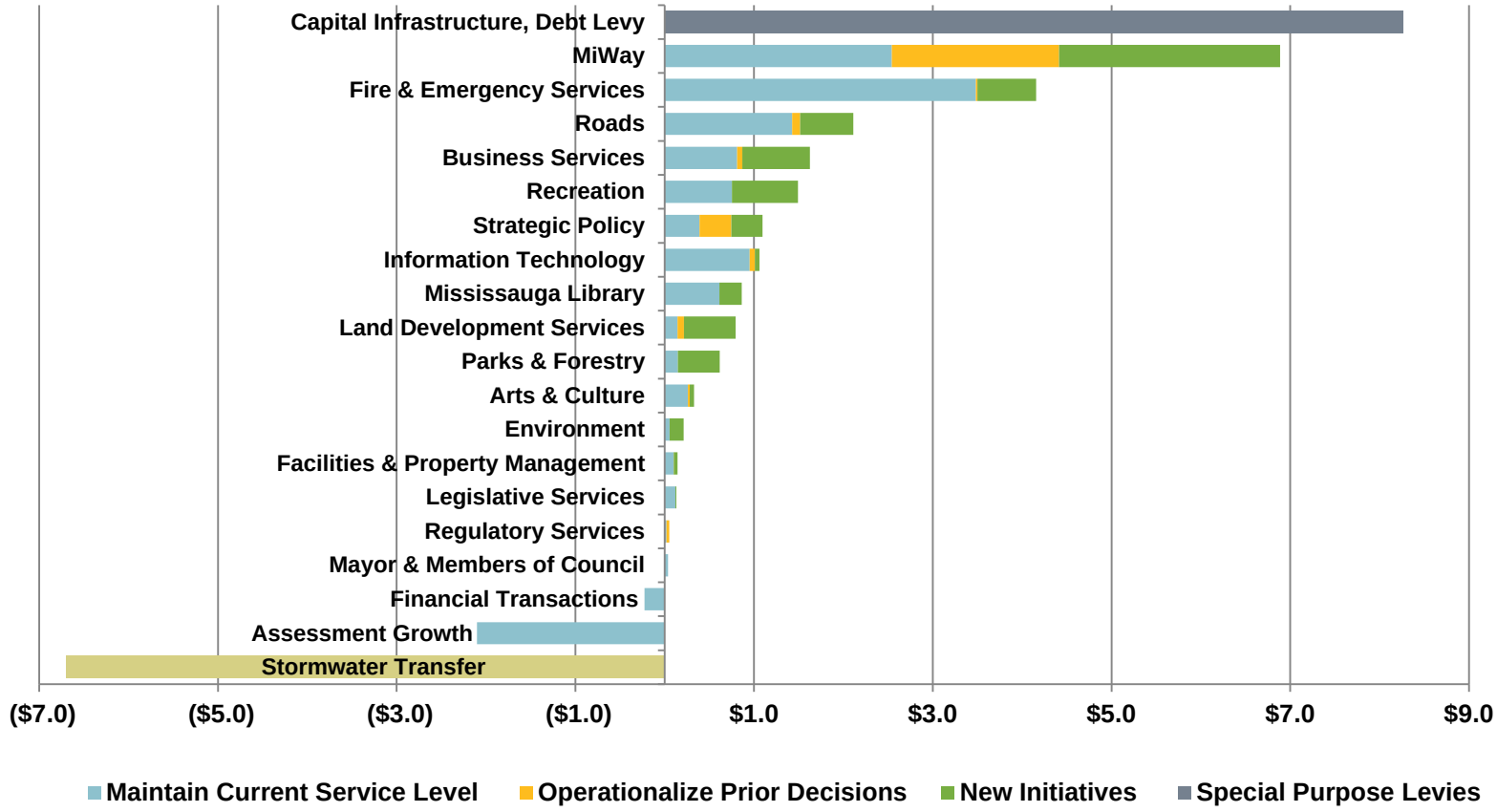
Note: Numbers may not balance due to rounding

City Property Tax Distribution

Where Your 2016 Increase in City Tax Dollars Will Go

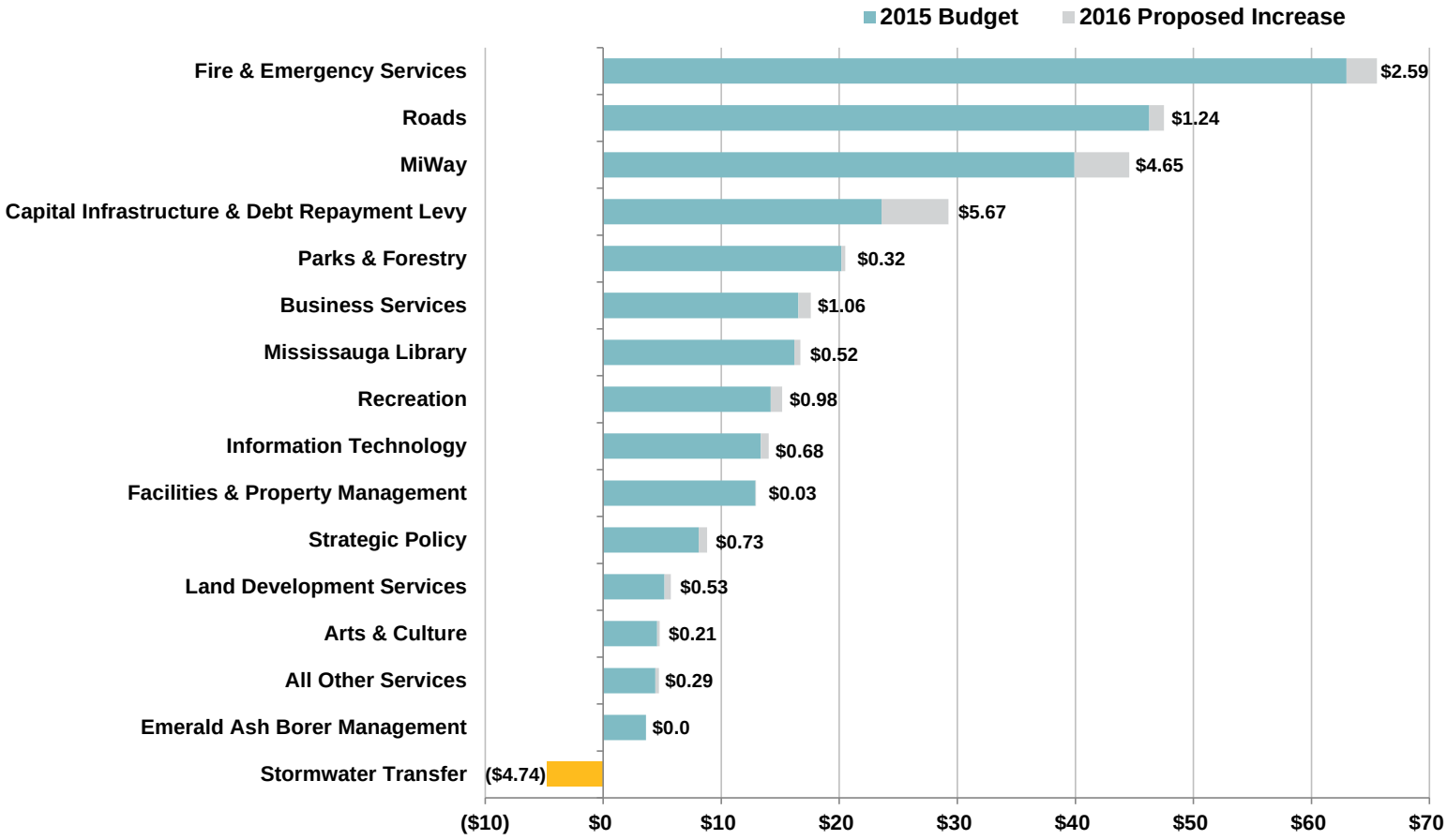
The following two charts illustrate where the increase in residential City property taxes will go. The chart below illustrates the distribution of the 2016 budget increase of $20.8 million by service area or major initiative. The chart that follows shows the corresponding increase of $14.73 per $100,000 of residential assessment, also distributed by service area or major initiative.

Distribution of 2016 Budget increase by Service Area or Major Initiative **($Millions)**



In 2015, the City share of property taxes was $291.96 per $100,000 of assessment based on an average home. The 2016 Proposed Budget results in an increase of $14.73 for a total of $306.69 per $100,000 of assessment after applying the forecast assessment growth of 0.5 per cent. The following chart shows where your city tax dollars go. The blue bar represents the 2015 budget and the increase in 2016 is shown by the gray bar.

Distribution of 2016 Budget Increase per $100,000 of Assessment, by Service Area or Major Initiative ($)



Property Tax Impacts

The following charts present the estimated impact of the City's proposed 2016 Budget on residential, commercial and industrial property types with various assessed property values.

2016 Impact on Residential Tax Bill					
Type of Housing		Condominium	Townhouse	Detached 3 Bedroom	Detached 4 Bedroom Executive
Assessment	$100,000	$250,000	$350,000	$535,000	$750,000
Proposed Mississauga Budget	$14.73	$36.82	$51.55	$78.80	$110.47
Forecast Peel Region Budget	$8.03	$20.08	$28.12	$42.98	$60.25
Total	**$22.76**	**$56.91**	**$79.68**	**$121.79**	**$170.72**

2016 Impact on Commercial Tax Bill					
Assessment	$100,000	$500,000	$1,000,000	$5,000,000	$10,000,000
Proposed Mississauga Budget	20.77	$103.83	$207.66	$1,038.29	$2,076.57
Forecast Peel Region Budget	$11.33	$56.63	$113.26	$566.29	$1,132.58
Total	**$32.10**	**$160.46**	**$320.90**	**$1,604.57**	**$3,209.15**

2016 Impact on Industrial Tax Bill					
Assessment	$100,000	$500,000	$1,000,000	$5,000,000	$10,000,000
Proposed Mississauga Budget	$23.14	$115.68	$231.36	$1,156.82	$2,313.64
Forecast Peel Region Budget	$12.62	$63.09	$126.19	$630.94	$1,261.87
Total	**$35.76**	**$178.78**	**$357.55**	**$1,787.75**	**$3,575.52**

Assumes a 2.0 per cent Regional tax rate increase.

Conclusion

The City's proposed Gross 2016 Operating and Capital budgets total $723.1 million and $218.5 million respectively, as shown in Appendix 4A. The City continues to face pressures due to inflation, demand to expand transit service, emergency response to extreme weather events and the need to maintain its capital infrastructure investment. The 2016 proposed budget aims to achieve the right balance between addressing these cost pressures and minimizing 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 and businesses use every day; services that are a key ingredient in our quality of life.

List of Appendices

The following appendices provide further detail, as do the individual business/service area sections:

Appendix 1A: 2016 Proposed Operating Budget by Service Area

Appendix 1B: 2017 Proposed Operating Budget by Service Area

Appendix 1C: 2018 Proposed Operating Budget by Service Area

Appendix 2A: City Wide Capital Budget Summary – 2016 Recommended Funding

Appendix 2B: 2016 to 2025 Capital Budget Forecast by Service

Appendix 2C: 2016 to 2025 City Wide Capital Budget Summary – 2016 Recommended Funding

Appendix 2D: Listing of Projects for Multi-year Funding

Appendix 3A: 2016 Summary of FTE Adjustments by Service Area

Appendix 3B: City Budget Summary of Full Time Equivalents

Appendix 4A: 2016 Proposed Budget by Gross Expenditures and Revenues

Appendix 1A: 2016 Proposed Operating Budget by Service Area ($millions)

Service Area	2015 Operating Budget ($M)	Maintain Current Service Level ($M)	Operationalize Prior Decisions ($M)	New Initiatives ($M)	2016 Proposed Budget ($M)	Increase from Prior Year
Fire & Emergency Services	97.4	3.5	0.0	0.7	101.5	4.3%
Roads	71.6	(5.1)	0.1	0.6	67.1	(6.3%)
MiWay	61.7	2.5	1.9	2.5	68.6	11.2%
Parks & Forestry	31.2	0.1	0.0	0.5	31.8	2.0%
Environment	1.0	0.1	0.0	0.2	1.2	21.8%
Mississauga Library	25.0	0.6	0.0	0.3	25.9	3.4%
Business Services	25.6	0.8	0.1	0.8	27.2	6.4%
Facilities & Property Management	20.0	0.1	0.0	0.0	20.1	0.7%
Recreation	21.9	0.8	0.0	0.7	23.4	6.8%
Information Technology	20.6	1.0	0.1	0.1	21.7	5.1%
Strategic Policy	12.5	0.4	0.4	0.4	13.6	8.8%
Land Development Services	8.0	0.1	0.1	0.6	8.8	9.8%
Arts & Culture	7.1	0.3	0.0	0.0	7.4	4.6%
Regulatory Services	1.2	0.0	0.0	0.0	1.2	4.5%
Legislative Services	(3.3)	0.1	0.0	0.0	(3.1)	(4.0%)
Mayor & Members of Council	4.7	0.0	0.0	0.0	4.7	0.8%
Financial Transactions	6.8	(0.2)	0.0	0.0	6.5	(3.3%)
Assessment Growth					(2.1)	(0.5%)
Total	**412.9**	**5.0**	**2.6**	**7.1**	**425.5**	**3.0%**
Special Purpose Levies*						
Capital Infrastructure and Debt Repayment Levy					8.3	2.0%
Total Proposed Budget	**412.9**	**5.0**	**2.6**	**7.1**	**433.7**	**5.0%**

* 2015 Special Purpose Levies are grouped with the Financial Transactions Service Area

Note: Numbers may not balance due to rounding.

Appendix 1B: 2017 Proposed Operating Budget by Service Area ($millions)

Service Area	2016 ($M)	Maintain Current Service Level ($M)	Operationalize Prior Decisions ($M)	New Initiatives ($M)	2017 Proposed Budget ($M)	Increase from Prior Year
Fire & Emergency Services	101.5	2.9	0.0	2.6	107.0	5.4%
Roads	67.1	(0.2)	0.0	0.2	67.1	0.1%
MiWay	68.6	4.5	0.5	3.4	77.0	12.3%
Parks & Forestry	31.8	0.1	0.0	0.2	32.1	0.9%
Environment	1.2	0.0	0.0	0.1	1.3	8.1%
Mississauga Library	25.9	0.2	0.0	0.3	26.3	1.6%
Business Services	27.2	0.2	0.0	0.8	28.3	4.0%
Facilities & Property Management	20.1	0.0	0.0	0.0	20.2	0.2%
Recreation	23.4	0.4	0.0	0.1	23.9	2.1%
Information Technology	21.7	0.1	0.0	0.2	22.0	1.3%
Strategic Policy	13.6	0.0	0.0	0.3	14.0	2.8%
Land Development Services	8.8	0.2	0.0	(0.2)	8.8	(0.2%)
Arts & Culture	7.4	0.0	0.0	0.3	7.7	3.9%
Regulatory Services	1.2	0.1	0.0	0.0	1.3	5.9%
Legislative Services	(3.1)	0.0	0.0	0.1	(3.0)	4.6%
Mayor & Members of Council	4.7	0.1	0.0	0.0	4.8	1.5%
Financial Transactions	12.7	(1.8)	0.0	0.0	10.9	(14.2%)
Assessment Growth					(1.3)	(0.3%)
Total	**433.7**	**6.8**	**0.5**	**8.5**	**448.1**	**3.3%**
Special Purpose Levies*						
Capital Infrastructure and Debt Repayment Levy					8.7	2.0%
Budget Committee Decisions re Park 459 Pool					2.2	0.5%
Total Proposed Budget	**433.7**	**6.8**	**0.5**	**8.5**	**459.0**	**5.8%**

* 2016 Special Purpose Levies are grouped with the Financial Transactions Service Area

Note: Numbers may not balance due to rounding.

Appendix 1C: 2018 Proposed Operating Budget by Service Area ($millions)

Service Area	2017 ($M)	Maintain Current Service Level ($M)	Operationalize Prior Decisions ($M)	New Initiatives ($M)	2018 Proposed Budget ($M)	Increase from Prior Year
Fire & Emergency Services	107.0	2.7	0.0	1.5	111.2	3.9%
Roads	67.1	(0.3)	0.0	0.1	66.9	(0.4%)
MiWay	77.0	0.7	0.0	2.6	80.4	4.3%
Parks & Forestry	32.1	0.1	0.0	0.2	32.4	0.8%
Environment	1.3	(0.0)	0.0	(0.0)	1.2	(6.7%)
Mississauga Library	26.3	0.2	0.0	0.1	26.6	1.1%
Business Services	28.3	0.3	0.0	(0.1)	28.5	0.7%
Facilities & Property Management	20.2	0.2	0.0	0.0	20.3	0.8%
Recreation	23.9	0.2	0.0	0.0	24.1	0.8%
Information Technology	22.0	0.1	0.0	0.0	22.1	0.6%
Strategic Policy	14.0	0.1	0.0	0.1	14.2	1.6%
Land Development Services	8.8	0.2	0.0	0.1	9.0	2.3%
Arts & Culture	7.7	0.0	0.0	0.1	7.8	1.6%
Regulatory Services	1.3	0.1	0.0	0.0	1.3	5.7%
Legislative Services	(3.0)	0.0	0.0	0.0	(2.9)	1.5%
Mayor & Members of Council	4.8	0.1	0.0	0.0	4.8	1.5%
Financial Transactions	20.4	(0.5)	0.0	0.0	19.9	(2.4%)
Assessment Growth					(1.4)	(0.3%)
Total	**459.0**	**4.0**	**0.0**	**4.6**	**466.4**	**1.6%**
Special Purpose Levies*						
Capital Infrastructure and Debt Repayment Levy					9.2	2.0%
Total Proposed Budget	**459.0**	**4.0**	**0.0**	**4.6**	**475.6**	**3.6%**

* 2017 Special Purpose Levies are grouped with the Financial Transactions Service Area

Note: Numbers may not balance due to rounding.

Appendix 2A: City Wide Capital Budget Summary – 2016 Recommended Funding ($millions)

Service	Gross Cost ($M)	Recovery ($M)	Net Cost ($M)
Fire & Emergency Services	6.2	0.0	6.2
Roads*	80.8	12.0	68.8
MiWay	59.4	2.0	57.4
Parks & Forestry	27.8	4.1	23.7
Mississauga Library	1.1	0.0	1.1
Business Services	2.3	0.0	2.3
Facilities & Property Management	18.2	0.3	17.9
Recreation	13.2	0.0	13.2
Information Technology	7.0	0.0	7.0
Strategic Policy	0.1	0.0	0.1
Land Development Services	1.2	0.0	1.2
Arts & Culture	0.3	0.0	0.3
Regulatory Services	0.0	0.0	0.0
Legislative Services	0.8	0.0	0.8
Total	**218.5**	**18.4**	**200.1**

Note: Numbers may not balance due to rounding.

*Includes Stormwater rehabilitation projects (Lisgar)

Appendix 2B: 2016 to 2025 Capital Budget Forecast by Service ($millions)

Service Expenditures	2016 ($M)	2017 ($M)	2018 ($M)	2019-2025 ($M)	Total ($M)
Fire & Emergency Services	6.2	7.2	6.1	29.7	49.2
Roads*	80.8	68.6	74.1	458.1	681.5
MiWay	59.4	24.6	35.9	299.8	419.7
Parks & Forestry	27.8	70.6	52.7	252.8	404.0
Environment	0.0	0.1	0.0	0.0	0.1
Mississauga Library	1.1	11.9	12.0	1.7	26.6
Business Services	2.3	1.4	0.2	0.6	4.5
Facilities & Property Management	18.2	19.0	14.6	112.1	163.9
Recreation	13.2	3.3	2.2	52.9	71.6
Information Technology	7.0	9.7	8.4	40.9	66.1
Strategic Policy	0.1	0.0	0.0	0.0	0.1
Land Development Services	1.2	1.6	0.6	2.3	5.6
Arts & Culture	0.3	0.2	0.1	12.2	12.9
Regulatory Services	0.0	0.0	0.0	0.1	0.1
Legislative Services	0.8	0.2	0.0	0.2	1.3
Future Anticipated Debt funded Projects	0.0	0.0	0.0	119.1	119.1
Total	**218.5**	**218.3**	**207.0**	**1382.6**	**2026.3**

Note: Numbers may not balance due to rounding. Numbers are gross.

*Includes Stormwater rehabilitation projects (Lisgar)

Appendix 2C: 2016 – 2025 City Wide Capital Budget Summary – 2016 Recommended Funding ($millions)

	2016 ($M)	2017 ($M)	2018 ($M)	2019-2025 ($M)	Total ($M)
Gross Cost	218.5	218.3	207.0	1,382.6	2,026.3
Recovery/Subsidy	18.4	5.5	0.0	6.0	29.8
Net Cost	200.1	212.8	207.0	1,376.6	1,996.5
Net Cost Funding Sources					
Provincial Funding	18.7	0.0	2.2	0.0	20.9
Federal Funding	28.2	35.9	52.1	354.1	470.3
Cash In Lieu	7.4	37.2	15.5	145.0	205.0
Development Charges	48.6	43.4	30.6	159.5	282.1
Tax	56.6	57.0	62.1	375.3	551.0
Other - Reserves/Contributions	22.1	7.9	2.2	18.6	50.8
External Debt	36.9	36.9	42.4	330.0	446.2
Total	**218.5**	**218.3**	**207.0**	**1,382.6**	**2,026.3**

Note: Numbers may not balance due to rounding. Numbers are gross.

Appendix 2D: Listing of Projects for Multi-Year Funding

The following projects, with multi-year funding, which have or will commence prior to full funding being allocated, are recommended to be approved to a maximum cost as follows:

Service Area	Project Number	Project Name	Periods	Total Amount ($)
Fire & Emergency Services	CMFS00111	VCOM Radio System - Component Upgrade	2016 to 2020	$882,000
Fire & Emergency Services	CMFS04973	CAD Upgrade	2016 to 2018	$2,600,000
Roads	TWOE00401	Pay & Display Parking Meters-Streetsville	2016 to 2018	$450,000
MiWay	TWTR00262	Transit Priority Infrastructure	2016 to 2019	$755,000
Parks & Forestry	CMPF00455	City Centre Development - Park Development - Construction - Scholar's Green (P_507)	2016 to 2017	$3,611,520
Parks & Forestry	CMPF00557	Lit Sports Field Maintenance	2016 to 2017	$1,582,269
Parks & Forestry	CMPF03012	Community Parks - Design & Construction - Not Yet Named F_410	2016 to 2019	$663,423
Parks & Forestry	CMPF03040	Community Parks_Phase 1_Site Servicing, Infrastructure & Park Amenities_Not Yet Named P_459-Pk Devel	2015 to 2018	$11,326,046
Parks & Forestry	CMPF04173	Park Utilization Tracking	2016 to 2018	$247,500
Parks & Forestry	CMPF04191	Lit Sports Field Maintenance - South Common Park (P_151)	2016 to 2017	$698,000
Parks & Forestry	CMPF04197	Major Redevelopment - Phase 2 Master Plan & Transition Plan - Wildwood Park P_059	2016 to 2017	$654,170
Parks & Forestry	CMPF04210	Park Maintenance - Lake Aquitaine Park (P_102)	2016 to 2017	$547,200
Parks & Forestry	CMPF04215	Park Maintenance - Talka Village Retaining Wall	2016 to 2017	$1,000,000
Parks & Forestry	CMPF04255	Community Parks_Phase 1_Site Servicing,Park Amenities_Not Yet Named P_459 - Indoor Recreation Space	2015 to 2019	$18,669,158
Parks & Forestry	CMPF04271	Forest Management - Street Tree Asset Inventory	2016 to 2019	$750,000
Parks & Forestry	CMPF04275	Community Parks_Phase 1_Site Servicing,Park Amenities_Not Yet Named P_459 - Indoor Pool	2016 to 2019	$18,700,000
Parks & Forestry	CMPF04276	Community Parks_Phase 1_Site Servicing,Park Amenities_Not Yet Named P_459 - Air Supported Structure	2016 to 2018	$3,470,894

Appendix 2D: Listing of Projects for Multi-Year Funding (Continued)

Service Area	Project Number	Project Name	Periods	Total Amount ($)
Mississauga Library	CMLS00054	Self Serve Technology-Automated Materials Sortation	2016 to 2018	$1,022,842
Mississauga Library	CMLS00059	Central Library Redevelopment	2016 to 2018	$23,300,000
Business Services	CPBS004990	Talent Management System Technology (BR 2005 Yr. 2016)	2016 to 2017	$1,909,158
Business Services	CPBS005035	Digital Strategy	2016 to 2017	$200,000
Facilities & Property Management	CPFP005044	Mechanical Replacement-Generators-Various	2016 to 2017	$421,300
Facilities & Property Management	CPFP005045	Mechanical Replacement - Cooling Tower	2016 to 2017	$874,000
Facilities & Property Management	CPFP005046	Mechanical Replacement-RTU-Various	2016 to 2017	$1,223,000
Facilities & Property Management	CPFP005047	Mechanical Replacement- Rec Facilities (Various)	2016 to 2017	$921,000
Facilities & Property Management	CPFP005050	Roof Replacements- Major Rec CC (Various)	2016 to 2017	$775,000
Facilities & Property Management	CPFP005051	Roof Replacement- Various	2016 to 2017	$536,600
Facilities & Property Management	CPFP005056	Hershey Sportszone (Pump/Motor Replacements)	2016 to 2017	$421,000
Facilities & Property Management	CPFP005058	Escalator and Elevator Modernization	2016 to 2017	$1,150,000
Facilities & Property Management	CPFP005059	Parking Lot - various Central Locations	2016 to 2017	$1,303,800
Facilities & Property Management	CPFP005060	Parking Lots - various North Locations	2016 to 2017	$574,000
Facilities & Property Management	CPFP005063	Parking Lot LED Lighting - Various Locations	2016 to 2017	$336,000
Facilities & Property Management	CPFP005073	LED Lighting - Hershey Sportszone	2016 to 2017	$436,000
Facilities & Property Management	CPFP005074	2016 Recommissioning	2016 to 2017	$96,000
Facilities & Property Management	CPFP005075	Citywide Energy Audit Projects Implementation	2016 to 2017	$778,000

Appendix 2D: Listing of Projects for Multi-Year Funding (Continued)

Service Area	Project Number	Project Name	Periods	Total Amount ($)
Facilities & Property Management	CPFP005076	LED Lighting Retrofits- LAC & Central Library	2016 to 2017	$638,000
Facilities & Property Management	CPFP005081	Structural & Facade Repairs - Civic & Central Library	2016 to 2017	$330,000
Facilities & Property Management	CPFP005048	Mechanical Replacement- Malton Sat Terminal, City Hall, LAC and various other locations	2016 to 2017	$1,040,700
Facilities & Property Management	CPFP005082	Structural Repairs - Bradley Museum, Lake Aqu. Pk- Bunker/CS and LAC	2016 to 2017	$745,000
Recreation	CMRC04633	Emergency Shelter Provision	2016 to 2019	$3,000,000
Information Technology	CPIT005116	Database Refresh Cycle	2016 to 2017	$800,000
Information Technology	CPIT005117	Library Systems	2016 to 2019	$1,525,000
Information Technology	CPIT005133	Enterprise Mobility	2016 to 2017	$125,000
Total				**$111,088,580**

Note: Numbers may not balance due to rounding.

Existing multi-year project with funding changes

Service Area	Project Number	Project Name	Periods	Comments	Total Amount ($)
Fire & Emergency Services	CMFS00033	Design and Construction of New Fire Station 120	2012 to 2017	Previously approved multi-year funded project. Additional $2.2M requested for 2017.	$6,400,000
Roads	TWRR00026	Roadway Infrastructure Review	2015 to 2020	Previously approved multi-year funded project. Additional $0.8M for 2016-2020.	$1,200,000
Roads	TWOE00040	Traffic Management Centre (Cash Flow)	2015 to 2017	Previously approved multi-year funded project. Additional $0.975M requested for 2016.	$7,600,000
Roads	TWMR00047	Goreway Drive Rail Grade Separation	2015 to 2022	Previously approved multi-year funded project. Additional $3.0M for 2018-2022.	$13,000,000

Appendix 2D: Listing of Projects for Multi-Year Funding (Continued)

Service Area	Project Number	Project Name	Periods	Comments	Total Amount ($)
Roads	TWOE00087	Multi-Use Trails along Hanlan Routes	2015 to 2017	Previously approved multi-year funded project. Shift $0.62M from 2016 to 2017.	$2,490,000
Roads	TWMR00004	Torbram Road Grade Separation North	2015 to 2017	Previously approved multi-year funded project. Shift $5.0M from 2016 to 2017.	$89,380,681
Roads	TWMR00142	Downtown Master Plan	2015 to 2017	New multi-year funded project	$1,900,000
Roads	TWMR00054	Transportation Master Plan Study	2015 to 2017	New multi-year funded project	$550,000
MiWay	TWTR00089	Transit Malton Facility - Expansion & Improvements	2015 to 2017	Previously approved multi-year funded project. Additional $0.5M requested for 2017.	$3,500,000
Parks & Forestry	CMPF00316	Lit Sports Field Maintenance	2015 to 2020	Previously approved multi-year funded project. Additional $0.03M requested for 2016-2018.	$2,357,312
Total					**$128,377,993**

Note: Numbers may not balance due to rounding.

Appendix 3A: 2016 Summary of FTE Adjustments by Service Area

Service	Operating / Capital	Reason	Initiative	Position	Full Time Permanent FTE	Part Time Temporary Contact FTE	TOTAL
Fire & Emergency Services	Operating	New Initiative	Emergency Management Officer - Business Continuity	Emergency Management Officer	1.0	0.0	1.0
Fire & Emergency Services	Operating	New Initiative	Fire Prevention and Life Safety Officers	2 Public Education Officers	2.0	0.0	2.0
Fire & Emergency Services	Operating	New Initiative	Plans Examination Officers	2 Fire Plans Examiners	2.0	0.0	2.0
Fire & Emergency Services	Operating	New Initiative	Division Chief - Professional Development and Accreditation	Division Chief - Professional Development and Accreditation	1.0	0.0	1.0
Fire & Emergency Services	Operating	New Initiative	Emergency Planner	Emergency Planner	1.0	0.0	1.0
Fire & Emergency Services	Operating	Maintain Current Service Level	Emergency Management Office	Transfer of positions to Fire & Emergency Services from Parks & Forestry	2.5	0.0	2.5
				Fire & Emergency Services - Total FTE's	**9.5**	**0.0**	**9.5**
Roads	Operating	New Initiative	Continued Advanced Transportation Management System (ATMS) Implementation	2 Traffic Control Centre Operators	2.0	0.0	2.0
Roads	Operating	New Initiative	Improving Web Communications for Transportation and Works	Web/Communications Coordinator	1.0	0.0	1.0
Roads	Operating	New Initiative	Traffic Calming Program Implementation	Traffic Calming Coordinator	1.0	0.0	1.0
Roads	Operating	New Initiative	Environmental Management of City-Owned Properties	Project Coordinator	1.0	0.0	1.0
Roads	Operating	New Initiative	Improving Contract Compliance for Transportation and Works	Contract Compliance Coordinator	1.0	0.0	1.0
Roads	Operating	New Initiative	Engineer Internship Program	Contract Engineer	0.0	1.0	1.0
Roads	Operating	Cost Increase	Contract Conversions	CUPE: 2 Instrument Persons and 1 Inspector	3.0	(3.0)	0.0
Roads	Operating	Cost Increase	Neighbourhood Speed Watch	1 Position - 16 Weeks	0.0	0.3	0.3

Appendix 3A: 2016 Summary of FTE Adjustments by Service Area (Continued)

Service	Operating / Capital	Reason	Initiative	Position	Full Time Permanent FTE	Part Time Temporary Contact FTE	TOTAL
Roads	Operating	Cost Increase	Traffic Management	2 Contract Positions increased from 6 months to 8 months	0.0	0.3	0.3
Roads	Operating	Transfer to Stormwater	Shift of Direct Staffing Funded from the Stormwater Service	Various Positions	(16.0)	(7.4)	(23.4)
				Roads - Total FTE's	**(7.0)**	**(8.7)**	**(15.7)**
MiWay	Operating	New Initiative	MiWay Service Growth	Transit Operators	19.0	0.0	19.0
MiWay	Operating	Efficiency and Cost Savings	Route Rationalization	Transit Operators	(5.0)	0.0	(5.0)
MiWay	Operating	Efficiency and Cost Savings	Sick Relief Pool - Reduction of 3 FTE	Transit Operators	(3.0)	0.0	(3.0)
MiWay	Capital	New Initiative	Downtown Transitway Connection	Project Manager	0.0	1.0	1.0
MiWay	Capital	New Initiative	Transit Priority	Transit Priority Coordinator	1.0	0.0	1.0
				MiWay - Total FTE's	**12.0**	**1.0**	**13.0**
Parks & Forestry	Operating	New Initiative	Public Information-Parks and Forestry	Public Information Coordinator (Non-Union Grade D)	1.0	0.0	1.0
Parks & Forestry	Operating	New Initiative	Parkland Growth	Parks Person II (Non-Union Grade C)	1.0	0.0	1.0
Parks & Forestry	Operating	New Initiative	Parkland Growth	Various Seasonal Parks Operations Staff	0.0	2.5	2.5
Parks & Forestry	Operating	New Initiative	Arborist Succeession Planning Program	Two 9 Month Arborist Apprentices	0.0	1.5	1.5
Parks & Forestry	Operating	New Initiative	Natural Heritage Protection and Enhancement	Natural Heritage technician (Non-Union Grade E)	1.0	0.0	1.0
Parks & Forestry	Operating	Efficiency and Cost Savings	1% Reduction	Various Seasonal Parks Operations Staff	0.0	(3.5)	(3.5)
Parks & Forestry	Operating	Maintain Current Service Level	Emergency Management Office	Transfer of positions to Fire & Emergency Services	(2.5)	0.0	(2.5)
				Parks & Forestry - Total FTE's	**0.5**	**0.5**	**1.0**

Appendix 3A: 2016 Summary of FTE Adjustments by Service Area (Continued)

Service	Operating / Capital	Reason	Initiative	Position	Full Time Permanent FTE	Part Time Temporary Contact FTE	TOTAL
Environment	Operating	New Initiative	Environmental Outreach	Environmental Outreach	1.0	0.6	1.6
Environment	Operating	New Initiative	Waste Management Assistant - 2 year contract	Waste Management Assistant	0.0	1.0	1.0
				Environmental Services - Total FTE's	**1.0**	**1.6**	**2.6**
Mississauga Library	Operating	Efficiency and Cost Savings	Self Checkout	Part Time Positions	0.0	(0.6)	(0.6)
				Mississauga Library - Total FTE's	**0.0**	**(0.6)**	**(0.6)**
Business Services	Operating	New Initiative	Health & Safety Specialist	Health & Safety Specialist	1.0	0.0	1.0
Business Services	Operating	New Initiative	Communications Support for Canada's 150th Anniversary Celebrations	Communication Advisor 1 (One) Year Contract	0.0	1.0	1.0
Business Services	Operating	New Initiative	Financial System Support Specialist	Financial System Support Specialist	1.0	0.0	1.0
Business Services	Operating	New Initiative	Enhance Citizen Experience on the Web and other Digital Channels	Digital Specialist - 3 (Three) Year Contract	0.0	1.0	1.0
Business Services	Operating	New Initiative	Enhance Citizen Experience on the Web and other Digital Channels	Digital Content Coordinator 3 (Three) Year Contract	0.0	1.0	1.0
Business Services	Operating	New Initiative	City-wide Integrated Marketing and Communications Program	Marketing Consultant	1.0	0.0	1.0
Business Services	Capital	New Initiative	Talent Management Modernization	Human Resources Subject Matter Expert - 2 (Two) Year Contract	0.0	1.0	1.0
Business Services	Capital	New Initiative	Talent Management Modernization	Human Resources Business Lead - 2 (Two) Year Contract	0.0	1.0	1.0
Business Services	Capital	New Initiative	Talent Management Modernization	IT Project Manager - 2 (Two) Year Contract	0.0	1.0	1.0
Business Services	Capital	New Initiative	Talent Management Modernization	IT HCM Specialist - 2 (Two) Year Contract	0.0	1.0	1.0
				Business Services - Total FTE's	**3.0**	**7.0**	**10.0**

Appendix 3A: 2016 Summary of FTE Adjustments by Service Area (Continued)

Service	Operating / Capital	Reason	Initiative	Position	Full Time Permanent FTE	Part Time Temporary Contact FTE	TOTAL
Facilities and Property Management	Operating	New Initiative	Accessibility Specialist	Accessibility Specialist	1.0	0.0	1.0
Facilities and Property Management	Operating	Maintain Current Service Level	Business Analyst - Capital Planning & Asset Management	Contract Conversion	1.0	(1.0)	0.0
Facilities and Property Management	Operating	Maintain Current Service Level	Project Manager - Faciity Development & Accessibility	Contract Conversion	1.0	(1.0)	0.0
Facilities and Property Management	Operating	Maintain Current Service Level	Energy Management Coordinator	Contract Conversion	1.0	(1.0)	0.0
				Facilities and Property Management - Total FTE's	**4.0**	**(3.0)**	**1.0**
Recreation	Operating	New Initiative	Community Centre Transition to Hansen	Part time efficiencies generated by implementation	0.0	(0.4)	(0.4)
Recreation	Operating	New Initiative	2016 Ontario Summer Games	Marketing Consultant/Communications Advisor - E	0.0	1.0	1.0
Recreation	Operating	New Initiative	Development of a Tourism Unit	Tourism Coordinator	1.0	0.0	1.0
Recreation	Operating	New Initiative	Compliance Analyst	Compliance Analyst	1.0	0.0	1.0
Recreation	Operating	New Initiative	Meadowvale Community Centre re-opening	Various Positions	1.0	7.6	8.6
Recreation	Operating	Efficiency and Cost Savings	Operation Efficiencies part of 1% Cut	Various Part Time Positions	0.0	(6.6)	(6.6)
Recreation	Operating	Cost Increase	Aquatic, Therapeutic & Fitness Programs changes, offset by increased revenues	Various Part Time Positions	0.0	15.2	15.2
Recreation	Operating	Cost Increase	Part Time Labour Conversions	Staff conversions in Sponsorship and Hershey Sports Complex	2.0	(4.8)	(2.8)
				Recreation - Total FTE's	**5.0**	**11.9**	**16.9**
Information Technology	Operating	New Initiative	IT Security Specialists - To Expand City's IT Security Response Capabilities	IT Security Specialist	1.0	0.0	1.0
Information Technology	Capital	New Initiative	Mobile Application Development	Business Analyst and Mobile Application Designer	0.0	2.0	2.0
				Information Technology - Total FTE's	**1.0**	**2.0**	**3.0**

Appendix 3A: 2016 Summary of FTE Adjustments by Service Area (Continued)

Service	Operating / Capital	Reason	Initiative	Position	Full Time Permanent FTE	Part Time Temporary Contact FTE	TOTAL
Strategic Policy	Operating	New Initiative	Lean Program Support	Lean Coach Lean Junior Analyst	2.0	0.0	2.0
Strategic Policy	Operating	New Initiative	ICT/Advanced Manufacturing Sector Specialist Outreach Program	ICT/Technologies Sector Specialist	1.0	0.0	1.0
				Strategic Policy - Total FTE's	**3.0**	**0.0**	**3.0**
Land Development Services	Operating	New Initiative	New Initiative-Delivery of Downtown21	Technician	1.0	0.0	1.0
Land Development Services	Operating	New Initiative	New Initiative-Visual Illustrations for Community Engagement in Planning	Position for Visual Imaging	1.0	0.0	1.0
Land Development Services	Operating	New Initiative	New Initiative-Planning Application Support	Planner	1.0	0.0	1.0
				Land Development Services - Total FTE's	**3.0**	**0.0**	**3.0**
Arts & Culture	Operating	Cost Increase	Celebration Square - Includes one contract conversion	Events Aissitant and additional part-time hours	1.0	0.8	1.8
Arts & Culture	Operating	Cost Increase	Program Instructors	Program Instructors	0.0	0.7	0.7
Arts & Culture	Operating	Cost Increase	Meadowvale Theatre	Client Services Support	0.0	0.5	0.5
				Arts & Culture - Total FTE's	**1.0**	**2.0**	**3.0**
Regulatory Services	Operating	New Initiative	Coverage of vacation and sick time for permanent officers	PT Parking Enforcement Officers	0.0	5.0	5.0
Regulatory Services	Operating	New Initiative	Provincial Offenses Act (POA) resources required to reduce wait times for Administrative Penalties System (APS) screenings and hearings appeals	Contract POA Screening Officer	0.0	1.0	1.0
Regulatory Services	Operating	New Initiative	Additional clerical resources required to deal with volume created through additional manual APS tickets	PT Administration Hours in Parking Enforcement	0.0	1.0	1.0
				Regulatory Services - Total FTE's	**0.0**	**7.0**	**7.0**

Appendix 3A: 2016 Summary of FTE Adjustments by Service Area (Continued)

Service	Operating / Capital	Reason	Initiative	Position	Full Time Permanent FTE	Part Time Temporary Contact FTE	TOTAL
Legislative Services	Operating	Efficiency and Cost Savings	Cost Savings & Efficiencies	Grade A Contract	0.0	(1.0)	(1.0)
Legislative Services	Capital	New Initiative	Electronic Document and Records Management System	IT Project Manager	0.0	1.0	1.0
Legislative Services	Capital	New Initiative	Electronic Document and Records Management System	Application Developer	0.0	1.0	1.0
				Legislative Services - Total FTE's	**0.0**	**1.0**	**1.0**
				Total Full Time Equivalent Changes	**36.0**	**21.6**	**57.6**

Note: Numbers may not balance due to rounding

Appendix 3B: City Budget Summary of Full Time Equivalents

Fire & Emergency Services

Program	2015	2016	2017	2018
Divisional Support Services	3.0	3.0	3.0	3.0
Building Maintenance	42.0	44.5	46.5	48.5
Vehicle Maintenance	11.0	10.0	12.0	12.0
Prevention	37.0	46.0	46.0	46.0
Suppression	616.0	615.0	635.0	635.0
Total Service Distribution	**709.0**	**718.5**	**742.5**	**744.5**

Roads

Program	2015	2016	2017	2018
Cleaning and Litter Pick-up	9.7	7.6	7.6	7.6
Corporate Fleet Maintenance	27.7	27.7	27.7	27.7
Crossing Guards	77.1	77.1	77.1	77.1
Engineering and Construction	57.9	59.0	59.0	59.0
Maintenance Control	126.6	126.6	126.6	126.6
Streetlighting	2.0	2.0	2.0	2.0
Survey & Inspection	57.5	53.5	53.5	53.5
Municipal Parking	5.0	5.0	5.0	5.0
Traffic Management	58.7	62.3	63.3	63.3
Transportation & Infrastructure Planning	58.6	44.3	44.3	45.3
Winter Maintenance	2.0	2.0	2.0	2.0
Total Service Distribution	**482.7**	**467.1**	**468.1**	**469.1**

MiWay

Program	2015	2016	2017	2018
Business Development	79.6	80.6	80.6	79.6
Business System	20.0	20.0	20.0	20.0
Transit Maintenance	185.2	185.2	185.2	185.2
Office of Director	2.0	2.0	2.0	2.0
Operations	1,069.8	1,080.8	1,108.8	1,128.8
Transportation Project Office Transit	3.0	4.0	4.0	3.0
Total Service Distribution	**1,359.6**	**1,372.6**	**1,400.6**	**1,418.6**

Note: Numbers may not balance due to rounding

Appendix 3B: City Budget Summary of Full Time Equivalents

Parks & Forestry

Program	2015	2016	2017	2018
CMS Departmental Support Services	6.5	4.0	4.0	4.0
Divisional Support Services	2.0	2.0	2.0	2.0
Forestry	52.1	52.6	52.6	52.6
Park Planning & Development	33.8	33.8	33.8	33.8
Parks Operations	271.2	274.1	273.0	279.5
Total Service Distribution	**365.6**	**366.6**	**365.4**	**371.9**

Environment

Program	2015	2016	2017	2018
Environment Management	7.7	10.3	10.3	10.3
Total Service Distribution	**7.7**	**10.3**	**10.3**	**10.3**

Mississauga Library

Program	2015	2016	2017	2018
Central Library Services	71.2	71.2	71.2	71.2
Public Services	40.0	40.0	40.0	40.0
Divisional Support Services	206.0	205.4	205.4	205.4
Total Service Distribution	**317.2**	**316.6**	**316.6**	**316.6**

Business Services

Program	2015	2016	2017	2018
Communications	58.2	62.2	61.2	60.2
Finance	66.3	67.3	67.3	67.3
Human Resources	68.0	73.0	74.0	70.0
Revenue & Materiel Management	71.8	71.8	70.8	69.8
Total Service Distribution	**264.3**	**274.3**	**273.3**	**267.3**

Note: Numbers may not balance due to rounding

Appendix 3B: City Budget Summary of Full Time Equivalents

Facilities & Property Management

Program	2015	2016	2017	2018
FPM Divisional Support Services	6.3	6.3	6.3	6.3
Facilities Maintenance	30.0	30.0	30.0	30.0
Building Services & Operations	40.6	40.6	40.6	40.6
Facilities Development & Accessibility	23.0	24.0	24.0	24.0
Capital Plan & Asset Management	9.0	9.0	9.0	9.0
Security Services	56.7	56.7	56.7	55.7
Realty Services	11.0	11.0	11.0	11.0
Energy Management	7.0	7.0	7.0	7.0
Total Service Distribution	**183.6**	**184.6**	**184.6**	**183.6**

Recreation

Program	2015	2016	2017	2018
Aquatics, Therapeutic and Fitness Programming	217.5	227.8	232.3	232.3
Hershey Centre	20.0	18.8	18.8	18.8
Recreation Divisional Support	84.2	83.9	82.9	82.9
Recreation Facilities & Programs	444.5	452.5	455.5	455.5
Total Service Distribution	**766.1**	**783.0**	**789.5**	**789.5**

Information Technology

Program	2015	2016	2017	2018
IT Administration, Strategy & Innovation	15.0	17.0	19.0	8.0
IT Digital Services & Mobility	17.0	17.0	17.0	17.0
IT Enterprise Business Solutions	31.5	32.5	32.5	32.5
IT Infrastructure Planning & Operations	33.0	35.0	36.0	36.0
IT City Services	44.0	42.0	42.0	42.0
IT Services Management	24.3	24.3	24.3	24.3
Total Service Distribution	**164.8**	**167.8**	**170.8**	**159.8**

Note: Numbers may not balance due to rounding

Appendix 3B: City Budget Summary of Full Time Equivalents

Strategic Policy

Program	2015	2016	2017	2018
Corporate Performance & Innovation	15.5	17.4	17.4	17.4
Economic Development	15.5	16.5	17.5	18.5
Internal Audit	8.0	8.0	8.0	8.0
Legal Services	48.5	48.5	48.5	48.5
Total Service Distribution	**87.5**	**90.4**	**91.4**	**92.4**

Land Development Services

Program	2015	2016	2017	2018
Building Division	98.0	98.0	98.0	98.0
Development and Design	53.0	54.0	54.0	54.0
Policy Planning Division	25.3	26.3	26.3	24.3
Strategy Community Initiatives	11.0	12.0	11.0	11.0
Total Service Distribution	**187.3**	**190.3**	**189.3**	**187.3**

Arts & Culture

Program	2015	2016	2017	2018
Mississauga Celebration Square	8.5	10.6	10.6	10.6
Heritage	2.5	2.5	2.5	2.5
Culture Operations	39.7	40.5	41.5	41.5
Culture Planning	5.0	5.0	5.0	5.0
Culture Support Services	3.5	3.5	3.5	3.5
Total Service Distribution	**59.2**	**62.1**	**63.1**	**63.1**

Regulatory Services

Program	2015	2016	2017	2018
Animal Services	35.3	35.3	35.3	35.3
Compliance & Licensing	30.8	30.8	30.8	30.8
Enforcement Administration	3.0	3.0	3.0	3.0
Mobile Licensing	19.0	19.0	19.0	19.0
Parking Enforcement	46.0	52.9	52.9	52.9
Total Service Distribution	**134.0**	**141.0**	**141.0**	**141.0**

Note: Numbers may not balance due to rounding

Appendix 3B: City Budget Summary of Full Time Equivalents

Legislative Services

Program	2015	2016	2017	2018
Elections	3.0	3.0	3.0	3.0
Provincial Offence Act	41.4	42.4	42.4	40.4
Office of the City Clerk	12.3	12.3	12.3	12.3
Printing and Mail Services	28.5	28.5	28.5	28.5
Total Service Distribution	**85.2**	**86.2**	**86.2**	**84.2**

Mayor & Members of Council

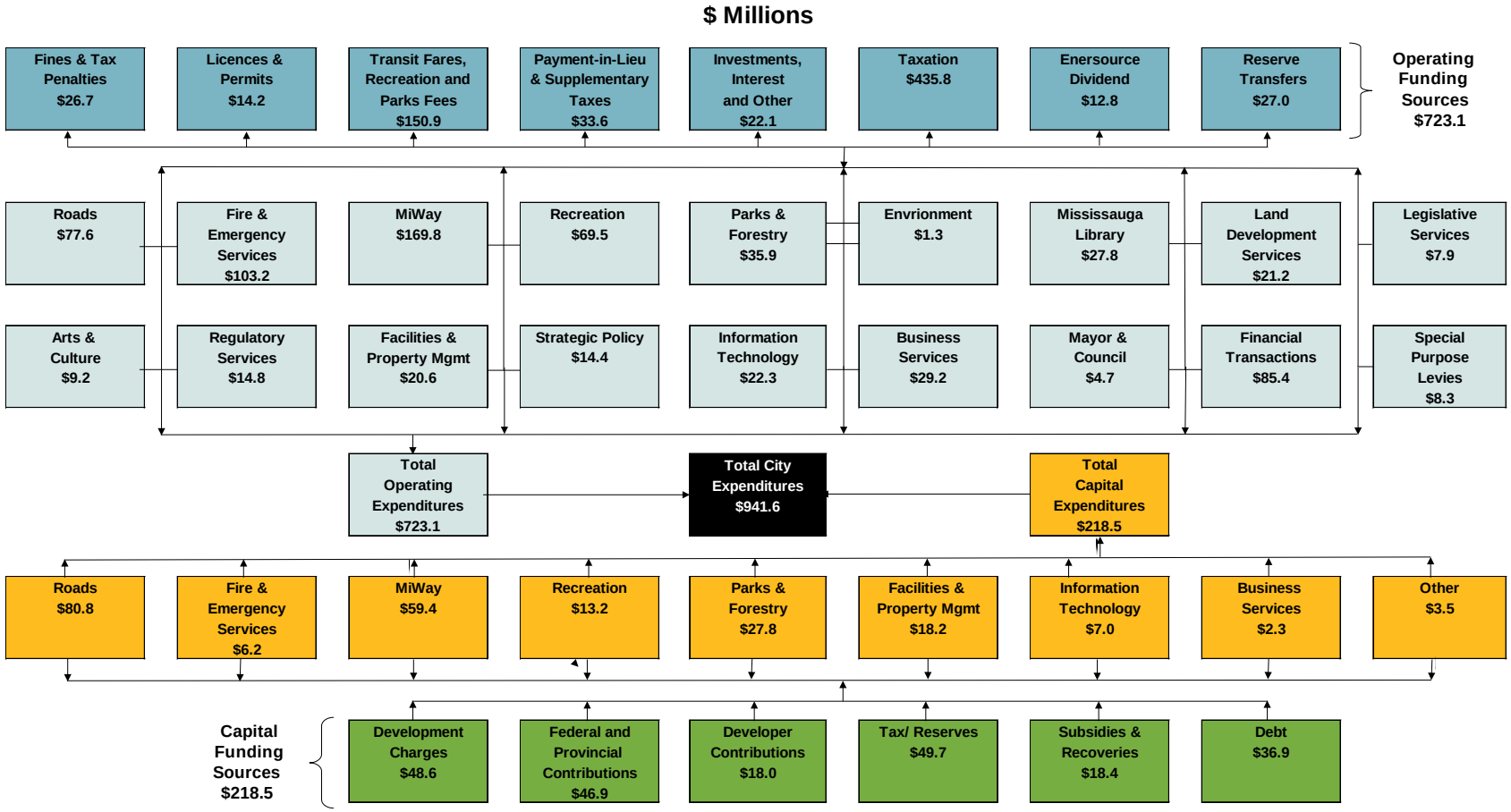
Program	2015	2016	2017	2018
Mayor's Office	34.2	34.2	34.2	34.2
Councillor's Office	7.0	7.0	7.0	7.0
Total Service Distribution	**41.2**	**41.2**	**41.2**	**41.2**

Total Full Time Equivalents	**5,214.9**	**5,272.4**	**5,333.7**	**5,340.2**

Note: Numbers may not balance due to rounding

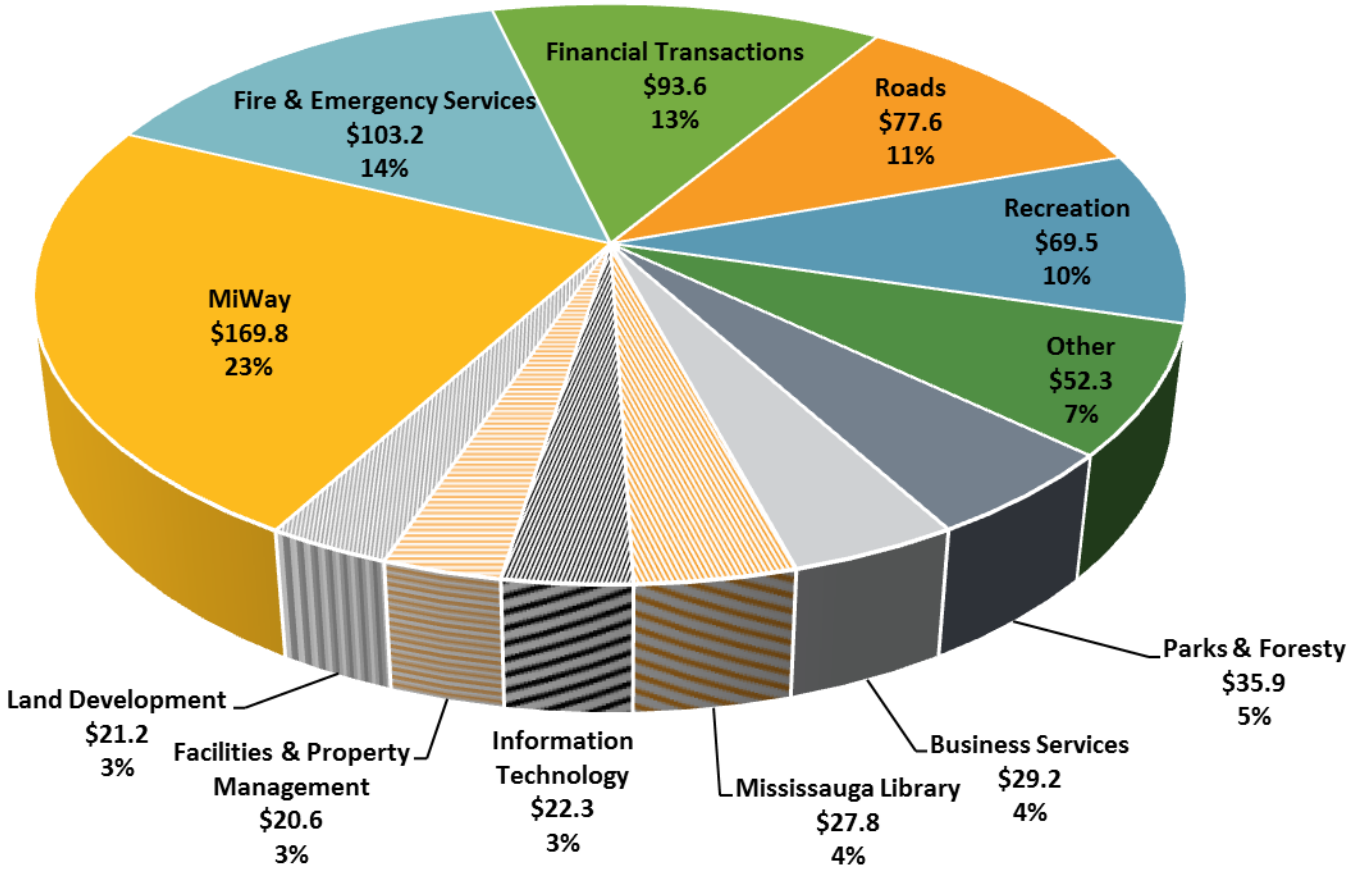
Appendix 4A: 2016 Proposed Budget by Gross Expenditures and Revenues

Mississauga's 2016-2018 Business Plan and 2016 Budget comprises both the operating and capital budgets, totalling $723.1 million and $218.5 million, respectively. Below excludes the impact of assessment growth, estimated at negative ($2.1) million.

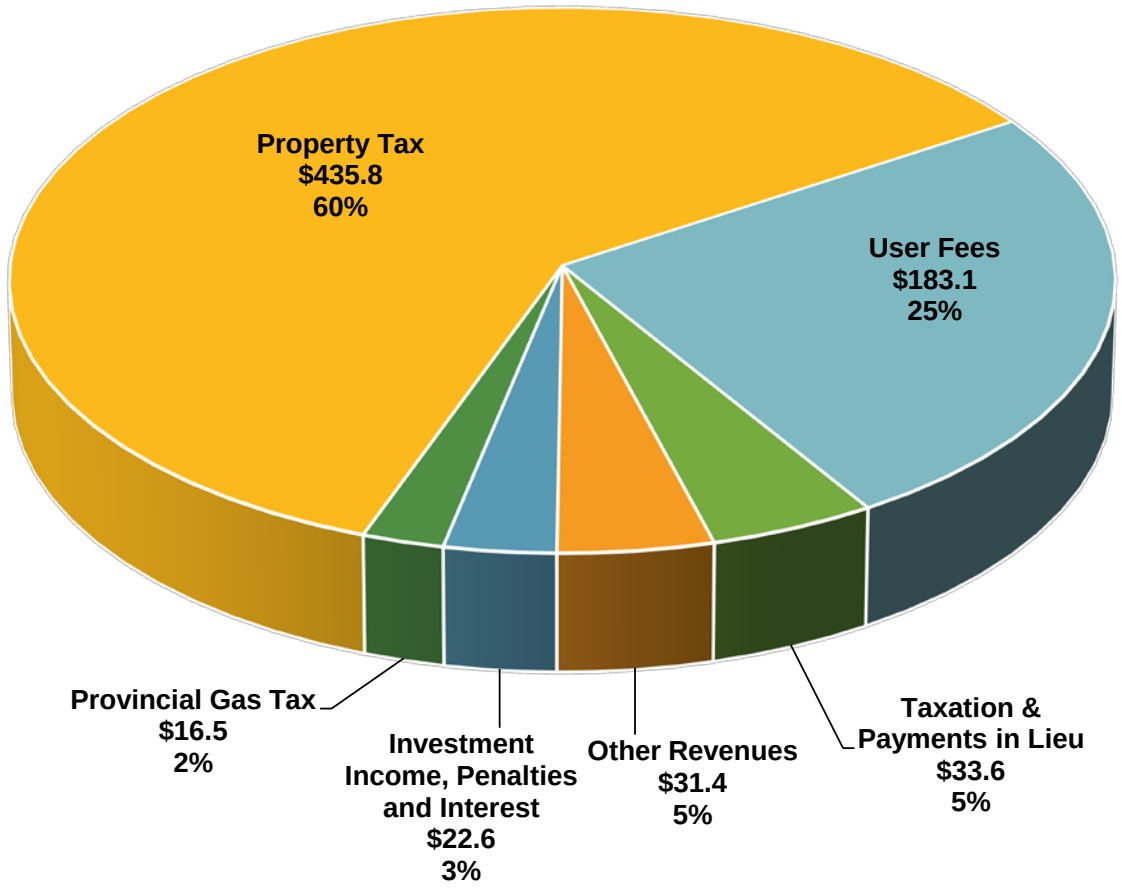


The following charts provide a breakdown of the City's 2016 Operating Budget by major cost and revenue category.

2016 Major Gross Operating Expenditure Categories $723.1 million



2016 Major Revenue Categories $723.1 million



Excludes impact of assessment growth estimate of negative ($2.1) million.

MISSISSAUGA

Fire & Emergency Services

2016–2018 Business Plan
& 2016 Budget

Table of Contents

Executive Summary of Fire & Emergency Services 3
Existing Core Services 4
Vision, Mission, Service Delivery Model 4
Service Delivery Model 5
Business Plan Updates 6
Accomplishments 11
Proposed Operating & Capital Budget 13
Operating 14
Proposed Budget by Program 14
Summary of Proposed Budget 15
Proposed Budget Changes Excluding New Initiatives and New Revenues 16
Proposed New Initiatives and New Revenues 17
Human Resources 36
Proposed Full Time Equivalent Staffing Distribution by Program 36
Capital 37
Proposed 2016-2025 Capital Budget by Program 37
Proposed 2016-2025 Capital Budget by Funding Source 38
Proposed 2016 Capital Budget Detail 39
Proposed 2017-2018 Capital Budget by Sub-Program 40
Performance Measures 41
Balanced Scorecard 43



Last year the City of Mississauga undertook an extensive process to create a four year, 2015 through 2018, detailed Business Plan & Budget. Approved in February 2015, the 2015-2018 Business Plan & 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. 2016 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 2015-2018 Business Plan and Budget & performance measurements. The complete 2016-2018 Business Plan & Budget can be found on the City's website.



Executive Summary of Fire & 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:

- Fire Prevention and Life Safety staff who help to develop and implement community educational programs and support fire safety in the community
- 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 operating 24 hours per day 365 days per year
- Professional Development and Accreditation training staff who provide training and education to all fire personnel to ensure the safety of both the community and staff
- Capital Assets mechanical, and facility staff who ensure the ongoing reliability of the front line vehicles and safe working conditions for all staff
- Administration staff who oversee that all functions of Mississauga Fire and Emergency Services (MFES) are delivered in an effective and efficient manner

Interesting facts about this service:

- In 2014 staff conducted 288 public education sessions reaching over 16,000 people
- In 2015 fire inspectors responded to over 1400 fire safety complaints
- Suppression crews visit more than 30,000 residences in Mississauga each year to promote fire safety
- MFES crews participate in over 200 station and truck visits annually
- All front line vehicles now carry epinephrine auto injector (EPI) pens and all fire crews have been trained to provide symptom assist
- All front line fire trucks carry oxygen kits for dogs and cats and crews have been trained to provide oxygen to dogs and cats using specially fitted masks
- In 2014, 36 people with cardiac conditions had positive outcomes as a direct result of the timely arrival of MFES staff with defibrillator equipment

Highlights of the Business Plan include:

Focusing on the Role of Fire Prevention and Public Education

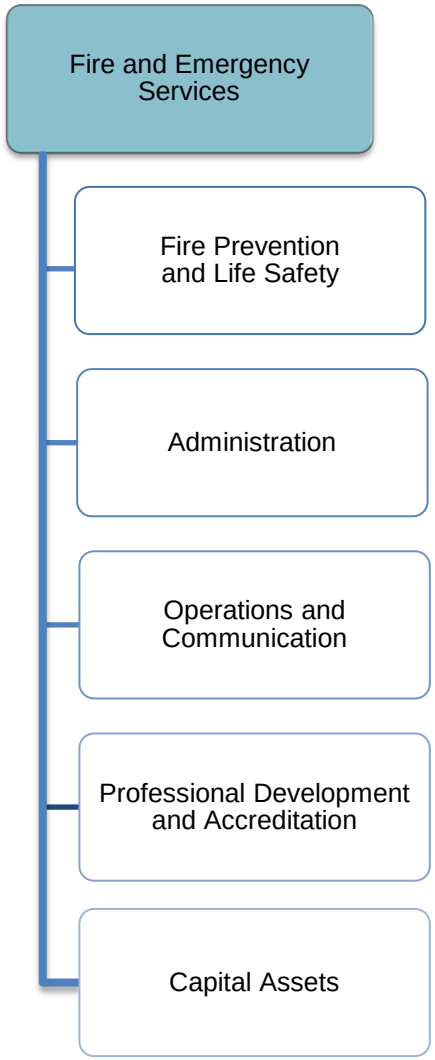
- Replacement of Critical Equipment and Infrastructure
- Response time challenges
- Creating a disaster resilient City
- Investing in staff development

Net Investment (000's)	2015	2016	2017	2018
Operating	97,383	101,542	107,038	111,237
Capital	4,783	6,200	7,181	6,092
Full Time Equivalents	709.0	718.5	742.5	744.5

Existing Core Services

Vision, Mission, Service Delivery Model

To support the initiatives that are being advanced and proposed in the 2016-2018 business planning cycle, Fire and Emergency Services modified and improved our organizational structure. The results of this reorganization are displayed on the right. The changes to the service delivery model will assist in providing excellent customer service and advance our 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.

Service Delivery Model

Delivering effective and efficient services that meet the needs of customers is a 24 hour a day 7 days a week, 365 days a year business. The nature of providing an “all hazards” emergency service requires continuous change and assessment as our community changes.

Our service delivery model centres around an integrated approach to community safety that is guided by the three lines of defence: Public Fire Safety Education, Fire Safety Standards and Enforcement and Emergency Response. Our goal is to deliver excellent customer service, not just in the time of need, but also with the many non- emergency services that we provide. We strive daily to meet the needs of an increasingly diverse community.

Fire departments across Ontario and Canada face a number of challenges. For larger municipalities such as Mississauga, managing growth can be a major challenge. The ability of a fire department to be able to adapt to significant growth and intensification is critical to its ability to meet and address the future needs of the community. What this means for MFES is that we have to be committed to the constant review and analysis of community safety challenges. Part of this will be conducting a comprehensive risk assessment which will drive programming and priorities and identify trends, patterns and gaps.

Our goal is to provide an approach to service delivery that effectively balances fire prevention, public education and emergency response. To that end, a large component of our service delivery will focus around educating residents to help make our customers stewards of their own fire safety. This will help to reduce the number of emergency incidents our suppression staff must respond to.

One of our many public education initiatives is our Home Safe Home Program. This program is designed to bring awareness to the homeowner regarding fire safety in the home. On duty fire crews conduct visits and deliver valuable Fire safety information.

Recognizing that the fire service must also play a role in environmental stewardship, fire departments across Canada are investigating methods by which they can reduce their carbon footprint. To that end, MFES strives to employ environmentally safe management practices in all aspects of service and to do what is economically and operationally feasible to protect the environment.



Community Event

Business Plan Updates

Fire Prevention and Life Safety

Plans Examination

MFES completed a LEAN Review in our Plans Examination section. This review focused on the fire component of the Building Permit Application process and looked for improvements in the following areas:

1) Standardization of Fire Plans Examination Process

2) Customer Service

3) Quality of Incoming Submissions

4) Improvements to Fire Plans Examination Process Cycle Time

As a result of this review, many changes are currently being implemented which have, and will continue to have, a positive impact on the fire plans examination process.

- New process control measures were introduced at key process milestones to minimize delays
- Customer Services standards are being introduced to ensure clear and consistent communication
- Ongoing communication and pre-screening options to further assist customers in obtaining fire plans approval
- Automation of some internal processes to reduce review time

We are pleased at the impact that these changes are having on our staff and our customers. The following table compares the number of complete applications submitted and completed within deadline from 2014 to 2015.

Year	Number of Complete Applications submitted	Number Completed within deadline	% of time legislated deadline met
2014 (Q1)	258	209	81%
2014 (Q2)	389	254	65%
2015 (Q1)	308	284	92%
2015 (Q2)	398	374	94%

We expect to further improve customer service and consultation practices by continuing to improve direction/ communication to the customer and eliminating duplicate and manual processes.

Inspections/Code Enforcement

The frequency of fire inspections is an important issue and impacts the ongoing level of fire safety and code compliance of properties across the city. MFES has been assessing ways in which we can improve our service and ensure we are meeting mandatory service delivery requirements as per the Fire Prevention and Protection Act (FPPA).To that end, improvements have been made in the following areas:

- Tracking and processing of fire safety complaints
- Complaint Response - A 48 hour turnaround time has been initiated to respond to complaints generated by the public and suppression crews
- A review of the mandatory inspection cycle will be conducted to ensure high risk properties are inspected to the level of risk they present to occupants and the community

Public Education

Fire and life safety programs are designed to respond to the needs of a broad variety of groups. As population and demographics change, fire services have to continually assess community trends and patterns. The 2014 Future Directions Fire Master Plan identified the role of public education as critical to overall service delivery. An assessment to determine where targeted public education could be most effective was completed. It considered geography, population, call volume and property type, and based on the results of that assessment MFES has identified areas across the city where new or enhanced public education programs could be extremely valuable in helping to reduce emergency incidents. In 2014 MFES delivered 288 public education programs.

Action Plan

The priority areas for Fire Prevention and Life Safety for the 2016-2018 business plan cycle will be:

- Address and prioritize all recommendations reflected in the OFMEM review
- Complete a comprehensive risk assessment
- Expand existing public education programs to address new trends and patterns
- Assess and, where feasible, increase the frequency of inspection cycles for specific property types
- Continue to monitor improvements achieved in Fire Plans Examination from the LEAN review
- Training and development of staff

Professional Development and Accreditation

Ongoing training is a daily reality in the industry and one of the key factors to ensure service excellence and mitigate the impact of hazard risks to residents and staff. Since the last business plan process MFES has continued to improve the service delivery by:

- Completing the delivery of a of mental health awareness program for staff
- Being recognized as industry leaders in mental health awareness
- Implementing electronic daily truck checks to improve accountability and eliminate paper based Ministry of Transportation records
- Delivering elevator rescue training to a specialized Fire team
- Completing the Company Officer Development Program



In class training at the Garry W. Morden Centre

Action Plan

- Wellness/Fitness: Implementation of the Road to Mental Readiness Program (R2MR)
- Enhance live fire training opportunities
- Review and assess technological training solutions
- Accreditation through the Commission on Fire Accreditation International (CFAI)
- Sustainment of the Officer Development Promotional Program

Operations and Communications

In 2014 MFES suppression staff responded to over 28,000 incidents. These calls are received, assessed and dispatched by communications staff, 24 hours per day 365 days per year. These include structure fires, motor vehicle collisions, medical related emergencies, technical rescue incidents, and hazardous materials. To continue to provide effective, efficient service to our residents, improvements have been made to our operations.

- Fire Station Alerting project completed
- New Self Contained Breathing Apparatus (SCBA) purchased and deployed to all front line staff
- New bunker gear purchased and deployed to all front line staff
- Voice Communication upgrade completed
- Emergency Medical Service Technology Interoperability Framework (EMS-TIF) early adopter program implemented

All of these improvements consider both the safety of our residents as well as our staff.

Action Plan

The priority areas for Operations and Communications for the 2016-2018 business plan cycle will be:

- Assisting Fire Prevention and Life Safety with the delivery of community public education programs. These programs will include such things as Home Safe Home visits, Station Visits, Vehicle Visits, and Post Fire Community Blitz
- Implementation of Computer Aided Dispatch (CAD) upgrade to ensure continued reliability of routing, dispatching and data information capture
- Training and development of staff with a focus on firefighter safety
- Company Officer development
- Continuous service delivery review and enhancements



SCBA Training

Capital Assets (fleet, facilities, equipment)

Over the past year the Capital assets staff has worked to complete a number of critical projects including:

- The replacement and upgrading of digital radios and modems in all front line apparatus
- The installation of new Fire Station Alerting equipment in all 20 fire stations
- Rebranding of 3 vehicles and uniforms to reflect City of Mississauga's new brand
- Construction of relocated station 119 to Airport Rd with occupancy expected in fall 2015

Action Plan

The priority areas for Capital Assets for the 2016-2018 business plan cycle will be:

- Prioritization of state of good repair projects to extend lifecycle of facilities and equipment and address issues related to accessibility and gender facilities
- Infrastructure design and construction of new Stn 120
- Assess requirements for station rehabilitation projects
- Complete fleet lifecycle planning study
- Training of staff



Crews at work



Pan Am Torch Parade

Update on the Office of Emergency Management (OEM)

As directed by the Emergency Management Program Committee (EMPC), the OEM is responsible for the development and implementation of the City of Mississauga's emergency management program.

One of the priority areas in 2015 was planning for the PanAm and ParaPanAm games. The OEM trained nearly 100 employees in various levels of Incident Management in preparation for the event. The OEM was responsible for taking inventory and evaluating current emergency plans, establishing a municipal command centre, executing training and exercise activities and developed standard operating Procedures for internal communication and daily reporting.

Action Plan:

Over the next three years, the OEM will focus on the following five priority areas:

- Business Planning & Standards
- Emergency Plans Management
- Training, Response & Exercises
- Business Continuity
- Community Preparedness

Emphasis will be placed on the design and implementation of systems, facilities, and critical infrastructure to respond to a prolonged emergency response or catastrophic disaster. After a thorough assessment of trends and patterns, the OEM will focus on addressing the continuity of business operations and ensuring the City meets its legislative requirements with regards to Hazard Identification Risk Assessment and Critical Infrastructure.

The goal is to be in a state of preparedness & have suitable coordinated plans with all responders and allied agencies across the organization, external organizations within the City of Mississauga and other government jurisdictions.



Incident Management Training

Accomplishments

New Recruit Class

The spring 2015 recruit class graduated June 30 and began their new careers with MFES.



Spring recruit class with
Mayor Crombie and Chief Beckett

The Pan Am Games and the Parapan Am Games ran from July 10th – August 14th. The City of Mississauga hosted a number of events at the Mississauga Sports Centre. MFES staff and the Office of Emergency Management worked with event organizers, Peel Regional Police and other external agencies to ensure that all safety precautions were in place at the venue.

In preparation over 100 staff across the city were trained in various levels of incident management by staff in the Emergency Management Office.

Plans Examination Lean Review

Plans Examination Lean review was completed in February 2015 with the ongoing implementation of recommendations throughout the year which is expected to further improve customer service and consultation practices by:

- Creating clear customer service standards
- Improving direction/ communication to the customer
- Elimination of duplicate and manual processes



Staff Participating in LEAN Event

Awards and Recognition

Ontario Vehicle Rescue Challenge

MFES Auto Extrication Team finished second overall at the Ontario Vehicle Rescue Challenge. Competing in auto extrication competitions provides staff with the opportunity to train in advanced auto extrication techniques to be able to apply to their jobs.



MFES 2015 Auto Extrication Team

Fire Fighter of the Year Award

On April 23rd, 2014 Mississauga Fire responded to an alarm at 2797 Thamesgate Dr. A massive explosion occurred that compromised the structure of the building and buried crew under approximately four feet of debris. Two crews, consisting of nine firefighters re-entered the building and were able to remove the debris and get their fallen comrades to safe ground. These nine firefighters acted solely on instinct and their quick actions saved three lives that day. For this they were awarded the 2015 firefighters of the year award from the Mississauga Real Estate Board and recognized by the 2015 Local 1212 Benevolent Luncheon.



Pumper 116D and Pumper 105D Crews with Local 1212 Executive

Public Service Commendation Award

MFES was awarded the 2014 Public Service Commendation award from the Ontario Safety League for demonstrated excellence in public safety pertaining to road safety.

Proposed Operating & Capital Budget

This part of the Business Plan sets out the financial resources required to deliver the proposed 2016-2018 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 2015 was $97.3 million and the proposed budget for 2016 is $101.5 million.

Total Changes to Maintain Current Service Levels

The impact of maintaining current service levels for Fire and Emergency Services is an increase of $3.481 million for 2016.

Highlights of the proposed budget changes are:

Total Changes to Operationalize Prior Decisions

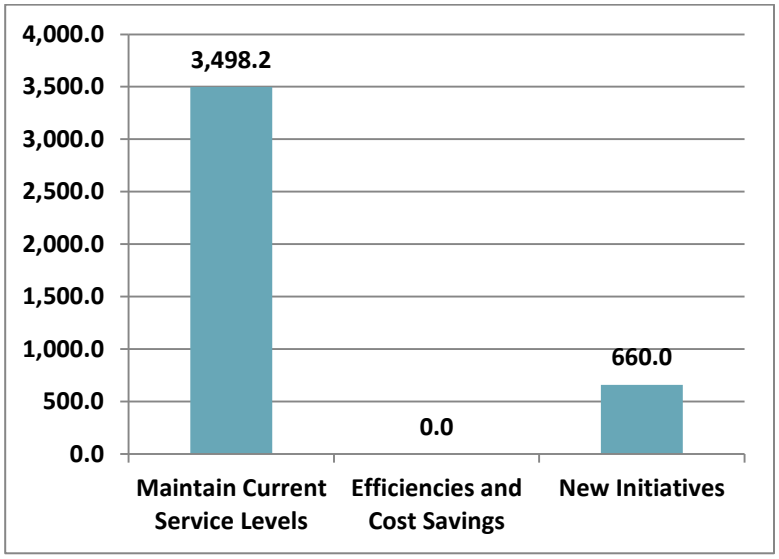
The following budget changes are proposed to operationalize prior decisions in Fire and Emergency Services for 2016:

- Labour, building maintenance, training and community outreach initiatives are forecasted to increase the operating budget by $ 4.1 million for 2016.

Service improvements include:

- Initiated a 48 hour turnaround time to respond fire safety complaints generated by the public and suppression crews
- Fire plans examination has improved turnaround time for fire component of building permit submissions
- New elevator rescue program introduced

Proposed Changes to 2016 Net Operating Budget by Category ($000's)



Operating

This part of the Business plan sets out the financial resources required to deliver the proposed 2016-2018 Business Plan and 2016 Budget. Information is provided by major expenditure and revenue category as well as by program. The costs to maintain existing service levels and annualized prior decisions are identified separately from other proposed changes.

The following table identifies the budgeted and forecasted operating expenditures and revenues for 2016 to 2018, the 2015 Budget as well as the 2014 actuals, by program within the service area.

Proposed Budget by Program

Description	2014 Actuals ($000's)	2015 Budget ($000's)	2016 Proposed Budget ($000's)	2017 Forecast ($000's)	2018 Forecast ($000's)
Expenditures to Deliver Current Services					
Fire Building Maintenance	1,157	1,238	1,347	1,363	1,386
Fire Support Services	6,887	6,556	7,057	7,227	7,391
Fire Vehicle Maintenance	3,075	3,289	3,288	3,322	3,357
Prevention	5,174	5,148	5,781	5,917	6,048
Suppression	79,965	82,491	85,078	87,653	90,033
Total Expenditures	**96,257**	**98,722**	**102,550**	**105,482**	**108,214**
Revenues	**(1,837)**	**(1,339)**	**(1,669)**	**(1,669)**	**(1,669)**
Transfers From Reserves and Reserve Funds	0	0	0	0	0
New Initiatives and New Revenues			660	3,224	4,691
Proposed Net Budget Including New Initiatives & New Revenues	**94,420**	**97,383**	**101,542**	**107,038**	**111,237**
Expenditures Budget - Changes by Year			4%	3%	3%
Proposed Net Budget - Changes by Year			4%	5%	4%

Note: Numbers may not balance due to rounding.

Summary of Proposed Budget

The following table provides proposed budget changes further defined into more specific separated categories. It identifies changes in labour, operating costs and revenues to maintain existing service levels, efficiencies and cost savings, the cost increases arising from prior year decisions and new initiatives.

Description	2015 Approved Budget ($000's)	Maintain Current Service Levels	Efficiencies and Cost Savings	Annualized Prior Years Budget Decisions	Operating Impact of New Capital Projects	Proposed New Initiatives And Revenues	Special Purpose Levies	2016 Proposed Budget ($000's)	$ Change Over 2015	% Change Over 2015
Labour and Benefits	94,243	3,496	0	17	0	660	0	98,416	4,174	4%
Operational Costs	3,696	286	0	0	0	0	0	3,981	286	8%
Facility, IT and Support Costs	784	29	0	0	0	0	0	812	29	4%
Total Gross Expenditures	**98,722**	**3,811**	**0**	**17**	**0**	**660**	**0**	**103,210**	**4,488**	**5%**
Total Revenues	**(1,339)**	**(330)**	**0**	**0**	**0**	**0**	**0**	**(1,669)**	**(330)**	**25%**
Total Net Expenditure	**97,383**	**3,481**	**0**	**17**	**0**	**660**	**0**	**101,542**	**4,158**	**4%**

Summary of Proposed 2016 Budget and 2017-2018 Forecast

Description	2016 Proposed Budget ($000's)	2017 Forecast ($000's)	2018 Forecast ($000's)
Labour and Benefits	98,416	103,877	108,036
Operational Costs	3,981	3,986	3,998
Facility, IT and Support Costs	812	843	872
Total Gross Expenditures	**103,210**	**108,706**	**112,906**
Total Revenues	**(1,669)**	**(1,669)**	**(1,669)**
Total Net Expenditure	**101,542**	**107,038**	**111,237**

Proposed Budget Changes Excluding New Initiatives and New Revenues

The following table provides detailed highlights of budget changes by major cost and revenue category. It identifies the net changes to maintain existing service levels, efficiencies and cost savings, and cost increases arising from prior year decisions.

Category	2015 Budget ($000's)	2016 Proposed Budget ($000's)	Change ($000's)	Details ($000's)
Labour and Benefits	**94,243**	**97,756**	**3,514**	$3,217 Labour adjustments including fringe and $296 transfer of fire support costs from Parks and Forestry
Administration and Support Costs	784	812	29	$25 for new software maintenance fee
Advertising & Promotions	21	41	20	Outreach and community programming
Communication Costs	313	313	0	
Contractor & Professional Services	35	35	0	
Equipment Costs & Maintenance Agreements	343	353	10	Operating cost increase to address health and safety concerns
Finance Other	(37)	(37)	0	
Materials, Supplies & Other Services	672	726	54	$41 transfer of fire support materials budget from Parks and Forestry $10 material cost increase
Occupancy & City Costs	875	949	73	$50 Building repair due to 24/7 wear and tear on aging infrastructure $23 Storm water charges for Fire facilities
Staff Development	185	267	82	$30 for continued education $47 for special training for legislated building codes & other requirements
Transfers To Reserves and Reserve Funds		20	20	Ongoing contribution to reserve to fund study
Transportation Costs	1,288	1,315	27	$20 for parking cost reimbursement $5 increase to adjust for US exchange rate
Total Other Operating	**4,479**	**4,794**	**315**	
Total Revenues	(1,339)	(1,669)	(330)	Increase revenue budget to reflect revenue trending
Total Revenues	**(1,339)**	**(1,669)**	**(330)**	
Total	**97,383**	**100,882**	**3,498**	

Note: Numbers may not balance due to rounding.

Proposed New Initiatives and New Revenues

This table presents the costs by budget request (BR#) for proposed new initiatives. Detailed descriptions of each budget request can be found on the pages following the table.

Description	BR #	2016 FTE Impact	2016 Proposed Budget ($000's)	2017 Forecast ($000's)	2018 Forecast ($000's)	2016 to 2018 FTE Impact	2016 to 2018 Capital ($000's)
New Initiative							
Fleet Mechanic	1915	0	0	108	157	1	0
Emergency Management Officer - Business Continuity	1916	1	84	117	119	1	0
Fire Prevention and Life Safety Officers	1924	2	201	295	305	2	0
Plans Examination Officer	1954	2	176	273	286	2	0
Fire Station 120- Hurontario and Eglinton Area	1956	0	0	1,835	2,860	20	5,405
Division Chief - Professional Development and Accreditation	1962	1	115	162	165	1	0
Stores Clerk	1964	0	0	92	143	1	0
Training and Development Staffing	1971	0	0	225	536	4	0
Emergency Planner	2088	1	84	117	119	1	0
Total New Initiative		**7**	**660**	**3,224**	**4,691**	**33**	**5,405**
Total			**660**	**3,224**	**4,691**		**5,405**

Note: Numbers may not balance due to rounding.

Budget Request #: 1915

Proposed Initiative	Department	Service Area
Fleet Mechanic	Community Services Department	Fire & Emergency Services

Required Annual Operating Investment

Impacts ($000s)	2016	2017	2018
Gross Expenditures	0.0	107.8	157.3
Reserves & Reserve Funds	0.0	0.0	0.0
User Fees & Other Revenues	0.0	0.0	0.0
Tax Levy Requirements	0.0	107.8	157.3
* Net Change in $		107.8	49.5
FTEs	0.0	1.0	1.0

**In each year, all values are cumulative, not incremental.*

Required Capital Investment

Total Capital ($000s)	2015 & Prior	2016	2017	2018	2019 & Beyond
Expenditures	0.0	0.0	0.0	0.0	0.0

Why Staff Recommend this Initiative

In addition to vehicle repair and maintenance of over 80 vehicles, Mechanical staff are also responsible for the repair and maintenance of all department powered; rescue, grounds maintenance, and snow removal equipment, as well as all emergency power generators.

Budget Request #: 1915

Details of Service Change

Since the last increase to Mechanical staff in 2008, the department has introduced the installation and use of both, MDU's and EVIR equipment. The addition of one new mechanic at this time will stabilize the sections eroding ability to meet the servicing needs of the section. Proposed new stations 120 and 123, will add 2 additional front line apparatus to the fleet over the next 5 years. Over the next 3 years generators will be added to 8 existing stations which will also be the responsibility of this section. Planned business operation changes which may transfer legislative obligations for annual pump and hose testing responsibilities to this section will add considerable workload. Due to the existing volume of legislative and demand repair work requests, preventative maintenance required to maintain the life expectancy of vehicles is being deferred. MFES fleet vehicles must be available at all times to safely and quickly respond to all emergency incidents, and, along with powered equipment to function effectively for crews when they arrive on scene.

Service Impact

The new electronic daily vehicle inspection tool provided for station crews is resulting in an increase of additional deferred repair requests. A significant portion of work that is currently being deferred can be addressed. This new position is required to add to the shop service hours available to meet the legislative and standards prescribed inspections, demand emergency repairs, and to reduce the backlog of deferred repairs. The maintenance requirements for fire apparatus, rescue equipment and emergency generators must be addressed immediately when issues occur. The addition of one new mechanic at this time will stabilize the sections eroding ability to meet the servicing needs of the department.

Budget Request #: 1916

Proposed Initiative	Department	Service Area
Emergency Management Officer - Business Continuity	Community Services Department	Fire & Emergency Services

Required Annual Operating Investment

Impacts ($000s)	2016	2017	2018
Gross Expenditures	83.8	117.2	119.4
Reserves & Reserve Funds	0.0	0.0	0.0
User Fees & Other Revenues	0.0	0.0	0.0
Tax Levy Requirements	83.8	117.2	119.4
* Net Change in $		33.4	2.2
FTEs	1.0	1.0	1.0

**In each year, all values are cumulative, not incremental.*

Required Capital Investment

Total Capital ($000s)	2015 & Prior	2016	2017	2018	2019 & Beyond
Expenditures	0.0	0.0	0.0	0.0	0.0

Why Staff Recommend this Initiative

Business Continuity Program is strongly recommended by the Province of Ontario. On review it is not possible to develop and sustain a Business Continuity Program with existing complement as there are a growing number of deliverables requested in order to keep up with recommendations of Public Safety Canada and the provincial Office of the Fire Marshal with regards to the program, interoperability, business continuity and public education.

Budget Request #: 1916

Details of Service Change

In 2016, the Emergency Management Office is requesting a full time position to support business continuity. Adding this organizational staffing based on the specific responsibilities speaks to the priorities that the City of Mississauga wants to achieve.
This is a time when adding a new staff member will equate to internal resiliency by adding a new service - facilitate a Business Continuity Program for the City of Mississauga. Business Continuity is an industry best practice with many municipalities working on plans or have plans already completed. It will take a minimum of three years to ensure our internal deliverables for Business Continuity are processed and to arrive at Corporate Business Continuity resulting in strengthening corporate resiliency. Once that is accomplished, this position will maintain Corporate Business Continuity Planning (BCP) but also turn customer facing and assist local business with BCP resulting in making the City more resilient.

Service Impact

The flooding in July 2013, the ice storm in December 2013, record number of extreme cold weather days in 2014-2015 and vast consensus that the weather related events are expected to increase. A business continuity program will help to:
• Maintain the delivery of services to the public which cannot be allowed to fail.
• In the event of business disruption provides the on-going ability to maintain a service or services to customers.
• Ensure that the organization is able to proactively identify the impacts of an operational disruption.
• Reduce the cost of disruptions
• Minimizes the impact of service disruption on the organization.
• Allows support resources from other parts of the business to be used to bolster disrupted areas

This position will also be able to consult with IT to review the business service priorities related to disaster recovery. It will assist them with the development of recovery time objectives as well as the development of approved metrics.

Budget Request #: 1924

Proposed Initiative	Department	Service Area
Fire Prevention and Life Safety Officers	Community Services Department	Fire & Emergency Services

Required Annual Operating Investment

Impacts ($000s)	2016	2017	2018
Gross Expenditures	200.9	295.2	305.2
Reserves & Reserve Funds	0.0	0.0	0.0
User Fees & Other Revenues	0.0	0.0	0.0
Tax Levy Requirements	200.9	295.2	305.2
* Net Change in $		94.3	10.0
FTEs	2.0	2.0	2.0

**In each year, all values are cumulative, not incremental.*

Required Capital Investment

Total Capital ($000s)	2015 & Prior	2016	2017	2018	2019 & Beyond
Expenditures	0.0	0.0	0.0	0.0	0.0

Why Staff Recommend this Initiative

The municipality has mandatory obligations under the FPPA. In addition, municipalities, based on community needs and circumstances are obligated to deliver a level of fire protection services commensurate with the needs and circumstances of the community they serve. The Future Directions Fire Master Plan identifies 14 residential areas where life risk can be significantly minimized using a more targeted approach to public education.

Details of Service Change

In addition to enhancing existing public education programs, new programs will be developed to target identified risk in a number of areas across the city. These positions will allow MFES to more thoroughly engage residents of high rise occupancies in fire safety as well as expand the Post Fire Community Blitz to high rise occupancies. As there is a large turnover of staff in the vulnerable occupancy sector, MFES has identified this as an area where a more concentrated focus on public education is required. Incident history has shown a potentially high risk of injury and death in this occupancy category. These positions support the first line of the three lines of defense philosophy. The three lines of defense are public education, Code Enforcement and the failsafe, fire supersession.

Service Impact

The addition of a Public Education Captain will ensure that the municipality meets their obligations by developing, delivering and tracking mandatory public education programs. This is expected to be identified in the review conducted by the OFMEM in early 2015. The addition of a public educator will ensure capacity to directly deliver targeted public education programs based on community needs and risks across the City.

Budget Request #: 1954

Proposed Initiative	Department	Service Area
Plans Examination Officer	Community Services Department	Fire & Emergency Services

Required Annual Operating Investment

Impacts ($000s)	2016	2017	2018
Gross Expenditures	176.3	272.9	286.2
Reserves & Reserve Funds	0.0	0.0	0.0
User Fees & Other Revenues	0.0	0.0	0.0
Tax Levy Requirements	176.3	272.9	286.2
* Net Change in $		96.7	13.3
FTEs	2.0	2.0	2.0

**In each year, all values are cumulative, not incremental.*

Required Capital Investment

Total Capital ($000s)	2015 & Prior	2016	2017	2018	2019 & Beyond
Expenditures	0.0	0.0	0.0	0.0	0.0

Why Staff Recommend this Initiative

Based on the LEAN review, the average time to Application Status Report for new applications is 24 days (5 weeks) which is 4 days greater than the legislated standard. 82% of reviewed plans exceeded the legislated standard. In a one year time period, 2687 submissions were received and 2310 reviewed leading to a backlog of 377 files. Backlog comprises ability to respond to both new and resubmitted applications in a reasonable time period leading to customer complaints.

Details of Service Change

This additional resourcing will increase ability to meet legislative deadlines, improve the customer experience and eliminate bottlenecks identified in LEAN process. It will allow for appropriate and realistic customer service standards to be established and maintained and will ensure an appropriate level of service during peak periods.

Service Impact

The addition of two plans examiners will allow for workload distribution that will lead to faster turnaround times, better customer service and assist in meeting legislative requirements. This will satisfy recommendations that were identified through the Lean review and capacity study. This position will improve customer service at the point of intake. The queuing of work will be streamlined based on established customer service standards.

Budget Request #: 1956

Proposed Initiative	Department	Service Area
Fire Station 120- Hurontario and Eglinton Area	Community Services Department	Fire & Emergency Services

Required Annual Operating Investment

Impacts ($000s)	2016	2017	2018
Gross Expenditures	0.0	1,834.9	2,859.6
Reserves & Reserve Funds	0.0	0.0	0.0
User Fees & Other Revenues	0.0	0.0	0.0
Tax Levy Requirements	0.0	1,834.9	2,859.6
* Net Change in $		1,834.9	1,024.7
FTEs	0.0	20.0	20.0

**In each year, all values are cumulative, not incremental.*

Required Capital Investment

Total Capital ($000s)	2015 & Prior	2016	2017	2018	2019 & Beyond
Expenditures	995.0	3,205.0	2,200.0	0.0	0.0

Why Staff Recommend this Initiative

This area is primarily residential where life risk is higher. 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 appropriately service this area now and also considers the impact of future growth.

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% being deficient. Almost 50% 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% of the calls currently not meeting any recognized standard, the growth will increase the number of deficient calls by approximately 30% 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 #: 1962

Proposed Initiative	Department	Service Area
Division Chief - Professional Development and Accreditation	Community Services Department	Fire & Emergency Services

Required Annual Operating Investment

Impacts ($000s)	2016	2017	2018
Gross Expenditures	115.4	162.1	165.2
Reserves & Reserve Funds	0.0	0.0	0.0
User Fees & Other Revenues	0.0	0.0	0.0
Tax Levy Requirements	115.4	162.1	165.2
* Net Change in $		46.7	3.1
FTEs	1.0	1.0	1.0

**In each year, all values are cumulative, not incremental.*

Required Capital Investment

Total Capital ($000s)	2015 & Prior	2016	2017	2018	2019 & Beyond
Expenditures	0.0	0.0	0.0	0.0	0.0

Why Staff Recommend this Initiative

A recent arbitration award requires that MFES embed promotional policy language into the Collective Agreement. This position will be critical to manage an ongoing officer development program that will be part of the new promotional program. This position will also be responsible for the implementation of a standards compliance process that will ensure that MFES is meeting legislated safety standards and industry best practices.

Budget Request #: 1962

Details of Service Change

This non-union FTE has been identified in the 2015 Fire Senior Management Team reorganization. The position will report directly to the Assistant Chief of Professional Development & Accreditation who currently has 9 direct reports. The Division Chief will be responsible for the following functions within the Professional Development & Accreditation Section and will help to address a current span of control pressure in this area: Fire Officer 1 and 2 Development Programs, NFPA Standards Compliance & Accreditation, Wellness Fitness Program.

Service Impact

The Division Chief will support the Assistant Chief of Professional Development through a rebalance of this section. It will also strengthen the succession plan by providing a developmental position between the Training Officer and Assistant Chief position. It will allow MFES to manage the officer development program that is part of a new promotional program which supports MFES' commitment to training and staff development.

Budget Request #: 1964

Proposed Initiative	Department	Service Area
Stores Clerk	Community Services Department	Fire & Emergency Services

Required Annual Operating Investment

Impacts ($000s)	2016	2017	2018
Gross Expenditures	0.0	91.7	143.0
Reserves & Reserve Funds	0.0	0.0	0.0
User Fees & Other Revenues	0.0	0.0	0.0
Tax Levy Requirements	0.0	91.7	143.0
* Net Change in $		91.7	51.2
FTEs	0.0	1.0	1.0

**In each year, all values are cumulative, not incremental.*

Required Capital Investment

Total Capital ($000s)	2015 & Prior	2016	2017	2018	2019 & Beyond
Expenditures	0.0	0.0	0.0	0.0	0.0

Why Staff Recommend this Initiative

Since the current position was created in 1999, staff complement has increased over 30%, 5 front line vehicles have been added, 4 new stations opened and a third district was created. As part of Future Directions Master plan the potential for additional stations and associated apparatus and equipment have been identified which will significantly impact this unit.

Details of Service Change

MFES stores section is currently staffed by one (1) FTE who is responsible for approximately $8.5 million dollars of equipment. This includes personal protective equipment, (bunker gear, SCBA, helmets, face pieces etc.) technical rescue equipment, hoses, nozzles and many other items which are critical to fire operations. Corporate purchasing changes have downloaded acquisition responsibilities to this section. Stores section provides critical support for maintaining daily operations across 20 remote stations from building supplies to personal protective equipment.

Service Impact

Staff are completely dependent of the stores section to provide well maintained equipment and clothing to do their jobs effectively and to ensure their safety at emergency scenes. This section currently has no redundancy so that in the event of absences there is little to no coverage. As this position will be a junior position to the equip office it will allow for a better distribution of work and allow the equipment officer to spend time on critical tasks such as purchasing and acquisitions that are either being left incomplete or require further investment. This position will better allow for the appropriate assigned duties roles and responsibilities of the section.

Budget Request #: 1971

Proposed Initiative	Department	Service Area
Training and Development Staffing	Community Services Department	Fire & Emergency Services

Required Annual Operating Investment

Impacts ($000s)	2016	2017	2018
Gross Expenditures	0.0	225.3	535.7
Reserves & Reserve Funds	0.0	0.0	0.0
User Fees & Other Revenues	0.0	0.0	0.0
Tax Levy Requirements	0.0	225.3	535.7
* Net Change in $		225.3	310.4
FTEs	0.0	2.0	4.0

**In each year, all values are cumulative, not incremental.*

Required Capital Investment

Total Capital ($000s)	2015 & Prior	2016	2017	2018	2019 & Beyond
Expenditures	0.0	0.0	0.0	0.0	0.0

Why Staff Recommend this Initiative

As part of the 2014 Future Directions Fire Master Plan, MFES committed to making the training and ongoing development of staff a priority particularly in areas such as officer training, accreditation and mental health and wellness. Continuing to develop officer training programs, wellness programs and identify new opportunities for service excellence is critical to the future success of MFES.

Budget Request #: 1971

Details of Service Change

This request encompasses a range of training requirements that considers the technical aspects of the job as well as the health and safety of MFES staff. There are four focus areas requiring FTE's to support the necessary changes. MFES is focusing on the wellness fitness initiative to be better able to assist Employee Health Services (EHS) in developing individualized return to work programs, engage with Peer Fitness Trainers to monitor routine fitness assessments for front line staff and be better able to coordinate all aspects of the ongoing WFI program on an annual basis. Future Directions recommended accreditation as a method to help to develop a comprehensive self-assessment and evaluation model that will enable MFES examine past, current, and future service levels and internal performance on an annual basis. This is in line with many other Ontario municipalities such as Ottawa, Kitchener, Guelph, Toronto and Brampton. MFES trains approximately 20 firefighters per year to the Fire Officer 1 Standard while also providing ongoing currency related training programs to the other existing 240 officers. MFES will be able to address these training requirements as well as Future Directions planned growth and related staff training pressures with the addition of two FTE's.

Service Impact

With a focus on the Wellness Fitness initiative MFES will better be able to support the facilitation of an employee’s transition back to pre-injury positions. This is critical to the engagement of staff across the department and will ease the burden on Employee Health Services. CPSE Accreditation Program, administered by the Commission on Fire Accreditation International (CFAI) allows fire and emergency service agencies to compare their performance to industry best practices. Accreditation is a comprehensive self-assessment and evaluation model that enables organizations to examine past, current, and future service levels and internal performance. This process leads to improved service delivery. As the training requirements change and MFES continues to evolve and grow, an additional staffing will ensure appropriate skill levels are met. Officer development is critical to achieving a robust succession plan. These positions will also assist in meeting our requirements for the review, testing and evaluation of practices and policies for ongoing compliance against industry best practices and legislative requirements.

Budget Request #: 2088

Proposed Initiative	Department	Service Area
Emergency Planner	Community Services Department	Fire & Emergency Services

Required Annual Operating Investment

Impacts ($000s)	2016	2017	2018
Gross Expenditures	83.8	117.2	119.4
Reserves & Reserve Funds	0.0	0.0	0.0
User Fees & Other Revenues	0.0	0.0	0.0
Tax Levy Requirements	83.8	117.2	119.4
* Net Change in $		33.4	2.2
FTEs	1.0	1.0	1.0

**In each year, all values are cumulative, not incremental.*

Required Capital Investment

Total Capital ($000s)	2015 & Prior	2016	2017	2018	2019 & Beyond
Expenditures	0.0	0.0	0.0	0.0	0.0

Why Staff Recommend this Initiative

This position will lead the provincially mandated annual review and revisions of the Hazard Identification & Risk Assessment (HIRA) and Critical Infrastructure List (CI).

Details of Service Change

This position will lead the provincially mandated annual review and revisions of the Hazard Identification & Risk Assessment (HIRA) and Critical Infrastructure List (CI).

Service Impact

The EM Planner will assist in the planning, coordination, development and promotion of the Municipal Emergency Response Plan (MERP) and it's twenty-one Sections, twelve identified divisional sub-plans and risk based plans, i.e. flood, ice storm, evacuation, etc., based on the HIRA and CI. The Planner will also assist with facilitating the integration of fifteen identified essential external partner emergency plans such as Region of Peel, Utility Companies, Airport, Conservation Authorities, Schools, etc.

Human Resources

Proposed Full Time Equivalent Staffing Distribution by Program

Program	2015	2016	2017	2018
Fire Building Maintenance	3.0	3.0	3.0	3.0
Fire Support Services	42.0	44.5	46.5	48.5
Fire Vehicle Maintenance	11.0	10.0	12.0	12.0
Prevention	37.0	46.0	46.0	46.0
Suppression	616.0	615.0	635.0	635.0
Total Service Distribution	**709.0**	**718.5**	**742.5**	**744.5**

Note: Numbers may not balance due to rounding.

Staffing changes in 2016 include the following:

MFES has requested new staffing in the following areas:

- 1 Division Chief in Professional Development and Accreditation (support services)
- 2 Public Education officers in Fire Prevention and Life Safety (prevention)
- 2 Plans Examiners in Fire Prevention and Life Safety (prevention)

The Emergency Management Office (EMO) has requested:

- 1 Emergency Management Officer of Business Continuity
- 1 Emergency Planner
- 2.5 Fire support positions transferred from Parks & Forestry

.

Capital

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.

Proposed 2016-2025 Capital Budget by Program

Program Expenditures	2016 Proposed Budget ($000's)	2017 Forecast ($000's)	2018 Forecast ($000's)	2019-2025 Forecast ($000's)	Total 2016-2025 ($000's)
Stations & Auxiliary Buildings	3,505	4,500	1,150	10,674	19,829
Vehicles & Equipment	2,695	2,681	4,942	19,040	29,358
Total	**6,200**	**7,181**	**6,092**	**29,714**	**49,187**

Note: Numbers may not balance due to rounding. Numbers are gross.

2016 to 2025 Capital Forecast Highlights include the following:

- New fire station design and construction
- Fire station renovations to address gender specific washroom facilities
- Replacement of Emergency Response Tools and Equipment
- Personal Protective Equipment Replacement
- Refurbishment and replacement of fire vehicles
- Semi-Automatic Defibrillator Replacement
- VCOM Radio System - Component Upgrade
- Fire Station Emergency Generators
- Computer Aided Dispatch Upgrade
- SCBA Accessory Equipment

Proposed 2016-2025 Capital Budget by Funding Source

The following table provides the funding sources to fund the capital portion of the proposed 2016-2025 Business Plan and 2016 Budget.

Funding	2016 Proposed Budget ($000's)	2017 Forecast ($000's)	2018 Forecast ($000's)	2019-2025 Forecast ($000's)	Total 2016-2025 ($000's)
Development Charges	3,705	4,200	0	0	7,905
Other	0	0	0	200	200
Tax	2,495	2,981	6,092	21,544	33,112
Debt	0	0	0	7,970	7,970
Total	**6,200**	**7,181**	**6,092**	**29,714**	**49,187**

Note: Numbers may not balance due to rounding.

Proposed 2016 Capital Budget Detail

The following tables provide a detailed listing of proposed capital projects for 2016.

Program: Stations & Auxiliary Buildings

Project Number	Project Name	Gross Cost ($000's)	Recovery ($000's)	Net Cost ($000's)	Funding Source
CMFS00033	Design and Construction of New Fire Station 120	3,205	0	3,205	DCA -Fire Services Reserve Fund
CMFS04968	Fire Station Renovation	300	0	300	Tax -Facility Repairs & Renovations Reserve Fund
Total		**3,505**	**0**	**3,505**	

Program: Vehicles & Equipment

Project Number	Project Name	Gross Cost ($000's)	Recovery ($000's)	Net Cost ($000's)	Funding Source
CMFS00055	Replacement of Emergency Response	225	0	225	Tax -Fire Vehicle & Equipment
CMFS00064	Personal Protective Equipment	135	0	135	Tax -Fire Vehicle & Equipment
CMFS00073	Refurbish Fire Vehicles	195	0	195	Tax -Fire Vehicle & Equipment
CMFS00082	Replacement of fire vehicles	720	0	720	Tax -Fire Vehicle & Equipment
CMFS00094	Semi Automatic Defibrillator	180	0	180	Tax -Fire Vehicle & Equipment
CMFS00111	VCOM Radio System - Component	240	0	240	Tax -Fire Vehicle & Equipment
CMFS00121	New Fire Truck - Fire Station 120	500	0	500	DCA -Fire Services Reserve Fund
CMFS00142	Fire Station Emergency Generators	100	0	100	Tax -Capital Reserve Fund
CMFS04973	CAD Upgrade	100	0	100	Tax -Fire Vehicle & Equipment
CMFS04974	SCBA Accessory Equipment	300	0	300	Tax -Fire Vehicle & Equipment
Total		**2,695**	**0**	**2,695**	

Note: Numbers may not balance due to rounding.

Proposed 2017-2018 Capital Budget by Sub-Program

The following tables provide a detailed listing of proposed capital projects for 2017 -2018.

Sub-Program	2017 Forecast ($000's)	2018 Forecast ($000's)
Stations & Auxiliary Buildings		
FIRE Stations - Renovations	300	1,150
FIRE Stations New	4,200	0
FIRE Studies	0	0
Subtotal	4,500	1,150
Sub-Program	**2017 Forecast ($000's)**	**2018 Forecast ($000's)**
Vehicles & Equipment		
FIRE Equipment New	100	100
FIRE Equipment Replacement	1,721	2,012
FIRE Safety Clothing Replacement	80	80
FIRE Vehicles	780	2,750
Subtotal	2,681	4,942
Total Expenditures	**7,181**	**6,092**

Note: Numbers may not balance due to rounding.
Numbers are net.

Performance Measures

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.

Financial Measures

Total Operating Cost Per Capita is a measure that indicates how efficiently we are using our resources and is a particularly useful measure when comparing with other similar municipalities to gauge effectiveness. In the *Existing Service Levels, Trends, Benchmarks and Efficiencies* section of this document, a comparison of the total cost for fire services between comparable cities is illustrated. The numbers in the balanced scorecard chart are based on total operating cost which includes labour as well as all other operating expenditures. Currently MFES cost per capita is well below most other comparable municipalities.

Customer Measures

Number of Home Safe Home Inspections Annually

As part of changes made to the Home Safe Home Fire Safety program MFES now visits more than 30,000 residences in Mississauga each year to promote fire safety. Direct contact is made with over 15,000 residents providing valuable fire safety information. This program is designed to bring awareness to the homeowner as to their responsibility regarding fire safety in the home. On duty fire crews conduct Home Safe Home visits and deliver valuable fire safety information on subjects ranging from smoke alarm and carbon monoxide alarm placement as well as fire escape plans. The goal is to continue increasing the number of residents visited each year through this program.

Number of Defibrillator Saves Annually

Survival rates are proven to be higher in those communities where CPR and/or defibrillation are administered in less than six minutes from the start of a sudden cardiac arrest. The goal is to continue to improve on the successes through continued training. The goal is to reach 10% all applications. As of yearend 2014, MFES reached 9.5% per cent.

Employees/Innovation and Learning Measures

Average number of training hours/firefighter annually

In order to continue to be able to provide excellent service to the community MFES continually strives to increase the number of training hours available to each member of the suppression staff. It is done through both hands on training and e-learning modules.

Percentage of Prevention Staff having Fire Prevention Officer Certification

This is a Provincial accreditation through the Ontario Fire Marshal's Office that demonstrates expected core competencies of Fire Prevention Officers relative to the *Fire Protection and Prevention Act* and Ontario Fire Code. The MFES benchmark for this is 100 %. As of year-end 2014, 60% of all prevention staff have this certification.

Percentage of Prevention Staff having Fire and Life Safety Educator Certification

This is a Provincial accreditation through the Ontario Fire Marshal's Office that demonstrates expected core competencies related to Public Fire and Life Safety education. The MFES benchmark is 100%. As of yearend 2014, 53% of all prevention staff have this certification.

Internal Business Measures

Response Time

Current industry best practices, standards and related expectations commonly identify a minimum response time reporting level at the 90th percentile. Service benchmarks have been established with consideration being given to existing deficiencies, current population combined with future growth, traffic congestion and community risk.

First Unit Travel Time (90th Percentile) captures how long it takes from the time the truck leaves the station until it arrives on the scene. Travel time is the largest component of total response and is the most difficult to control in a growing municipality with significant urban intensification. The travel time target is four minutes 90 per cent of the time for first the arriving vehicle on scene. In 2014 MFES travel time was 5 minutes and 45 seconds 90% of the time.

First Unit Total Response Time (90th Percentile) captures total response time which is call processing time (dispatch) + crew preparation time + plus vehicle travel time. The objective is to move towards and maintain a total response time of six minutes and 20 seconds 90 per cent of the time for the first arriving truck. In 2014, MFES total response time city wide was 7 minutes and 43 seconds 90 per cent of the time.



Auto Extrication Team at Work



Water Rescue Training

Balanced Scorecard

Measures for Fire & Emergency Services	2012 (Actual)	2013 (Actual)	2014 (Actual)	2015 (Planned)	2016 (Planned)	2017 (Planned)	2018 (Planned)
Financial:							
Cost per Capita for Emergency Services	$116.77	$118.49	$0.00	$0.00	$0.00	$0.00	$0.00
Customer:							
Number of Home Safe Home Visits	29,459	32,445	31,820	32,320	32,820	33,320	33,820
Number of Defibrillator Saves	30	36	36	37	37	38	38
Employees/Innovation:							
Average number of training hours per firefighter	160	165	160	170	180	185	190
% of Staff having Fire Prevention Officer Certification	41	38	60	60	70	70	80
% of Staff having Fire and Life Safety Certification	44	41	53	60	70	70	80
Internal Business Process:							
First Unit Travel Time***** (seconds) (at the 90th percentile) **Target:: 240 sec**	337	340	345	348	352	342	345
First Unit Total Response Time* (seconds) (at the 90th percentile) **Target:: 380 sec**	456	504	503	508	513	518	513

* Emergency Calls Only

2018 - Time assumes station 120 is in operation

MISSISSAUGA

Roads

2016–2018 Business Plan
& 2016 Budget

Table of Contents

Executive Summary of Roads 3
Existing Core Services 4
Vision, Mission, Service Delivery Model 4
Service Delivery Model 5
Business Plan Update 6
Accomplishments 7
Proposed Operating & Capital Budgets 8
Operating 9
Proposed Budget by Program 9
Summary of Proposed Budget 10
Proposed Budget Changes Excluding New Initiatives and New Revenues 11
Proposed New Initiatives and New Revenues 12
Human Resources 27
Proposed Full Time Equivalent Staffing Distribution by Program 27
Capital 28
Proposed 2016-2025 Capital Budget by Program 28
Proposed 2016-2025 Capital Budget by Funding Source 29
Proposed 2016 Capital Budget Detail 30
Proposed 2017-2018 Capital Budget by Sub-Program 34
Performance Measures 36
Balanced Scorecard 38



Last year the City of Mississauga undertook an extensive process to create a four year, 2015 through 2018, detailed Business Plan & Budget. Approved in February 2015, the 2015-2018 Business Plan & 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 for the business plan and budget. 2016 marks the second year of Mississauga's four-year Business Plan and Budget. For this "Update Year" staff has focused on 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 2015-2018 Business Plan & Budget, including performance measures. The complete 2016-2018 Business Plan & Budget can be found on the City's website.



Executive Summary of Roads

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 21st Century city, while serving the municipality's social, economic and physical needs.

This service is provided by:

- Works, Operations and Maintenance;
- Engineering and Construction; and
- Transportation and Infrastructure Planning.

Interesting facts about this service:

- The City has over 5,220 lane kilometres of road network. If laid out end to end this infrastructure would connect the City of Mississauga to Anchorage, Alaska – with 300 kilometres to spare

Highlights of the Business Plan include:

- The Roads and Stormwater services are now separate service areas. As a result, the operating budget for Roads was reduced by $5.6 million and reallocated to the new Stormwater service area. While the adjoining table shows an overall reduction of $4.6 million, the real impact caused by budget pressures in 2016 is an increase of $1.0 million to the new Roads operating budget.

Initiatives and growth pressures for the 2016 budget include:

- The continued implementation of an Advanced Transportation Management System (ATMS) which will effectively change the City's control of traffic from programmed control to an active system responsive to changing traffic conditions;
- An additional strategic support resource dedicated to the improvement of Web communications for Transportation and Works, ensuring continuous online departmental updates;
- An additional resources to implement physical traffic calming measures to address speeding issues on local roads;
- An additional technical resource to support the Environmental Management of City owned properties
- The Works and Technical Services Section will gain a resource to provide independent reporting and reviews of Maintenance Contracts;
- The Lakeshore Road Transportation Movement Study will be initiated to guide local transportation needs in Port Credit, Clarkson and Lakeview communities; and
- A significant percentage of engineering and technical staff are eligible to retire in the next 5 years. An additional part-time Engineer resource is required to initiate the Engineering Internship program that will facilitate succession planning and ensure that the City is able to attract and keep qualified Engineers.
- LRT Project Office

Net Investment (000's)	2015	2016	2017	2018
Operating	71,559	66,971	67,015	66,970
Capital	67,967	75,181	67,766	72,065
Full Time Equivalents	482.7	467.1	468.1	469.1

Existing Core Services

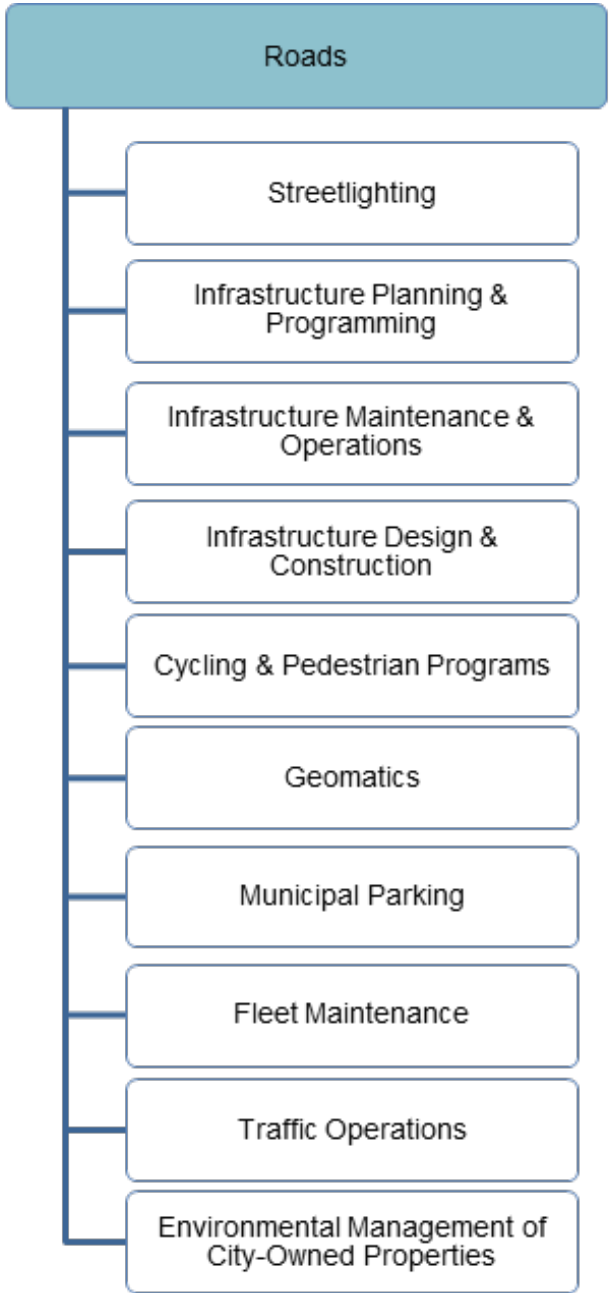
Vision, Mission, Service Delivery Model

Vision

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

Mission

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



Service Delivery Model

The Roads service area is delivered by the Transportation and Works Department and is responsible for the planning, construction, maintenance and overall management of Mississauga's roadways, bridges, sidewalks and related assets.

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



Bridge reconstruction on
Burnhamthorpe Road East over Sawmill Creek



Atwater Avenue is one of many roads rehabilitated in 2015

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.

Additional infrastructure that is managed as part of this service area includes traffic signals, street lighting, municipal parking, noise barriers, the cycling network, and the City's fleet of vehicles.

Business Plan Update

To support the initiatives that are being advanced and proposed in the 2016-2018 business planning cycle, the City is transforming the way services are being funded. The Roads Business Plan is no longer grouped with the Storm Drainage and Watercourses service area. Roads and Stormwater are now separate service areas. Our new organizational structure is aligned to advance our Vision and Mission.

Mississauga continues to mature as a city. Aging infrastructure and the need to balance service levels with affordability pose significant pressures and challenges to this service area. Demand for multi-modal and higher order transportation systems continues. There is also a trend towards enhancing or retooling existing infrastructure to maximize effectiveness of what we already have in place.

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

Residents continue to request traffic calming measures as a means to address issues related to speeding and traffic operation in local neighborhoods. A traffic calming program will allow staff to proactively prioritize and address these issues at select locations.

Increasing environmental awareness continues to raise the bar for what constitutes due diligence of City owned properties. The Environmental Management Program for City Property has been developed to ensure that property acquisitions and disposals are environmentally assessed and managed.

The Works Operations and Maintenance Division will require additional resources for independent reporting and review of maintenance contracts.

The City is undertaking a master plan which includes a review of the needs and opportunities for downtown parking.

Web and other digital communication are becoming the primary means by which the residents communicate with the City. High profile projects depend heavily on a quality web presence for their success. Dedicating resources would ensure digital communications are designed effectively and updates are posted quickly.

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



Main Street, in the Streetsville community, is a great example of how the Roads Service Area partnered with the Parks and Forestry Service Area to deliver a pedestrian friendly public space.

Accomplishments

The following is a list of accomplishments made over this past year (2015):

- Rehabilitated 109 streets (25 kilometres).
- Rehabilitated three bridge structures.
- Installed over three kilometres of new sidewalks,12 kilometers of on-road cycling facilities and four kilometers of multi-use trial facilities.
- Installed 824 metres of noise barriers
- Completed three intersection improvements and seven new traffic signals.
- Completed the construction of the West Credit snow storage facility.
- Launched the new Mississauga Roads App which allows public to track snow plow locations during winter operations
- Awarded a new seven year winter maintenance contract resulting in savings of $1 million.
- All remaining street lights are expected to be converted to energy efficient LED (Light Emitting Diodes).
- Development Construction serviced over 1200 active building permit files and 80 servicing agreements.

Awards

The City of Mississauga has been the recipient of the following awards recently:

- 2015 Canadian Public Works Association National Public Works Week Award for the large metro centre category.
- Geomatics awarded the Innovative Management Practices Awards from the OGRA and Ontario Coalition (ORC).
- The City obtained a Silver designation as a Walk Friendly Community from Green Communities Canada.
- The City of Mississauga won the Metrolinx Smart Commute 2014 Employer of the Year Award for Peel Region .
- The 2014 Regional Employer of the Year (best participation in all Smart Commute areas in the GTA).
- Green Communities Canada 2014 Federation of Canadian Municipalities (FCM) Award for the Elm Drive Low Impact Development (LID).
- Bruce Brunton Award, 2015 OPWA National Public Works Week.



Since 2013, work crews have converted over 50,000 street lights to energy efficient Light Emitting Diodes (LED)

Proposed Operating & Capital Budgets

This part of the Business Plan sets out the financial resources required to deliver the proposed 2016-2018 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 Roads and Stormwater services are now separate service areas. As a result, the operating budget for Roads is comprised of a $5.6 million reduction and transfer to the Stormwater service area. The 2015 combined service area budget was $71.6 million and the proposed Roads operating budget for 2016 is $67.0 million. After adjustments and budget reallocations, the Roads operating budget reflects a net increase of $1.0 million in 2016 or a 1.7% net increase.

Total Changes to Maintain Current Service Levels

Highlights of the changes to maintain current service levels are:

- The multi-year winter maintenance contract costs have increased by $0.3 million with an additional $0.1 million need for salt.
- Sidewalk and walkway repairs and street sweeping contracts costs have increased by $0.6 million.
- Vehicle recovery costs have increased by $0.9 million to reflect prior year actuals.
- Recoveries of utility restorations have been reduced by $0.4 million to reflect prior year actual.

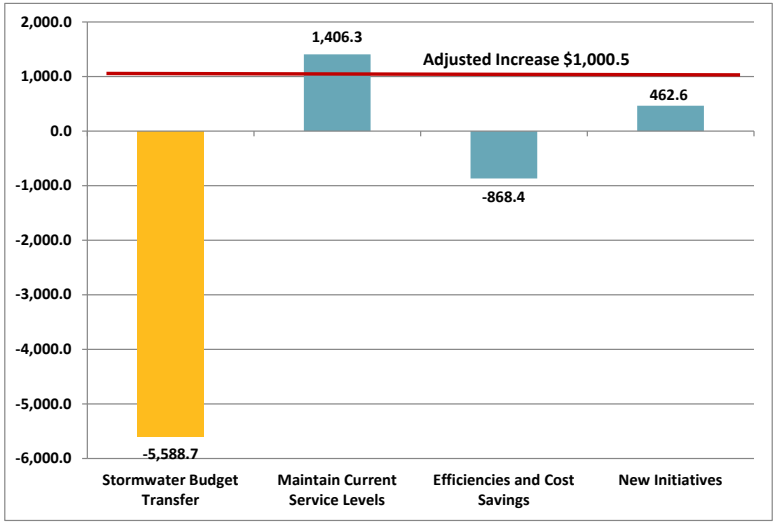
Efficiencies and Cost Savings

- Ongoing conversion of the City's street lights to Light Emitting Diode (LED) continue to yield hydro savings with a further $0.5 million estimated in 2016. Also, the streetlighting maintenance contract with Enersource will save an additional $0.3 million.
- An additional $0.2 million in other budget reductions were identified by staff.

New Initiatives

Six new initiatives impact the 2016 operating budget. Details on each initiative can be found later on in this business plan.

Proposed Changes to 2016 Net Operating Budget by Category ($000's)



Following the budget reallocation of $5.6 million to the new Stormwater Service Area, the Roads Service Area forecasts a net increase of $1.0 million

Operating

This part of the Business plan sets out the financial resources required to deliver the proposed 2016-2018 Business Plan and 2016 Budget. Information is provided by major expenditure and revenue category as well as by program. The costs to maintain existing service levels and annualized prior decisions are identified separately from other proposed changes.

The following table identify the budgeted and forecasted operating expenditures and revenues for 2016 to 2018, the 2015 Budget as well as the 2014 actuals, by program within the service area.

Proposed Budget by Program

Description	2014 Actuals ($000's) [1]	2015 Budget ($000's) [2]	2016 Proposed Budget ($000's) [3]	2017 Forecast ($000's)	2018 Forecast ($000's)
Expenditures to Deliver Current Services					
Bridges & Watercourses	1,873	1,996	237	237	237
Cleaning and Litter Pick-up	4,535	5,087	3,772	3,773	3,774
Corporate Fleet Maintenance	1,302	1,707	1,677	1,726	1,777
Crossing Guards	2,859	3,055	3,108	3,120	3,125
Engineering and Construction	4,446	3,794	4,135	4,224	4,316
Maintenance Control	8,084	7,450	6,827	6,300	5,771
Municipal Parking	1,304	1,213	1,312	1,357	1,367
Road Sidew alk Maintenance	8,245	8,442	8,950	8,950	8,950
Streetlighting	7,401	6,452	5,740	5,744	5,748
Survey & Inspection	901	3,246	2,281	2,396	2,483
Traffic Management	10,269	11,206	11,170	11,080	11,179
Transportation & Infrastructure Planning	5,273	6,098	4,615	4,655	4,695
Winter Maintenance	28,541	22,732	23,283	23,283	23,283
Total Expenditures	**85,032**	**82,478**	**77,107**	**76,846**	**76,705**
Revenues	**(10,343)**	**(10,769)**	**(10,448)**	**(10,393)**	**(10,393)**
Transfers From Reserves and Reserve Funds	(165)	(150)	(150)	(150)	(150)
New Initiatives and New Revenues			463	712	808
Proposed Net Budget Including New Initiatives & New Revenues	**74,525**	**71,559**	**66,971**	**67,015**	**66,970**
Expenditures Budget - Changes by Year			(7%)	(0%)	(0%)
Proposed Net Budget - Changes by Year			(6%)	0%	(0%)

Note: Numbers may not balance due to rounding.

Note 1 & 2 - Includes Stormwater

Note 3 - Excludes Stormwater

Summary of Proposed Budget

The following table provides proposed budget changes further defined into more specific separated categories. It identifies changes in labour, operating costs and revenues to maintain existing service levels, efficiencies and cost savings, the cost increases arising from prior year decisions, special levies and new initiatives.

Description	2015 Approved Budget ($000's)	Maintain Current Service Levels	Efficiencies and Cost Savings	Annualized Prior Years Budget Decisions	Operating Impact of New Capital Projects	Proposed New Initiatives And Revenues	Special Purpose Levies	2016 Proposed Budget ($000's)	$ Change Over 2015	% Change Over 2015
Labour and Benefits	33,610	(1,849)	(6)	98	0	563	0	32,416	(1,194)	(4%)
Operational Costs	48,725	(2,762)	(862)	0	0	(50)	0	45,051	(3,674)	(8%)
Facility, IT and Support Costs	143	9	0	0	0	0	0	152	9	7%
Total Gross Expenditures	**82,478**	**(4,602)**	**(868)**	**98**	**0**	**513**	**0**	**77,619**	**(4,859)**	**(6%)**
Total Revenues	**(10,919)**	**330**	**0**	**(10)**	**0**	**(50)**	**0**	**(10,649)**	**271**	**(2%)**
Total Net Expenditure	**71,559**	**(4,271)**	**(868)**	**89**	**0**	**463**	**0**	**66,971**	**(4,588)**	**(6%)**

Summary of Proposed 2016 Budget and 2017-2018 Forecast

Description	2016 Proposed Budget ($000's)	2017 Forecast ($000's)	2018 Forecast ($000's)
Labour and Benefits	32,416	33,275	34,079
Operational Costs	45,051	44,256	43,420
Facility, IT and Support Costs	152	152	152
Total Gross Expenditures	**77,619**	**77,683**	**77,652**
Total Revenues	**(10,649)**	**(10,668)**	**(10,682)**
Total Net Expenditure	**66,971**	**67,015**	**66,970**

Note: Numbers may not balance due to rounding.

Proposed Budget Changes Excluding New Initiatives and New Revenues

The following table provides detailed highlights of budget changes by major cost and revenue category. It identifies the net changes to maintain existing service levels, efficiencies and cost savings, and cost increases arising from prior year decisions.

Description	2015 Budget ($000's)	2016 Proposed Budget ($000's)	Change ($000's)	Details (000's)
Labour and Benefits	**33,610**	**31,854**	**(1,757)**	Decrease reflects labour adjustments, other fringe benefit changes and: ($2,880) direct and overhead costs funded from Stormwater Service. $200 decreased labour chargebacks to capital $56 conversion of three contract positions to permanent.
Administration and Support Costs	143	152	9	
Advertising & Promotions	87	110	23	
Communication Costs	722	770	48	Phone/Mobile Devices
Contractor & Professional Services	31,249	29,624	(1,625)	($2,100) direct and overhead costs funded from Stormwater Service ($312) winter maintenance GPS/AVL leasing cost moved to equipment cost category ($181) net decrease in other contractor costs $558 contractor costs related to sidewalk & walkway repairs & construction $277 winter maintenance contractor cost increases as per the multi-year contract $90 contractor costs related to street sweeping
Equipment Costs & Maintenance Agreements	302	597	295	($32) direct and overhead costs funded from Stormwater Service $312 winter maintenance GPS/AVL leasing cost moved from contractor cost category
Finance Other	218	66	(152)	Direct and overhead costs funded from Stormwater Service
Materials, Supplies & Other Services	9,975	9,923	(52)	($76) direct and overhead costs funded from Stormwater Service ($97) materials for asphalt repairs $100 salt for winter maintenance
Occupancy & City Costs	7,659	6,805	(855)	($101) direct and overhead costs funded from Stormwater Service ($450) streetlighting LED conversion hydro savings ($250) streetlighting utility maintenance savings ($108) net utilities (water, natural gas & hydro) for facilities $55 Stormwater charges for facilities
Staff Development	161	167	6	
Transfers To Reserves and Reserve Funds	258	328	71	Net revenue to Streetsville parking reserve
Transportation Costs	(1,905)	(3,288)	(1,382)	($458) direct and overhead costs funded from Stormwater Service ($726) infrastructure maintenance and operations internal vehicle recoveries ($143) corporate fleet internal vehicle recoveries ($75) other internal vehicle recoveries
Total Other Operating	**48,868**	**45,253**	**(3,615)**	
Total Revenues	(10,769)	(10,448)	321	$213 revenues associated with the Stormwater Service $386 utility restoration fees ($200) inspection fees under development services
Transfers From Reserves and Reserve Funds	(150)	(150)	0	
Total Revenues	**(10,919)**	**(10,598)**	**321**	
Total	**71,559**	**66,508**	**(5,051)**	

Note: Numbers may not balance due to rounding.

Proposed New Initiatives and New Revenues

This table presents the costs by budget request (BR#) for proposed new initiatives. Detailed descriptions of each budget request can be found on the pages following the table.

Description	BR #	2016 FTE Impact	2016 Proposed Budget ($000's)	2017 Forecast ($000's)	2018 Forecast ($000's)	2016 to 2018 FTE Impact	2016 to 2018 Capital ($000's)
New Initiative							
Continued Advanced Transportation Management System (ATMS) Implementation	1905	2.0	82	207	190	4.0	3,857
Improving Web Communications for Transportation and Works	1963	1.0	70	97	99	1.0	0
Cycling Master Plan Phased Implementation	1969	0.0	0	0	103	1.0	0
Traffic Calming Program Implementation	2052	1.0	96	97	99	1.0	600
Environmental Management of City-Owned Properties	2055	1.0	79	110	112	1.0	0
Improving Contract Compliance for Transportation and Works	2062	1.0	70	97	99	1.0	0
Engineer Internship Program	2340	1.0	66	102	104	1.0	0
Total New Initiative		**7.0**	**463**	**712**	**808**	**10.0**	**4,457**
Total New Initiatives and New Revenues		**7.0**	**463**	**712**	**808**	**10.0**	**4,457**

Note: Numbers may not balance due to rounding.

Budget Request #: 1905

Proposed Initiative	Department	Service Area
Continued Advanced Transportation Management System (ATMS) Implementation	Transportation & Works Department	Roads

Required Annual Operating Investment

Impacts ($000s)	2016	2017	2018
Gross Expenditures	132.6	332.3	329.4
Reserves & Reserve Funds	0.0	0.0	0.0
User Fees & Other Revenues	50.1	125.3	139.1
Tax Levy Requirements	82.5	207.0	190.3
* Net Change in $		124.6	(16.7)
FTEs	2.0	4.0	4.0

**In each year, all values are cumulative, not incremental.*

Required Capital Investment

Total Capital ($000s)	2015 & Prior	2016	2017	2018	2019 & Beyond
Expenditures	6,925.0	4,100.0	1,000.0	0.0	0.0

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 project is in progress with previously approved capital and operating budgets. For 2016, an additional amount of $1.4 million in capital funding is required to support the emergency back-up power requirements and the safety audit requirements at 3185 Mavis Road. A net operating budget of $190,300 by 2018 is required to support the implementation of the projects shown below.

The Traffic Signal Communications Upgrade project has previously approved capital funds to continue the wireless deployment. Savings in the amount of $200,000 over 4 years (2015-2018) are expected as Bell communication services are gradually eliminated by the new communication system.

The Traffic Control System Replacement project has previously approved capital funds to acquire system hardware/software and to upgrade/replace existing traffic control field equipment.

The Traffic Management Centre requires operating funds for four (4) traffic operational positions over 2 years (2016-2017) in order to operate the new Centre. Capital funding in the amount of $1.25 million for an emergency generator is required at 3185 Mavis Road to support future back-up power requirements. In addition, capital funding in the amount of $150,000 is required to repair/improve security requirements as recommended in a recent safety audit of 3185 Mavis Road.

Both the Region of Peel and the Ministry of Transportation Ontario are partners in this initiative and are to cost share in the ATMS project costs.

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 (traffic signal timing changes; changeable message sign displays, etc.). 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.

Budget Request #: 1963

Proposed Initiative	Department	Service Area
Improving Web Communications for Transportation and Works	Transportation & Works Department	Roads

Required Annual Operating Investment

Impacts ($000s)	2016	2017	2018
Gross Expenditures	69.9	97.5	99.3
Reserves & Reserve Funds	0.0	0.0	0.0
User Fees & Other Revenues	0.0	0.0	0.0
Tax Levy Requirements	69.9	97.5	99.3
* Net Change in $		27.6	1.8
FTEs	1.0	1.0	1.0

**In each year, all values are cumulative, not incremental.*

Required Capital Investment

Total Capital ($000s)	2015 & Prior	2016	2017	2018	2019 & Beyond
Expenditures	0.0	0.0	0.0	0.0	0.0

Why Staff Recommend this Initiative

The web and other digital communication channels are becoming the primary means by which residents connect with the City. Expectations are that information delivery via these channels will be relevant, up-to-date and of a high quality design.
High profile projects, such as the Stormwater Charge, depend heavily on a quality web presence for their success. Dedicating resources to designing and developing this content is crucial to meet the needs and expectations of the public.

Budget Request #: 1963

Details of Service Change

This budget request proposes making the Web/Communications Coordinator position in the Strategic Support business unit a full time, position. This position is currently being funded through general labour gapping.

Service Impact

The benefit of this position would be to dedicate in-house expertise in developing, designing and coding web content. The position would contribute to strategic decisions regarding web based communications including social media. Dedicating resources would ensure webpages would be developed, designed, updated and new information posted quickly without having to rely on the Portal Team throughout a project.

Budget Request #: 1969

Proposed Initiative	Department	Service Area
Cycling Master Plan Phased Implementation	Transportation & Works Department	Roads

Required Annual Operating Investment

Impacts ($000s)	2016	2017	2018
Gross Expenditures	0.0	0.0	102.9
Reserves & Reserve Funds	0.0	0.0	0.0
User Fees & Other Revenues	0.0	0.0	0.0
Tax Levy Requirements	0.0	0.0	102.9
* Net Change in $		0.0	102.9
FTEs	0.0	0.0	1.0

**In each year, all values are cumulative, not incremental.*

Required Capital Investment

Total Capital ($000s)	2015 & Prior	2016	2017	2018	2019 & Beyond
Expenditures	0.0	0.0	0.0	0.0	0.0

Why Staff Recommend this Initiative

The Cycling Master Plan (CMP) is a key element of the multi-modal transportation approach that is required to realize the City's urbanization objectives and support the Strategic Plan. The City is progressing slowly on some of the key actions in the CMP, particularly related to cycling safety. One new staff is required in 2018 to implement the outstanding CMP items. Due to budget pressures, new staff positions are being phased in.

Budget Request #: 1969

Details of Service Change

Experience in other cities has shown that an approach that combines network development with programs to encourage cycling is needed in order to transform a City into one that is supportive of cycling for transportation. The Cycling Master Plan (CMP) includes 79 actions required to foster a culture where cycling is an everyday activity, build an integrated cycling network, and adopt a "safety-first" approach. Over the first four years, of the 79 actions identified in the CMP, 51 are underway with only six completed. Significant initiatives have been delivered ad-hoc on a one-off basis or deferred due to lack of staff resources.

The need for an additional staff in 2018 has been identified in order to deliver on the City's commitments within the plan. In 2018, a new position is needed to focus on network safety enhancements and evaluation.

Service Impact

Cycling culture in Mississauga is growing rapidly, as demonstrated by increasing participation in community ward rides, Tour de Mississauga and Bike to Work / School Day events. There are growing expectations from residents regarding the City's commitment to implement the CMP and associated programming. With the growth in cycling, the need for safety education, in particular, has been heightened. While the Region has some resources to work on cycling education in the schools, the City will need to take the lead on programs with our residents. In addition, the Cycling Committee has adopted the goal of achieving a Silver designation for Mississauga as part of the Bicycle Friendly Community award program.

Without new staff, the Active Transportation Office will be unable to adequately support public consultation on retrofits, bike count monitoring, cycling safety programs, expansion of "crossride" intersection markings and other network enhancements and more wayfinding signs on existing routes. These areas are all important in achieving "Silver" status which measures achievements in Engineering (network facilities), Education, Encouragement, Enforcement and Evaluation & Planning.

Budget Request #: 2052

Proposed Initiative	Department	Service Area
Traffic Calming Program Implementation	Transportation & Works Department	Roads

Required Annual Operating Investment

Impacts ($000s)	2016	2017	2018
Gross Expenditures	95.6	97.5	99.3
Reserves & Reserve Funds	0.0	0.0	0.0
User Fees & Other Revenues	0.0	0.0	0.0
Tax Levy Requirements	95.6	97.5	99.3
* Net Change in $		1.8	1.8
FTEs	1.0	1.0	1.0

**In each year, all values are cumulative, not incremental.*

Required Capital Investment

Total Capital ($000s)	2015 & Prior	2016	2017	2018	2019 & Beyond
Expenditures	0.0	200.0	200.0	200.0	1,400.0

Why Staff Recommend this Initiative

A Traffic Calming Program will allow staff to make use of the most up to date and effective tools and techniques in addressing local and neighbourhood traffic issues associated with speeding, aggressive driving and traffic infiltration. Following a successful pilot, which was resourced by a contract position, Council adopted staff recommendations in January 2015 supporting an annual Traffic Calming Program which includes a permanent resource and the use of physical traffic calming measures.

Details of Service Change

The Traffic Operations Section receives a significant number of service requests related to speeding and operational concerns on an annual basis. The requests are received from local residents, businesses and Ward Councillors. Currently, these requests are tasked to staff and addressed through general investigations. Appropriate recommendations are then made ranging from no action to police enforcement, pavement marking modifications and temporary or permanent sign installations. Generally, the long term impact on operating speeds is negligible and often temporary depending on the action taken. Once these measures have been exhausted, there are no options available to staff to address these issues.

A Traffic Calming Program will provide staff with the ability to proactively prioritize and permanently address issues related to speeding and traffic operation at select locations that would otherwise not be addressed through conventional methods.

The Traffic Calming Program requires $200,000 in capital funds annually to implement physical traffic calming measures at a variety of locations and require one (1) FTE in order to administer the program.

Service Impact

Local residents have long requested physical traffic calming measures as a means to address traffic safety issues within a neighbourhood and Council often request creative solutions to these issues in the absence of physical traffic calming. A Traffic Calming Program will allow staff to work collaboratively and proactively with local residents to address issues related to speeding and traffic operation within a local neighbourhood and increase levels of safety for all road users. It will provide staff with the necessary tools to reduce operating speeds, traffic infiltration and incidences of aggressive driving behavior through the installation of physical traffic calming devices at select locations.

Budget Request #: 2055

Proposed Initiative	Department	Service Area
Environmental Management of City-Owned Properties	Transportation & Works Department	Roads

Required Annual Operating Investment

Impacts ($000s)	2016	2017	2018
Gross Expenditures	78.8	110.2	112.3
Reserves & Reserve Funds	0.0	0.0	0.0
User Fees & Other Revenues	0.0	0.0	0.0
Tax Levy Requirements	78.8	110.2	112.3
* Net Change in $		31.4	2.1
FTEs	1.0	1.0	1.0

**In each year, all values are cumulative, not incremental.*

Required Capital Investment

Total Capital ($000s)	2015 & Prior	2016	2017	2018	2019 & Beyond
Expenditures	0.0	0.0	0.0	0.0	0.0

Why Staff Recommend this Initiative

The standard of care with respect to environmental issues associated with the management, purchase and disposal, and redevelopment of City-owned property continues to increase. The City has developed and is implementing an Environmental Management Program for City property. However, increased demand for environmental expertise is impacting the ability to achieve the recommended service levels. The proposed position will provide support to the PM, Environmental to meet those service levels.

Details of Service Change

The enhanced level of environmental management being provided for City-owned properties has substantially increased the demand for technical expertise from the Project Manager, Environmental in all areas of service delivery; including property management, property transactions, park redevelopment, facility improvements, review of planning applications, etc. This in turn is impacting the service levels for the environmental management of City-owned properties which were proposed in BR 364.

The proposed position will assist in ensuring that City properties are managed in compliance with Ontario Regulation 153/04, as amended, and other applicable regulations under the Environmental Protection Act. Further, this position will provide support to the Project Manager, Environmental in terms of day to day project management (including assisting with the maintenance of the City's database of known contaminated sites, the screening of all City properties to help identify those that require further investigation, the follow-up on completed Road Occupancy Permits to ensure receipt of soil and groundwater data, as required); coordinating monitoring as part of existing Risk Management Plans and Contaminant Management Plans; helping to prepare proposals and working with Materiel Management to retain consultants to conduct Phase 1 and 2 ESAs for City-owned properties; and other duties as required.

Service Impact

The proposed addition of technical environmental support should allow for more efficient implementation of the City's Environmental Management Program to meet the service levels for the environmental management of City-owned properties.

Budget Request #: 2062

Proposed Initiative	Department	Service Area
Improving Contract Compliance for Transportation and Works	Transportation & Works Department	Roads

Required Annual Operating Investment

Impacts ($000s)	2016	2017	2018
Gross Expenditures	69.9	97.5	99.3
Reserves & Reserve Funds	0.0	0.0	0.0
User Fees & Other Revenues	0.0	0.0	0.0
Tax Levy Requirements	69.9	97.5	99.3
* Net Change in $		27.6	1.8
FTEs	1.0	1.0	1.0

**In each year, all values are cumulative, not incremental.*

Required Capital Investment

Total Capital ($000s)	2015 & Prior	2016	2017	2018	2019 & Beyond
Expenditures	0.0	0.0	0.0	0.0	0.0

Why Staff Recommend this Initiative

A Contract Compliance Coordinator is required to support audit recommendations from the recent Maintenance Contracts Audit to provide independent reporting and review of maintenance contracts in the Works and Technical Services Section. This resource will also be extended to provide oversight on traffic signal and street lighting maintenance contracts and will complement the existing Capital Works Contract Compliance Coordinator.

Budget Request #: 2062

Details of Service Change

Currently, one staff position exists in Transportation and Works to support Capital Works Contract Compliance. The 2014 Maintenance Contract Audit identified the need to provide contract compliance to the Works Operations and Maintenance section. This new position will support Maintenance Contracts and will be extended to support Traffic Engineering and Operations section. This position will ensure compliance of our maintenance contracts through independent reporting and observation.

Service Impact

This initiative will result in improved contract compliance for the Works and Operations Division.

Budget Request #: 2340

Proposed Initiative	Department	Service Area
Engineer Internship Program	Transportation & Works Department	Roads

Required Annual Operating Investment

Impacts ($000s)	2016	2017	2018
Gross Expenditures	65.9	102.3	104.3
Reserves & Reserve Funds	0.0	0.0	0.0
User Fees & Other Revenues	0.0	0.0	0.0
Tax Levy Requirements	65.9	102.3	104.3
* Net Change in $		36.4	2.0
FTEs	1.0	1.0	1.0

**In each year, all values are cumulative, not incremental.*

Required Capital Investment

Total Capital ($000s)	2015 & Prior	2016	2017	2018	2019 & Beyond
Expenditures	0.0	0.0	0.0	0.0	0.0

Why Staff Recommend this Initiative

The demographics of the Transportation & Works Department indicate that a significant percentage of engineering and technical staff are eligible to retire in the next 5 years. Also, it is becoming increasingly difficult to recruit qualified engineers to the Department due to the intense competition across both the private and public sectors. In response to these challenges, the Transportation and Works Department is proposing the establishment of an Engineer Internship Program.

Budget Request #: 2340

Details of Service Change

In order to establish the Engineer Internship Program 1 FTE at a proposed Grade Level of F is required. It is proposed that an engineer intern is recruited for a 4 year term and rotated through various positions in Transportation & Infrastructure Planning, Engineering & Construction, and Works Operations & Maintenance. This rotation will provide the interns with a 'big picture' perspective of the department, foster relationship building across multiple divisions and produce engineers with a multi-disciplinary skill set.

Service Impact

The establishment of an Engineer Internship Program within the Transportation and Works Department will ensure that an effective succession planning strategy is in place to address the number of engineering and technical staff that will be retiring over the next several years. This in turn will ensure that the Department has the capacity, flexibility and expertise to continue provide a high quality of service.

Human Resources

Proposed Full Time Equivalent Staffing Distribution by Program

Program	2015	2016	2017	2018
Cleaning and Litter Pick-up	9.7	7.6	7.6	7.6
Corporate Fleet Maintenance	27.7	27.7	27.7	27.7
Crossing Guards	77.1	77.1	77.1	77.1
Engineering and Construction	57.9	59.0	59.0	59.0
Maintenance Control	126.6	126.6	126.6	126.6
Streetlighting	2.0	2.0	2.0	2.0
Survey & Inspection	57.5	53.5	53.5	53.5
Municipal Parking	5.0	5.0	5.0	5.0
Traffic Management	58.7	62.3	63.3	63.3
Transportation & Infrastructure Planning	58.6	44.3	44.3	45.3
Winter Maintenance	2.0	2.0	2.0	2.0
Total Service Distribution	**482.7**	**467.1**	**468.1**	**469.1**

Note: Numbers may not balance due to rounding.

Staffing changes in 2016 include:

- A reduction of 23.35 full time equivalents (FTEs) representing the shift of direct staffing funded from the Stormwater Service; and
- An increase of 7.7 FTEs representing two Traffic Control Centre Operators for the continued Advanced Transportation Management System (ATMS) implementation, one Traffic Calming Coordinator for the traffic calming program implementation, one Web/Communications Coordinator to improve web communication for Transportation & Works (T&W), one Project Coordinator for the Environmental Management of City-Owned Properties, one Contract Compliance Coordinator to improve contract compliance for T&W, one contract Engineer related to the Engineer Internship Program and 0.7 FTEs for additional part-time hours.

Capital

This section summarizes the forecasted 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.

Proposed 2016-2025 Capital Budget by Program

Program Expenditures	2016 Proposed Budget ($000's)	2017 Forecast ($000's)	2018 Forecast ($000's)	2019-2025 Forecast ($000's)	Total 2016-2025 ($000's)
Bridge & Structure Rehabilitation	6,605	8,000	8,700	50,400	73,705
Major Roads	30,578	15,388	15,845	96,784	158,595
Other Engineering	21,650	17,378	20,220	92,990	152,238
Roadway Rehabilitation	16,348	27,000	27,300	208,400	279,048
Total	**75,181**	**67,766**	**72,065**	**448,574**	**663,586**

Note: Numbers may not balance due to rounding.

2016 to 2025 Capital Forecast Highlights include:

Priority 2016 Projects Are Funded $75 Million

- Four bridge/culvert structures scheduled for rehabilitation/repair including conveyance improvements for the Rena Road Culvert over Mimico Creek;
- Major road improvement projects and studies include the Torbram Road Grade Separation (cash-flow), the Lakeshore Road Movement Study and the Downtown and Transportation Master Plans;
- Road rehabilitation projects include the renewal of 26 kilometres of roads (76 Streets); and
- Other engineering projects include limited funding for sidewalks, cycling, noise barriers, parking, traffic, streetlighting and City fleet.

10-Year Capital Forecast is $663 Million

- Bridge rehabilitation projects fully funded and road rehabilitation is partially funded using federal gas tax funding;
- Unfunded pressure for road rehabilitation of $8.1 million in 2017;
- Major road improvement projects have been rescheduled to align with forecasted development charges revenue;
- Limited funding available for Major Road Improvement and Other Engineering projects; and
- 10-year unfunded pressure totalling $254.6 million

Proposed 2016-2025 Capital Budget by Funding Source

The following table provides the funding sources used to fund the capital portion of the proposed 2016-2018 Business Plan and 2016 Budget.

Funding	2016 Proposed Budget ($000's)	2017 Forecast ($000's)	2018 Forecast ($000's)	2019-2025 Forecast ($000's)	Total 2016-2025 ($000's)
Cash In Lieu	573	455	495	0	1,523
Development Charges	32,717	19,116	16,699	105,244	173,775
Development Contributions	1,155	643	470	3,290	5,558
Federal Funding	10,810	14,800	17,300	72,750	115,660
Provincial Funding	0	0	2,200	0	2,200
Other	9,654	0	0	222	9,876
Subsidies and Senior Govt. Level Grants	2,312	4,269	0	0	6,581
Tax	7,908	7,028	11,802	112,767	139,503
Debt	10,053	21,455	23,100	154,301	208,909
Total	**75,181**	**67,766**	**72,065**	**448,574**	**663,586**

Note: Numbers may not balance due to rounding.

Proposed 2016 Capital Budget Detail

The following tables provide a detailed listing of proposed capital projects for 2016.

Program: Bridge & Structure Rehabilitation

Project Number	Project Name	Gross Cost ($000's)	Recovery ($000's)	Net Cost ($000's)	Funding Source
TWBR00012	Bridge & Structure Rehabilitation	2,105	0	2,105	Tax - Debt-Other
TWBR00026	Bridge Structure Detail Inspections & Design at various locations	500	0	500	Gas Tax -Federal Gas Tax-City Allocation,Tax -Capital Reserve Fund
TWBR00053	Bridge Repairs - Various Locations	2,000	0	2,000	Gas Tax -Federal Gas Tax-City Allocation,Tax -Capital Reserve Fund
TWBR00164	Rena Road - Culvert Widening	2,000	0	2,000	Gas Tax -Federal Gas Tax-Regional Allocation,DCA -City Wide Engineering Reserve Fund
Total		**6,605**	**0**	**6,605**	

Note: Numbers may not balance due to rounding.

Program: Roadway Rehabilitation

Project Number	Project Name	Gross Cost ($000's)	Recovery ($000's)	Net Cost ($000's)	Funding Source
TWRR00026	Roadway Infrastructure Review	200	0	200	Tax -Roadway Infrastructure Maintenance & Replacement Reserve
TWRR00027	Crack Sealing	100	0	100	Tax -Roadway Infrastructure Maintenance & Replacement Reserve
TWRR00098	Roadway Rehabilitation	16,048	0	16,048	Tax - Debt-Other
Total		**16,348**	**0**	**16,348**	

Note: Numbers may not balance due to rounding.

Proposed 2016 Capital Budget Detail (Continued)

Program: Major Roads

Project Number	Project Name	Gross Cost ($000's)	Recovery ($000's)	Net Cost ($000's)	Funding Source
TWMR00004	Torbram Road Grade Separation North	23,818	7,063	16,755	DCA -City Wide Engineering Reserve Fund
TWMR00054	Transportation Master Plan Study	100	0	100	DCA -City Wide Engineering Reserve Fund
TWMR00058	Intersection Capital Program	960	60	900	DCA -City Wide Engineering Reserve Fund
TWMR00063	Preliminary Engineering Studies	100	0	100	DCA -City Wide Engineering Reserve Fund
TWMR00075	Burnhamthorpe Rd W - Ninth Line to Loyalist Drive	200	0	200	DCA -City Wide Engineering Reserve Fund
TWMR00112	Lakeshore Road Movement Study	750	0	750	DCA -City Wide Engineering Reserve Fund
TWMR00140	Square One Drive from Hammerson Drive to Duke of York Blvd	3,900	3,900	0	External Recoveries
TWMR00142	Downtown Master Plan	500	0	500	DCA -City Wide Engineering Reserve Fund
TWMR00163	Financial Drive - Widening	250	0	250	DCA -City Wide Engineering Reserve Fund
Total		**30,578**	**11,023**	**19,555**	

Note: Numbers may not balance due to rounding.

Proposed 2016 Capital Budget Detail (Continued)

Program: Other Engineering

Project Number	Project Name	Gross Cost ($000's)	Recovery ($000's)	Net Cost ($000's)	Funding Source
TWOE00040	Traffic Management Centre (Cash Flow)	4,100	943	3,157	DCA -City Wide Engineering Reserve Fund,Developer Contributions -Roads Reserve Fund,Tax -Capital Reserve Fund
TWOE00106	Pay & Display Parking Meters - City Centre & Lakeshore	150	0	150	CIL Cash In Lieu Of Parking-Port Credit Reserve Fund
TWOE00119	Cycling Program	1,010	0	1,010	DCA -City Wide Engineering Reserve Fund
TWOE00122	Salt Management Program	50	0	50	Tax -Capital Reserve Fund
TWOE00123	Sidewalks	450	0	450	DCA -City Wide Engineering Reserve Fund,Developer Contributions -Sidewalks Reserve Fund
TWOE00124	Survey and Control Network	65	0	65	Tax -Capital Reserve Fund
TWOE00125	Topographical Updating	25	0	25	Tax -Capital Reserve Fund
TWOE00127	Traffic Signal Equipment Enhancements	115	0	115	DCA -City Wide Engineering Reserve Fund
TWOE00129	Traffic Signals - New	710	0	710	DCA -City Wide Engineering Reserve Fund,Developer Contributions -Traffic Signals Reserve Fund
TWOE00131	Traffic System and ITS	75	0	75	DCA -City Wide Engineering Reserve Fund
TWOE00227	Specialized Equipment	50	0	50	Tax -Capital Reserve Fund

Note: Numbers may not balance due to rounding.

Proposed 2016 Capital Budget Detail (Continued)

Program: Other Engineering (Continued)

Project Number	Project Name	Gross Cost ($000's)	Recovery ($000's)	Net Cost ($000's)	Funding Source
TWOE00231	New Vehicles & Equipment	195	0	195	Tax -Capital Reserve Fund,DCA-Public Works Buildings & Fleet Reserve Fund
TWOE00277	Property Acquisition	7,200	0	7,200	DCA -City Wide Engineering Reserve Fund
TWOE00285	Site Assessments and Data Management	370	0	370	Tax -Capital Reserve Fund
TWOE00318	Streetlighting	1,300	0	1,300	Tax -Capital Reserve Fund
TWOE00322	Vehicle & Equipment Replacement	3,157	0	3,157	Tax -Main Fleet Vehicle & Equipment Replacement Reserve Fund
TWOE00334	Parking Master Plan and Imlementation Strategy	223	0	223	CIL City Centre Off Street Parking Reserve Fund
TWOE00338	Noise Wall Program	1,635	0	1,635	DCA -City Wide Engineering Reserve Fund
TWOE00365	Cycling Program	250	0	250	Gas Tax -Federal Gas Tax-City Allocation,Tax -Capital Reserve Fund
TWOE00385	Road Weather Information System	120	0	120	Tax -Capital Reserve Fund
TWOE00401	Pay&Display Parking Meters-Streetsville	200	0	200	CIL Cash In Lieu Of Parking-Streetsville Reserve Fund
TWOE00403	Traffic Calming Program	200	0	200	Tax -Capital Reserve Fund
Total		**21,650**	**943**	**20,707**	

Note: Numbers may not balance due to rounding.

Proposed 2017-2018 Capital Budget by Sub-Program

The following tables provide a detailed listing of proposed capital projects for 2017-2018.

Sub-Program	2017 Forecast ($000's)	2018 Forecast ($000's)
Bridge & Structure Rehabilitation		
Bridge & Structure Appraisal	100	0
Bridge & Structure Evaluation & Design	400	400
Bridge & Structure Renewal	5,500	8,300
Bridge Repairs	2,000	0
Subtotal	8,000	8,700

Sub-Program	2017 Forecast ($000's)	2018 Forecast ($000's)
Roadway Rehabilitation		
Crack Sealing	100	100
Road Rehabilitation	26,700	27,000
Roadways Infrastructure Review	200	200
Subtotal	27,000	27,300

Sub-Program	2017 Forecast ($000's)	2018 Forecast ($000's)
Major Roads		
Grade Separation	6,000	2,000
Intersection Improvements	495	495
Road Improvements	5,923	14,050
Subtotal	12,418	16,545

Note: Numbers are net. Numbers may not balance due to rounding.

Proposed 2017-2018 Capital Budget by Sub-Program (Continued)

Sub-Program	2017 Forecast ($000's)	2018 Forecast ($000's)
Other Engineering		
Cycling Program	1,920	1,300
Environmental Management-City Owned Properties	370	370
New Vehicles & Equipment	195	195
Noise Wall Program	1,255	1,445
Parking - Municipal	805	495
Property Acquisition	4,500	5,090
Salt Management Program	50	50
Sidewalks	450	450
RSDW Specialized Equipment	0	0
Streetlighting	1,300	600
Survey Equipment and Control	65	65
Topographical Updating	27	55
RSDW Traffic Calming	0	0
Traffic Signals	1,600	2,930
Vehicle & Equipment Replacement	2,616	0
Works Yards Space	1,500	6,750
Subtotal	16,653	19,795
Total Expenditures	**64,071**	**72,340**

Note: Numbers are net. Numbers may not balance due to rounding.

Performance Measures

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.

Financial Measures

The average road and bridge operating cost is a measure that indicates the City's ability to manage cost pressures associated with aging infrastructure. 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 tall 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 for service tracked in INFOR system 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 satisfaction.

Employee Measures

Employee engagement survey participation is a measure indicating the percentage of employees participating in the Employee Engagement Survey. This statistic is measured every two 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. The employee engagement survey is conducted every two years.

Overall job engagement is a measure which indicates the extent to which employees feel engaged in decision making at the City.,

Employee satisfaction is a measure which indicates the extent to which employee's value, enjoy and believe in what they do.

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.

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.

Balanced Scorecard

Measures for Roads	2012 (Actual)	2013 (Actual)	2014 (Actual)	2014 (Planned)	2015 (Planned)	2016 (Planned)	2017 (Planned)	2018 (Planned)
Financial:								
Average Road Maintenance Operating Cost Per Lane Km*	$1,881	$1,694	$1,729	$1,930	$1,845	$1,890	$1,940	$1,940
Average Bridge/Culvert Maintenance Cost Per per square metre of surface area.	$4.32	$2.62	$3.31	$3.00	$3.50	$4.00	$4.50	$5.00
Average Winter Maintenance Operating Cost Per Lane Km*	$3,285	$4,605	$4,684	$3,850	$4,800	$4,800	$4,800	$4,800
Annual Gross Parking Revenues	$1,158k	$1,327k	$1,542k	$1,190k	$1,327k	$1,432k	$1,466k	$1,466k
Customer:								
Percentage of customer requests meeting target response date***	90%	90%	90%	90%	90%	90%	90%	90%
Average citizen satisfaction rating for roads**	81%	81%	81%	81%	75%	75%	75%	75%
Employee/Innovations and Learning Measures:								
Overall Employee Engagement Survey Participation****	75%	75%	75%	75%	75%	75%	75%	75%
Overall Job Engagement****	74%	74%	74%	74%	74%	74%	74%	75%
Employee satisfaction ****	77%	77%	77%	77%	77%	77%	77%	75%

Balanced Scorecard (Continued)

Measures for Roads	2012 (Actual)	2013 (Actual)	2014 (Actual)	2014 (Planned)	2015 (Planned)	2016 (Planned)	2017 (Planned)	2018 (Planned)
Internal Business Process Measures:								
Percentage of Roads in Good Condition Or Better*	76%	77%	77%	77%	75%	74%	73%	72%
Percentage of Bridges in Good Condition Or Better*	82%	96%	98%	85%	85%	85%	85%	85%
Percentage of City owned intersections that function at or above capacity	14%	13%	14%	15%	15%	15%	15%	15%
Number of Collisions per 1000 population	8	8	8	8	8	8	8	8
Percentage of Time that Winter Response Times Were Met*	100%	100%	100%	100%	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 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.

MISSISSAUGA

MiWay

2016–2018 Business Plan
& 2016 Budget

Table of Contents

Executive Summary of MiWay 3
Existing Core Services 4
Vision, Mission, Service Delivery Model 4
Service Delivery Model 5
Business Plan Updates 6
Accomplishments 18
Proposed Operating & Capital Budgets 25
Operating 26
Proposed Budget by Program 26
Summary of Proposed Budget 27
Proposed Budget Changes Excluding New Initiatives and New Revenues 28
Proposed New Initiatives and New Revenues 29
Human Resources 40
Proposed Full Time Equivalent Staffing Distribution by Program 40
Capital 41
Proposed 2016-2025 Capital Budget by Program 42
Proposed 2016-2025 Capital Budget by Funding Source 43
Proposed 2016 Capital Budget Detail 44
Proposed 2017-2018 Capital Budget by Sub-Program 47
Performance Measures 48
Balanced Scorecard 49



Last year the City of Mississauga undertook an extensive process to create a four-year, 2015 through 2018, detailed Business Plan & Budget. Approved in February 2015, the 2015-2018 Business Plan & 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. 2016 marks the second year of Mississauga's four-year Business Plan and Budget. For this "Update Year" staff has focused 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.

The following summary document sets out a brief description of the Service Area, what has changed since writing the 2015-2018 Business Plan & Budget and performance measurements. The complete 2016-2018 Business Plan & Budget can be found on the City's website.



Executive Summary of MiWay

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

This service is provided by:

- **Operations** – Responsible for all daily on-street service operation, on-street control and supervision and Transit Operator recruitment and training
- **Maintenance** – Responsible for fleet purchases, ongoing fleet maintenance, daily cleaning and service inspections
- **Business Development** – The five teams in this group include Marketing, Customer Service, Customer Experience, Service Development (Transit Planning, Scheduling, Data and Infrastructure Management) and Revenue and Fare Media
- **Business Systems** – Responsible for business processes and transit information technology systems
- **Transit Enforcement Services** – a section of the Corporate Services Department educates, informs and provides a safe environment for customers and employees

Mississauga's transit system is changing to better serve those who live and work in the city. The organization is striving to earn the business of new customers and to enhance the value it delivers to existing customers.

Interesting facts about this service:

- Mississauga purchased the local transit service in 1974. At that time only eight routes operated with 54 buses and carried over four million customers. Today MiWay operates 85 routes with 468 buses and customers board a MiWay bus over 52 million times per year
- Operates a total **of 85 routes**: seven MiExpress, 64 MiLocal and 14 school routes. There are approximately 3,644 MiWay bus stops and 981 bus shelters
- Weekday passenger boardings increased from 156,000 in 2010 to 178,476 (annual average including seasonal variation) in 2015 (15 per cent growth)
- MiWay service growth will provide an increase of 28,000 additional service hours in 2016
- Revenue ridership currently up almost 19 per cent since 2010
- MiWay is the third largest municipal transit service in Ontario; behind only Toronto Transit Commission (TTC) and OC Transpo in Ottawa
- During peak periods, a maximum of 369 buses are on-street. At off peak periods, a minimum of 188 are servicing routes (September, 2015)

Highlights of the Business Plan include:

- Increased service hour growth to continue to serve our growing customer base
- A continued focus on higher order transit – the Mississauga Transitway and Hurontario-Main Light Rail Transit
- Emphasis on putting the customer first with transit service improvements and customer service strategy

Net Investment (000's)	2015	2016	2017	2018
Operating	61,736	68,622	77,018	80,351
Capital	42,635	59,435	24,581	35,917
Full Time Equivalents	1,359.6	1,372.6	1,400.6	1,418.6

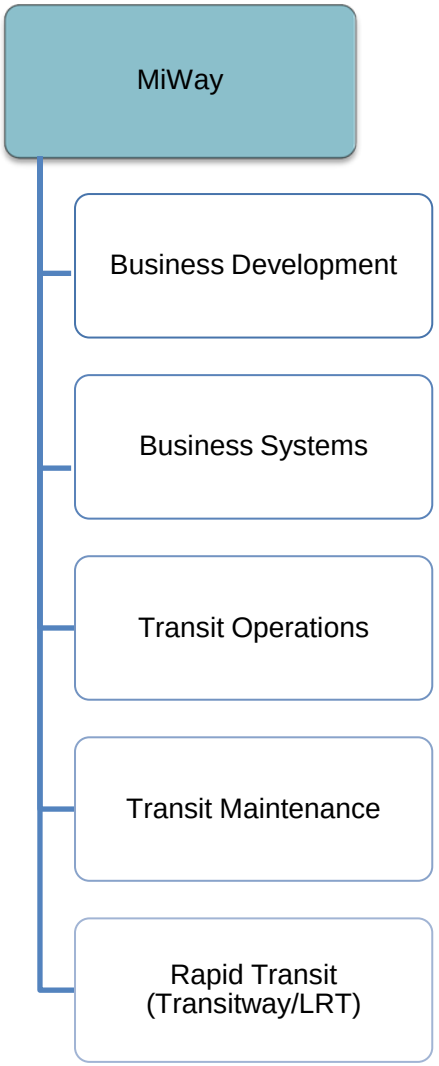
Existing Core Services

Vision, Mission, Service Delivery Model

MiWay is the third largest municipal transit service in Ontario and operates a fully accessible, conventional, fixed route transit service within the boundaries of the City of Mississauga. As part of the Greater Toronto and Hamilton Area (GTHA), 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 Bloor-Danforth subway line.

The construction of the 18 km Mississauga Transitway is well underway, and service started at the first four stations (Cawthra, Central Parkway, Tomken and Dixie) on November 17, 2014. GO bus service began at Erin Mills station on Sept. 5, 2015.

MiWay plans to begin service at the Tahoe and Etobicoke Creek transitway stations in early 2016 and at Erin Mills (Opened in fall 2015) and Winston Churchill station when the connecting transitway in west Mississauga is complete in fall 2016.The final stations at Spectrum, Orbitor and Renforth Gateway (constructed by Metrolinx) are scheduled for completion in 2017.



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.

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 section 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 goal is to deliver excellent customer service through safe, reliable and integrated transit services that meet the needs of an increasingly diverse community.

Many organizations today are faced with significant challenges in the area of customer service and service delivery both internally and externally. The pace of change and new technology coupled with high customer expectations is making many organizations develop or rethink their customer service strategies. In an era where customer service has become a defining factor for customers, organizations of all types struggle to find the unique balance between delivery of a service, the cost of delivery and customer expectations.

MiWay understands that the customer is at the core of our business. Our customers define what we do and if we are successful at what we do every day. Every organization needs to have a customer service delivery model designed to integrate customer service into the strategic and operational mindset of all staff in the organization. As on-street service continues to grow, customer expectations of the service delivered by our Transit Operators and administration staff will increase and will call for a commitment to invest and improve overall customer service across the organization.

Recognizing the desire to become a leader in customer service and improve the overall delivery of service for customers and staff, MiWay has started working on developing a Customer Service Strategy beginning in 2016.

We are also entering an era where transit cannot just be a local bus system of on-street routes. Transit priority and higher-order transit must be implemented where appropriate to compete with the convenience of the automobile. Transit is committed on working together with our planning and engineering teams to design our streets and communities to create a walkable and friendly transit oriented city.

On Street Service Delivery

MiWay provides customers with two types of service: **MiExpress** routes using blue buses and **MiLocal** routes using orange buses.

The Operations and Maintenance sections work on having the required amount of Transit Operators and buses fit for service every hour of every day.



Servicing express routes



Servicing local and school routes

Business Plan Updates

MiWay Service

All indicators point to a sustained surge in public demand for transit service within our city. The requested 41,000 service hours in 2015 allowed MiWay to address instances of customer overcrowding as a result of higher ridership levels. However, with the increase in ridership, traffic congestion and 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. Demand by time period has also changed with ridership pressures 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 increasing vehicular traffic without proper infrastructure of transit priority measures has resulted in declining network speeds. Lower speeds cause loss of frequency which can only be countered by deploying additional resources with corresponding additional costs.

How we're responding:

Higher Order Transit – The opening of phase one of the Mississauga Transitway is the first step to introducing higher order transit in Mississauga which improves both speed and reliability of transit as bus service is moved outside the flow of regular vehicular traffic.

Planning for the future – MiWay's Five Year Transit Service Plan (2016 – 2020) will move MiWay's route network from a suburban model to a more urban transit system. Network improvements will be brought forward through the reworking of routes and schedules to a more efficient grid network that utilizes Mississauga's major corridors and will move customers in the most effective and efficient manner. Through the utilization of the existing road network and established routes, MiWay will be in a position to utilize all available buses in the most effective manner for maximum return.

Building a strong transit network – MiWay has built a strong 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 priority, growth and priority improvements.

Future transit improvements – Will focus on meeting growth demands, improving the express network, frequency improvements, as well as Mississauga 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.

Current and Projected Service Hours

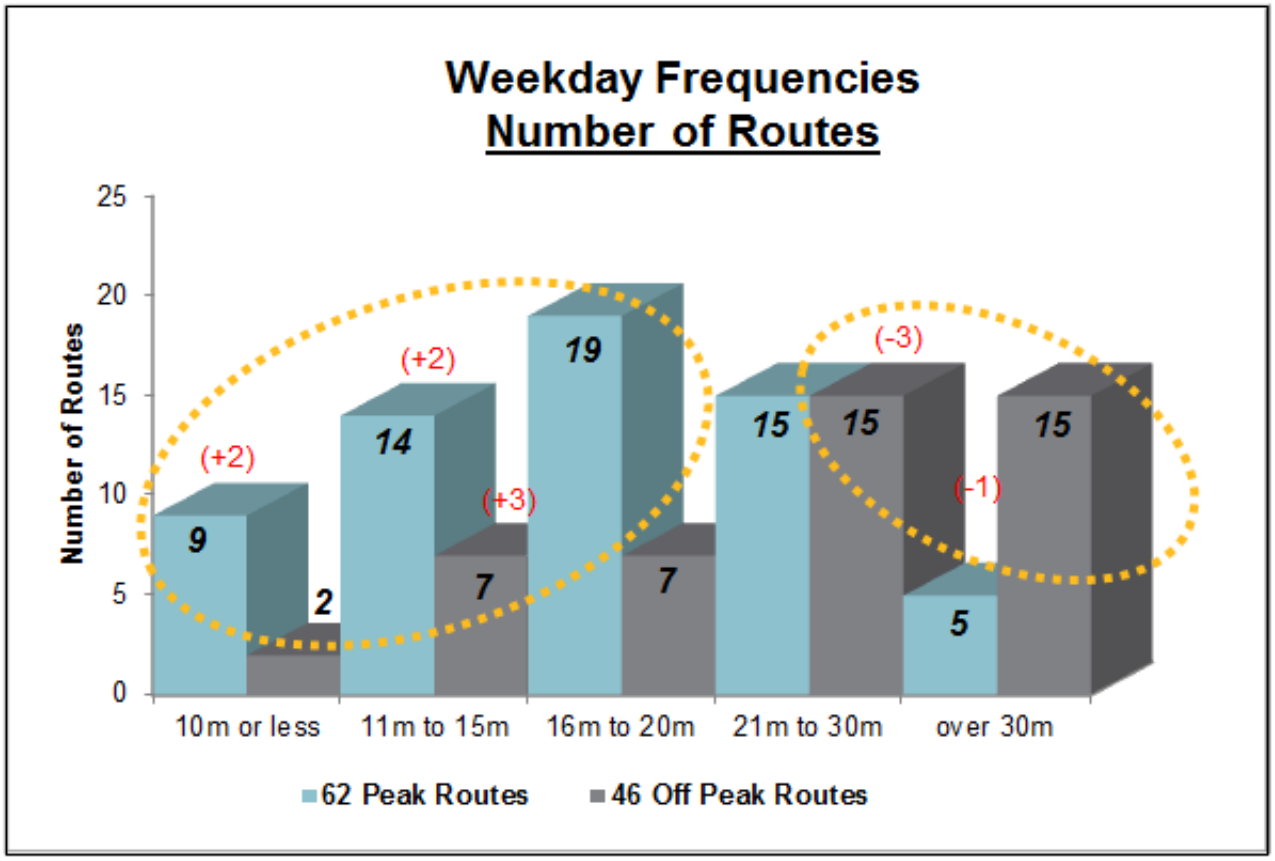
Service Type	2014 Service Hours		2015 Total Service Hours (FORECAST)		2016 Budgeted Service Hours	
	Hours	%	Hours	%	Hours	%
Weekday	**1,222,151**	87.2%	**1,258,667**	87.1%	28,000 hours requested in 2016 (2% service growth)	
Saturday	**110,466**	7.9%	**117,059**	8.1%		
Sunday/Holiday	**68,968**	4.9%	**70,045**	4.8%		
Total	**1,401,585**	**100.0%**	**1,445,771**	**100.0%**	**1,473,771**	**100.0%**

Note: 2015 numbers are based on September sign up and include service hours from Hanlan Water Project, Mississauga Transitway and 3% service growth.



Existing Service Levels

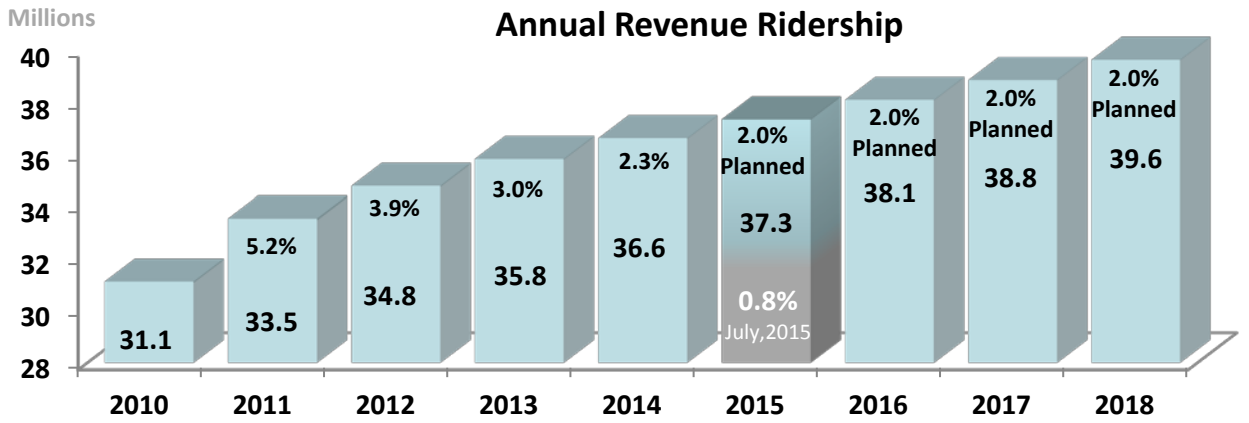
In order to attract new customers, frequencies require improvements to bring them in line with recent rider and non-rider surveys that identify frequency **as the number one factor to attract new riders** and improve overall customer satisfaction. The Five Year Transit Service Plan, MiWay Five, will review and recommend future service frequency improvements.



Note: Based on September, 2015 Signup

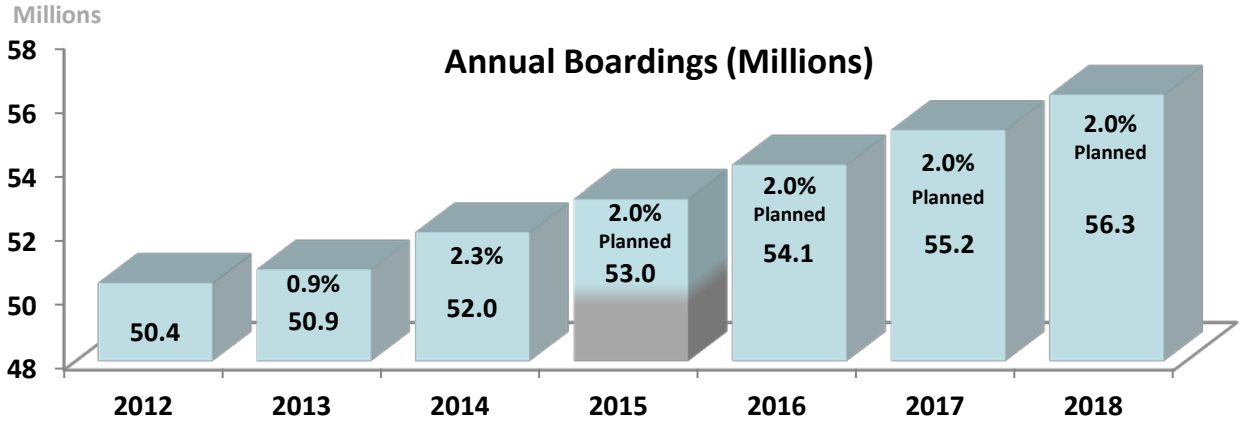
Annual Revenue Ridership

Annual revenue ridership levels continue to climb. MiWay achieved record annual revenue ridership in 2013 at 35.8 million and is expected to reach approximately 37.3 million by the end of 2015 (a forecasted increase of 4.1 per cent from 2013).



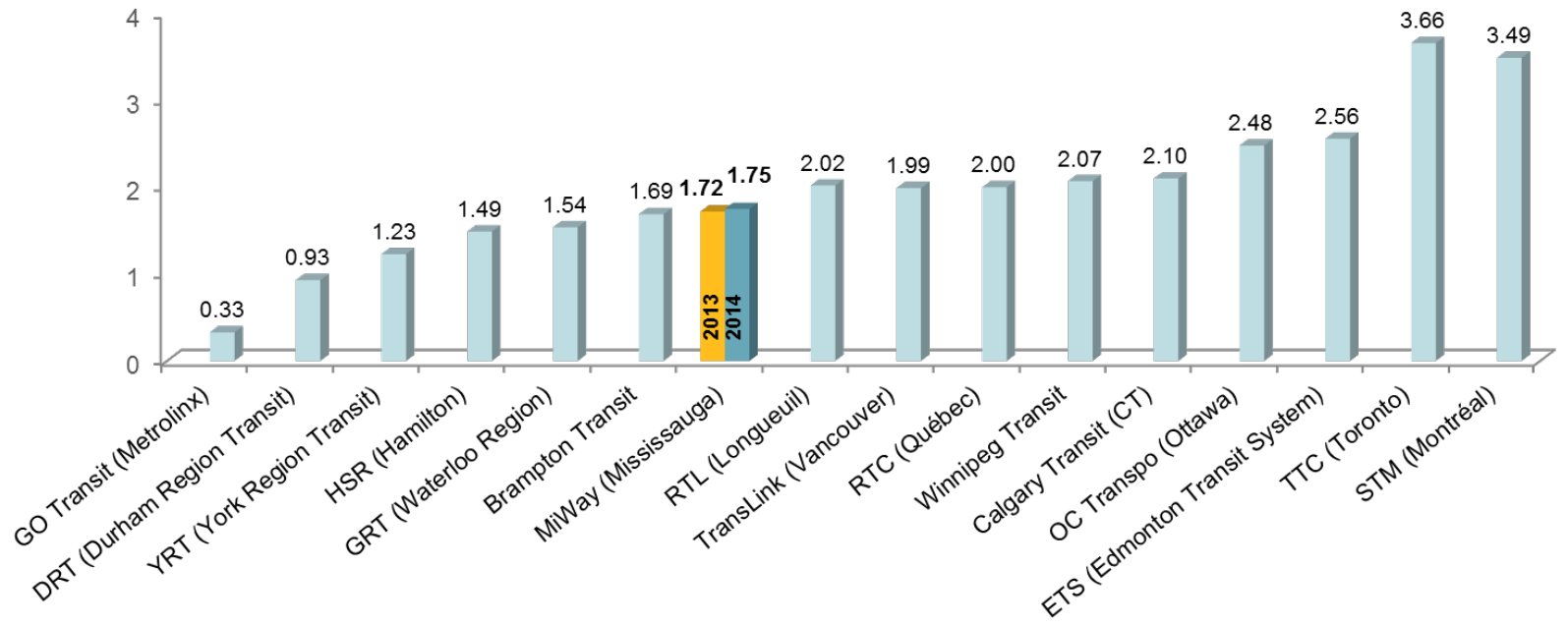
Annual Passenger Boardings

MiWay's annual customer boardings are forecasted to surpass 52 million in 2015.



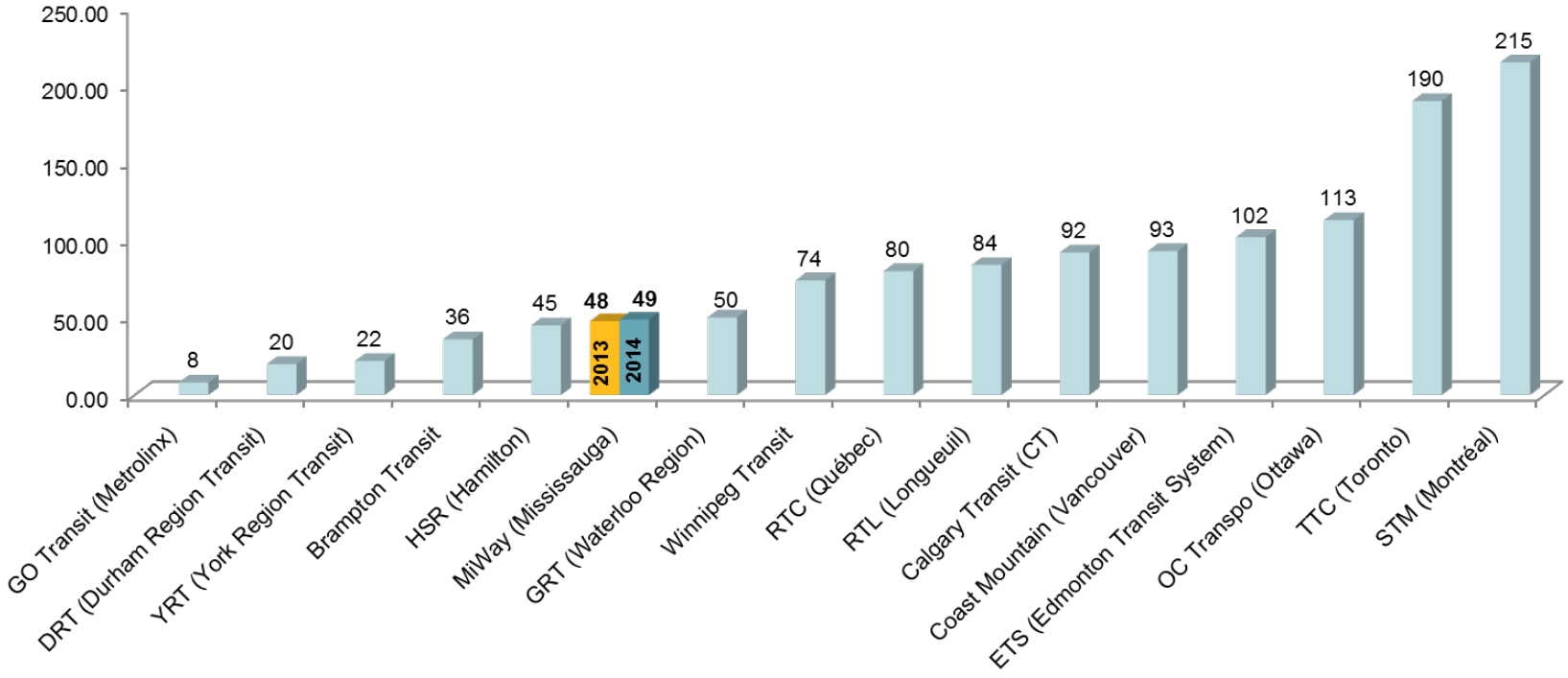
Note: The latest updated Ridership Report up to July 26th, 2015 (Period 7) shows a positive growth of 0.8% when compared to the same period in 2014. 2015 forecasted Annual Revenue Ridership and Boardings are based on Revenue Ridership Model (RRM) Period 7.

2014 Service Hours per Capita



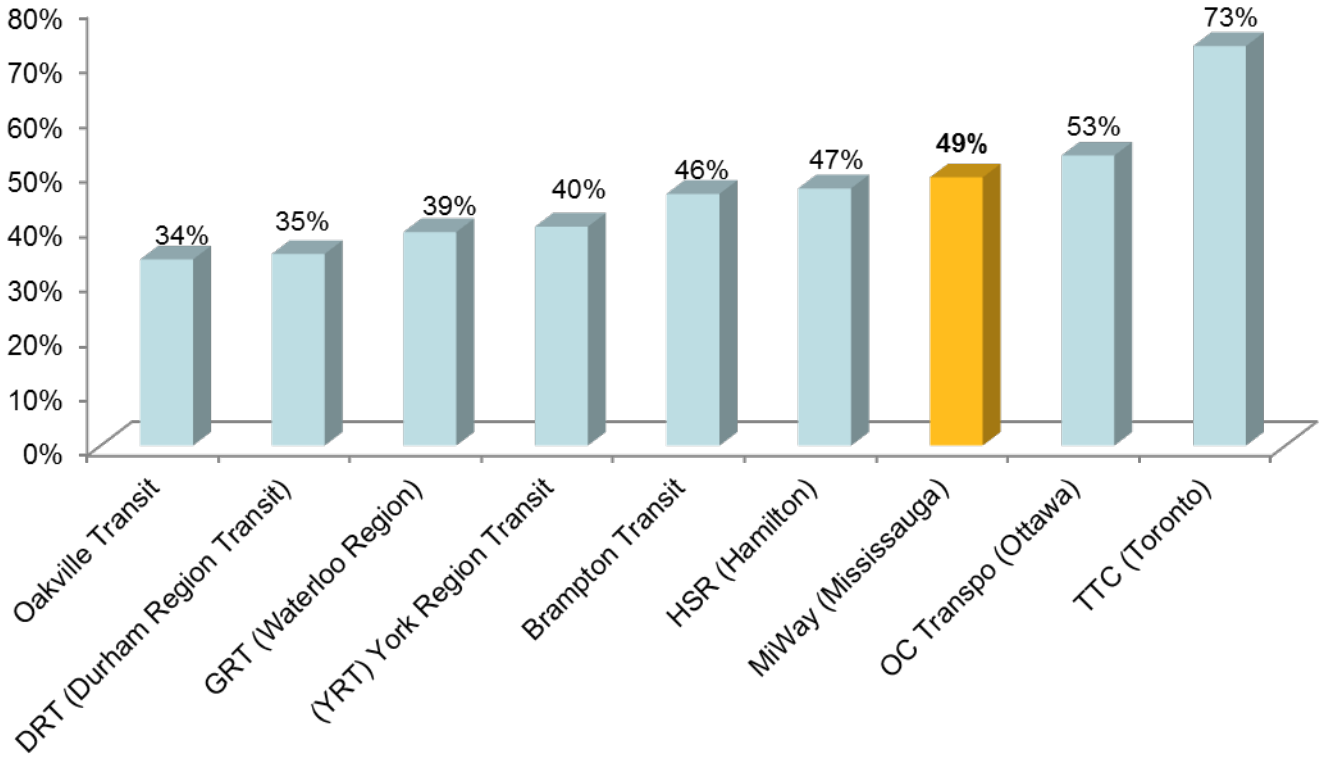
Source: CUTA 2014

2014 Rides per Capita



Source: CUTA 2014

2014 Revenue / Cost (R/C) ratio



Source: CUTA 2014

MiWay Five – Transit Service Plan 2016-2020

MiWay Five is the plan for evolving public transit in Mississauga over the five years from 2016 to 2020. It provides a comprehensive review of where transit operates, when it operates, and how frequently. The success of the plan is based on 3% annual service growth. However, for only 2016 the service growth request has been reduced to 2% due to current economic conditions.

MiWay Five provided an opportunity for everyone in the community to have a say in the future of MiWay to build the foundation for continued transit improvements in Mississauga as we grow to become a transit oriented city. MiWay Five public information centres were held from May 25 to 28 and feedback was collected on the plan. The final plan will be presented to Council before the end of the year.

Ten Benefits of MiWay Five

1. Grid route network to build stronger corridors
2. More service frequency on main corridors
3. More service outside of weekday rush hours
4. More express routes between key destinations
5. Integration with Mississauga Transitway
6. More direct connections between major transit hubs
7. Improved connectivity with GO stations
8. Improved connectivity with major employment areas
9. Improved connectivity with colleges and universities
10. Improved connectivity with neighbouring communities





The Mississauga Transitway

As part of phase one of the Mississauga Transitway, the first four stations at Central Parkway, Cawthra, Tomken and Dixie are now operational. New, larger transit shelters on the north and south side of Rathburn Road were also added at the City Centre Transit Terminal and offer customers enhanced convenience and comfort within enclosed waiting areas. Real-time transit schedules are available through upgraded departure boards inside the stations.

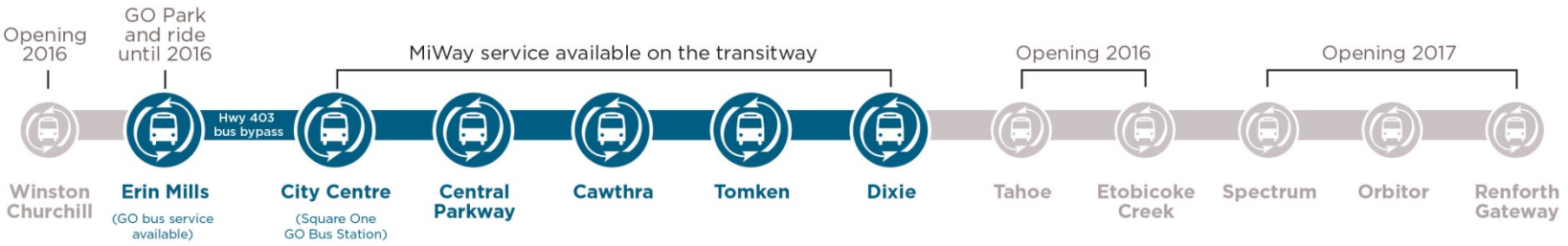
MiWay's MiExpress Routes 107 and 109 and MiLocal Route 21 have transitioned onto the transitway and provide service between the City Centre Transit Terminal and Dixie Station. Saturday service was added along the MiExpress network (Routes 107 and 109) in November 2014 to improve network connectivity, and ensure full coverage along the transitway.

When MiWay's MiExpress routes shifted onto the transitway for the first week of service, there was an increase of passengers of five per cent on route 107 and 19 per cent on route 109. Since November 2014 ridership on both the routes has increased significantly, 32 per cent on route 109 and 10 per cent on route 107. Overall transitway route ridership has increased by 17 per cent (as of April 2015).

Due to the phased approach to opening stations, MiWay expects to add 21,900 service hours in 2017 with the opening of phase two and three.

When fully operational in 2017, the Mississauga Transitway will provide east-west service supporting thousands of customers per day, making it faster and easier for commuters to travel to, from and through Mississauga and across the region. The 18 kilometre transitway will have 12 stations beginning at Winston Churchill Boulevard in the west and ending at Renforth Drive in the east. The transitway will be serviced by both MiWay and GO Transit.

From the west, customers will travel on a dedicated two-lane, bus-only transit corridor 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, customers can connect to Toronto Pearson International Airport and the TTC's Bloor-Danforth subway line.



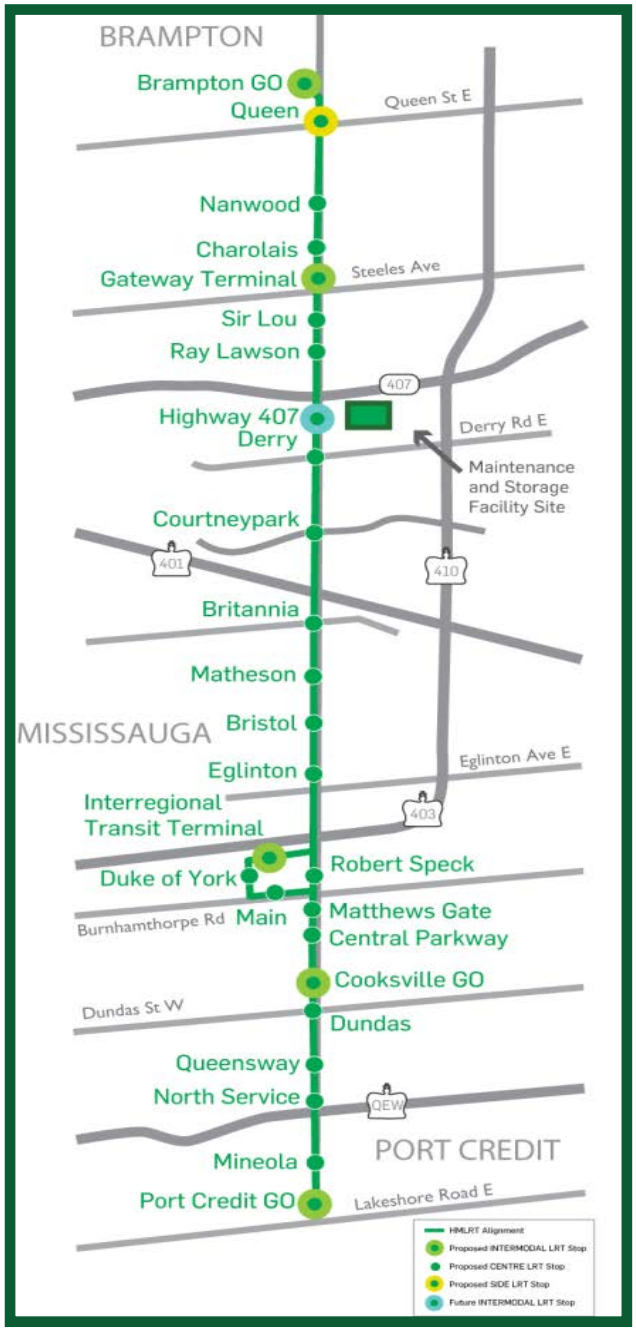
Hurontario – Main Light Rail Transit (HMLRT)

Light Rail Transit service is planned along the Hurontario-Main Street corridor from south Mississauga to central Brampton. This project will initiate the transformation of Hurontario Street into the 21st century with an integrated higher-order rapid transit system supported by appropriate land use and built form framework.

The Hurontario-Main Light Rail Transit (HMLRT) Project received a commitment of full provincial funding on April 21, 2015 making it the largest infrastructure project in Mississauga history. The provincial government is committing up to $1.6 billion – the estimated cost of the project. The Preliminary Design and Transit Project Assessment Process (TPAP) were completed in partnership with City of Brampton and Metrolinx in 2014. The construction of the HMLRT with 26 stops on the 23 km corridor, including stops in the downtown Mississauga City Centre is aimed to commence in 2017/2018 and have in service operations by 2022.

The Hurontario-Main LRT Project is a provincially-planned light rail system which will be owned and operated by Metrolinx with operating contribution from the cities of Mississauga and Brampton. The system will operate between the Port Credit GO Station and the Brampton GO Station along Hurontario and Main Street and also service Downtown Mississauga. This will replace the limited stop express bus services currently operating along Hurontario Street and provide rapid transit connections to the Lakeshore, Milton and Georgetown GO Transit rail corridors as well as future Mississauga Transitway services.





PRESTO – GTA Fare Card

PRESTO is currently accepted on all MiWay buses. Riders will now have more options to load PRESTO cards. In addition to the City Centre Transit Terminal, Islington Subway and GO Transit stations, customers can now load PRESTO cards at all community centres with the exception of Meadowvale Community Centre which is closed for renovations. The card can be loaded in person or online using a single load option or autoload.

The PRESTO fare card system enables 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/senior/post-secondary). MiWay's weekly loyalty program rewards PRESTO cardholders who frequently travel on MiWay with free rides after 12 full fare trips in the same week (Monday to Sunday). Customers using PRESTO pay only 80 cents to ride MiWay when transferring between MiWay and GO Transit through our co-fare.

MiWay still allows customers to purchase tickets and monthly passes but as customer use of the PRESTO fare card continues to grow on MiWay, paper fare media (tickets and passes) will be phased out and discontinued and a new monthly pass on PRESTO will be introduced in 2016. In July 2015 the Student Monthly Pass was eliminated and customers transitioned to PRESTO. The Adult and Senior Annual Pass will also be eliminated in 2016. A fare strategy was presented to Council in September, 2015.

Since its launch in 2009, MiWay has sold over 84,000 PRESTO cards and over 26.4 million trips have been taken by customers who have chosen PRESTO. PRESTO fares currently make up approximately 43 per cent of MiWay fare revenues.





Senior $1 Cash Fare

On June 29, 2015 City Council approved a six-month pilot program that offered seniors in Mississauga one dollar cash fare during off-peak hours.

During this program seniors traveled on MiWay with the proposed fare on weekdays from 9:30 a.m. to 3:30 p.m., weekdays after 7 p.m. and anytime on weekends or holidays.

Region of Peel's Affordable Transit Pass Pilot Program

Subsidy programs targeted towards low income riders that are integrated with social service program delivery are offered at many GTHA cities. In September 2014, MiWay and the Region of Peel commenced a nine - month pilot to provide discounted transit fares for low income riders. This program was implemented to introduce subsidy programs for low income riders. Fare costs were shared equally between the recipient, the Region and the City – MiWay.

A survey by Region of Peel is planned for fall 2015 to determine low income transit needs and design of an expanded low income program. The results are expected to be available by the end of the year.

Improving Infrastructure

Every year funds are dedicated to making improvements to MiWay's existing infrastructure for customers. The following are successes achieved in 2015:

New Bus Shelters	17
Bus Stop Infrastructure Improvements	411 bus pads were added including rear door access for customer convenience. Over 2000 bus stops have been updated with 'MiWay' brand signage.
Washroom Renovation	City Centre Transit Terminal
New Terminal	Humber College
Terminal Upgrades	University of Toronto Mississauga (UTM), Erin Mills Town Centre Terminal, Skymark Hub (expanded for Transitway, City Centre Transit Terminal for PanAm/Parapan Am (Bay extension and 4 shelters installed)
LED Light Replacement	Central Parkway Campus (CPY)

Note: These are projects undertaken this year apart from routine maintenance and service changes.





Accomplishments

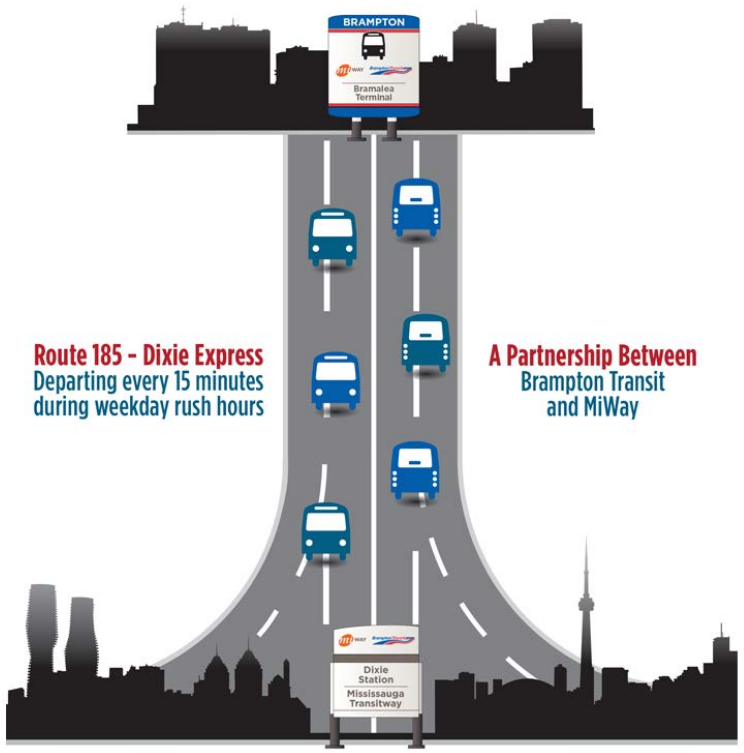
Since the launch of the City's Strategic Plan in 2009, MiWay, in conjunction with other Service Areas, has been working towards developing a transit oriented city. To achieve this, MiWay must consider how we can better connect people to their destinations with convenient transfers and good service frequency to provide a more attractive option to the automobile.
Looking back at what MiWay has accomplished so far to develop a transit oriented city:

Service Levels:

The transit system has added 189,336 hours in service since the new MiWay brand was introduced in 2010. These services have addressed overcrowding, improved frequency, expanded our MiExpress network, improved connections and prepared services for the introduction of the first phase of the Mississauga Transitway in 2014.

Dixie Express – Route #185

Toronto Pearson International Airport and the surrounding area are home to the highest concentration of jobs in the Greater Toronto and Hamilton Area outside of downtown Toronto. The Airport itself employs about 35,000 people, while the surrounding area has about 245,000 jobs.* Travel to the Pearson Airport Area is dominated by auto use compared to transit. To position MiWay as a more attractive option than a car and to enhance bus service and network improvements to, from and within the Pearson Airport Area, continuous investments are underway to the City's transportation system to offer faster and easier service to commuters.



On Sept 8, 2015, the new Route 185 - Dixie Express was introduced in partnership between MiWay and Brampton Transit to provide express service on one of Mississauga's major corridors to complement local service network, with reduced transit travel times, increased connectivity and improved neighbourhood access. The Route185 operates along Dixie Road between Dixie Transitway Station and Bramalea Terminal during weekday rush hours. MiWay and Brampton buses depart stops every 15 minutes.

*Transportation Study of the Pearson Airport Area - May 2015

Service Improvements

Route 4 – Sherway Gardens:

Sunday service was introduced along Route 4 to provide improved transit service throughout the week as well as improve service to Dixie Outlet Mall. The path of Route 4 was also altered to serve Paisley Blvd and Huron Park during off-peak hours and weekends.

Route 37 – Creditview - Erindale GO:

MiWay introduced a new two-way rush hour route, Route 37 – Creditview-Erindale GO, that provides a 22 minute service to Erindale GO Station via Creditview Road and Bancroft/Britannia loop (clockwise). Service supplemented the Route 38 - Creditview with a combined 11 minute frequency on Creditview Road (routes 37 and 38).

Route 15 – Drew & Route 42 – Derry

Routing on Route 15 – Drew was revised to truncate just east of Tomken Road. This change eliminated service duplication with the Route 42 – Derry thus improving resource utilization. Frequencies along Route 42 were also improved, bringing peak frequencies to approximately every 10 minutes to ensure fast efficient connections with Route 15.

Route 28 – Confederation:

Service on Route 28 was revised to service the Cooksville GO Station during the AM and PM rush hours. Service frequencies along the route were also improved, ensuring connections with GO Trains at Cooksville GO Station.

Route 38/38A – Creditview/Argentia

Routing on Route 38/38A-Creditview was revised to end at Huron Park Community Centre, thereby shortening the route and improving service reliability. As part of the MiWay Five Plan, MiWay's goal is to improve service on major corridors to allow for more frequent and efficient routes. A grid network allows for faster and more reliable travel across Mississauga. The truncation of Route 38 improved service and set the tone for future changes within MiWay's transit network, as new reliable routes replace the long and circuitous routes that exist today.



Route 71 – Sheridan - Subway: Due to increased passenger demand, service along Route 71 – Sheridan-Subway was improved to provide more commuting options to the Sheridan Employment area.

Route 70 – Keaton: Service to the Heartland employment district was also improved with added service due to increased passenger demand.

Pan Am & Parapan Am Games

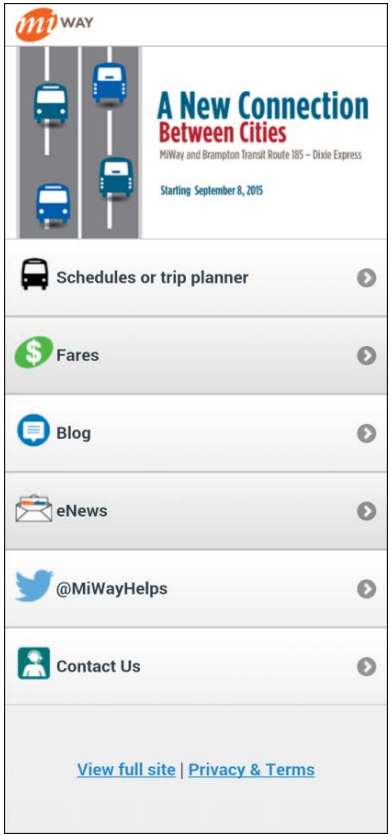
The City of Mississauga hosted the Pan Am Games from July 10 to 26, 2015 and the Parapan Am Games from Aug. 7 to 15, 2015. During this time, multiple events were hosted at the Mississauga Sports Centre (MIS), currently known as the Hershey Centre.

MiWay operated shuttle routes that carried spectators and volunteers between Port Credit GO Station and the Mississauga Sports Centre (MIS) and between Kipling Station and the Mississauga Sports Centre (MIS). Mississauga was central to many other TO2015 venues and provided connections to neighbouring cities such as Brampton, Oakville and Toronto. MiWay also offered service on regular routes directly to the Pan Am Bowling Centre (PLB) and the Centennial Park BMX Centre (CEB). More than 55,000 rides were recorded on MiWay during the Games.



Mobile Site Upgrade

MiWay launched a new mobile site in July, 2015. More and more of our customers are checking bus departure times on their smartphones, so new features were added to the mobile site in preparation for an upcoming transition to real-time schedules.



The new mobile site offers two new features – Alerts and a Trip Planner. It is available at m.miway.ca and continues to provide scheduled departure times. The Alerts feature displays both planned and unplanned alerts that affect the current service. The Trip Planner allows you to plan your trip using your current location, an address or a landmark name.

In 2016, real-time bus departures – which are based on the immediate GPS location of a bus – will replace the scheduled bus departures MiWay currently provides. Today, real-time next bus departures are only available on the digital display screens at the first four Mississauga Transitway stations (Central Parkway, Cawthra, Tomken and Dixie).

Youth Friendly Transit: Working together with youth to ensure transit is easy and friendly with programs such as the highly successful U-Pass program at UTM, MiWay Student Ambassador Program at Mississauga high schools and the Freedom Pass for 12-14 year olds. The youth demographic accounts for approximately 16.5% of overall revenue ridership (2015).

Freedom Pass

The Freedom Pass program was successfully implemented as a pilot program in 2014. Approximately 5,000 Freedom Pass cards were distributed in the first year and to meet demand Council approved continuation of the program with 10,000 passes available on an annual basis in 2015.

The Freedom Pass allows kids ages 12 to 14 to take unlimited rides on all MiWay bus routes (excluding route 88 to Wonderland) for free and free participation in public swims at City operated pools from July 1 to August 31.

As a joint initiative between MiWay and the City of Mississauga's Recreation Division, the program encourages young people to try transit and also supports the City's Youth Plan which creates opportunities to connect kids to community services using public transit.



MiWay Student Ambassador Program

MiWay's award winning Student Ambassador Program is a fun, creative and educational program that provides a great opportunity for Mississauga's secondary school students to educate their school community about the benefits of public transit.

MiWay partnered with 18 secondary schools across Mississauga in the 2014/15 school year to promote MiWay services.

Students applying for the 2015/16 MiWay Student Ambassador program will have an exciting and unique opportunity to design a bus wrap for MiWay and showcase their creativity.





Continued Emphasis on Customer Engagement:

Customers board MiWay buses over 50 million times per year, contact our customer service line 300,000 times annually and visit our information booth hundreds of times a day. In addition customers purchase fares from our ticket agents, visit our MiWay booth at local community events and speak with our Transit Operations and Enforcement teams daily. All of this leads to millions of interactions between MiWay and customers on an annual basis. Every interaction should provide the customer with an experience that is positive and consistent. Outstanding customer service will build a positive perception of the MiWay brand and support the values and strategic goals of the City of Mississauga.

The Customer Service Strategy recommended in the 2015 Business Plan and Budget will define the journey that will achieve a positive and customer focused culture internally leading to providing excellence in customer service for our customers in all experiences with MiWay.

Today our customers are looking for accurate and immediate information and communication. Customers want to have two-way conversations with MiWay. Self-service options such as the MiWay mobile site are well used as customers nowadays are looking for more self-serve options. One of our key rider demographics is students and they use digital media and smartphones to communicate. MiWay needs to consider and implement relevant options for customers to meet their communication needs. Statistics show that live calls to our call centre agents are on a decline as MiWay introduces new communication technology options to keep up with the shift in consumer behaviour towards increasing use of digital media for communication and engagement.

In addition to our digital communication channels and call centre, MiWay's outreach team attends over 150 local events annually to have two-way conversations with the public about transit services in Mississauga. This helps in educating people about MiWay in an engaging way.

Initiative	Summary
Digital Communications	@MiWayHelps – MiWay's twitter account, monthly eNews and MiWay blog has strengthened MiWay's online presence.
Service Change Communications	Support board period changes with extensive in-market communication including print, digital and outreach components.
Community Outreach	Attend over 150 community events each year including Canada Day at Celebration Square, Carassauga and Bread and Honey Festival.
Business Outreach	Continue to build new relationships with businesses to educate their staff on available transit service options.
Community Partnerships	Partner with Community Services – Culture and Library and Art Galley of Mississauga among others to promote MiWay
Media Relations	All MiWay media relations are coordinated through the City's Corporate Communications team.


Community Outreach
Digital Communications
MiWay is committed to keeping its customers informed and reaching out to non-riders to build the MiWay brand through;
Service Change Communications
Community Partnerships
Business Outreach

Awards and Recognition

MiWay Won a National Award for Transitway Campaign

MiWay's marketing team was recognized by Mississauga City Council for receiving a national award from the Canadian Urban Transit Association for a campaign and outreach event that introduced the community to the Mississauga Transitway – the City's dedicated transit corridor that opened in November 2014.

The Discover Your Station campaign attracted 4,000 people to the open house that included free bus tours from the City Centre Transit Terminal to Central Parkway, Cawthra, Tomken and Dixie stations. The open house educated the community about the new stations and MiWay routes that travel on the transitway to bypass congested roads.



Proposed Operating & Capital Budgets

This part of the Business Plan sets out the financial resources required to deliver the proposed 2016-2018 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 2015 was $61.7million and the proposed budget for 2016 is $68.6 million.

Total Changes to Maintain Current Service Levels

The impact of maintaining current service levels for the Transit service is an increase of $4.1 million for 2016.

Highlights of the proposed budget changes are:

- Labour costs are projected to increase by $3.8 million and reflects negotiated union agreements, economic adjustment increases, labour adjustments and other fringe benefit changes;
- The draw on the Provincial Gas Tax Reserve Fund is being reduced by $0.9 million;
- The diesel fuel budget is being decreased to bring it in line with prices paid during 2015. The adjustment from $1.10 to $1.00 per litre for 2016 creates a $1.8 million opportunity in the operating budget which is offset by a corresponding temporary increase to the transfer to capital;
- Other operating expense pressures of $1.2 million relate to requirements for vehicle maintenance inventory relief, Transitway winter maintenance, Presto commissions and MiWay security.

Total Changes to Operationalize Prior Decisions

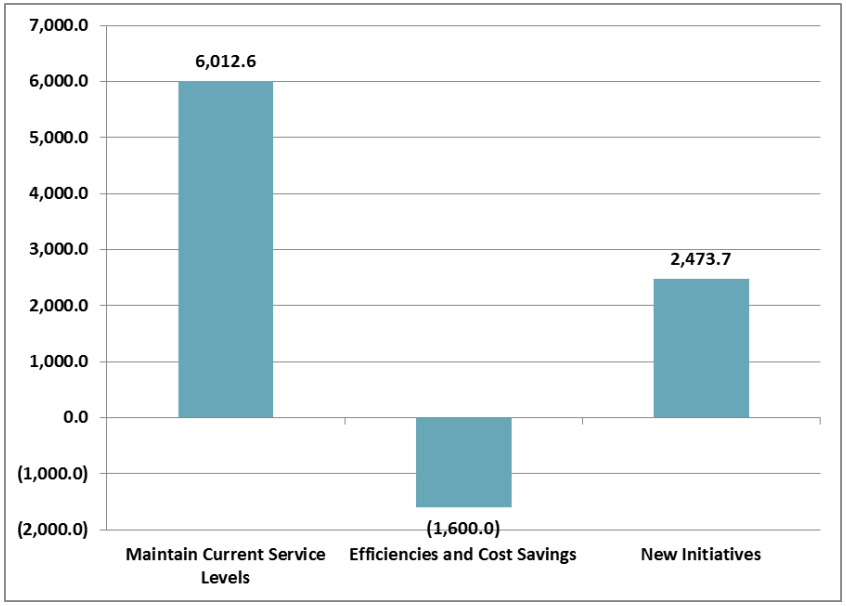
The following budget changes are proposed to operationalize prior decisions in the Transit Service for 2016:

- Labour (27 transit operators), diesel fuel and minor maintenance items are forecasted to increase the operating budget by $1.9 million for 2015 service improvements, having added 41,000 hours in 2015.

Efficiencies and Cost Savings

Total savings of $1.6 million are derived predominantly from service rationalization, overtime budget reductions and sick relief pool reductions.

Proposed Changes to 2016 Net Operating Budget by Category ($000's)



Operating

The following table identifies the budgeted and forecasted operating expenditures and revenues for 2016-2018, as well as 2014 actuals by major program within the service area as well as by major expenditure and revenue category.

Proposed Budget by Program

Description	2014 Actuals ($000's)	2015 Budget ($000's)	2016 Proposed Budget ($000's)	2017 Forecast ($000's)	2018 Forecast ($000's)
Expenditures to Deliver Current Services					
Business Development	7,960	9,036	9,511	9,581	9,302
Business System	2,933	3,798	3,926	5,967	6,008
Office of Director	2,467	869	1,055	1,165	1,271
Operations	92,199	100,123	103,292	102,300	102,508
Transit Maintenance	45,765	49,906	49,237	51,068	51,477
Transportation Project Office Transit	196	98	93	101	109
Total Expenditures	**151,520**	**163,831**	**167,116**	**170,182**	**170,676**
Revenues	**(79,085)**	**(84,445)**	**(84,433)**	**(82,980)**	**(83,230)**
Transfers From Reserves and Reserve Funds	(14,522)	(17,650)	(16,534)	(16,192)	(15,717)
New Initiatives and New Revenues			2,474	6,008	8,622
Proposed Net Budget Including New Initiatives & New Revenues	**57,913**	**61,736**	**68,622**	**77,018**	**80,351**
Expenditures Budget - Changes by Year			2%	2%	0%
Proposed Net Budget - Changes by Year			11%	12%	4%

Note: Numbers may not balance due to rounding.

Summary of Proposed Budget

The following table provides proposed budget changes further defined into more specific separated categories. It identifies changes in labour, operating costs and revenues to maintain existing service levels, efficiencies and cost savings, the cost increases arising from prior year decisions, special levies and new initiatives.

Description	2015 Approved Budget ($000's)	Maintain Current Service Levels	Efficiencies and Cost Savings	Annualized Prior Years Budget Decisions	Operating Impact of New Capital Projects	Proposed New Initiatives And Revenues	Special Purpose Levies	2016 Proposed Budget ($000's)	$ Change Over 2015	% Change Over 2015
Labour and Benefits	124,455	3,811	(1,264)	1,292	0	891	0	129,185	4,730	4%
Operational Costs	38,448	(596)	(337)	392	0	1,771	0	39,679	1,231	3%
Facility, IT and Support Costs	927	(14)	0	0	0	0	0	913	(14)	(2%)
Total Gross Expenditures	**163,831**	**3,201**	**(1,600)**	**1,684**	**0**	**2,662**	**0**	**169,778**	**5,947**	**4%**
Total Revenues	**(102,095)**	**940**	**0**	**188**	**0**	**(188)**	**0**	**(101,155)**	**940**	**(1%)**
Total Net Expenditure	**61,736**	**4,140**	**(1,600)**	**1,873**	**0**	**2,474**	**0**	**68,622**	**6,886**	**11%**

Summary of proposed 2016 budget and 2017-2018 Forecast

Description	2016 Proposed Budget ($000's)	2017 Forecast ($000's)	2018 Forecast ($000's)
Labour and Benefits	129,185	133,926	138,244
Operational Costs	39,679	42,312	41,484
Facility, IT and Support Costs	913	913	913
Total Gross Expenditures	**169,778**	**177,151**	**180,641**
Total Revenues	**(101,155)**	**(100,133)**	**(100,290)**
Total Net Expenditure	**68,622**	**77,018**	**80,351**

Note: Numbers may not balance due to rounding.

Proposed Budget Changes Excluding New Initiatives and New Revenues

The following table provides detailed highlights of budget changes by major cost and revenue category. It identifies the net changes to maintain existing service levels, efficiencies and cost savings, and cost increases arising from prior year decisions.

Category	2015 Budget ($000's)	2016 Budget ($000's)	Change ($000's)	Details ($000's)
Labour and Benefits	**124,455**	**128,294**	**3,839**	Increase reflects labour adjustments and other fringe benefit changes and: $1,292 for annualization of transit operators for service growth initiative from 2015 ($1,264) for savings on transit operators from service reductions, sick relief pool reductions and overtime reductions
Administration and Support Costs	927	913	(14)	
Advertising & Promotions	526	526	0	
Communication Costs	74	48	(26)	
Contractor & Professional Services	1,184	1,184	(0)	
Equipment Costs & Maintenance Agreements	1,703	1,773	70	
Finance Other	559	785	226	Increased Presto commission costs
Materials, Supplies & Other Services	2,429	2,515	86	Uniform and operating material pressures
Occupancy & City Costs	3,980	4,208	228	$165 for utility cost increases $55 for building repairs
Staff Development	158	158	0	
Transfers To Reserves and Reserve Funds	0		0	
Transportation Costs	27,835	26,711	(1,124)	($1,800) for diesel fuel reduction of $0.10/litre $500 for vehicle parts pressures $392 for annualization of prior year decisions ($236) for efficiencies and cost savings
Total Other Operating	**39,376**	**38,821**	**(554)**	
Total Revenues	(84,445)	(84,433)	13	
Transfers From Reserves and Reserve Funds	(17,650)	(16,534)	1,115	($857) for reduced transfers for provincial gas tax reserve ($258) for reduced transfers for bus shelter revenue
Total Revenues	**(102,095)**	**(100,967)**	**1,128**	
Total	**61,736**	**66,149**	**4,413**	

Note: Numbers may not balance due to rounding. Amounts are net.

Proposed New Initiatives and New Revenues

This table presents the costs by budget request (BR#) for proposed new initiatives. Detailed descriptions of each budget request can be found on the pages following the table.

Description	BR #	2016 FTE Impact	2016 Proposed Budget ($000's)	2017 Forecast ($000's)	2018 Forecast ($000's)	2016 to 2018 FTE Impact	2016 to 2018 Capital ($000's)
New Initiative							
Low Income Transit Pass Pilot Program	1913	0.0	900	0	0	0.0	0
Mississauga Transitway - Maintenance and Operations	1914	0.0	493	2,565	2,798	17.0	0
Downtown Transitway Connection	1935	1.0	0	0	0	0.0	2,000
Transit Priority	2096	1.0	0	0	0	1.0	545
MiWay Service Growth	2263	19.0	1,081	3,444	5,824	58.0	13,748
Total New Initiative		**21.0**	**2,474**	**6,008**	**8,622**	**76.0**	**16,293**
Total New Initiatives and New Revenues		**21.0**	**2,474**	**6,008**	**8,622**	**76.0**	**16,293**

Note: Numbers may not balance due to rounding. Amounts are net.








Budget Request #: 1913

Proposed Initiative	Department	Service Area
Low Income Transit Pass Pilot Program	Transportation & Works Department	MiWay

Required Annual Operating Investment

Impacts ($000s)	2016	2017	2018
Gross Expenditures	900.0	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	900.0	0.0	0.0
* Net Change in $		(900.0)	0.0
FTEs	0.0	0.0	0.0

**In each year, all values are cumulative, not incremental.*

Required Capital Investment

Total Capital ($000s)	2015 & Prior	2016	2017	2018	2019 & Beyond
Expenditures	0.0	0.0	0.0	0.0	0.0

Why Staff Recommend this Initiative

In 2012, staff was directed to investigate discounted transit fares for low income riders. Discussions between MiWay and the Region of Peel concluded that a region wide approach was best and commenced a 12 month pilot in September 2014 in Mississauga. Council approved participation in the pilot in spring 2014. Staff supports program expansion to allow for targeted low-income transit fare options.

Details of Service Change

MiWay offers volume discounts for volume fare purchases but does not provide a subsidy program for low income riders. Based on research, programs for low income riders are usually integrated with social service program delivery in other cities. Therefore, MiWay staff will work with the Region to expand the scope of the low-income pilot program to include all individuals in low income situations. Surveys will also be used to determine low income transit needs and what types of trips are being taken such as job hunting, employment, training, medical or social before and after introduction of this card.
Fare costs are shared equally between the recipient, the Region and the City. The City will be billed annually by the Region for the one third cost of the Presto reloads for the program participants.
Program administration, analysis & communication costs are Region's responsibility.

Service Impact

The service impact is not expected to be material as many are existing riders and any additional usage will be spread out over the transit network. The program will increase costs without any revenue offset moving the Revenue Cost ratio in an adverse direction.

Budget Request #: 1914

Proposed Initiative	Department	Service Area
Mississauga Transitway - Maintenance and Operations	Transportation & Works Department	MiWay

Required Annual Operating Investment

Impacts ($000s)	2016	2017	2018
Gross Expenditures	493.0	2,979.6	3,213.4
Reserves & Reserve Funds	0.0	0.0	0.0
User Fees & Other Revenues	0.0	415.0	415.0
Tax Levy Requirements	493.0	2,564.6	2,798.4
* Net Change in $		2,071.6	233.8
FTEs	0.0	15.0	17.0

**In each year, all values are cumulative, not incremental.*

Required Capital Investment

Total Capital ($000s)	2015 & Prior	2016	2017	2018	2019 & Beyond
Expenditures	0.0	0.0	0.0	0.0	0.0

Why Staff Recommend this Initiative

The Mississauga Transitway will open in phases, the first phase of the Mississauga Transitway, which included four stations, began service in November 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 Mississauga Bus Rapid Transit Project is a partnership between the Government of Canada, Province of Ontario, Metrolinx and the City of Mississauga.

Details of Service Change

Customers: The Mississauga 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, the transitway services will complement and connect with local bus service, inter-regional transit service and the TTC.

The first segment of the transitway opened in fall 2014. The full transitway will be operational in fall 2017. The new transitway will be 18 km in length, with 12 new stations and 26 new bridge/culvert structures. The City is responsible for funding 7 km of transitway as well as 9 stations. GO, a division of Metrolinx, is responsible for 5 km of transitway and 3 stations. 15 buses have been acquired as part of the transitway project to support MiWay operations.

Service Hour Growth: Increase of 21,900 hours in January 2017 with the opening of phases two and three.

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 was developed for all users (transit service providers, maintenance staff, enforcement and emergency service providers) to mitigate risks.

Service Impact

Maintenance & operating costs will cover: Roadway costs: maintenance by the City including winter & grounds maintenance & future roadway repair (cost sharing agreement with GO/Metrolinx for their 5km portion (2.5km/transitway west and 2.5 km/transitway east) is being finalized); Parking lot & station costs: parking lots for transitway east (350 spaces) & maintenance & operating costs for 9 transitway east stations; Staffing costs: 22 FTEs hired in 2014 & 2015 to support maintenance and operation; additional MiWay bus operators (15 FTE) to be hired in 2017. Future capital costs: new PRESTO units for the transitway stations, asset management including bridge condition surveys, & associated capital costs for vehicles for enforcement and security officers. Future revenue from the transitway will include fare box revenue from new ridership. To support the City's significant capital & operating investment in the Mississauga Transitway, an additional $100,000 is required to promote MiWay transitway services & connections that are being phased-in as new stations are completed (MiWay service begins at Tahoe & Etobicoke Creek in Jan. 2016 & at Winston Churchill & Erin Mills in Sept. 2016).

Budget Request #: 1935

Proposed Initiative	Department	Service Area
Downtown Transitway Connection	Transportation & Works Department	MiWay

Required Annual Operating Investment

Impacts ($000s)	2016	2017	2018
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	0.0

**In each year, all values are cumulative, not incremental.*

Required Capital Investment

Total Capital ($000s)	2015 & Prior	2016	2017	2018	2019 & Beyond
Expenditures	2,000.0	4,000.0	0.0	0.0	0.0

Why Staff Recommend this Initiative

The downtown portion of the Mississauga Transitway is the missing link in the fully dedicated transit facility traversing Mississauga. In order to provide transit priority for both MiWay and Metrolinx (GO), it is important that this section be constructed.

Budget Request #: 1935

Details of Service Change

The Mississauga Transitway will see the creation of a dedicated east-west transit corridor (transitway) across Mississauga. The transitway is currently being constructed by the City in partnership with Metrolinx and the sections both west and east of downtown are expected to be constructed and fully operational in 2017. The downtown section has not been designed or constructed and is the missing link with regard to a complete dedicated corridor (there is interim use of shoulder lanes on Highway 403 east of Mavis to Erin Mills Pkwy that may be modified to a dedicated facility sometime in the future). The downtown section operates in mixed traffic and is intended to be converted to a dedicated transitway with linkages to the existing City Centre Transit Terminal and the Metrolinx City Centre operations. Given the pending Hurontario-Main Light Rail Transit (HMLRT) design and construction, there is urgency to undertake preliminary design of this section to ensure ultimate compatibility. The design is to consider and integrate connections to HMLRT and adjacent development. The timing of the proposed work for the downtown transitway connection is essential to the potential HMLRT timelines. The City has initiated discussions with Metrolinx.

Service Impact

The downtown section of the transitway was included in the original environmental assessment and includes a portion of the transitway to be grade separated. The transitway facility is an integral part of MiWay's operations and is an important link in Metrolinx's Big Move rapid transit grid. The design, construction and funding of this section will be in partnership with Metrolinx but the details have not been established.
To coordinate the project a Project Manager is needed for a two year period (1 FTE). The Capital Expenditures assumes a 50% cost recovery from Metrolinx and the City's portion funded from the Federal Gas Tax.

Budget Request #: 2096

Proposed Initiative	Department	Service Area
Transit Priority	Transportation & Works Department	MiWay

Required Annual Operating Investment

Impacts ($000s)	2016	2017	2018
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

**In each year, all values are cumulative, not incremental.*

Required Capital Investment

Total Capital ($000s)	2015 & Prior	2016	2017	2018	2019 & Beyond
Expenditures	0.0	130.0	205.0	210.0	210.0

Why Staff Recommend this Initiative

The Transit Priority Network has been developed. It’s imperative to hire an experienced candidate to strengthen the plan by using data from multiple transit databases through strong database skills, robust engineering strength & traffic data analysis to champion Transit Priority measures with various engineering and planning streams. This position will work with Transportation Infrastructure Planning and the Region to implement measures as intersections undergo rehabilitation or improvements.

Details of Service Change

Traffic congestions due to a growing population and increasing number of cars along with construction adds to unreliable service e.g. 18,000 incidents in 2014. Therefore, in order to make transit a reliable and an affordable alternative to the automobile, one that is frequent, safe, reasonably fast, convenient, and an intricate web of higher-order transit, the road network where service operates must have transit priority. A few statistics will further emphasize the expediency of this initiative: Annual Trips (1,565,065), Annual Kms (26,144,738), Annual Incidents (15,741), Annual Minutes Lost (402,374), Incidents Per Trip (1.006%) and Minutes late per incident (26).

Considering pertinent factors the following corridors are identified with the most effective treatment proposed: Hurontario, Dundas, Erin Mills, Dixie, Mavis, Winston Churchill, Derry and Britannia.

Development Charges (DC) funds are available to enhance the scope of work to include Transit Signal Priority (TSP).

Service Impact

In order to provide an affordable and acceptable mobility option, one of the key elements is to move transit at a reasonable pace. As congestion increases on the existing street network, it is essential to have some transit priority treatment on major corridors, both physical and electronic, in order to mitigate the impact.

While it is true that the transitway will clear the east-west corridor to an extent, the majority of routes are on corridors that move about 70% of our customers. Transit priority at selected intersections will reduce uncertainty and improve adherence. While priority measures are adopted, type and extent for each intersection and corridor to be carefully selected on the present requirements without losing sight of future opportunities. Benefits expected include reduce running time delays at intersections to improve service reliability, improvement in customer perception of transit thus enabling higher ridership and possibly lower transit operating and capital costs.

Budget Request #: 2263

Proposed Initiative	Department	Service Area
MiWay Service Growth	Transportation & Works Department	MiWay

Required Annual Operating Investment

Impacts ($000s)	2016	2017	2018
Gross Expenditures	1,269.1	3,989.4	6,751.9
Reserves & Reserve Funds	0.0	0.0	0.0
User Fees & Other Revenues	188.4	545.7	928.4
Tax Levy Requirements	1,080.7	3,443.7	5,823.5
* Net Change in $		2,363.0	2,379.8
FTEs	19.0	38.0	58.0

**In each year, all values are cumulative, not incremental.*

Required Capital Investment

Total Capital ($000s)	2015 & Prior	2016	2017	2018	2019 & Beyond
Expenditures	0.0	5,840.0	7,908.0	0.0	0.0

Why Staff Recommend this Initiative

Additional service hours are requested to alleviate overcrowding and improve service reliability. Changes in travel patterns and increased ridership are exerting added pressures without the resources to respond appropriately. To reduce the gap between demand and supply, the increase in service hours will provide MiWay a minimum ability to enhance frequencies bringing them in line with customer expectations, as well as help create a transitway integrated system.

Budget Request #: 2263

Details of Service Change

The requested two per cent increase in service hours provided in the last Business Planning cycle allowed MiWay to address instances of overcrowding as a result of higher ridership. However, with the increase in ridership, denial of service caused by overcrowding will continue to erode MiWay's network reliability.
Delivering public transit in the midst of substantially increased vehicular traffic, without proper infrastructure of transit priority measures has greatly impacted service reliability throughout the system.
Additional funding is required to develop a transitway integrated network by reinforcing services feeding the Mississauga Transitway, with improved frequencies to support this massive infrastructure investment.
Currently MiWay operates 1.40 million transit service hours annually. With the requested three per cent in transit service hours, MiWay will reach its goal of 2.0 service hours per capita, reaching its goal of 1.53 million service hours by 2018. This will bring it in line with other transit properties with existing or developing transitway/rapid transit systems such as Ottawa, Calgary, Edmonton and Winnipeg.

Service Impact

Service Hours: The requested 2% annual increase in transit service hours will translate into 28,000 in 2016. Buses: New bus allocation of 3 buses/year (< 1%) from Development Charges isn't sufficient for current ridership and the requested service hour growth needed to alleviate overcrowding, improve reliability and develop a transitway integrated route network. In order to sustain and grow services and fleet, the requested funding is required. The increase in service hours will require an additional 22 new buses by 2017 which will be funded by the Federal Gas Tax.. Community Education and Outreach about Transit Network Improvements: MiWay’s Five Year Service Plan (2016-2020) will evolve the transit network and introduce service improvements to attract new customers to MiWay. Service hours are expected to grow incrementally per year, and to make the most of that service investment, an additional $100,000 is required to educate potential new riders – over and above existing customers – about network and frequency improvements.

Human Resources

Proposed Full Time Equivalent Staffing Distribution by Program

Program	2015	2016	2017	2018
Business Development	79.6	80.6	80.6	79.6
Business System	20.0	20.0	20.0	20.0
Transit Maintenance	185.2	185.2	185.2	185.2
Office of Director	2.0	2.0	2.0	2.0
Operations	1,069.8	1,080.8	1,108.8	1,128.8
Rapid Transit	3.0	4.0	4.0	3.0
Total Service Distribution	**1,359.6**	**1,372.6**	**1,400.6**	**1,418.6**

Note: Numbers may not balance due to rounding.





2016 Staff Requests

BR #	Initiative	Position	FT FTE	PT FTE	TOTAL	2016 Operating Budget Impact ($000's)
1935	Downtown Transitway Connection	Project Manager	0.0	1.0	1.0	$0.0
2096	Transit Priority	Transit Priority Coordinator	1.0	0.0	1.0	$0.0
2263	MiWay Service Growth	Transit Operators	19.0	0.0	19.0	$1,080.7
Total FTE Changes			**20.0**	**1.0**	**21.0**	**$1,080.7**

Note: The 2% Service Growth initiative requires 19 operators and this is offset by reductions in the sick relief pool (3 operators) and service reductions from the route rationalization (5 operators). A net increase of 13 FTE is being requested for 2016 representing a project manager for the Downtown Transitway Connection initiative (recovered from capital), a Transit Priority Coordinator for the Transit Priority initiative (recovered from capital) and a net of 11 FTE for Transit Operators.







Capital

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.

2016 to 2025 Capital Forecast Highlights include the following:

- The majority of the Transit service capital budget pertains to the acquisition of buses. These buses reflect both growth buses derived from the 2% Service Growth initiative and population growth buses funded from development charges along with replacement buses based on lifecycle. The cash flowing of these buses is skewed towards the latter years of the budget through deferral of 2003-2006 buses expected to live beyond their original 12-year lifecycle; and
- $38.1 million for the Mississauga Transitway construction.

Proposed 2016-2025 Capital Budget by Program

Program Expenditures	2016 Proposed Budget ($000's)	2017 Forecast ($000's)	2018 Forecast ($000's)	2019-2025 Forecast ($000's)	Total 2016-2025 ($000's)
Buses	13,092	16,176	28,152	288,957	346,377
Higher Order Transit	38,173	0	0	0	38,173
On-Street Facilities	290	3,425	425	2,030	6,170
Other Transit	250	1,900	1,250	3,550	6,950
Transit Buildings	6,835	560	5,560	2,420	15,375
Transit Vehicles and Equipment	795	2,520	530	2,840	6,685
Total	**59,435**	**24,581**	**35,917**	**299,797**	**419,730**

Note: Numbers may not balance due to rounding.

Proposed 2016-2025 Capital Budget by Funding Source

The following table provides the funding sources used to fund the capital portion of the proposed 2016-2018 Business Plan and 2016 Budget.

Funding	2016 Proposed Budget ($000's)	2017 Forecast ($000's)	2018 Forecast ($000's)	2019-2025 Forecast ($000's)	Total 2016-2025 ($000's)
Development Charges	3,920	4,262	1,661	10,748	20,591
Federal Gas Tax	15,342	20,320	34,256	274,174	344,092
Provincial Gas Tax	18,708	0	0	0	18,708
Other	2,000	0	0	0	2,000
Subsidies and Senior Govt. Level Grants	0	0	0	0	0
Tax	0	0	0	10,175	10,175
Debt	19,465	0	0	4,700	24,165
Total	**59,435**	**24,581**	**35,917**	**299,797**	**419,730**

Note: Numbers may not balance due to rounding.

Proposed 2016 Capital Budget Detail

The following tables provide a detailed listing of proposed capital projects for 2016.

Program: Buses

Project Number	Project Name	Gross Cost ($000's)	Recovery ($000's)	Net Cost ($000's)	Funding Source
TWTR00096	Transit Capital Bus Maintenance - Major Component Rehabilitation/Replacement	4,000	0	4,000	Gas Tax -Federal Gas Tax-City Allocation
TWTR00097	Transit Bus Acquisitions - Growth	1,752	0	1,752	DCA -Transit Reserve Fund, Gas Tax -Federal Gas Tax-Regional Allocation
TWTR00234	Transit Bus Acquisitions - Service Growth	5,840	0	5,840	Gas Tax -Federal Gas Tax-Regional Allocation
TWTR00249	Transit Bus Seating Modifications-Warranty Issues	1,500	0	1,500	Gas Tax -Federal Gas Tax-City Allocation
Subtotal		**13,092**	**0**	**13,092**	

Program: Higher Order Transit

Project Number	Project Name	Gross Cost ($000's)	Recovery ($000's)	Net Cost ($000's)	Funding Source
TWTR00065	Transit BRT Construction	38,173	0	38,173	Tax -Capital Reserve Fund, Tax - Debt- Other,, Gas Tax -Bus Rapid Transit (BRT)-Provincial Allocation, Gas Tax -Provincial Gas Tax Reserve Fund

Proposed 2016 Capital Budget Detail (Continued)

Program: On-Street Facilities

Project Number	Project Name	Gross Cost ($000's)	Recovery ($000's)	Net Cost ($000's)	Funding Source
TWTR00098	Transit Mini Terminals/Bays/Bus Loops - Replacement	100	0	100	Gas Tax -Federal Gas Tax-City Allocation
TWTR00099	Transit MiWay Signs	50	0	50	Gas Tax -Federal Gas Tax-Regional Allocation
TWTR00100	Transit Bus Stops/Pads (Accessibility Plan) - Replacement	140	0	140	Gas Tax -Federal Gas Tax-Regional Allocation
Subtotal		**290**	**0**	**290**	

Program: Other Transit

Project Number	Project Name	Gross Cost ($000's)	Recovery ($000's)	Net Cost ($000's)	Funding Source
TWTR00252	New Customer Acquisition Program Development and Implementation	250	0	250	Gas Tax -Federal Gas Tax-City Allocation
Subtotal		**250**	**0**	**250**	

Program: Transit Buildings

Project Number	Project Name	Gross Cost ($000's)	Recovery ($000's)	Net Cost ($000's)	Funding Source
TWTR00089	Transit Malton Facility - Expansion & Improvements	2,700	0	2,700	DCA -Transit Reserve Fund,Gas Tax -Federal Gas Tax-Regional Allocation
TWTR00104	Transit Facility Repairs (Minor)	60	0	60	Gas Tax -Federal Gas Tax-City Allocation
TWTR00217	Mississauga Transitway - Downtown Transitway Connection - Preliminary Design	4,000	2,000	2,000	Gas Tax -Federal Gas Tax-Regional Allocation
TWTR00251	Transit Bus Shelters-Consultation	75	0	75	Gas Tax -Federal Gas Tax-City Allocation
Subtotal		**6,835**	**2,000**	**4,835**	

Program: Transit Vehicles and Equipment

Project Number	Project Name	Gross Cost ($000's)	Recovery ($000's)	Net Cost ($000's)	Funding Source
TWTR00101	Transit Capital Equipment Acquisition - Maintenance Section	145	0	145	Gas Tax -Federal Gas Tax-City Allocation
TWTR00105	Transit Change-Off Vehicle Acquisitions - Replacement	140	0	140	Gas Tax -Federal Public Transit Reserve Fund
TWTR00106	Transit Other Vehicles (Vans/Cars/Trucks) Acquisitions - Replacement	220	0	220	Gas Tax -Federal Public Transit Reserve Fund
TWTR00107	Transit Route Supervisor Vehicle Acquisitions - Replacement	140	0	140	Gas Tax -Federal Public Transit Reserve Fund
TWTR00224	Transit Revenue Equipment - Replacement	20	0	20	Gas Tax -Federal Gas Tax-City Allocation
TWTR00262	Transit Priority Infrastructure	130	0	130	Gas Tax -Federal Gas Tax-Regional Allocation
Subtotal		**795**	**0**	**795**	

Note: Numbers may not balance due to rounding. Numbers are gross.

Proposed 2017-2018 Capital Budget by Sub-Program

The following tables provide a detailed listing of proposed capital projects for 2017-2018.

Sub-Program	2017 Forecast ($000's)	2018 Forecast ($000's)
Buses		
TRANSIT Bus Equipment	3,000	3,000
TRANSIT Bus Replacement	0	19,200
TRANSIT Bus Major Maintenance	4,100	4,200
TRANSIT Fleet Expansion	9,076	1,752
Subtotal	16,176	28,152
Higher Order Transit		
TRANSIT Bus Rapid Transit	0	0
TRANSIT Hurontario Corridor	0	0
Subtotal	0	0
On-Street Facilities		
TRANSIT Passenger Shelters, Pads, Signs	325	325
TRANSIT Mini Terminals, Bay & Bus Loops	3,100	100
Subtotal	3,425	425
Other Transit		
TRANSIT Information Systems	1,400	1,000
TRANSIT Surveys	500	250
Subtotal	1,900	1,250
Transit Buildings		
TRANSIT New Construction	500	5,500
TRANSIT Minor Improvements	60	60
Subtotal	560	5,560
Transit Vehicles and Equipment		
TRANSIT Equipment	2,370	375
TRANSIT Vehicles	150	155
Subtotal	2,520	530
Total Expenditures	**24,581**	**35,917**

Performance Measures

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.

Resolution rate is the rate of success in which customers' inquiries received are handled within standard response time.

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 mobile devices.

Employee Satisfaction Survey is conducted every two years and collects feedback on MiWay services from over 10,000 riders.

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 of buses that are on time within a range of three minutes ahead or up to seven minutes late from posted schedule.

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.

Balanced Scorecard

Measures for MiWay	2012 (Actual)	2013 (Actual)	2014 (Actual)	2015 (Plan)	2016 (Plan)	2017 (Plan)	2018 (Plan)
Financial:							
Revenue Ridership	34,761,500	35,789,013	36,607,859	37,599,937	38,351,936	39,118,975	39,901,354
Municipal Operating Contribution per Capita	$80	$91	$93	$97	$100	$103	$106
Revenue to Cost Ratio	49%	49%	49%	47%	47%	48%	49%
Customer:							
Customer Contact: Feedback & Information Requests Customer Contact Resolution Rate	 443,046 87%	 447,476 90%	 391,402 92%	 385,000 92%	 377,300 94%	 369,750 94%	 362,350 94%
Self-Service Option CityLink, Clickn'Ride, Mobile Site	7,673,300	7,826,700	6,461,090	6,165,538	5,869,986	5,574,434	5,278,882
Customer Satisfaction Survey	n/a	82%	n/a	82%	n/a	82%	n/a
Employees/Innovation:							
Employee Satisfaction Survey	63.5%	n/a	n/a	65%	67%	n/a	68%
Preventable Accidents/100,000 kms	0.24	0.25	0.25	0.25	0.25	0.25	0.25
Lost Time Frequency (# of LTI / 200,000 hours)	-	6.28	6.49	6.0	6.0	6.0	6.0
Internal Business Process:							
Schedule Adherence (+3) min. / (-) 7 minutes	87%	87.7%	89.92%	90%	92%	92%	92%
Fleet Availability - above daily requirements	1.16	1.12	1.07	1.07	1.06	1.06	1.06
Boarding per Trip	1.45	1.42	1.42	1.44	1.45	1.46	1.48

MISSISSAUGA

Parks & Forestry

2016–2018 Business Plan
& 2016 Budget

Table of Contents

Executive Summary of Parks & Forestry **3**
Existing Core Services **4**
Vision, Mission, Service Delivery Model 4
Service Delivery Model 5
Business Plan Updates 6
Accomplishments 11
Proposed Operating & Capital Budgets **14**
Operating 15
Proposed Budget by Program 15
Summary of Proposed Budget 16
Proposed Budget Changes Excluding New Initiatives and New Revenues 17
Proposed New Initiatives and New Revenues 18
Human Resources 31
Proposed Full Time Equivalent Staffing Distribution by Program 31
Capital 32
Proposed 2016-2025 Capital Budget by Funding Source 33
Proposed 2016 Capital Budget Detail 34
Proposed 2017-2018 Capital Budget by Sub-Program 41
Performance Measures **45**
Balanced Scorecard 46



Last year the City of Mississauga undertook an extensive process to create a four year, 2015 through 2018, detailed Business Plan & Budget. Approved in February 2015, the 2015-2018 Business Plan & 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. 2016 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 2015-2018 Business Plan and Budget & performance measurements. The complete 2016-2018 Business Plan & Budget can be found on the City's website.



Executive Summary of Parks & Forestry

Mission: We are a dynamic team that protects the natural environment and creates great public spaces to make healthy and happy communities.

This service is provided by:

A multi-disciplinary team composed of Park Planning, Park Development, Parks Operations and Forestry working co-operatively to meet and deliver the open space and outdoor recreational needs of the community.

Interesting facts about this service:

- 310,611 hours of maintenance was performed in 2014 for the care of 7,181 Acres (2,903 Hectares) of parkland and open space, including 367 sports fields, 262 playgrounds, one million City-owned trees, two marinas and 10 publicly owned cemeteries
- There are over 300 publicly owned woodlands and natural areas covering 2,777 Acres (1,124 Hectares)
- Over 7,500 annual service requests from the 311 Citizen Contact Centre are received and resolved by Parks and Forestry, along with over 1,000 additional direct inquiries
- 17,172 hours of community service were contributed for community cleanups, naturalization projects, beautification initiatives, tree plantings and community garden plantings in 2014
- 10,785 trees have been pruned through the City's block pruning program in 2014
- 124,709 hours of outdoor sports fields and 33,160 hours of park permits were booked in 2014
- 47,855 trees were planted through the One Million Trees Mississauga program in 2014

Highlights of the Business Plan include:

- The development of Park 302, Phase I of Park 459, Hancock Property, Scholars' Green Phase II and the Lakeshore Corridor Trail
- Lifecycle Maintenance of various playground redevelopments, sports fields, tennis courts, trail reconstructions and pedestrian bridge replacements
- The development of beach volleyball courts at Lakefront Promenade
- The redevelopment of Malton Village Park, Wildwood Park and Marina Park
- Continued proactive management of invasive species such as the Emerald Ash Borer to preserve the City's tree canopy
- Acquisition of Willow Glen School from the Peel District School Board

Net Investment (000's)	2015	2016	2017	2018
Operating	31,200	31,817	32,090	32,355
Capital	22,111	23,741	69,363	52,736
Full Time Equivalents	365.6	366.6	365.4	371.9

Existing Core Services

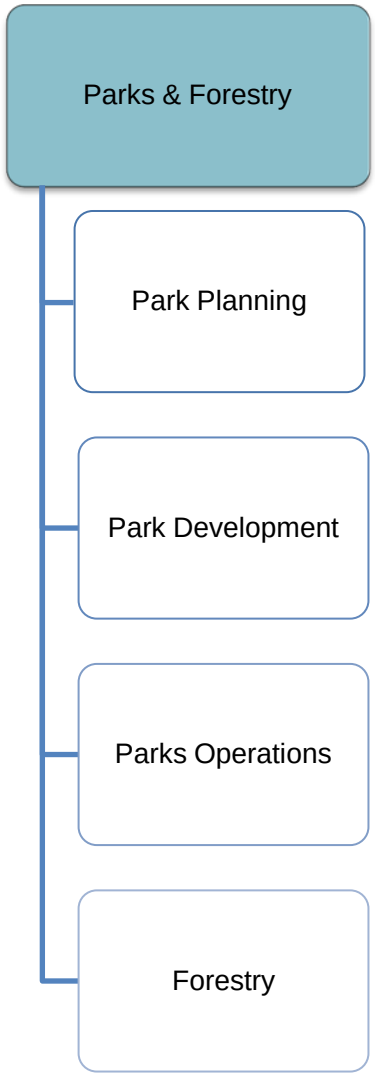
Vision, Mission, Service Delivery Model

Vision

People choose Mississauga for its connected, vibrant outdoor public spaces, creating memorable outdoor experiences, and recognize it as a leaders in the stewardship of the natural environment.

Mission

We are a dynamic team that protects the natural environment and creates great public spaces to make healthy and happy communities.



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, woodlands, natural areas, boulevards, street trees and open space system. Services are delivered by a multidisciplinary team working co-operatively to meet the open space, outdoor recreational, urban forest and environmental needs of the community.

Park Planning

Park Planning is responsible for the provision of parkland and recreational facilities in Mississauga. This includes reviews and coordination of development applications involving 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

Park Development provides comprehensive services on capital development and construction projects related to parks, associates facilities, open space and streetscape beautification. This includes concept development and detailed designs, contract administration and construction of park and amenity developments and redevelopments. Park Development also oversees the Parks and Forestry asset management program, which prioritizes capital investments, captures life cycle projections and adherence to Public Sector Accounting Board reporting requirements.

Parks Operations

Parks Operations is responsible for the ongoing care and maintenance of 7,181 acres (2,906 hectares) of parkland and open space, 262 playgrounds and 367 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 street, park and woodlot trees. Forestry is also responsible for ongoing vegetation management of boulevard areas and the protection and preservation of natural assets through enforcing several By-laws and supporting other service area programs. Forestry also performs invasive species management, woodland restoration, community engagement, education and awareness.

Business Plan Updates

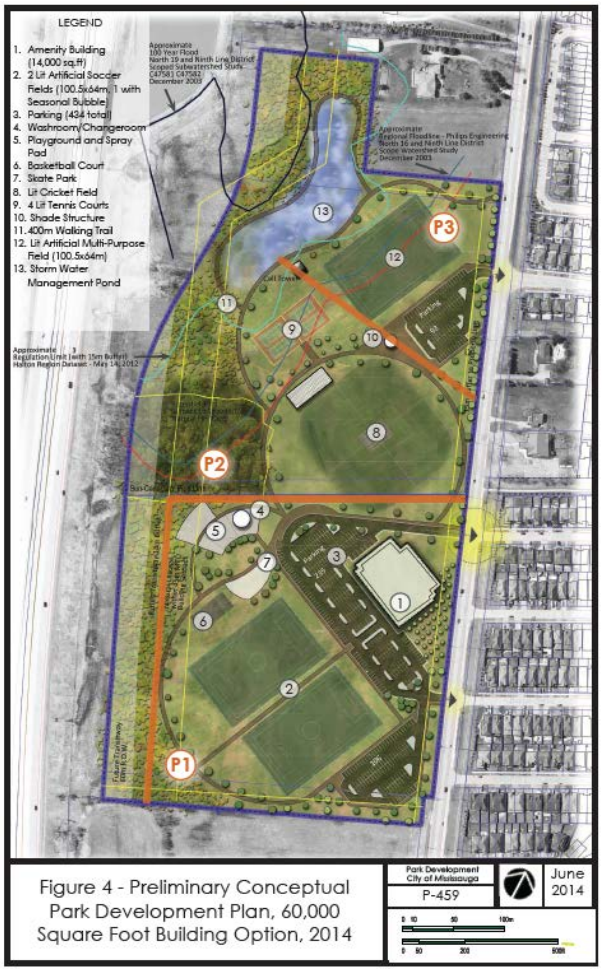
Park 459 Community Facilities

Park 459 is a 20.7 hectare (51.1 acres) undeveloped park property located at the City's western boundary, on Ninth Line, north of Erin Centre Boulevard in Ward 10. The current proposal is to develop the lands in three phases as an all season destination sports park with tournament level lit sports fields, a variety of outdoor amenities, natural areas and an indoor community centre.

Preliminary designs for the park and community centre are underway. The public engagement sessions were very well attended and have provided a wide spectrum of ideas from residents to aid in shaping this destination facility. The phased development of the park proposes facilities to include: two artificial lit turf soccer pitches; cricket pitch; multipurpose artificial turf field; natural heritage area; trails; and supporting amenities.

The community centre will include a triple gymnasium, 25m indoor pool, programmable recreational and multi-purpose space and administrative areas. There will also be an air supported structure designed to cover one of the artificial soccer pitches in the off season to provide year round use of the facility.

Operating impacts for Phase One have been included in the Recreation and Parks & Forestry Business Plans beginning in 2018.



Park 459 Development Plan

Public Information and Awareness

In recent years there has been a substantial increase in the expectations for public information regarding Parks and Forestry services, along with increased publicity of events and activities that take place in parks. Ongoing initiatives like One Million Trees Mississauga, stewardship and public education outreach is critical towards promoting the value of parks, the urban forest and the City's natural assets.

Improving the promotional and marketing programs through dynamic web content, promotional materials, electronic customer satisfaction surveys and an expanded presence on social media will allow for Parks and Forestry to better demonstrate the benefits of the service and improve citizen-facing public information. These improvements will also allow for revenue generating opportunities through improved marketing for marina slips, cemetery plots, park photography and picnic permits.

Arborist Succession Planning

The Arborist profession has been identified by Human Resources as a growing hot-spot position due to challenges in retaining qualified staff efficiently. There is an increased industry demand for trained and skilled arborists due to numerous invasive pests, extreme weather and the growing recognition of the value and benefits of trees.

The Arborist Succession Planning Program will ensure a fully staffed complement, with skilled and qualified Arborists to meet work order Service Levels. An Arborist Succession Plan will retain temporary staff that will be trained to provincial and City standards and allow Forestry to efficiently fill vacancies due to retirements and reallocation of staff within the Forestry Section.

Emerald Ash Borer (EAB)

The Emerald Ash Borer (EAB) Management Plan was approved in 2013 to mitigate the impact of the destructive insect on City-owned Ash trees. The 9-10 year program includes the treatment, removal and stumping of Ash trees along boulevards and in our parks and natural areas and replanting's on streets and in parks.

A $5.6 million special purpose levy is in place to administer the program. In 2013-2014 4,652 ash trees were removed, 5,290 trees were treated using TreeAzin and 1,259 trees were replanted as part of the EAB Replacement Program. Data collection in woodlots began in 2014 with expected completion in early 2016. Hazardous tree mitigation in woodlots is also underway.

2013 Ice Storm Recovery

The impacts of the December 22, 2013 extreme ice storm caused significant damage to the City's tree canopy. Hazardous tree mitigation works resulted in the removal of broken and dangerous branches from trees city-wide. The removal of 2,000 City-owned trees and pruning of 8,000 trees was completed to ensure the structural integrity of the tree. The City has applied for provincial funding through the Ontario Ice Storm Assistance Program (OISAP) to reimburse all eligible costs, with the Province ultimately confirming eligibility. To date, the City has received $3.3 million in reimbursement through OISAP, however full recovery from the Ice Storm, including costs for tree removal and restoration pruning, will take several years to complete.

Information Technology

The implementation and ongoing use of technology is a critical component to both delivering an efficient service and improving user experiences. The Infor Public Sector 8 system is used for numerous business processes, including the collection of asset information, inputting service request, inspections and work order data for all front line Parks and Forestry staff. Staff are issued mobile technology and access and record data directly in the field. Data collected is used to measure service level adherence, maintenance costs, productivity, resource allocation and response to liability claims.

To expand service delivery Parks and Forestry looks to integrate its use of information technology into its facilities. Introducing items such as mobile applications including smartphone apps, Wi-Fi hot spots and geographic information systems (GIS) adds customer value in destination parks and trails through learning opportunities and enhancing the experience of the natural environment.

Data collection is also an important tool to enable more effective decision making. Tracking park utilization will inform park redevelopment priorities and maintenance delivery, as well as supporting the argument that parks are valued resources in the community.

Downtown Parkland Acquisitions

The Downtown Growth Area includes the Official Plan character areas of the “Downtown Core”, “Downtown Fairview”, “Downtown Cooksville” and “Downtown Hospital”. The Downtown Growth Area has been identified by the Province as the area to accommodate the majority of Mississauga’s growth. Contributing factors include the opportunity for higher density development, as well as existing and proposed infrastructure (such as the LRT). The anticipated population increase for the area is 57,000 additional people by 2041.

The public park system is a critical component of the success and quality of life in an urban area and a fundamental element of the broader public realm. Investments in parks, trees and the public realm contribute to the health of a community particularly in intensification areas and have measurable economic benefits that typically exceed their initial investments.

The current percentage of parkland in Mississauga’s Downtown Growth Area is approximately 3% of total area, whereas in comparable municipalities it is 11%. The current parkland provision level in the Downtown Growth Area is 0.24 ha (0.6 ac) /1000 people compared to a minimum city-wide standard of 1.2 ha (3 ac) / 1000 people. In response to projected population growth for the Downtown Growth Area, a minimum of 13.7 hectares of new parkland will be required to maintain the current provision level of 0.24 ha (0.6 ac) /1000 people.



Community Common

Protection of City-Wide Natural Heritage

The Natural Heritage and Urban Forest Strategy and Urban Forest Management Plan were approved by Council in February 2014. This plan identifies the need to prioritize support for the environment and recognizes the importance of preserving our natural heritage and urban forest. This includes proactive targeted management of approximately 2,777 acres (1,124 hectares) of natural areas, 7,122 acres (2,882 hectares) of maintained open space, 1 million publically owned trees and over 300 woodlots.

This initiative ensures the protection, enhancement, restoration and expansion of these assets through implementing the strategic actions outlined in the Natural Heritage and Urban Forest Strategy and Urban Forest Management Plan, for example City-wide coordination and implementation of Natural Heritage issues and liaising with external Stakeholders and community groups to protect the City's Natural Heritage. There is a need to ensure that policies, procedures and planning related to Natural Heritage and the Urban Forest are applied to ensure their long-term sustainability and prioritization.



Riverwood Park

Wildwood Park Master Plan and Transition Plan

Wildwood Park is one of 22 busy destination parks, constructed in 1965 and located in the Malton community. It has recently been devastated by the Ice Storm, Asian Long Horned Beetle, Emerald Ash Borer and Gypsy Moth insects, requiring the removal of more than 3,500 trees.

The development of the park and installation of park facilities has taken place in different years over the park's life. Overall the facilities are in fair condition with varying remaining life spans. Given the nature of the park's development since 1965, there are a number of functional and accessibility issues throughout the site where improvements to both the structure and infrastructure would provide efficiencies in the use and maintenance of the park. Recent public consultations in the Community Plan Review for Malton through the "My Malton" Project showed great public interest in revitalizing Wildwood Park and the Malton Arena streetscape. There are also numerous requests each year for event space in Malton to facilitate community festivals, cultural functions and sporting events which cannot be accommodated within surrounding community park facilities.

A Master Plan and Transition Plan will be developed to identify the ultimate potential towards revitalizing this destination park and to identify key lifecycle triggers to initiate a phased and transitioned redevelopment of the site.

Waste Management

Waste and litter removal in parks is a significant cost to Parks and Forestry. In 2014, 56,998 hours of labour were required to remove waste and pick up litter from Parks.

To respond to these pressures, front line staff participated in the Lean Parks Waste Management project in 2014, which resulted in over 50 recommendations to improve how waste was picked up and disposed of. Recommendations included a centralized approach to waste management, optimized routes and improved shift scheduling. Staff also approached the Region of Peel to partner on waste disposal, and is now able to dispose of waste at the Region's Integrated Waste Management Facility at no charge. As a result of the recommendations, savings of $138,300 were realized through this project.

Moving forward, new receptacle designs are currently being evaluated with improved communications to enhance recycling, limit water and ice accumulation and prevent odours from escaping the unit. Marketing and communication tactics will be implemented to reduce household waste dumping in parks, and new ways to ensure that community and sports groups leave park facilities in the same condition they arrived in will be explored.



Culham Trail at Erindale Park

Accomplishments

The City's achievements in Parks and Forestry reflect its vision of protecting, restoring and enhancing Mississauga's natural features and the commitment to the City's strategic pillars of Move, Belong, Connect, Prosper and Green. Recent highlights are summarized below:

Strategies/Master Plans

- The 2014 Future Directions Master Plan for Parks and Forestry provides an understanding of what is important to residents, identifies needs and establishes strategies to address the City's growth and development
- Completion of the Credit River Parks Strategy (CRPS), which is a comprehensive plan to guide development, management and restoration activities for open space lands in the Credit River valley including a continuous trail connection from the City's north border to Port Credit
- The Downtown Growth Area Parkland Provision Strategy was completed to examine the existing park supply in the Downtown area and recommend future provision levels and park types, as well as how this can be achieved and maintained
- The Parks Signage Study was completed to establish clear and consistent communication through improved signage and wayfinding for park visitors
- The Natural Heritage and Urban Forest Strategy (NH&UFS) and Urban Forest Management Plan (UFMP) were completed, and recommend a long-term strategic plan to manage the City's natural areas and urban forest



Natural Heritage and Urban Forest Strategy

Acquisition and Reclamations

- 24.3 hectares (60 acres) of open space has been acquired since 2010 through dedication and purchase
- 5.3 hectares (13.1 acres) of land have been reclaimed through the City's encroachment program from 2010-2014

Community Engagement

- 8,345 volunteers contributed 47,193 hours for beautification projects, community cleanups and tree planting events since 2010
- 219 tree planting events took place and 47,855 trees were planted in 2014 through One Million Trees Mississauga
- There is increasing use of parks for regularly scheduled outdoor programs such as "Let's Play in the Park" on play sites, along with evening fitness programs at Mississauga Celebration Square, the Summer Series at Lake Aquitaine and the Sunset Concert Series at Port Credit Memorial Park
- 203 planning applications have been received by Park Planning for comment in 2014
- 26 community meetings took place in 2014 for placemaking forums and information sessions

Partnerships

- The Canada 150 Community Infrastructure Program announced funding commitments for 25 projects across Mississauga
- The MLSE Foundation and Canadian Tire Jumpstart Charity to fund a new multisport court for the Colonial Terrace complex
- The development and programming of the Riverwood Enabling Garden builds on the partnership between the City and the Riverwood Conservancy

- Collaboration with the Canadian Food Inspection Agency (CFIA) to eradicate Asian Longhorn Beetle (ALHB) and complete ongoing monitoring in Mississauga
- Naturalization partnerships with Credit Valley Conservation, the Toronto and Region Conservation Authority and Evergreen enhanced tree planting resource sharing
- Collaboration with the Region of Peel for the Greenland Securement Fund and the Peel Region Urban Forest Working Group
- Parks and Forestry and Amacon Development are working in collaboration to design and construct a vibrant and unique parkette within the City Centre. The parkette is scheduled for construction in fall 2015 and will be open to public in spring 2016. This is an example of POPS (Privately Owned Public Space)
- Ongoing education and stewardship initiatives with the Riverwood Conservancy for the former Hancock Property (Park 508)
- A new bridge is being constructed on the former Harris Farm property (Park 505). The funding partnership between the City and the Region of Peel saved the City one million dollars
- Oxford and CMS Department worked in partnership to build a new park as a part of the Square One Mall expansion. Another example of POPS (Privately Owned Public Space). This park will be open to public in Spring 2016
- The Rotary Club received a Grant under the Enabling Accessibility Fund to install accessible components, park furniture and an accessible play surface at the Meadowvale Rotary Park playground
- Riverwood Conservancy and Ecosource to offer garden and instruction areas as part of the design for the former Hancock lands (Park 508)
- Sheridan College for the development and maintenance of Scholars' Green Phase II

Developments

- New parkland and open space included the opening of Cooksville Four Corners, Streetsville Village Square, Scholars' Green, Community Common, O'Connor Park, Sanford Farm Park, Horseshoe Park, Samuelson Circle Trail and Stairway Connection, Twin Spruce Park Gateway, Park 302 Phase 1, Queensway Trail and the Hershey Sport Dome
- Redeveloped sites include Streetsville Rotary Park, Clarkson Village Gateway Feature, Clarkson Streetscape, Lake Wabukayne, Petro Canada Park, Mississauga Celebration Square, Riverwood, Lakeside Park, Harold E. Kennedy Park, Albert McBride Park, Ridgewood Park, Red Oaks Park, Bough Beeches Park, Madill Common and other various community play sites and pathway systems
- 3.25 kilometres of new trails have been added to the City's off-road network since 2010
- 2.4 kilometres ($3 million) of additional streetscape added to the Downtown

Lifecycle Maintenance

- A City-wide condition assessment of all park trails and pedestrian bridges has been completed to prioritize future life cycle replacement needs and costs
- 5 sports fields were rehabilitated, along with 4.1 kilometres of park trails and the rehabilitation of 7 tennis courts
- Rehabilitation of 7 Pedestrian Bridges
- 10,785 trees have been pruned through the City's block pruning program in 2014

The Urban Forest

- The Emerald Ash Borer (EAB) Management Plan was approved in 2013 to mitigate the impact of EAB on City-owned trees. The 2014 program included removals,

treatments, stumping and replacement planting, along with data collection in woodlots to implement the management plan
- Surveys are ongoing within natural areas to identify any invasive species threatening natural areas, as well as any significant or threatened species requiring additional attention
- Ice Storm recovery works completed, including the removal of 2000 trees and pruning of 8000. To date the City has received $3.3 million in reimbursement through OISAP, with full cost recovery expected to take several years to complete
- The removal of over 7,500 trees due to the Asian Long-horned Beetle program under the direction of the Canadian Food Inspection Agency (CFIA)
- The City's One Million Trees Mississauga program reports 47,855 trees planted and 219 events held City wide in 2014

Awards and Recognition

- Holcim Waterfront Estate received the Lieutenant Governor's Ontario Heritage Trust Award for Excellence
- Cooksville Four Corners received an Award of Merit from the Mississauga Urban Design Awards
- Streetsville Square received an Ontario Builders Award, Category 2 from the Ontario General Contractors Assoc.
- The Canadian Society of Landscape Architects Regional Award of Merit for the MacEwan Terrace Garden at Riverwood (2014)
- The Canadian Society of Landscape Architects Regional Award of Merit for the Credit River Parks Strategy (2014)
- Mississauga Celebration Square received an Award of Excellence under the 2011 Mississauga Urban Design Awards and was recognized at the *International Making Cities Livable Conference Awards Program*
- O'Connor Park and Scholars' Green were recognized for awards under the 2012 Mississauga Urban Design Awards. Lakeside Park received an Award of Excellence under the 2013 program
- Communities in Bloom Award for Urban Forestry-Ontario Edition for the Natural Heritage and Urban Forest Strategy and Urban Forest Management Plan (2014)

Continuous Improvement

- A mobile engagement survey for placemaking took place for Sheridan Students for the second phase of Scholars' Green
- In-field technology has been deployed for all Forestry staff to improve in-field response times and input paperless time and labour information
- The Lean Waste Management project brought ideas and solutions to waste management challenges from front line staff and increased pickup service levels in 2014 and cost savings of $138,300
- Wireless timesheet information entered by Parks Operations staff now directly feeds into the City's payroll system, reducing the need for administrative entry time
- Implementation of Low Impact Development technology is in place for new park developments
- 15 seasonal slips have been implemented at Credit Village Marina
- Approval for Parks Washroom construction for Dr. Martin L. Dobkin (Park 290) and Lisgar Fields (Park 359)

Proposed Operating & Capital Budgets

This part of the Business Plan sets out the financial resources required to deliver the proposed 2016-2018 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 2015 was $31.2 million and the proposed budget for 2016 is $31.8 million.

Total Changes to Maintain Current Service Levels

The impact of maintaining current service levels for Parks and Forestry is $500,000 for 2016.

Highlights of the proposed budget changes are:

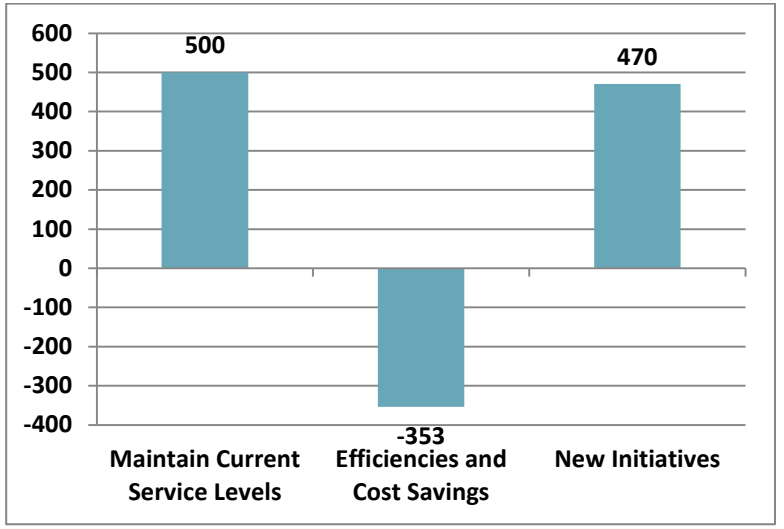
- Labour costs are projected to decrease by $321,000 and reflects a transfer of support costs to Fire and Emergency Services, recoveries from the Stormwater Program and labour efficiencies
- The implementation of the City's stormwater charge will result in a cost impact of $369,000
- Cost increases for grass seed, salt, on-demand emergency repairs and invasive specifies mitigation of $124,000

Efficiencies and Cost Savings

Parks and Forestry is committed to annually reviewing its base budget to identify areas of cost savings and efficiencies. For 2016, $353,400 in savings were identified and included:

- The Lean Parks Waste Management Project, which identified savings of $138,300
- The Parks Refresh organizational review identified savings of $68,700
- New technology for sports field line painting identified savings of $49,700
- Various small savings in contractors and professional services of $96,700

Proposed Changes to 2016 Net Operating Budget by Category ($000's)



Operating

This part of the Business plan sets out the financial resources required to deliver the proposed 2016-2018 Business Plan and 2016 Budget. Information is provided by major expenditure and revenue category as well as by program. The costs to maintain existing service levels and annualized prior decisions are identified separately from other proposed changes.

The following table identify the budgeted and forecasted operating expenditures and revenues for 2016 to 2018, the 2015 Budget as well as the 2014 actuals, by program within the service area.

Proposed Budget by Program

Description	2014 Actuals ($000's)	2015 Budget ($000's)	2016 Proposed Budget ($000's)	2017 Forecast ($000's)	2018 Forecast ($000's)
Expenditures to Deliver Current Services					
Forestry	7,743	7,980	7,408	7,286	7,164
Park Planning & Development	3,103	3,231	3,306	3,376	3,447
Parks Operations	23,510	23,576	24,303	24,460	24,614
Divisional Support Services	8,750	404	380	385	390
CMS Departmental Support Services	0	151	0	0	0
Total Expenditures	43,106	35,342	35,398	35,508	35,614
Revenues	(7,575)	(3,861)	(4,051)	(4,051)	(4,051)
Transfers From Reserves and Reserve Funds	(6,089)	(281)	0	0	0
New Initiatives and New Revenues			470	633	792
Proposed Net Budget Including New Initiatives & New Revenues	**29,443**	**31,200**	**31,817**	**32,090**	**32,355**
Expenditures Budget - Changes by Year			0%	0%	0%
Proposed Net Budget - Changes by Year			2%	1%	1%

Note: Numbers may not balance due to rounding.

Summary of Proposed Budget

The following table provides proposed budget changes further defined into more specific separated categories. It identifies changes in labour, operating costs and revenues to maintain existing service levels, efficiencies and cost savings, the cost increases arising from prior year decisions, special levies and new initiatives.

Description	2015 Approved Budget ($000's)	Maintain Current Service Levels	Efficiencies and Cost Savings	Annualized Prior Years Budget Decisions	Operating Impact of New Capital Projects	Proposed New Initiatives And Revenues	Special Purpose Levies	2016 Proposed Budget ($000's)	$ Change Over 2015	% Change Over 2015
Labour and Benefits	24,115	(173)	(149)	0	0	360	0	24,155	39	0%
Operational Costs	11,526	445	(205)	0	0	110	0	11,875	350	3%
Facility, IT and Support Costs	(299)	137	0	0	0	0	0	(162)	137	(46%)
Total Gross Expenditures	**35,342**	**409**	**(353)**	**0**	**0**	**470**	**0**	**35,868**	**526**	**1%**
Total Revenues	**(4,142)**	**91**	**0**	**0**	**0**	**0**	**0**	**(4,051)**	**91**	**(2%)**
Total Net Expenditure	**31,200**	**500**	**(353)**	**0**	**0**	**470**	**0**	**31,817**	**617**	**2%**

Summary of Proposed 2016 Budget and 2017-2018 Forecast

Description	2016 Proposed Budget ($000's)	2017 Forecast ($000's)	2018 Forecast ($000's)
Labour and Benefits	24,155	24,590	25,227
Operational Costs	11,875	11,719	11,561
Facility, IT and Support Costs	(162)	(168)	(175)
Total Gross Expenditures	**35,868**	**36,141**	**36,614**
Total Revenues	**(4,051)**	**(4,051)**	**(4,259)**
Total Net Expenditure	**31,817**	**32,090**	**32,355**

Proposed Budget Changes Excluding New Initiatives and New Revenues

The following table provides detailed highlights of budget changes by major cost and revenue category. It identifies the net changes to maintain existing service levels, efficiencies and cost savings, and cost increases arising from prior year decisions.

Category	2015 Budget ($000's)	2016 Budget ($000's)	Change ($000's)	Details ($000's)
Labour and Benefits	**24,115**	**23,794**	**(321)**	$367 Labour Adjustments and Fringe Benefit Changes ($149) Labour Efficiencies ($244) Recoveries from Stormwater Program ($296) Transfer of Fire support costs to Fire & Emergency Services
Administration and Support Costs	(299)	(162)	137	$90 Departmental Support Allocations $47 Transfer of Fire support costs to Fire & Emergency Services
Advertising & Promotions	16	16	0	
Communication Costs	142	142	0	
Contractor & Professional Services	3,902	3,762	(140)	$438 Contractor Cost Increases ($138) Efficiencies ($159) Stormwater recoveries ($281) Removal of Block Pruning Transfer from Reserves
Equipment Costs & Maintenance Agreements	74	74	0	
Finance Other	(3)	(3)	0	
Materials, Supplies & Other Services	2,383	2,409	27	$124 Materials and Supplies Cost Increase ($57) Efficiencies ($41) Transfer of Fire support costs to Fire & Emergency Services
Occupancy & City Costs	2,129	2,499	369	$369 Stormwater Charges
Staff Development	96	91	(5)	($5) Transfer of Fire support costs to Fire & Emergency Services
Transfers To Reserves and Reserve Funds	486	486	0	
Transportation Costs	2,301	2,290	(11)	($10) Efficiencies ($1) Transfer of Fire support costs to Fire & Emergency Services
Total Other Operating	**11,226**	**11,604**	**377**	
Total Revenues	(3,861)	(4,051)	(190)	$162 - Utility Rebate Recovery $28 - Fees and Charges Increase
Transfers From Reserves and Reserve Funds	(281)	0	281	$281 - Removal of Block Pruning Transfer from Reserve
Total Revenues	**(4,142)**	**(4,051)**	**91**	
Total	**31,200**	**31,347**	**147**	

Note: Numbers may not balance due to rounding.

Proposed New Initiatives and New Revenues

This table presents the costs by budget request (BR#) for proposed new initiatives. Detailed descriptions of each budget request can be found on the pages following the table.

Description	BR #	2016 FTE Impact	2016 Proposed Budget ($000's)	2017 Forecast ($000's)	2018 Forecast ($000's)	2016 to 2018 FTE Impact	2016 to 2018 Capital ($000's)
New Initiatives							
Public Information-Parks and Forestry	2035	1.0	27	51	53	1.0	0
Automate Manual Parks Administrative Processes	2036	0.0	0	(49)	(49)	(1.2)	0
Parkland Growth	2037	3.5	287	447	561	3.5	0
Arborist Succession Planning Program	2038	1.5	86	86	86	1.5	0
Natural Heritage Protection and Enhancement	2040	1.0	70	98	99	1.0	0
Park 459 Community Facilities	2107	0.0	0	0	41	6.5	10,499
Total New Initiatives		**7.0**	**470**	**633**	**792**	**12.3**	**10,499**
Total		**7.0**	**470**	**633**	**792**	**12.3**	**10,499**

Note: Numbers may not balance due to rounding.

Budget Request #: 2035

Proposed Initiative	Department	Service Area
Public Information-Parks and Forestry	Community Services Department	Parks & Forestry

Required Annual Operating Investment

Impacts ($000s)	2016	2017	2018
Gross Expenditures	27.1	51.4	53.0
Reserves & Reserve Funds	0.0	0.0	0.0
User Fees & Other Revenues	0.0	0.0	0.0
Tax Levy Requirements	27.1	51.4	53.0
* Net Change in $		24.3	1.6
FTEs	1.0	1.0	1.0

**In each year, all values are cumulative, not incremental.*

Required Capital Investment

Total Capital ($000s)	2015 & Prior	2016	2017	2018	2019 & Beyond
Expenditures	0.0	0.0	0.0	0.0	0.0

Why Staff Recommend this Initiative

Public expectations for information on Parks and Forestry have grown with resident's ability to receive up-to-date, accessible information easily is becoming a more critical component to delivering an effective service. Improving the promotional and marketing programs will allow Parks and Forestry to better demonstrate the benefits of the service, take a proactive approach to public outreach on priority initiatives and projects and allow for residents input to be more effectively captured.

Details of Service Change

This request will substantially improve the public information tools available for Parks and Forestry through the addition of one full time position. This request also includes funds for public information materials and supplies, with a portion of the costs for this program partially recoverable from the capital budget for promotional work completed for various capital projects.

Service Impact

The ability for Parks and Forestry to communicate and promote its services will substantially increase. This includes up to date, dynamic web content and promotional materials, electronic customer satisfaction surveys and expansion of Parks and Forestry's presence on social media platforms. Revenue generating opportunities, including marina slips, cemetery plots, park photo and picnic permits will also increase in exposure.

This initiative will also establish online engagement processes for public forums and information sessions, place making sessions and live chats for Forestry projects (Emerald Ash Borer, One Million Trees Mississauga, naturalization and stewardship initiatives), park developments and public place making forums.

Budget Request #: 2036

Proposed Initiative	Department	Service Area
Automate Manual Parks Administrative Processes	Community Services Department	Parks & Forestry

Required Annual Operating Investment

Impacts ($000s)	2016	2017	2018
Gross Expenditures	0.0	(49.3)	(49.3)
Reserves & Reserve Funds	0.0	0.0	0.0
User Fees & Other Revenues	0.0	0.0	0.0
Tax Levy Requirements	0.0	(49.3)	(49.3)
* Net Change in $		(49.3)	0.0
FTEs	0.0	(1.2)	(1.2)

**In each year, all values are cumulative, not incremental.*

Required Capital Investment

Total Capital ($000s)	2015 & Prior	2016	2017	2018	2019 & Beyond
Expenditures	0.0	0.0	0.0	0.0	0.0

Why Staff Recommend this Initiative

This initiative builds on Parks and Forestry's commitment to maximizing the use of technology to improve business processes, reduce labour costs and demonstrate value for tax dollar. It builds on the success of other HAT projects to improve processes related to asset inspection, demand maintenance response and preventative maintenance scheduling.

Details of Service Change

This initiative seeks to update and enhance HAT-P to automate several remaining paper based business processes and substantially improve the application. This initiative includes:

-Development of an asset inspection module to automate the inspection process for all park amenities, including playgrounds, splash pads, skateboard parks and sports fields.

-Development of a service request and preventative maintenance module to automatically generate preventative maintenance work orders, issue demand maintenance requests to staff and prioritize work accordingly

-Substantially improve the time sheet interface for staff to record work completion information and allow for more value added work to be completed in the field.

Tools and enhancements for asset inspections and service requests have already been developed and deployed to other service areas. The scope of this project is to migrate work previously completed and revise the application to meet the needs of Parks Operations.

Service Impact

Several service enhancements would be realized:

-Existing paper based inspection processes would be automated, and provide staff with up to date condition indexes and maintenance costs for park amenities and their components. This information assists in assessing capital life cycle needs, identifying trends and prioritizing investments.

-The service request and preventative maintenance module will improve the coordination of amenity maintenance programs and repairs to key park components. The module will also allow staff to identify recurring maintenance trends requiring additional action and assist staff in distributing daily tasks and assignments to staff.

-Enhancements to the interface will result in an anticipated 2,500 hours of staff time saved, or a 20% improvement in the amount of time staff require to complete their time sheet on a daily basis, allowing for more value added time performing field based work.

Through these productivity improvements, Parks Operations would be able to reduce 1.19 Part Time FTE following the completion of the project, with a payback period of 3.69 years.

Budget Request #: 2037

Proposed Initiative	Department	Service Area
Parkland Growth	Community Services Department	Parks & Forestry

Required Annual Operating Investment

Impacts ($000s)	2016	2017	2018
Gross Expenditures	286.9	447.3	561.2
Reserves & Reserve Funds	0.0	0.0	0.0
User Fees & Other Revenues	0.0	0.0	0.0
Tax Levy Requirements	286.9	447.3	561.2
* Net Change in $		160.5	113.9
FTEs	3.5	3.5	3.5

**In each year, all values are cumulative, not incremental.*

Required Capital Investment

Total Capital ($000s)	2015 & Prior	2016	2017	2018	2019 & Beyond
Expenditures	0.0	0.0	0.0	0.0	0.0

Why Staff Recommend this Initiative

This initiative ensures that City-owned parks and open space facilities are maintained to current service levels for the appropriate facility type. It provides Parks and Forestry with the necessary resources to ensure that basic services are delivered in a cost effective manner.

Details of Service Change

This initiative provides the operating costs for new parkland entering the City's inventory from 2016 to 2018. Parkland entering the inventory includes:
2016: 71.04 Hectares (175.54 Acres)
2017: 50.91 Hectares (125.80 Acres)
2018: 26.72 Hectares (66.03 Acres)

The funding for incremental parkland entering the City's inventory is calculated using current facility costs, captured through the Infor Maintenance Management system for a given classification of park (Destination, Community and Greenbelt). Parkland growth calculations are also separated for developed and non-developed areas of new park facilities, to ensure that only required funding is requested each year.

Service Impact

Funding for labour, materials, contractors and supplies are required for service levels to be maintained at a level suitable for the facility. If resources are not made available, it will lead to a reduction in service levels for other park facilities City-wide in order to absorb the newly acquired open space.

Budget Request #: 2038

Proposed Initiative	Department	Service Area
Arborist Succession Planning Program	Community Services Department	Parks & Forestry

Required Annual Operating Investment

Impacts ($000s)	2016	2017	2018
Gross Expenditures	86.2	86.2	86.2
Reserves & Reserve Funds	0.0	0.0	0.0
User Fees & Other Revenues	0.0	0.0	0.0
Tax Levy Requirements	86.2	86.2	86.2
* Net Change in $		0.0	0.0
FTEs	1.5	1.5	1.5

**In each year, all values are cumulative, not incremental.*

Required Capital Investment

Total Capital ($000s)	2015 & Prior	2016	2017	2018	2019 & Beyond
Expenditures	0.0	0.0	0.0	0.0	0.0

Why Staff Recommend this Initiative

The Arborist profession has been identified by Human Resources as a growing hot-spot position due to challenges in retaining qualified staff efficiently. There is increased industry demand for trained and skilled Arborists due to numerous invasive pests, extreme weather and growing recognition of the value of trees over the past several years. To maintain current service levels there is a requirement to reduce staff vacancy time in Forestry Operations to ensure work can be completed on schedule.

Details of Service Change

There are approximately one million City-owned trees requiring ongoing care and maintenance through City resources. The ratio of Arborists to the number of City-owned street trees is 1:12,000, which means any reduction in staff significantly impacts the team's ability to complete work orders as per current service levels. In 2014, the cumulative number of work days with a staff vacancy (687 days) was equal to time worked by 2.4 staff members, with Forestry being short 4 crew members simultaneously for 39 days during the busy spring/summer season. An Arborist Succession Plan would retain temporary staff that will be trained to provincial and City standards and allow Forestry to efficiently fill vacancies with qualified and trained staff due to retirements and reallocation of staff within the Forestry Section, at a cost and time savings to hiring the equivalent FTE qualified staff.

Service Impact

This request ensures that there are qualified Arborists to maintain existing service levels during periods of staff turnover.

Budget Request #: 2040

Proposed Initiative	Department	Service Area
Natural Heritage Protection and Enhancement	Community Services Department	Parks & Forestry

Required Annual Operating Investment

Impacts ($000s)	2016	2017	2018
Gross Expenditures	70.0	97.6	99.5
Reserves & Reserve Funds	0.0	0.0	0.0
User Fees & Other Revenues	0.0	0.0	0.0
Tax Levy Requirements	70.0	97.6	99.5
* Net Change in $		27.6	1.8
FTEs	1.0	1.0	1.0

**In each year, all values are cumulative, not incremental.*

Required Capital Investment

Total Capital ($000s)	2015 & Prior	2016	2017	2018	2019 & Beyond
Expenditures	0.0	0.0	0.0	0.0	0.0

Why Staff Recommend this Initiative

Completion of this work ensures the protection, enhancement and restoration of the City's natural heritage assets for long-term sustainability. Necessity to close the gap across various departments to enable the consistent application of policies, procedures, and approaches to Natural Heritage management and decision-making for projects and ongoing services. This fulfills the requirement to coordinate and implement Natural Heritage issues City-wide internally and externally.

Details of Service Change

Through the Natural Heritage and Urban Forest Strategy a need have been identified to protect, enhance and restore the City's existing Natural Heritage asset's through:

• Collaborating with internal and external stakeholders to protect and conserve existing natural heritage assets;
• Leveraging current information and data available to protect and conserve Natural Heritage assets City-wide;
• Seeking out possibilities for additional data gathering to measure successes and opportunities for continuous improvement;
• Providing support and advising on the potential to expand the current natural heritage inventory;
• Contributing Natural Heritage technical expertise in the review of strategic documents, official plan policies and development applications;
• Liaising with the community, external stakeholders, internal staff and conservation authorities especially for education and training; and
• Offering a consistent approach to the management of natural heritage City-wide.

By implementing these initiatives, the City facilitates the consistent application of policies, procedures and management of natural heritage assets city-wide for internal and external stakeholders, providing a central point of contact for all natural heritage requirements. This enables the City to provide technical expertise for both projects and ongoing services administered internally and externally, and prioritize the protection of natural heritage city-wide.

Service Impact

This initiative ensures protection and maintenance of the City's existing natural heritage assets, as well as enhancing the current natural heritage inventory to ensure there is no reduction in natural assets on city-owned lands and to ensure that the community, internal staff and external stakeholders are engaged in and aware of Natural heritage policies, procedures and opportunities for enhancement. This request also ensures the existing tree canopy City-wide is protected and maintained, as well as provides the technical support for other City programs whose goal is to protect and enhance natural assets including the Encroachment Bylaw, the Private Tree Protection Bylaw, Woodlot and Natural Areas management and restoration and the City's various planting and naturalization programs.

Budget Request #: 2107

Proposed Initiative	Department	Service Area
Park 459 Community Facilities	Community Services Department	Parks & Forestry

Required Annual Operating Investment

Impacts ($000s)	2016	2017	2018
Gross Expenditures	0.0	0.0	249.3
Reserves & Reserve Funds	0.0	0.0	0.0
User Fees & Other Revenues	0.0	0.0	207.9
Tax Levy Requirements	0.0	0.0	41.3
* Net Change in $		0.0	41.3
FTEs	0.0	0.0	6.5

**In each year, all values are cumulative, not incremental.*

Required Capital Investment

Total Capital ($000s)	2015 & Prior	2016	2017	2018	2019 & Beyond
Expenditures	0.0	636.0	4,931.7	4,931.7	8,069.2

Why Staff Recommend this Initiative

This initiative supports achieving the end goal for both indoor and outdoor recreational spaces in the Churchill Meadows area that meets resident needs. It intends to rectify gaps in service provisions for outdoor sports fields, indoor artificial turf and community space that enhance cross-programming efficiencies.

Details of Service Change

This initiative will support the continuation of the first phase of the overall development of the Park 459 Site. It includes the development of 2 artificial turf sports fields, an air supported structure to provide year-round sports field use, site servicing and stormwater management infrastructure, parking and an indoor facility including a gymnasium multi-use space, and community meeting rooms to support the recreational needs of the Churchill Meadows community. Future developments at the site, are proposed in two additional phases, potentially include a cricket pitch, 4 tennis courts, a basketball court, community playground, and satellite skate park, natural area enhancements, walking trails, a multi-purpose artificial field and parking. The end result of this initiative is a destination sports and tourism facility which includes local amenities and services.

Service Impact

The development of an air supported structure will meet demands and requirements of both youth and adult soccer associations, provides access to facilities during the off-season and supports the Ontario Soccer Association's Long Term Player Development model that reinforces more practice time and player development. The building program conceptual design is currently is under and pending confirmation of the building components, labour compliment needs may be refreshed.

Human Resources

Proposed Full Time Equivalent Staffing Distribution by Program

Program	2015	2016	2017	2018
Departmental Support Services	6.5	4.0	4.0	4.0
DivisionalSupport Services	2.0	2.0	2.0	2.0
Forestry	52.1	52.6	52.6	52.6
Park Planning & Development	33.8	33.8	33.8	33.8
Parks Operations	271.2	274.1	273.0	279.5
Total Service Distribution	**365.6**	**366.6**	**365.4**	**371.9**

Note: Numbers may not balance due to rounding.

Staffing changes in 2016 include the following:

- Transfer of 2.5 Fire support positions to Fire & Emergency Services
- Labour efficiencies identified through the Lean Parks Waste Management project and the Parks Operations organizational review
- 1.5 FTE for the implementation of the Arborist Succession Planning program
- One Public Information Coordinator to improve marketing campaigns and citizen focused public information
- One Parks Person II and 2.5 part time seasonal positions to maintain newly developed parkland entering the inventory in 2016
- One Natural Heritage Technician to implement the recommendations of the City's Natural Heritage and Urban Forest Strategy

Capital

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.

Proposed 2016-2025 Capital Budget by Program

Program Expenditures	2016 Proposed Budget ($000's)	2017 Forecast ($000's)	2018 Forecast ($000's)	2019-2025 Forecast ($000's)	Total 2016-2025 ($000's)
City Wide Facilities	5,252	3,473	1,333	28,653	38,710
Park Facility Installation	3,975	966	560	4,075	9,577
Park Redevelopment	3,054	1,398	1,478	14,164	20,094
Parkland Acquisition	0	35,421	13,500	123,244	172,165
Parkland Development	2,163	16,470	21,213	33,301	73,146
Parks Operations	2,498	2,577	2,286	10,476	17,837
Parks Vehicles, Equipment	281	552	543	3,977	5,353
Sports Field Maintenance	1,958	1,909	1,715	6,367	11,949
Urban Forestry	8,665	7,799	10,108	28,573	55,145
Total	**27,846**	**70,565**	**52,736**	**252,829**	**403,976**

Note: Numbers may not balance due to rounding. Numbers are gross.

Proposed 2016-2025 Capital Budget by Funding Source

The following table provides the funding sources used to fund the capital portion of the proposed 2016-2018 Business Plan and 2016 Budget.

Funding	2016 Proposed Budget ($000's)	2017 Forecast ($000's)	2018 Forecast ($000's)	2019-2025 Forecast ($000's)	Total 2016-2025 ($000's)
Cash In Lieu	1,215	36,563	14,989	129,995	182,761
Development Charges	5,781	15,246	12,281	43,158	76,466
Development Contributions	677	677	677	5,630	7,661
Other	4,283	1,342	166	3,139	8,930
Tax	15,103	13,406	16,623	58,757	103,889
Debt	787	3,330	8,000	12,151	24,268
Total	**27,846**	**70,565**	**52,736**	**252,829**	**403,976**

Note: Numbers may not balance due to rounding.

Proposed 2016 Capital Budget Detail

The following tables provide a detailed listing of proposed capital projects for 2016.

Program: City Wide Facilities

Project Number	Project Name	Gross Cost ($000's)	Recovery ($000's)	Net Cost ($000's)	Funding Source
CMPF00274	Waterfront Development - Construction - Restore Failing	181	0	181	Tax -Capital Reserve Fund
CMPF00327	Site investigations, appraisals, audits & small value acquisitions	110	0	110	CIL Cash In Lieu Of Parkland Dedication Reserve Fund
CMPF00406	Bicycle/Pedestrian System_Const_LakeshoreRoyalWindsorTrail_CreditRiver-EtobicokeCrk(ORT02B)	1,061	0	1,061	Tax -Capital Reserve Fund,DCA - Recreation Reserve Fund
CMPF00408	Bicycle/Pedestrian System -Const-403 Corridor/BRT Trail	1,229	491	737	Tax -Capital Reserve Fund,DCA - Recreation Reserve Fund
CMPF00417	Bicycle/Pedestrian System_Const_E. Hydro One East CorridorTrail_Etobicoke Creek-BRT(ORT11A)	737	0	737	Tax -Capital Reserve Fund,DCA - Recreation Reserve Fund
CMPF00455	City Centre Development - Park Development - Construction - Scholar's Green (P_507)	903	361	542	DCA -Recreation Reserve Fund,Tax - Capital Reserve Fund
CMPF00915	Planning and Development Studies - Waterfront Strategy Study (5 years)	110	0	110	DCA -Recreation Reserve Fund, Reserve for General Contingency
CMPF00936	Riverwood Park Development - Chappell House Exterior Design and Construction	921	429	492	CIL Cash In Lieu Of Parkland Dedication Reserve Fund
Total		**5,252**	**1,282**	**3,970**	

Note: Numbers may not balance due to rounding.

Proposed 2016 Capital Budget Detail (Continued)

Program: Park Facility Installation

Project Number	Project Name	Gross Cost ($000's)	Recovery ($000's)	Net Cost ($000's)	Funding Source
CMPF00199	Washrooms (New) - Construction - Erindale Park (P_060)	481	0	481	CIL Cash In Lieu Of Parkland Dedication Reserve Fund
CMPF00606	Outdoor Basketball - Design and Const_ new unlit court (1 hoop) - Tom Chater Memorial Park	64	0	64	DCA -Recreation Reserve Fund,Tax - Capital Reserve Fund
CMPF00919	Play Equipment (New) - City - East Location - Inclusive Playground - Jaycee Park (P_148)	568	266	303	Tax -Capital Reserve Fund,DCA - Recreation Reserve Fund
CMPF00946	Sports Fields - 2 Unlit Tennis Courts - Design and Construction - Thorncrest Park	213	0	213	DCA -Recreation Reserve Fund,Tax - Capital Reserve Fund
CMPF04272	Design & Construction of an Artificial Turf Football Field and Track - Clarkson Park (P-073)	2,650	1,450	1,200	DCA -Recreation Reserve Fund,Tax - Capital Reserve Fund
Total		**3,975**	**1,716**	**2,260**	

Note: Numbers may not balance due to rounding.

Proposed 2016 Capital Budget Detail (Continued)

Program: Park Redevelopment

Project Number	Project Name	Gross Cost ($000's)	Recovery ($000's)	Net Cost ($000's)	Funding Source
CMPF00268	Bridges & Underpasses - Structural evaluation review - Various Community Parks	79	0	79	Reserve for General Contingency
CMPF00393	Playground Redevelopment - Replace play equipment and landscape improve	482	0	482	Tax -Capital Reserve Fund
CMPF00445	Bridges & Underpasses repair	68	0	68	Tax -Capital Reserve Fund
CMPF00446	Bridges & Underpasses repair	165	0	165	Tax -Capital Reserve Fund
CMPF00575	Major Redevelopment - Phase 1 Tree Replacement - Wildwood Park P_059	400	0	400	Tax -Capital Reserve Fund
CMPF03043	Park Improvements - Parks Signage - Various Community	110	0	110	Tax -Capital Reserve Fund
CMPF04157	Bridges & Underpasses - Footbridge Redecking between Lisgar Fields and Forest Park	37	0	37	Tax -Capital Reserve Fund
CMPF04197	Major Redevelopment - Phase 2 Master Plan & Transition Plan - Wildwood Park P_059	436	0	436	Tax -Capital Reserve Fund
CMPF04323	Playground Redevelopment - Replace play equipment and landscape improve	1,256	584	672	Tax -Capital Reserve Fund
CMPF04325	Public Square Conceptual Development Ward 5	20	0	20	Reserve for General Contingency
Total		**3,054**	**584**	**2,470**	

Note: Numbers may not balance due to rounding.

Proposed 2016 Capital Budget Detail (Continued)

Parkland Development

Project Number	Project Name	Gross Cost ($000's)	Recovery ($000's)	Net Cost ($000's)	Funding Source
CMPF03012	Community Parks - Design & Construction - Not Yet Named F_410	80	0	80	Tax -Capital Reserve Fund,DCA - Recreation Reserve Fund
CMPF03040	Community Parks_Phase 1_Site Servicing, Infrastructure & Park Amenities_Not Yet Named P_459-Park Development	681	0	681	DCA -Recreation Reserve Fund,Tax - Capital Reserve Fund
CMPF04173	Park Utilization Tracking	83	0	83	Reserve for General Contingency,DCA -Recreation
CMPF04255	Community Parks_Phase 1_Site Servicing,Park Amenities_Not Yet Named P_459 - Indoor Recreation	636	0	636	DCA -Recreation Reserve Fund,Tax - Capital Reserve Fund
CMPF04275	Community Parks_Phase 1_Site Servicing,Park Amenities_Not Yet Named P_459 - Indoor Pool	475	0	475	Tax - Debt-Other
CMPF04276	Community Parks_Phase 1_Site Servicing,Park Amenities_Not Yet Named P_459 - Air Supported Structure	208	0	208	CIL Cash In Lieu Of Parkland Dedication Reserve Fund,DCA - Recreation Reserve Fund,Tax - Capital Reserve Fund
Total		**2,163**	**0**	**2,163**	

Note: Numbers may not balance due to rounding.

Proposed 2016 Capital Budget Detail (Continued)

Program: Parks Operations

Project Number	Project Name	Gross Cost ($000's)	Recovery ($000's)	Net Cost ($000's)	Funding Source
CMPF00375	Trail Reconstruction	14	0	14	Tax -Capital Reserve Fund
CMPF00376	Trail Reconstruction	373	0	373	Tax -Capital Reserve Fund
CMPF00378	Trail Reconstruction - Various Trail reconstructions and emergency repairs	28	0	28	Tax -Capital Reserve Fund
CMPF00597	Park Maintenance - Replacement of Park Furnishings - Various Neighbourhood Parks	55	0	55	Tax -Capital Reserve Fund
CMPF00659	Trail Reconstruction	24	0	24	Tax -Capital Reserve Fund
CMPF00663	Trail Reconstruction	4	0	4	Tax -Capital Reserve Fund
CMPF00688	Trail Reconstruction	94	0	94	Tax -Capital Reserve Fund
CMPF00733	Trail Reconstruction	53	0	53	Tax -Capital Reserve Fund
CMPF03038	Cemetery Maintenance - Streetsville Memorial (P_412)	23	0	23	Reserve for General Contingency
CMPF03055	Park Maintenance - Splash Pad Concrete Repairs - Mississauga Valley (P_096)	137	0	137	Tax -Capital Reserve Fund
CMPF03061	Park Maintenance - Recycling and Garbage Collection Program - Various Community Parks	99	0	99	Tax -Capital Reserve Fund
CMPF04209	Park Maintenance - Iceland Skate Park (P_357)	46	0	46	Tax -Capital Reserve Fund
CMPF04210	Park Maintenance - Lake Aquitaine Park (P_102)	274	119	155	Tax -Capital Reserve Fund
CMPF04215	Park Maintenance - Talka Village Retaining Wall	330	0	330	Tax -Capital Reserve Fund
CMPF04277	Parks and Forestry - Various Studies	165	0	165	Tax -Capital Reserve Fund
CMPF04299	Irrigation System Maintenance and Repairs	129	0	129	Tax -Capital Reserve Fund
CMPF04324	Trail Reconstruction	651	303	348	Tax -Capital Reserve Fund
Total		**2,498**	**422**	**2,077**	

Note: Numbers may not balance due to rounding.

Proposed 2016 Capital Budget Detail (Continued)

Program: Parks Vehicles, Equipment

Project Number	Project Name	Gross Cost ($000's)	Recovery ($000's)	Net Cost ($000's)	Funding Source
CMPF00323	Vehicles & Equipment - Non Growth Related Equipment - Parks and Forestry	138	0	138	Tax -Capital Reserve Fund
CMPF00636	Vehicles & Equipment - Growth Related Equipment - Parks	143	0	143	Tax -Capital Reserve Fund,DCA-Public Works Buildings & Fleet Reserve Fund
Total		**281**	**0**	**281**	

Note: Numbers may not balance due to rounding.

Program: Sports Field Maintenance

Project Number	Project Name	Gross Cost ($000's)	Recovery ($000's)	Net Cost ($000's)	Funding Source
CMPF00316	Lit Sports Field Maintenance	684	0	684	Tax - Debt-Other
CMPF00397	Tennis Court Maintenance	102	102	0	Recoveries
CMPF00557	Lit Sports Field Maintenance	477	0	477	Tax -Capital Reserve Fund
CMPF00967	Tennis Court Maintenance - Reconstruction of various	231	0	231	Tax -Capital Reserve Fund
CMPF00987	Unlit Sports Field Maintenance - Bocce Court renovations - Rayfield (P_154)	23	0	23	Tax -Capital Reserve Fund
CMPF04191	Lit Sports Field Maintenance - South Common Park (P_151)	175	0	175	Tax -Capital Reserve Fund
CMPF04298	Unlit Sports Field Maintenance_Turf, infield, fencing repair_baseball back stop_Forest Glen	61	0	61	Tax -Capital Reserve Fund
CMPF04302	Tennis Court Maintenance - Tennis court Reconstruction - Gulleden Park (P_055)	150	0	150	Tax -Capital Reserve Fund
CMPF04309	Lit Sports Field Maintenance	56	0	56	Tax -Capital Reserve Fund
Total		**1,958**	**102**	**1,856**	

Note: Numbers may not balance due to rounding.

Proposed 2016 Capital Budget Detail (Continued)

Program: Urban Forestry

Project Number	Project Name	Gross Cost ($000's)	Recovery ($000's)	Net Cost ($000's)	Funding Source
CMPF00289	Encroachment Management & Rehabilitation-Surveying and RemovalofEncroachments-VariousLocations	77	0	77	Tax -Capital Reserve Fund
CMPF00298	Emerald Ash Borer - Emerald Ash Borer Management Program - Various Locations	6,486	0	6,486	Emerald Ash Borer Reserve Fund
CMPF00336	Street Tree Plantings Various Locations	41	0	41	Developer Contributions -Tree Planting Reserve Fund
CMPF00338	Street Tree Plantings Various Locations	636	0	636	Developer Contributions -Tree Planting Reserve Fund
CMPF00353	Street Tree Plantings - Tree Replacements - Various Locations	600	0	600	Tax -Capital Reserve Fund
CMPF04178	Forest Management - Park Tree Asset Inventory	188	0	188	Tax -Capital Reserve Fund
CMPF04224	Forest Management - Ice Storm Tree Replacement	450	0	450	Tax -Capital Reserve Fund
CMPF04271	Forest Management - Street Tree Asset Inventory	188	0	188	Tax -Capital Reserve Fund
Total		**8,665**	**0**	**8,665**	
Grand Total		**27,846**	**4,105**	**23,741**	

Note: Numbers may not balance due to rounding.

Proposed 2017-2018 Capital Budget by Sub-Program

The following tables provide a detailed listing of proposed capital projects for 2017-2018.

Sub-Program	2017 Forecast ($000's)	2018 Forecast ($000's)
City Wide Facilities		
PARKS Bicycle/Pedestrian System	315	541
PARKS City Centre Development	1,625	0
PARKS Parkway Belt Development	0	0
PARKS Planning and Development Studies	449	330
PARKS Riverwood Park Development	0	0
PARKS Streetscape Rehabilitation	0	0
PARKS Waterfront Development	0	461
Subtotal	**2,389**	**1,333**

Sub-Program	2017 Forecast ($000's)	2018 Forecast ($000's)
Park Facility Installation		
PARKS Cricket Pitch	0	0
PARKS Outdoor Basketball	191	127
PARKS Play Equipment	0	91
PARKS Sports Field	388	21
PARKS Spray Pads	0	0
PARKS Trick/BMX Bike Facility	44	321
PARKS Unlit Soccer	0	0
PARKS Washrooms	343	0
Subtotal	**966**	**560**

Proposed 2017-2018 Capital Budget by Sub-Program (Continued)

Sub-Program	2017 Forecast ($000's)	2018 Forecast ($000's)
Park Redevelopment		
PARKS Bridges & Underpasses	766	543
PARKS Improvements	0	0
PARKS Major Redevelopment	418	0
PARKS Parking Lots	0	0
PARKS Playground Redevelopment	214	935
Subtotal	**1,398**	**1,478**

Sub-Program	2017 Forecast ($000's)	2018 Forecast ($000's)
Parkland Acquisition		
PARKS Community Parkland	19,950	13,000
PARKS Greenbelt Acquisition	15,471	500
Subtotal	**35,421**	**13,500**

Sub-Program	2017 Forecast ($000's)	2018 Forecast ($000's)
Parkland Development		
PARKS Community Parks	16,470	21,213
PARKS Greenbelt Lands	0	0
Subtotal	**16,470**	**21,213**

Proposed 2017-2018 Capital Budget by Sub-Program (Continued)

Sub-Program	2017 Forecast ($000's)	2018 Forecast ($000's)
Parks Operations		
PARKS Cemetery Improvements	0	57
PARKS Other Park Improvements	1,218	565
PARKS Pathway Lighting Improvements	0	0
PARKS Trail Reconstruction	1,240	1,387
PARKS Water & Irrigation Systems	0	210
PARKS Water Services	0	66
Subtotal	**2,459**	**2,286**

Sub-Program	2017 Forecast ($000's)	2018 Forecast ($000's)
Parks Vehicles, Equipment		
PARKS Vehicles & Equipment	552	543
Subtotal	**552**	**543**

Sub-Program	2017 Forecast ($000's)	2018 Forecast ($000's)
Sports Field Maintenance		
PARKS Lit Sports Field Maintenance	1,909	1,395
PARKS Tennis Court Maintenance	0	126
PARKS Unlit Sports Field Maintenance	0	194
Subtotal	**1,909**	**1,715**

Proposed 2017-2018 Capital Budget by Sub-Program (Continued)

Sub-Program	2017 Forecast ($000's)	2018 Forecast ($000's)
Urban Forestry		
PARKS Conservation Authority Planting	0	0
PARKS Encroachments	77	77
PARKS Forest Management	6,445	8,666
PARKS Million Trees	0	0
PARKS Playground Trees	0	0
PARKS Tree Planting	0	88
PARKS Tree Planting-Arbor Day/Special	0	0
PARKS Tree Planting-New Subdivisions	636	636
PARKS Tree Planting-Replacement	600	600
PARKS Tree Planting-Road Reconstruction	41	41
Subtotal	**7,799**	**10,108**
Total Expenditures	**69,363**	**52,736**

Note: Numbers may not balance due to rounding.
Numbers are net.

Performance Measures

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, Parks and Forestry can retain balance to its performance and know that it is moving towards the attainment of its goals.

Financial Measures

Net Parks Maintenance Cost per Acre is the cost of delivering parks maintenance across the City, calculated by dividing net expenditures by the total acres of maintained parkland and open space across the City. Net costs are an important tool to measure versus other municipalities, and represent the total cost after recoveries and user fees of delivering the service.

Forestry Cost per Capita is the net cost of delivering Forestry services across the City, calculated by dividing net expenditures by population, and captures Forestry services that are supported by user fees and tax based funding per person.

Customer Measures

Public Open Space measures the percentage of public open space versus the total area of the City.

Demand Service Requests measure the number of service requests initially received by Parks and Forestry through the 311 Citizen Contact Centre.. A reduction in the number of service requests indicates a proactive approach to the maintenance and upkeep of our assets, as well maintained infrastructure is less likely to generate requests than assets in need of repair.

Trees Planted through One Million Trees Mississauga Events is the total trees planted through City-run events related to the City's goal of planting one million trees of public and private lands over 20 years.

Employee Measures

Overall Employee Engagement is a measure which indicates the extent to which employees value, enjoy and believe in what they do. The employee engagement survey is conducted every two years.

Employee Engagement Survey Participation is a measure indicating the percentage of employees participating in the Employee Engagement Survey. It is important to the City that employees continue to participate in this survey and express how they feel about working at the City.

Business Process Measures

The percent of Forestry Service Requests Resolved within Established Timelines is the percentage of requests and an inspection performed by Forestry staff within published time frames, and reflects the commitment to responding to resident inquiries as quickly and efficiently as possible.

The per cent of Forestry Work Orders Resolved within Established Timelines represents the percentage of work orders for tree pruning, removal or new plantings that are met within established timelines and shows commitment to delivering Forestry services and meeting resident expectations.

The per cent of Parks Operations Service Requests Resolved within Established Timelines represents the percentage of reactive service requests received by the 311 Citizen Contact Centre and resolved by Parks Operations. This measure demonstrates a commitment to maintain park assets in a safe, efficient manner and responding to the needs of residents in a timely manner.

Balanced Scorecard

Measures for Parks & Forestry	2012 (Actual)	2013 (Actual)	2014 (Actual)	2015 (Planned)	2016 (Planned)	2017 (Planned)	2018 (Planned)
Financial:							
Net Parks Maintenance Operating Cost per Acre	$2,873	$2,861	$2,806	$2,837	$3,013	$3,189	$3,364
Net Forestry Operating Cost per Capita	$8.59	$9.59	$9.45	$9.80	$9.74	$10.02	$9.99
Customer:							
% of Public Open Space	9.84%	9.85%	9.86%	9.89%	9.91%	9.93%	10.14%
Demand Service Requests	6,740	7,704	9,799	8,000	8,000	7,900	7,900
Trees Planted Through One Million Trees Events	29,343	44,976	47,855	45,000	45,000	45,000	45,000
Employees/Innovation:							
Employee Overall Satisfaction	69%	69%	75%	75%	75%	80%	80%
Employee Engagement Survey Participation	71%	71%	75%	75%	75%	80%	80%
Internal Business Process:							
% of Forestry SR's Resolved Within Established Timelines	82%	70%	63%	85%	85%	90%	90%
% of Forestry WO's Resolved Within Established Timelines	79%	87%	43%	90%	90%	95%	95%
% of Parks SR's Resolved Within Established Timelines	92%	90%	86%	90%	95%	95%	95%

MISSISSAUGA

Environment

2016–2018 Business Plan
& 2016 Budget

Table of Contents

Executive Summary of Environment 3
Existing Core Services 4
Vision, Mission, Service Delivery Model 4
Service Delivery Model 5
Business Plan Updates 6
Accomplishments 8
Proposed Operating & Capital Budgets 13
Operating 14
Proposed Budget by Program 14
Summary of Proposed Budget 15
Proposed Budget Changes Excluding New Initiatives and New Revenues 16
Proposed New Initiatives and New Revenues 17
Human Resources 24
Proposed Full Time Equivalent Staffing Distribution by Program 24
Capital 25
Proposed 2016-2025 Capital Budget by Program 25
Proposed 2016-2025 Capital Budget by Funding Source 25
Proposed 2016 Capital Budget Detail 26
Performance Measures 27
Balanced Scorecard 28



Last year the City of Mississauga undertook an extensive process to create a four year, 2015 through 2018, detailed Business Plan & Budget. Approved in February 2015, the 2015-2018 Business Plan & 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. 2016 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 2015-2018 Business Plan and Budget & performance measurements. The complete 2016-2018 Business Plan & Budget can be found on the City's website.



Executive Summary of Environment

Mission: To drive environmental excellence by providing environmental leadership that empowers and engages internal and external partners in environmental action and implementation of environmental best practices.

This service is provided by:

- The Environment Division

Interesting facts about this service:

- Engaged ¾ million people at events and through social media
- Launched Community Earth Markets
- 1,200 twitter followers
- Lead Environmental Employee Engagement program with 60 Green Leaders throughout 26 facilities
- Launched Eco-Certification of City facilities for waste reduction and energy conservation
- Improved waste program at Hershey Centre for Pan Am
- Cleanest Canada Day on the Celebration Square with new garbage/recycling containers
- Diverted 3.5 tonnes of batteries from landfill, equivalent to the weight of 3 small cars
- This service is delivered with 7.7 FTE's

Highlights of the Business Plan include:

- A year-round outreach and volunteer program including anchor Earth Markets throughout the community
- Greening the Corporate culture and recognizing "green" City facilities
- 15 new community gardens with one in every ward
- Increased community capacity through environmental community grants
- Implementing the Corporate Zero-Waste Strategy including: conducting audits; greening signature City events; and improving program efficiencies at key facilities, parks and along roadways
- Strategic community energy partnerships to establish long term direction on energy use and conservation
- Prioritizing climate change mitigation and adaptation strategies
- Reporting on environmental conditions in Mississauga
- Promoting City environmental success stories and engaging the community in environmental action

Net Investment (000's)	2015	2016	2017	2018
Operating	964	1,174	1,270	1,185
Capital	0	0	100	0
Full Time Equivalents	7.7	10.3	10.3	10.3

Existing Core Services

Vision, Mission, Service Delivery Model

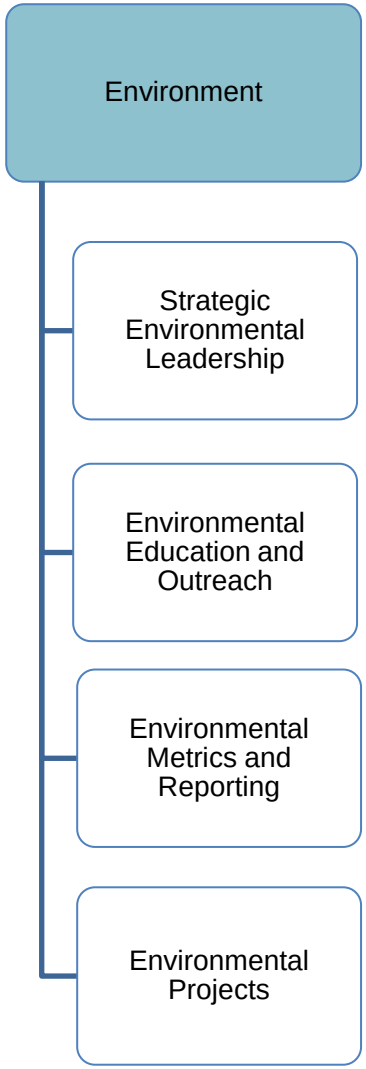
Vision

To make Mississauga a **world-class green city** where people choose to live, work and play



Mission

To drive **environmental excellence** by providing **leadership** that empowers and engages internal and external partners in **environmental action** and implementation of environmental **best practices**.



Service Delivery Model

The Environment service area (Environment Division) uses a decentralized approach to drive environmental excellence through performance reporting, empowering Green Leaders and collaborating with internal and external partners to implement environmental best practices.



Environment Division
Sweater Day
February 5, 2015

The Environment Division develops programs and policies to:

- Advance the City's environmental priorities
- Provide a central resource for environmental inquiries
- Assist in the coordination of environmental programs and services delivered by multiple service areas
- Provide guidance and input on projects that have a significant environmental impact

The Environment Division works with the Environmental Action Committee and the Environmental Network Team to: promote environmental best practices; provide advice on environmental issues and policy; create a forum for the public to share information; and engage the public in environmental action.

Environmental Education and Outreach is delivered:

- By staff and volunteers at community events with displays
- Through active social media (Twitter, Facebook and the Living Green Blog)
- By delivering neighbourhood Earth Markets

The Environment Division reports on environmental conditions in Mississauga and progress of the Living Green Master Plan implementation in collaboration with internal and community partners.

Specific projects and initiatives delivered by Environment include:

- Climate change risk assessment and adaptation
- Climate change mitigation and community energy planning
- Corporate Zero-Waste Strategy implementation

Business Plan Updates

Expanded Environmental Education and Outreach

2016 Budget Request $105,000 for:

1. 1 FTE – Environmental Outreach Assistant
2. 2 Summer Students
3. Resources to support environmental education and outreach

Outcomes:

- Engage one million people in the community
- Attend 50 events per year with an environment display



Environment Display at Earth Market
April 25, 2015

- Expand the volunteer program
- Deliver Earth Markets in every ward by 2018
- Have Green Leaders in all City facilities by 2018
- Eco-certify all City facilities by 2019
- Change staff behaviour to increase energy conservation and waste diversion from landfill

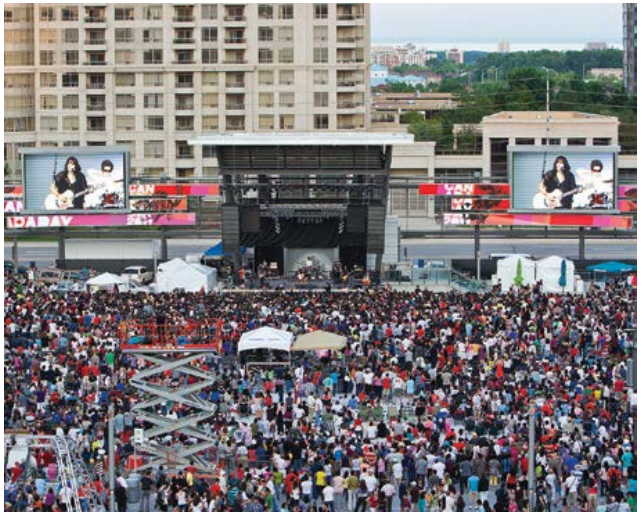
Waste Management:

2016 Budget Request $50,000 for:

1 FTE (2 year contract) – Waste Management Assistant

Outcomes:

- Create a standardized, cost-effective Corporate waste program in a timely fashion
- Create standardized protocols for equipment, services and signage
- Produce waste diversion report card by facility type
- Improve cost effectiveness and maximize use of Region of Peel waste services
- Increase waste diversion from City facilities
- Reduce litter in parks, BIAs and along roadways
- Formalize waste diversion program for events
- Produce a coordinated youth waste and litter program



Increase Waste Diversion
Celebration Square

Climate Change Mitigation

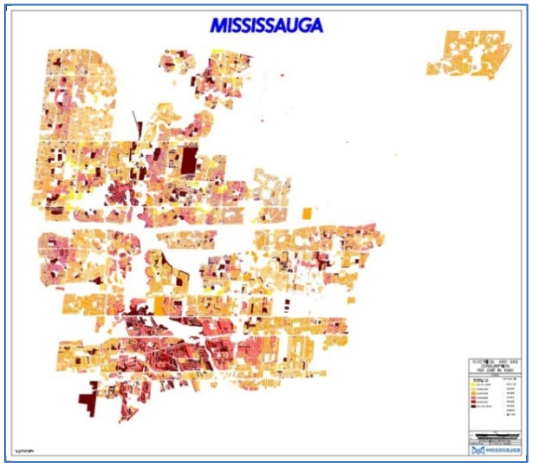
Community Energy Strategy

Previous Budget Request deleted and using:

- Existing professional services funds allocated for climate change mitigation
- Funding from community partners and other levels of government

Outcomes:

- Coordinated energy planning with infrastructure and land-use planning to meet growth
- Increased energy conservation
- More of the $2B spent on energy every year in Mississauga remains in the city
- Increased resiliency
- Reduced community greenhouse gas emissions
- Greater collaboration between the City, local utilities and other energy partners



Energy Consumption per Building

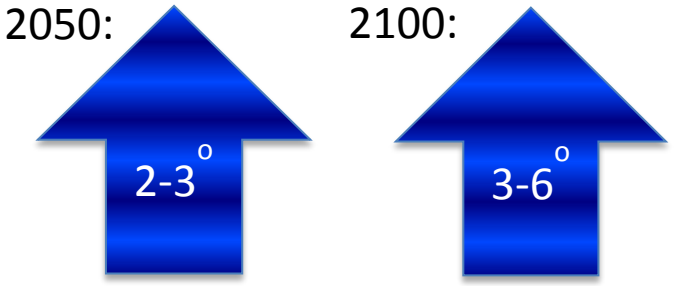
Climate Change Adaptation

Climate Change Risk Assessment

Using existing resources

Outcomes:

- Complete climate change risk assessment for City facilities and operations
- Develop a prioritized action plan to reduce risks associated with climate change

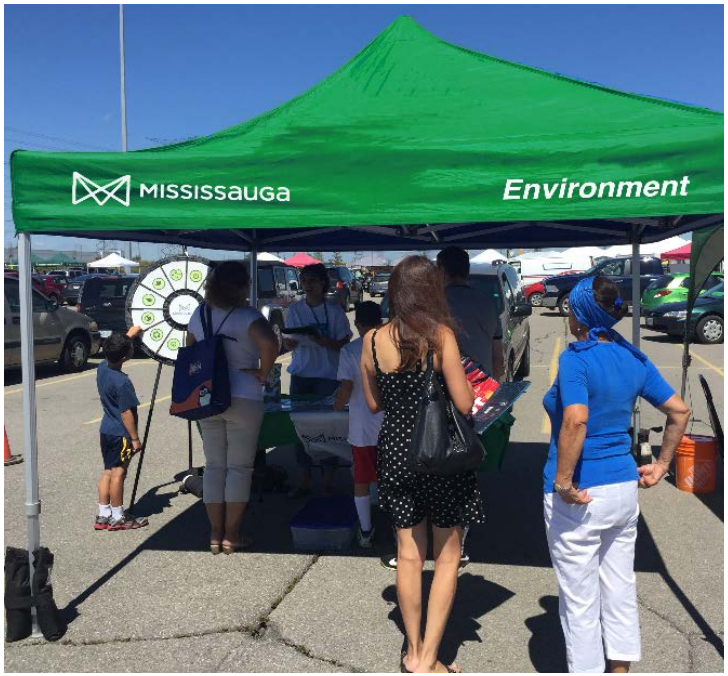


Projected Increase in Annual Temperatures in Mississauga

Accomplishments

Environmental Education and Outreach

- Displays at 40 community events
- Environmental outreach in every ward
- 300 volunteer hours



Many Feathers Market, Lisgar
August, 2015

- 750,000 people engaged in environmental outreach (number of people who attended events where there was environmental outreach + the number of residents that have been engaged through various online and social media)
- 75% increase in Twitter followers
- 1,300 Twitter followers

- 2 Earth Markets in 2015
    - April 25th at Iceland Arena in partnership with Earth Days



Ward 5 Councillor Parrish and
Ward 11 Councillor Carlson
Earth Market
April 25, 2015

    - September 12th in partnership with The Backyard Farm and Market and Daniels Corporation



Environmental Education and Outreach (con't)

- Second annual Community Environmental Appreciation Evening recognized over 80 community projects





The Backyard Farm and Market Presentation
Community Environmental Appreciation Evening
June 11, 2015

- Expanded Green Leader program to all libraries and community centres



Civic Centre Green Leaders
December 2014



- 60 Green Leaders in 2015
- First Green Fest at the Civic Centre

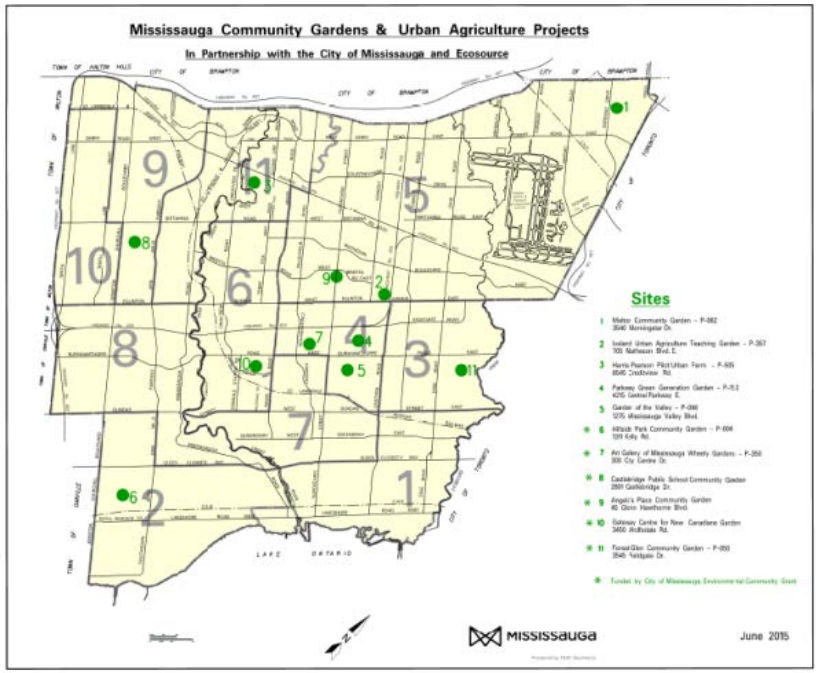


Green Fest - Civic Centre
August 19, 2015

- Eco-certification of Civic Centre, community centres and libraries in 2015

Community Gardens

- 4 new community gardens in 2015
- 4,000 community garden volunteers
- 3,000 kg of fresh organic food from community garden member plots



Map of Mississauga Community Gardens and Urban Agriculture Projects

Reporting

- Launched new environmental conditions website



Waste Management

- Diverted 3.5 tonnes of batteries from landfill



Battery Recycling Program Promotion

- Waste management efficiency review (LEAN) for Celebration Square
- Piloted new garbage and recycling containers on Celebration Square
- Cleanest Canada Day celebration on Celebration Square
- Online waste management training module for Green Leaders
- Garbage/Waste audits in 24 locations:
    - Garbage audits in 16 parks, 2 libraries and 3 community centres
    - Full waste audits in 3 facilities

- Hershey Centre Waste Management Operations Standards manual
- New collection containers for Hershey Centre / Pan Am Games



Hershey Centre / Pan Am
Indoor Waste Collection Containers



Hershey Centre / Pan Am
Outdoor Waste Collection Containers

Awards and Recognition

Environment

2014

- City of Mississauga was named one of Canada's Greenest Employers as selected by the editors of Canada's Top 100 Employers

- City of Mississauga recognized by the Federation of Canadian Municipalities (FCM) for its climate change efforts in reaching Corporate Milestone 5 and Community Milestone 3 in the Partners for Climate Protection (PCP) program

2015

- Let Your Green Show environmental outreach campaign nominated for Canadian Institute of Planners' Awards for Planning Excellence

- First year of eco-certification program for City facilities (Civic Centre, Community Centres and Libraries)

Proposed Operating & Capital Budgets

This part of the Business Plan sets out the financial resources required to deliver the proposed 2016-2018 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 2015 was $1.0 million and the proposed budget for 2016 is $1.2 million.

Total Changes to Maintain Current Service Levels

The impact of maintaining current service levels for the Environment service is an increase of $60,000 for 2016.

Highlights of the proposed budget changes are:

- $15,000 to conduct waste audits in City facilities which is required by the Waste Management Act
- Labour costs are projected to decrease by $5,000 for actual pay difference
- Provision of $50,000 is set aside in the operating reserve to fund Living Green Master Plan update in 2017

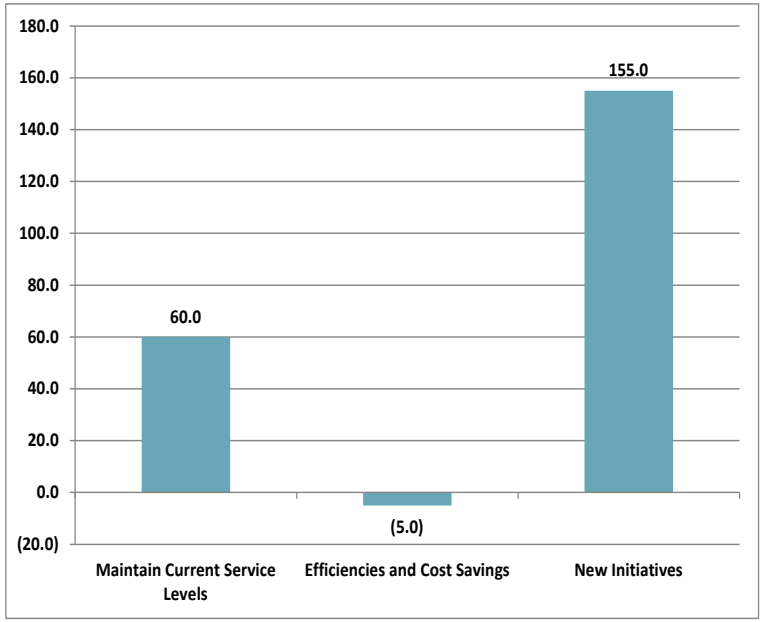
Efficiencies and Cost Savings

- Reduced printing budget by $5,000

New Initiatives

- Environment Outreach - $105,000 to expand environmental outreach program and Earth Markets:
    - 1 FTE – Environmental Outreach Assistant
    - 2 Summer Students
    - Resources to support environmental education and outreach
- Waste Management - $50,000 to meet existing waste management program demands:
    - 1 FTE (2 year contract) – Waste Management Assistant

Proposed Changes to 2016 Net Operating Budget by Category ($000's).



Operating

This part of the Business plan sets out the financial resources required to deliver the proposed 2016-2018 Business Plan and 2016 Budget. Information is provided by major expenditure and revenue category as well as by program. The costs to maintain existing service levels and annualized prior decisions are identified separately from other proposed changes.

The following table identifies the budgeted and forecasted operating expenditures and revenues for 2016 to 2018.

Proposed Budget by Program

Description	2014 Actuals ($000's)	2015 Budget ($000's)	2016 Proposed Budget ($000's)	2017 Forecast ($000's)	2018 Forecast ($000's)
Expenditures to Deliver Current Services					
Environmental Management	833	1,059	1,114	1,119	1,083
Total Expenditures	**833**	**1,059**	**1,114**	**1,119**	**1,083**
Transfers From Reserves and Reserve Funds	0	(95)	(95)	(95)	(95)
New Initiatives and New Revenues			155	246	197
Proposed Net Budget Including New	**833**	**964**	**1,174**	**1,270**	**1,185**
Expenditures Budget - Changes by Year			5%	0%	(3%)
Proposed Net Budget - Changes by Year			22%	8%	(7%)

Note: Numbers may not balance due to rounding.

Summary of Proposed Budget

The following table provides proposed budget changes further defined into more specific separated categories. It identifies changes in labour, operating costs and revenues to maintain existing service levels, efficiencies and cost savings, and new initiatives.

Description	2015 Approved Budget ($000's)	Maintain Current Service Levels	Efficiencies and Cost Savings	Annualized Prior Years Budget Decisions	Operating Impact of New Capital Projects	Proposed New Initiatives And Revenues	Special Purpose Levies	2016 Proposed Budget ($000's)	$ Change Over 2015	% Change Over 2015
Labour and Benefits	787	(5)	0	0	0	125	0	907	120	15%
Operational Costs	272	65	(5)	0	0	30	0	362	90	33%
Facility, IT and Support Costs	0	0	0	0	0	0	0	0	0	0%
Total Gross Expenditures	**1,059**	**60**	**(5)**	**0**	**0**	**155**	**0**	**1,269**	**210**	**20%**
Total Revenues	**(95)**	**0**	**0**	**0**	**0**	**0**	**0**	**(95)**	**0**	**0%**
Total Net Expenditure	**964**	**60**	**(5)**	**0**	**0**	**155**	**0**	**1,174**	**210**	**22%**

Summary of Proposed 2016 Budget and 2017-2018 Forecast

Description	2016 Proposed Budget ($000's)	2017 Forecast ($000's)	2018 Forecast ($000's)
Labour and Benefits	907	963	928
Operational Costs	362	402	352
Facility, IT and Support Costs	0	0	0
Total Gross Expenditures	**1,269**	**1,365**	**1,280**
Total Revenues	**(95)**	**(95)**	**(95)**
Total Net Expenditure	**1,174**	**1,270**	**1,185**

Note: Numbers may not balance due to rounding.

Proposed Budget Changes Excluding New Initiatives and New Revenues

The following table provides detailed highlights of budget changes by major cost and revenue category. It identifies the net changes to maintain existing service levels, efficiencies and cost savings, and cost increases arising from prior year decisions.

Category	2015 Budget ($000's)	2016 Proposed Budget ($000's)	Change ($000's)	Details ($000's)
Labour and Benefits	**787**	**782**	**(5)**	
Advertising & Promotions	32	23	(9)	
Communication Costs	3	3	0	
Contractor & Professional Services	86	110	24	$15 for waste audit
Finance Other	75	75	0	
Materials, Supplies & Other Services	12	7	(5)	
Occupancy & City Costs	23	23	0	
Staff Development	36	36	0	
Transfers To Reserves and Reserve Funds		50	50	$50 contribution to operating reserve to fund Living Green Master Plan update.
Transportation Costs	5	5	0	
Total Other Operating	**272**	**332**	**60**	
Transfers From Reserves and Reserve Funds	(95)	(95)	0	
Total Revenues	**(95)**	**(95)**	**0**	
Total	**964**	**1,019**	**55**	

Note: Numbers may not balance due to rounding.

Proposed New Initiatives and New Revenues

This table presents the costs by budget request (BR#) for proposed new initiatives. Detailed descriptions of each budget request can be found on the pages following the table.

Description	BR #	2016 FTE Impact	2016 Proposed Budget ($000's)	2017 Forecast ($000's)	2018 Forecast ($000's)	2016 to 2018 FTE Impact	2016 to 2018 Capital ($000's)
New Initiative							
Environmental Outreach	1958	1.6	105	126	128	1.6	0
Waste Management Assistant - 2 year contract	2100	1.0	50	69	19	1.0	0
Environmental Grants	1911		0	50	50		0
Total New Initiative		**2.6**	**155**	**246**	**197**	**2.6**	**0**
Total		**2.6**	**155**	**246**	**197**	**2.6**	**0**

Note: Numbers may not balance due to rounding.
Amounts are net.

Budget Request #: 1958

Proposed Initiative	Department	Service Area
Environmental Outreach	Community Services Department	Environment

Required Annual Operating Investment

Impacts ($000s)	2016	2017	2018
Gross Expenditures	105.1	126.5	127.9
Reserves & Reserve Funds	0.0	0.0	0.0
User Fees & Other Revenues	0.0	0.0	0.0
Tax Levy Requirements	105.1	126.5	127.9
* Net Change in $		21.4	1.4
FTEs	1.6	1.6	1.6

**In each year, all values are cumulative, not incremental.*

Required Capital Investment

Total Capital ($000s)	2015 & Prior	2016	2017	2018	2019 & Beyond
Expenditures	0.0	0.0	0.0	0.0	0.0

Why Staff Recommend this Initiative

A stronger environmental presence is required in the community to increase and sustain local environmental action. Greater employee engagement is required to engrain environmental considerations in decision making and achieve environmental goals. This initiative will also help achieve the full potential of the City's waste reduction and energy conservation programs, which will result in cost savings.

Details of Service Change

This initiative will increase environmental outreach presence at community events and ensure environmental outreach year-round in every Ward. The number of volunteers recruited, trained and managed to deliver City environmental priorities messaging will also increase. In addition, this initiative will enable Environment to add Earth Days events and programs to the outreach program.

The number of Earth Markets will increase from two to three per year and will ensure that every Ward hosts an Earth Market by 2018. Opportunities to leverage corporate sponsorship and business partner relationships will be used to expand Earth Market offerings, community engagement and reduce operating costs over time.

The internal environmental awareness program (Green Leaders) will also be expanded so that all staff will be represented by a Green Leaders by 2018 and all City facilities will be eco-certified by 2019. The Green Leader program focusses on achieving the goals of the 5 year Energy Conservation Plan and the Corporate Zero Waste Strategy.

Service Impact

Adding additional resources to the environmental outreach program will help to achieve our goal of engaging one million people in the community and will ensure that all City staff are represented by a Green Leader. This will ensure that the community and City staff can easily obtain the information and direction they need to take priority environmental action. Through behavior change, the City will increase waste diversion from landfill and realize cost savings from increased energy conservation.

The existing environmental outreach program is delivered by one staff. This initiative will add one FTE (outreach assistant) and two summer students, as well as supporting resources to implement an expanded and accelerated outreach program.

Budget Request #: 2100

Proposed Initiative	Department	Service Area
Waste Management Assistant - 2 year contract	Community Services Department	Environment

Required Annual Operating Investment

Impacts ($000s)	2016	2017	2018
Gross Expenditures	50.0	69.4	18.8
Reserves & Reserve Funds	0.0	0.0	0.0
User Fees & Other Revenues	0.0	0.0	0.0
Tax Levy Requirements	50.0	69.4	18.8
* Net Change in $		19.4	(50.6)
FTEs	1.0	1.0	1.0

**In each year, all values are cumulative, not incremental.*

Required Capital Investment

Total Capital ($000s)	2015 & Prior	2016	2017	2018	2019 & Beyond
Expenditures	0.0	0.0	0.0	0.0	0.0

Why Staff Recommend this Initiative

The waste management assistant two year contract will allow for:

- the backlog of waste issues to be addressed in a timely manner;
- the creation of standardized protocols for equipment, services and signage; and
- collection and reporting of program success, improved cost effectiveness and increased waste diversion.

Details of Service Change

This initiative will provide services to:

• Create a standardized, cost-effective corporate waste program in a timely fashion;
• Create standardized protocols for equipment, services and signage;
• Produce waste diversion report card by facility type;
• Improve cost effectiveness and maximize use of Regional services;
• Increase waste diversion from City facilities;
• Reduce litter in parks, BIAs and along roadways;
• Formalize waste diversion program for events; and
• Produce a coordinated youth waste and litter program.

Service Impact

Cost savings will be achieved by: implementing more cost effective operational procedures; maximizing use of Regional collection services; and reducing litter in parks, BIAs and along roadways.

Revenue will be generated from waste streams (such as cardboard and metal). In addition, funding sources will be explored such as waste related grants.

There will be improved program efficiencies and compliance resulting in increased waste diversion.

Budget Request #: 1911

Proposed Initiative	Department	Service Area
Environmental Grants	Community Services Department	Environment

Required Annual Operating Investment

Impacts ($000s)	2016	2017	2018
Gross Expenditures	0.0	50.0	50.0
Reserves & Reserve Funds	0.0	0.0	0.0
User Fees & Other Revenues	0.0	0.0	0.0
Tax Levy Requirements	0.0	50.0	50.0
* Net Change in $		50.0	0.0
FTEs	0.0	0.0	0.0

**In each year, all values are cumulative, not incremental.*

Required Capital Investment

Total Capital ($000s)	2015 & Prior	2016	2017	2018	2019 & Beyond
Expenditures	0.0	0.0	0.0	0.0	0.0

Why Staff Recommend this Initiative

As the city continues to grow and evolve, environmental community grants will increase community engagement and a sense of shared environmental responsibility. Community grants allow the City of Mississauga to better leverage its financial resources, allowing the City to achieve greater results with limited funds. The program promotes a green culture within the community and creates an opportunity to build lifetime interest in the environment.

Details of Service Change

Currently, no specific City funding exists for community environmental initiatives/projects other than for Community Gardens. This initiative will provide additional funds for other priority environmental initiatives to build capacity in the community. The funds will be distributed up to a maximum of $10,000 per group for community driven, innovative environmental initiatives that contribute to environmental sustainability in Mississauga. Examples of initiatives that could be funded include a community training/workshop or a green community event.

Service Impact

This initiative will build capacity in the community to take environmental action that assists in accomplishing the goal to make Mississauga a world class green city. These grants will not duplicate funding offered by other levels of government such as a home improvement/energy efficiency retrofit program (e.g. will not offer grants to replace windows, doors, furnaces etc.)

Human Resources

Proposed Full Time Equivalent Staffing Distribution by Program

Program	2015	2016	2017	2018
Environmental Management	7.7	10.3	10.3	10.3
Total Service Distribution	**7.7**	**10.3**	**10.3**	**10.3**

Note: Numbers may not balance due to rounding.

Staffing changes in 2016 include the following:

- 1.6 FTE to expand the Environmental Outreach program:
  - 1 Environmental Outreach Assistant
  - 2 Summer Students
- 1 FTE for Waste Management:
  - Waste Management Assistant (2 year contract)

Capital

This section summarizes the forecast 10 year capital requirements for this service. The following tables present the forecast by major program and the sources of financing for the capital forecast.

Proposed 2016-2025 Capital Budget by Program

Program Expenditures	2016 Proposed Budget ($000's)	2017 Forecast ($000's)	2018 Forecast ($000's)	2019-2025 Forecast ($000's)	Total 2016-2025 ($000's)
Environment Research		100			100
Total		**100**			**100**

Note: Numbers may not balance due to rounding. Numbers are gross.

2016 to 2025 Capital Forecast Highlights include the following:

- $100,000 to update the Living Green Master Plan, which was approved in 2012

Proposed 2016-2025 Capital Budget by Funding Source

The following table provides the funding sources used to fund the capital portion of the proposed 2016-2018 Business Plan.

Funding	2016 Proposed Budget ($000's)	2017 Forecast ($000's)	2018 Forecast ($000's)	2019 Forecast ($000's)	2020-2025 Forecast ($000's)	Total 2016-2025 ($000's)
Other	0	100	0	0	0	100
Total	**0**	**100**	**0**	**0**	**0**	**100**

Note: Numbers may not balance due to rounding.

Proposed 2016 Capital Budget Detail

Environment Service has no capital project for 2016.

Proposed 2017-2018 Capital Budget by Sub-Program

The following table provides a detailed listing of proposed capital projects for 2017-2018.

Sub-Program	2017 Forecast ($000's)	2018 Forecast ($000's)
Environment Research		
ENVIR Studies	100	0
Subtotal	100	0
Total Expenditures	**100**	**0**

Note: Numbers may not balance due to rounding.
Numbers are net.

Performance Measures

A Balanced Scorecard identifies and measures key areas of an organization's performance: Financial, Customers and Business processes. By paying attention to these areas, an organization can retain balance in its performance and ensure that it is moving towards the attainment of its goals.

Environment:

Financial Measures

Per Capita Environmental Community Grants is the amount of money provided per capita by Environment towards environmental initiatives in the community through the environmental community grant.

Customer Measures

People Engaged in Environmental Outreach is the number of residents who have attended events where there have been environmental outreach activities and the number of residents that have been engaged through various online and social media tactics (Facebook, Twitter, blog, and website). 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.

Employees that have a Green Leader are the number of City employees who have access in their work area to a Green Leader. Green Leaders are a team of staff volunteers who champion environmental awareness based on priorities outlined by Environment. This measure demonstrates Environment's ability to outreach to City employees.

Internal Business Process Measures

Living Green Master Plan Actions 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.

Waste Diversion Rate at Civic Centre is the percentage of waste generated at the Civic Centre that is diverted from landfill. This measure demonstrates the use of proper waste management techniques such as focussed education, sustainable procurement, improved programs and employee/resident engagement.

Facilities with Garbage Audits is the number of facilities that have undergone a garbage audit. An audit is where the garbage is collected, separated into the respective streams and weighed. This measure demonstrates the availability of good quality data upon which to base program decisions such as marketing and opportunities for improvements.

Corporate Greenhouse Gas (GHG) Emissions is the amount of GHGs in tonnes of equivalent carbon dioxide that is produced from all of our Corporate emission sources. This measure demonstrates our commitment to reduce emissions as the City continues to grow.

Balanced Scorecard

Measures for Environment	2012 (Actual)	2013 (Actual)	2014 (Actual)	2015 (Planned)	2016 (Planned)	2017 (Planned)	2018 (Planned)
Financial:							
Per Capita Environmental Community Grants	N/A	N/A	$0.10	$0.10	$0.10	$0.17	$0.17
Customer:							
People Engaged in Environmental Outreach	110,500	320,000	870,000	750,000	1,000,000	1,000,000	1,000,000
Employees that have a Green Leader	N/A	N/A	900	1,500	2,500	3,500	4,500
Internal Business Process:							
Living Green Master Plan Actions in Progress or Complete	65%	65%	75%	90%	100%	Refresh	N/A
Waste Diversion Rate at Civic Centre	41%	41%	42%	51%	66%	72%	80%
Facilities with Garbage Audits	3	3	25	26	15	15	15
Corporate Greenhouse Gas Emissions (tonnes of eCO2)	73,972	74,368	76,466	76,500	76,500	76,500	76,500

MISSISSAUGA

Mississauga Library

2016–2018 Business Plan
& 2016 Budget

Table of Contents

Executive Summary of Mississauga Library **3**
Existing Core Services **4**
Vision, Mission, Service Delivery Model 4
Service Delivery Model 5
Business Plan Updates 6
Accomplishments 7
Proposed Operating & Capital Budgets **8**
Operating 9
Proposed Budget by Program 9
Summary of Proposed Budget 10
Proposed Budget Changes Excluding New Initiatives and New Revenues 11
Proposed New Initiatives and New Revenues 12
Human Resources 15
Proposed Full Time Equivalent Staffing Distribution by Program 15
Capital 16
Proposed 2016-2025 Capital Budget by Program 16
Proposed 2016-2025 Capital Budget by Funding Source 17
Proposed 2016 Capital Budget Detail 18
Proposed 2017-2018 Capital Budget by Sub-Program 19
Performance Measures **20**
Balanced Scorecard 21



Last year the City of Mississauga undertook an extensive process to create a four year, 2015 through 2018, detailed Business Plan & Budget. Approved in February 2015, the 2015-2018 Business Plan & 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. 2016 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 2015-2018 Business Plan and Budget & performance measurements. The complete 2016-2018 Business Plan & Budget can be found on the City's website.



Executive Summary of Mississauga Library

Mission: To provide library services to meet life-long informational, educational, cultural and recreational needs 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 – 4.5 million in-person visits
- Circulation – 6 million items loaned
- Collection Size – 1.25 million items available through 18 locations throughout the City

Highlights of the Business Plan include:

- Libraries launched RFID Self Check-Out in 2014 at seven locations with the remaining libraries to implement in 2015. The Self Check-Out project is a major initiative that the Library commenced during the 2011-2014 Business Plan period. Self Check-Out of materials provides a more convenient and cost-effective option for both customers and staff
- Collection growth funding strategy completed in order to improve the provision level so that the library's collection can keep pace with population growth
- Approval of Future Directions Master Plan in June 2014
- Completion of the Woodlands and Meadowvale Libraries developments
- Central Library Redevelopment Study completed and business case underway
- Introduction of Makerspace technology including 3D printer
- Redesigned web site business case completed
  Expanded use of tablets for provision of information services and programming planned for 2015/2016



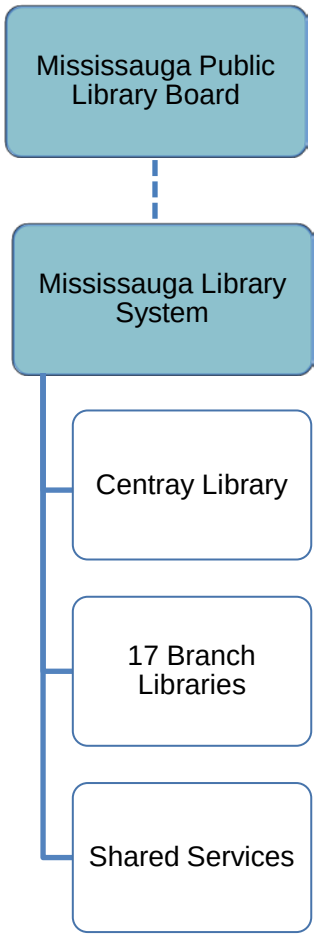
Woodlands Library

Net Investment (000's)	2015	2016	2017	2018
Operating	25,033	25,896	26,313	26,604
Capital	4,326	1,094	11,872	12,010
Full Time Equivalents	317.2	316.6	316.6	316.6

Existing Core Services

Vision, Mission, Service Delivery Model

The Mississauga Public 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.



Source: iStockPhoto.com

Service Delivery Model

Mississauga Public Library Board

- 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 on strategic objectives
- The Library Board operates in an integrated way with the City of Mississauga through the Community Services Department

Library Facilities

- Eighteen locations with a large Central Library and seventeen branch locations of varying sizes
- Provide physical spaces where the library's services, programs and collections can be used and accessed
- All libraries have public computers, free WiFi, self check-out
- Homebound Services for customers unable to come to the library

Programs & Services

- A variety of programs and services for target groups including children, youth, older adults, newcomers, families & caregivers and local businesses
- The Library reaches out to schools (local school boards, the French school, private schools, Sheridan College, University of Toronto Mississauga and daycares) to community agencies (Peel Literacy Guild, Museums, multicultural groups, health agencies) and to businesses of all sizes (as sponsors, donors, partners)
- Technology-based resources and programs through Maker Mississauga initiative

Online Services

- The Library's website and online catalogue provide 24/7 access year-round to a wide range of services and programs
- Information on locations and hours, programs and events, access to downloadable content, online information resources, special collections
- Online access to customer accounts for placing holds, renewals etc.

Shared Services

- A range of services that support the library and its customers
- Collection development and acquisition of library materials
- Material handling and distribution
- Community engagement through marketing, community development, web services, social media
- Strategic and financial planning services, library systems administration and support



Source: iStockPhoto.com

Business Plan Updates

Self Check-Out

- Implemented at all eighteen library locations
- Customer service enhancement using RFID technology

Meadowvale Library Construction

- Relocation of Meadowvale Library to the redeveloped Meadowvale Community Centre is underway
- Opening scheduled for Summer 2016

Collection Development

- Improvements in provision of print material through use of allocation tool that balances distribution with demand (Collection HQ)
- Continued expansion of digital collections including downloadable books and audio books, e-magazines, music streaming and download
- Access to languages improved through launch of online language learning resource (Mango) and multi-lingual cataloguing for improved access to languages material

Central Library Redevelopment

- Business Case developed including economic impact or return on investment (ROI)

Maker Mississauga

- Expansion of resources and programs promoting opportunities for learning and skills development
  - Additional 3D Printer launched at Erin Meadows Library
  - Over 300 programs have been offered to more than 4,000 residents as of June 2015
  - A successful computer coding program has been piloted and expansion options will be explored this year
  - 25 tablets for library programs
  - Lego programs at all locations
- Expanded community partnerships are being explored in the areas of robotics and coding
- Library received an Ontario Library Capacity Fund grant from the Ministry of Tourism, Culture and Sport. Provides for additional digital literacy opportunities including:
  - Increased 3D Printing
  - Expanded digital design capabilities
  - Digital recording, and electronics

Library Website Refresh

- Catalogue search functionality incorporated onto main page
- Streamlined navigation to most popular features based on usage metrics
- Optimizes online catalogue, improves access to library cardholder accounts and online library resources and services



Central Library Self Check-out

Accomplishments

- Rebel15 was a big success across the City with a wide range of activities for youth including Altered Pages (creating poetry with art), candy art, gamers lounge, graffiti walls, karaoke, photography contests, and talent shows.

- Through partnership with the Institute for Canadian Citizenship, Cultural Access passes were issued to over 2500 new Canadian citizens. The passes offer discounted entrance fees to many local cultural venues and discounted travel on VIA trains. This continues to be a successful partnership, bringing new citizens into the Library.

- In partnership with the Toronto Seed Library, the Port Credit Library launched the Mississauga Library System's very first seed-lending library.

- The Library hosted Katherine Govier's "The Shoe Project" featuring compelling stories written and told by immigrant women about the shoes that played a unique role in their journey to Canada. This event led to a facilitated six-week workshop Story of My Life where newcomers can to talk, share, explore, and write about their life's journey – successes, struggles, and dreams.

- Older adults introduced to digital literacy tools and skills across the City through programming and partnerships, including tablet workshops, computer buddies, and safety & online privacy workshops.

- The Library has significantly improved its turnaround time to get new materials to the shelves for customers. This was done through a review of work flows using Lean principles, which identified a number of process efficiencies.

Awards and Recognition

The Ontario Library Association has awarded Daria Sharanewych, Manager, Children's Department Central Library with the OPLA Advocacy in Action Award for Children's and Teen Services. The award will be presented at the Child and Youth Expo on November 16, 2015.



Source: iStockPhoto.com

Proposed Operating & Capital Budgets

This part of the Business Plan sets out the financial resources required to deliver the proposed 2016-2018 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 Library's 2016 net operating budget of $25.9 million is a 3% increase over the 2015 budget.

Total Changes to Maintain Current Service Levels

The impact of maintaining current service levels for the Library service is an increase of $880,000 for 2016.

Highlights of the proposed budget changes include:

- Labour costs projected to increase by $479,000 including adjustments for cost of living
- Increase of $427,000 to the Collection materials budget to offset the impact of the US exchange rate on the purchase of library materials
- Storm water charge of $18,000 has been added for stand-alone libraries
- Reduction of $27,000 for IT and support allocations

Efficiencies and Cost Savings

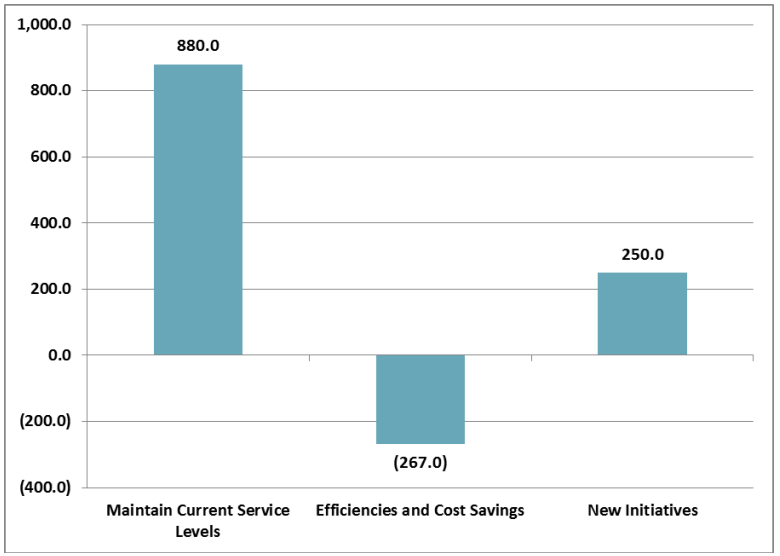
A reduction of $267,000 reflects operating savings resulting from:

- Elimination of the Meadowvale Library lease $118,700
- Implementation of Self check-out $98,000
- Utility cost reductions through effective energy management initiatives

Proposed New Initiatives

The addition of $250,000 in 2016 to the Library's collection budget will enable the purchase of additional formats and materials to support the City's population.

Proposed Changes to 2016 Net Operating Budget by Category ($000's)



Operating

This part of the Business plan sets out the financial resources required to deliver the proposed 2016-2018 Business Plan and 2016 Budget. Information is provided by major expenditure and revenue category as well as by program. The costs to maintain existing service levels and annualized prior decisions are identified separately from other proposed changes.

The following table identify the budgeted and forecasted operating expenditures and revenues for 2016 to 2018, the 2015 Budget as well as the 2014 actuals, by program within the service area.

Proposed Budget by Program

Description	2014 Actuals ($000's)	2015 Budget ($000's)	2016 Proposed Budget ($000's)	2017 Forecast ($000's)	2018 Forecast ($000's)
Expenditures to Deliver Current Services					
Central Library Services	4,349	4,842	4,957	5,049	5,138
Library Support Services	8,906	8,969	9,249	9,057	8,899
Public Services	12,763	13,192	13,389	13,657	13,916
Total Expenditures	**26,018**	**27,004**	**27,595**	**27,762**	**27,953**
Revenues	**(2,032)**	**(1,971)**	**(1,949)**	**(1,949)**	**(1,949)**
Transfers From Reserves and Reserve Funds	(16)	0	0	0	0
New Initiatives and New Revenues			250	500	600
Proposed Net Budget Including New Initiatives & New Revenues	**23,970**	**25,033**	**25,896**	**26,313**	**26,604**
Expenditures Budget - Changes by Year			2%	1%	1%
Proposed Net Budget - Changes by Year			3%	2%	1%

Note: Numbers may not balance due to rounding.

Summary of Proposed Budget

The following table provides proposed budget changes in labour, operating costs and revenues to maintain existing service levels, efficiencies and cost savings and new initiatives.

Description	2015 Approved Budget ($000's)	Maintain Current Service Levels	Efficiencies and Cost Savings	Annualized Prior Years Budget Decisions	Operating Impact of New Capital Projects	Proposed New Initiatives And Revenues	Special Purpose Levies	2016 Proposed Budget ($000's)	$ Change Over 2015	% Change Over 2015
Labour and Benefits	21,052	479	(98)	0	0	0	0	21,432	380	2%
Operational Costs	5,511	437	(198)	0	0	250	0	5,999	488	9%
Facility, IT and Support Costs	441	(27)	0	0	0	0	0	414	(27)	(6%)
Total Gross Expenditures	**27,004**	**888**	**(297)**	**0**	**0**	**250**	**0**	**27,845**	**841**	**3%**
Total Revenues	**(1,971)**	**(8)**	**30**	**0**	**0**	**0**	**0**	**(1,949)**	**22**	**(1%)**
Total Net Expenditure	**25,033**	**880**	**(267)**	**0**	**0**	**250**	**0**	**25,896**	**863**	**3%**

2017-2018 Forecast

Description	2016 Proposed Budget ($000's)	2017 Forecast ($000's)	2018 Forecast ($000's)
Labour and Benefits	21,432	21,865	22,289
Operational Costs	5,999	5,982	5,847
Facility, IT and Support Costs	414	415	416
Total Gross Expenditures	**27,845**	**28,262**	**28,553**
Total Revenues	**(1,949)**	**(1,949)**	**(1,949)**
Total Net Expenditure	**25,896**	**26,313**	**26,604**

Note: Numbers may not balance due to rounding.

Proposed Budget Changes Excluding New Initiatives and New Revenues

The following table provides detailed highlights of budget changes by major cost and revenue category. It identifies the net changes to maintain existing service levels, efficiencies and cost savings, and cost increases arising from prior year decisions.

Category	2015 Budget ($000's)	2016 Proposed Budget ($000's)	Change ($000's)	Details ($000's)
Labour and Benefits	**21,052**	**21,432**	**380**	Increase Reflects Labour Adjustments and Other Fringe Benefit Changes
Administration and Support Costs	441	414	(27)	($27) IT and Support Allocation Reduction
Advertising & Promotions	48	48	0	
Communication Costs	9	9	0	
Contractor & Professional Services	10	10	0	
Equipment Costs & Maintenance Agreements	76	76	0	
Finance Other	53	53	0	
Materials, Supplies & Other Services	2,837	3,264	427	$427 Increased Pressure on Collections from US dollar
Occupancy & City Costs	2,281	2,093	(189)	$18 Stormwater Charge Added ($149) Meadowvale Library Lease Reduction ($50) Utilities savings, Meadowvale Library
Staff Development	86	86	0	
Transfers To Reserves and Reserve Funds	63	63	0	
Transportation Costs	48	48	0	
Total Other Operating	**5,952**	**6,163**	**211**	
Total Revenues	(1,971)	(1,949)	22	($8) Utility Lease Recovery Increase $30 Meadowvale Library Sublease not Renewed
Total Revenues	**(1,971)**	**(1,949)**	**22**	
Total	**25,033**	**25,646**	**613**	

Note: Numbers may not balance due to rounding.

Proposed New Initiatives and New Revenues

This table presents the costs by budget request (BR#) for proposed new initiatives. Detailed descriptions of each budget request can be found on the pages following the table.

Description	BR #	2016 FTE Impact	2016 Proposed Budget ($000's)	2017 Forecast ($000's)	2018 Forecast ($000's)	2016 to 2018 FTE Impact	2016 to 2018 Capital ($000's)
New Initiative							
Library Collection Strategy	2030		250	500	600		0
Total New Initiative			**250**	**500**	**600**		**0**
Total			**250**	**500**	**600**		**0**

Note: Numbers may not balance due to rounding.

The Library's Collection Strategy is a multi-year initiative to bring the per capita expenditure on library materials from its current level of $3.44 to $4.25, as recommended by the Library Future Directions Master Plan. The adjustments to the base budget will enable the Library to sustain a relevant collection of materials in a variety of formats to support the City's residents, students and businesses.

Budget Request #: 2030

Proposed Initiative	Department	Service Area
Library Collection Strategy	Community Services Department	Mississauga Library

Required Annual Operating Investment

Impacts ($000s)	2016	2017	2018
Gross Expenditures	250.0	500.0	600.0
Reserves & Reserve Funds	0.0	0.0	0.0
User Fees & Other Revenues	0.0	0.0	0.0
Tax Levy Requirements	250.0	500.0	600.0
* Net Change in $		250.0	100.0
FTEs	0.0	0.0	0.0

**In each year, all values are cumulative, not incremental.*

Required Capital Investment

Total Capital ($000s)	2015 & Prior	2016	2017	2018	2019 & Beyond
Expenditures	0.0	0.0	0.0	0.0	0.0

Why Staff Recommend this Initiative

The Library's collection is core to its service to the public. Metrics indicate that per capita operating expenditures on the collection have fallen below a level needed to provide an appropriate collection size for the City's population. Not providing a strong collection impacts our ability to sustain basic library services to the public. Key recommendation in 2014 Library Future Directions master plan.

Budget Request #: 2030

Details of Service Change

Library's collection is foundation of its service delivery in achieving goal of life long learning and literacy.
Expenditures per capital on collection materials lowest among Canadian large urban libraries
Key recommendation in Future Directions Master Plan will bring per capita funding from $3.44 to $4.25 per capita in 5 years (2019).
2016 is year two of 5-year plan
Benefit: collection will keep pace with population growth and increasing number of formats required due to technology, accessibility and language

Initiative
Funding gap is $800,000
Annual 5% increase to library materials base budget 2015-2018
Will bring per capita expenditure to $4.05 by 2018
Master Plan recommended $4.25 achieved in five years

Service Impact

A collection of appropriate size and quality ensures that the Library is providing relevant and accessible materials, which drives circulation and use of other Library services.

Human Resources

Proposed Full Time Equivalent Staffing Distribution by Program

Program	2015	2016	2017	2018
Central Library Services	71.2	71.2	71.2	71.2
Library Support Services	40.0	40.0	40.0	40.0
Public Services	206.0	205.4	205.4	205.4
Total Service Distribution	**317.2**	**316.6**	**316.6**	**316.6**

Note: Numbers may not balance due to rounding.

Staffing changes in 2016 include the reduction of 0.6 FTE resulting from efficiencies realized through the implementation of self check-out.

Capital

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.

Proposed 2016-2025 Capital Budget by Program

Program Expenditures	2016 Proposed Budget ($000's)	2017 Forecast ($000's)	2018 Forecast ($000's)	2019-2025 Forecast ($000's)	Total 2016-2025 ($000's)
Library Buildings	968	11,747	11,884	603	25,202
Library Materials & Equipment	126	126	126	1,071	1,447
Total	**1,094**	**11,872**	**12,010**	**1,674**	**26,650**

Note: Numbers may not balance due to rounding. Numbers are gross.

2016 to 2025 Capital Forecast Highlights include the following:

- Central Library Redevelopment
- Automated Materials Sortation
- Lifecycle Replacement of Public Furniture & Equipment
- Minor Renovations and Productivity Improvements
- Library Master Plan – 5-Year Review

Proposed 2016-2025 Capital Budget by Funding Source

The following table provides the funding sources used to fund the capital portion of the proposed 2016-2018 Business Plan and 2016 Budget.

Funding	2016 Proposed Budget ($000's)	2017 Forecast ($000's)	2018 Forecast ($000's)	2019-2025 Forecast ($000's)	Total 2016-2025 ($000's)
Other	0	0	125	125	250
Tax	294	622	635	1,549	3,100
Debt	800	11,250	11,250	0	23,300
Total	**1,094**	**11,872**	**12,010**	**1,674**	**26,650**

Note: Numbers may not balance due to rounding.

Proposed 2016 Capital Budget Detail

The following tables provide a detailed listing of proposed capital projects for 2016.

Program: Library Buildings

Project Number	Project Name	Gross Cost ($000's)	Recovery ($000's)	Net Cost ($000's)	Funding Source
CMLS00054	Self Serve Technology-Automated Materials Sortation	120	0	120	Tax -Capital Reserve Fund
CMLS00059	Central Library Redevelopment	800	0	800	Tax - Debt-Other
CMLS00064	Renovations to various locations	48	0	48	Tax -Facility Repairs & Renovations Reserve Fund
Total		**968**	**0**	**968**	

Program: Library Materials & Equipment

Project Number	Project Name	Gross Cost ($000's)	Recovery ($000's)	Net Cost ($000's)	Funding Source
CMLS00063	Public Use Furniture and Equipment	126	0	126	Tax -Capital Reserve Fund
Total		**126**	**0**	**126**	

Note: Numbers may not balance due to rounding.

Proposed 2017-2018 Capital Budget by Sub-Program

The following tables provide a detailed listing of proposed capital projects for 2017-2018.

Sub-Program	2017 Forecast ($000's)	2018 Forecast ($000's)
Library Buildings		
LIB New Construction	0	0
LIB Renovations	11,747	11,759
LIB Studies	0	125
Subtotal	11,747	11,884

Sub-Program	2017 Forecast ($000's)	2018 Forecast ($000's)
Library Materials & Equipment		
LIB Programme Equipment Replacement	126	126
Subtotal	126	126
Total Expenditures	**11,872**	**12,010**

Note: Numbers may not balance due to rounding.
Numbers are net.

Performance Measures

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. The Library is in the early stages of moving to outcome based measures, to focus more on the value-added of Library Services.

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 $3.44 per capita (2015), this measure is the lowest amongst national comparator libraries. The 2016-2018 business plan includes an initiative to increase collection funding levels, to achieve $4.25 per capita by the end of this business planning cycle.

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.

The Library's story is changing. We have traditionally focused on how many items were circulated and how many questions we answered, but in recent years, the trend has seen a large increase in program attendance, people through the doors and usage of online library materials and resources.

Employee Measures

Employee satisfaction is measured through the Employee Engagement Survey which takes place every three years. Employee Satisfaction results from the 2012 survey for the Library were 69.1 per cent with the City's overall satisfaction at 67.6 per cent.

Business Processes Measures

Space per capita remains at 0.46 square feet per capita through the course of this plan, slightly under the provision standard.



Source: Dreamstime.com

Balanced Scorecard

Measures for Mississauga Library	2012 (Actual)	2013 (Actual)	2014 (Actual)	2015 (Planned)	2016 (Planned)	2017 (Planned)	2018 (Planned)
Financial:							
Expenditure per Capita	$35.70	$34.94	$34.37	$35.00	$35.00	$35.00	$35.00
Expenditure per Capita - library materials	$3.25	$3.26	$3.16	$3.44	$3.64	$3.85	$4.05
Customer (000's):							
Visits	4,515	4,577	4,530	4,598	4,667	4,737	4,808
Circulation	7,302	6,612	6,071	6,192	6,316	6,443	6,571
In-Library use of Materials	1,486	1,373	1,517	1,445	1,376	1,310	1,248
Reference Inquiries	310	223	210	200	190	181	173
Computer Use	626	574	599	611	623	636	648
Electronic Uses (visits to website)	815	903	794	873	961	1,057	1,162
Electronic Uses (visits to online catalogue)	NA	NA	2,498	2,748	3,023	3,325	3,657
Program Attendance	138	148	149	152	155	158	161
Employees/Innovation:							
Employee satisfaction - grand average	69.1%	NA	NA	71.0%	NA	NA	73.0%
Internal Business Process:							
Collection size (000's)	1,330	1,266	1,252	1,277	1,303	1,329	1,355
Space per Capita	0.54	0.54	0.46	0.46	0.46	0.46	0.46

MISSISSAUGA

Business Services

2016–2018 Business Plan
& 2016 Budget

Table of Contents

Executive Summary of Business Services **3**
Existing Core Services **4**
Vision, Mission, Service Delivery Model 4
Business Plan Updates 6
Accomplishments 6
Proposed Operating & Capital Budgets **9**
Operating 12
Proposed Budget by Program 12
Summary of Proposed Budget 13
Proposed Budget Changes Excluding New Initiatives and New Revenues 14
Proposed New Initiatives and New Revenues 15
Human Resources 38
Proposed Full Time Equivalent Staffing Distribution by Program 38
Capital 40
Proposed 2016-2025 Capital Budget by Program 40
Proposed 2016-2025 Capital Budget by Funding Source 40
Proposed 2016 Capital Budget Detail 41
Proposed 2017-2018 Capital Budget by Sub-Program 41
Performance Measures **42**
Balanced Scorecard 44



Last year the City of Mississauga undertook an extensive process to create a four year, 2015 through 2018, detailed Business Plan & Budget. Approved in February 2015, the 2015-2018 Business Plan & 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. 2016 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 2015-2018 Business Plan and Budget & performance measurements. The complete 2016-2018 Business Plan & Budget can be found on the City's website.



Executive Summary of 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:

- Business Services, which consists of Human Resources, Finance, Communications, and Revenue and Materiel Management, is a team of four interrelated groups within the City of Mississauga that collaborate with all City Service Areas

Interesting facts about this service:

- HR received 57,000 applications for 1,350 positions that were filled in 2014
- In the next 6 years over 33 per cent of staff will be eligible to retire
- Accounts Payable processed 78,000 transactions in 2014;
- The 3-1-1 Citizen Contact Centre handles an average of 300,000 telephone, social media, online and email enquiries annually
- There are approximately 225,000 properties in the City and nearly half a million tax bills are issued annually

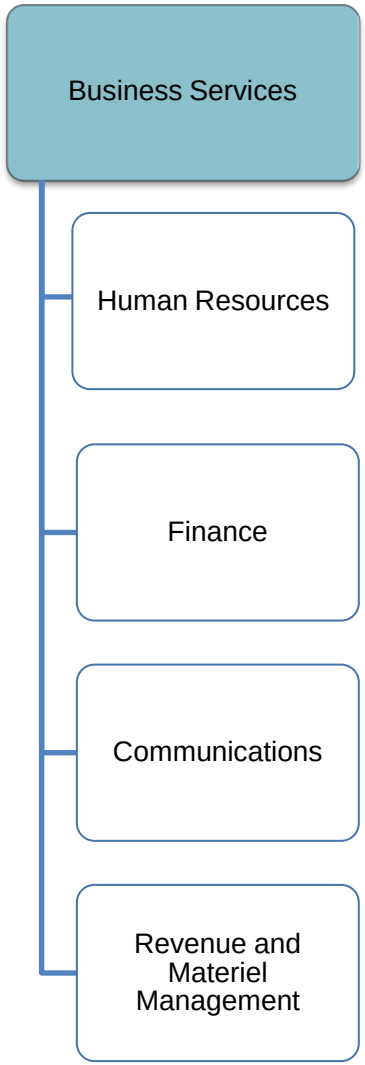
Highlights of the Business Plan include:

- Human Resources (HR) continues to modernize Talent Management in the Corporation with plans to leverage new technology to maximize City workforce potential and enhance business execution
- HR is adding a Health & Safety Specialist to ensure the City has the necessary resources to maintain a safe workplace and comply with Provincial legislation
- HR will also be expanding the City's presence on, and use of LinkedIn as a talent attraction and acquisition tool
- Finance is adding a Financial System Support Specialist to examine existing processes and investigate re-engineering and automation opportunities with existing software, enhance reporting to support the analytical and reporting needs of Corporate Finance
- Communications is focused on enhancing self-service options and greater digital access to local government for Mississauga residents
- The City-owned tax billing system will continue to be upgraded over the next three years
- Materiel Management will be developing a Sustainable Procurement Policy that will focus on environmental, economic and social concerns

Net Investment (000's)	2015	2016	2017	2018
Operating	25,560	27,185	28,268	28,454
Capital	836	2,302	1,401	225
Full Time Equivalents	264.3	274.3	273.3	267.3

Existing Core Services

Vision, Mission, Service Delivery Model



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 the following:

- Human Resources (HR) provides comprehensive human resource management services for the Corporation. Its main functions include: talent acquisition; workforce and succession planning processes; compensation and employee benefits programs; job classification and HR systems; employee and labour relations and safety management, policy development; employee training and development programs; and humanistic initiatives such as employee wellness, engagement and diversity

- Finance coordinates the development and delivery of the City's corporate business plan, multi-year operating and capital budgets, short and long term Corporate financial plans and policies, corporate and departmental financial services, accounting, payroll, accounts payable functions, and investment management
- Communications provides overall corporate leadership on communication standards and policies. The division delivers services in the areas of corporate communications, corporate marketing, and creative services. In addition, Communications provides responsive, seamless and easily accessible customer service through the City's 3-1-1 Citizen Contact Centre
- Revenue and Materiel Management provides tax billing and accounting, tax rebates, tax appeals, property assessment base management, collection and cashiering services, as well as procurement and warehousing services for internal clients

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.



3-1-1 Citizen Contact Centre

Business Plan Updates

This section includes initiatives and activities that have changed or have been updated since the approval of the 2015-2018 Business Plan and 2015 Budget. Updates and accomplishments are listed by division, below.

Accomplishments

Human Resources

Driven by the Corporation's changing business landscape, increasing client demands, labour market skill shortages and an aging City workforce, the HR division continues to rise to these challenges. The Division is actively implementing transformational changes impacting people, process and technology; these changes involve:

- Enhancing HR's strategic value to the Corporation
- Optimizing HR processes and organizational structure
- Automating HR processes
- Making strategic technology investments
- Developing meaningful HR measures and metrics

HR's transformation is critical to the successful implementation of the City's "People Strategy" and for positioning the Division to deliver more strategic value. Since the last major business planning cycle the Division has focused its efforts on three strategic priorities:

1. Talent Management – attracting, retaining and engaging a skilled workforce; and building leadership capacity
2. Healthy Workplace – ensuring we have a healthy work place for all employees
3. Strategic HR Partnership – assisting our clients in delivering operational excellence and achieving their strategic vision

The following are key achievements accomplished by each of HR's functions in the three priority areas:

Priority #1: Talent Management

- Developed leadership succession planning strategy to manage talent risks
- Developed leadership development program to build next generation leaders
- Streamlined and modernized recruitment practices to attract the best possible talent pool
- Implemented diversity initiatives to foster a culture of inclusion
- Conducted Employee Engagement Survey to gather feedback that will improve workplace culture
- Revised corporate compensation policy to strengthen competitiveness and better meet business needs
- Revised the job evaluation process to make it more consistent and efficient

Priority #2: Healthy Workplace

- Promoted a respectful workplace
- Fostered interest based and collaborative labour relations
- Promoted health and wellness initiatives to empower personal health
- Created corporate health and safety management system

Priority #3: Strategic HR Partnership

- Mapped HR administrative processes to identify improvement opportunities
- Supported departmental restructure initiatives
- Supported departmental employee engagement process
- Supported departmental workforce planning

Finance

- Council received an interim report on the Long Term Financial Plan in June 2015. The plan will be finalized in 2016
- Settled 2009 Development Charges Appeal with the development community
- Expanded the City Purchasing Card (PCard) program, shifting cheque production to PCard payments to improve efficiency and effectiveness within the Accounts Payable section

Communications

The Communications Division is focused on delivering content and information that the citizens of Mississauga value. They are committed to nurturing and strengthening the City's strong reputation and reaching residents and other key audiences across multiple channels where, when and how they prefer.

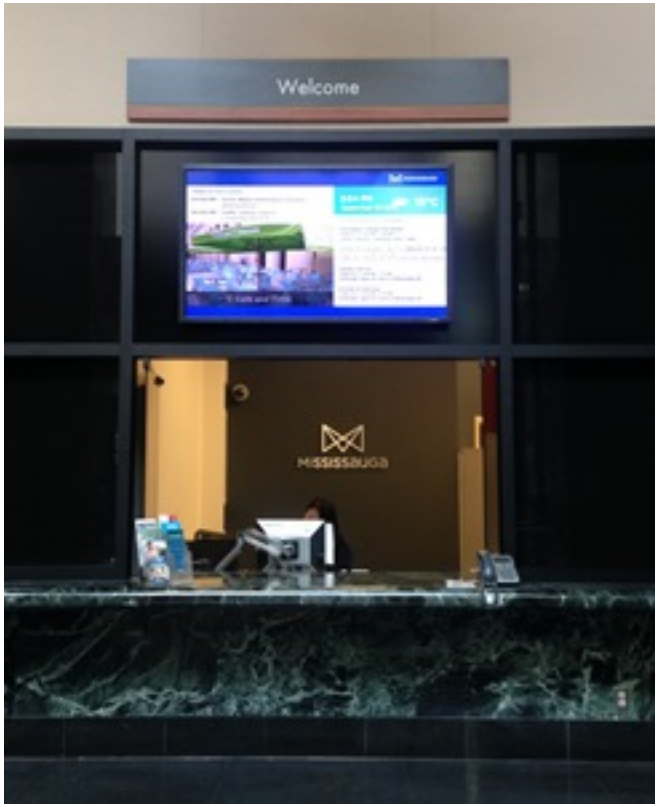
Over the last year the Division has:

- Published 4,010 Mississauga news stories via local and GTA media outlets (including online, print, radio and television media in 2014), 94% of which were positive
- Provided 33,875 hours of marketing, media relations, public relations and design expertise and support to major City projects, including: the 2014 Municipal Election; host municipality of the 2015 Pan Am and Parapan Am Games; and the introduction of the new stormwater charge
- Increased social media membership on the City's Corporate channels by 37% and 40% on Twitter and Facebook respectively
- Received close to 300,000 citizen inquiries through the 3-1-1 Citizen Contact Centre

Revenue & Materiel Management

The Revenue team bills and collects $1.5 billion in annual property taxes from 225,000 accounts on behalf of the City, Region of Peel and school boards. Ninety seven per cent of taxes billed in 2014 were collected by the end of the year. Over 100 Tax Arrears Certificates were registered and eight tax sales were held.

During the last year the Division also opened the Welcome Desk at City Hall to provide general information and assist with directional inquiries from residents, clients and other City visitors.



Welcome Desk at City Hall

Awards and Recognition

Human Resources

- City of Mississauga awarded the Employer Support Award from the National Chair of the Canadian Forces Liaison Awards and Recognition Program

Finance

- Government Finance Officer Association (GFOA) Distinguished Budget Award for the 2014 Business Plan and Budget, the 25th consecutive year the City has received this award
- Canadian Award for Financial Reporting from the GFOA, one of the highest honours for municipal financial reporting, for the 17th consecutive year
- City of Mississauga ranked first among Canadian cities in transparent financial reporting in the Frontier Centre for Public Policy's report

Communications

- Awarded the 2014 MarCom Gold Award in the category of Brand Refresh for the City's Rebranding Program from the Association of Marketing and Communication Professionals
- Transform magazine (North America) recognized the City with a Gold Level Award for Best Strategic/Creative Development of a New Brand

Revenue & Materiel Management

- Outstanding Agency Accreditation Achievement Award (OA4). This award is provided by the National Institute of Government Purchasing (NIGP) to a government agency that demonstrates they have sound purchasing principles, policies and procedures in place and signifies an ongoing commitment to professionalism and best practices in purchasing and the procurement field. The accreditation is good for 3 years. The City is one of only four agencies in Canada to win the award and the only Canadian city certified.

Proposed Operating & Capital Budgets

This part of the Business Plan sets out the financial resources required to deliver the proposed 2016-2018 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 2015 was $25.6 million and the proposed budget for 2016 is $27.2 million.

Total Changes to Maintain Current Service Levels

The impact of maintaining current service levels for Business Services is an increase of $0.9 million for 2016.

Highlights of the proposed budget changes are:

- Labour costs to increase by $0.6 million and reflects economic adjustment increases, labour adjustments and fringe benefit changes
- Labour annualization of $57,000 for staff added in 2015
- Higher Employee Assistance Program (EAP) costs due to increased usage, professional services for Communications initiatives as well as funding for multi- cultural media advertising account for the majority of the $0.2 million increase in Other Operating costs
- Reserve transfer reduction of $44,000 related to a position that was eliminated last year
- Additional funding of $21,000 is required for ongoing software licence costs related to the development and implementation of a new call centre module for 3-1-1

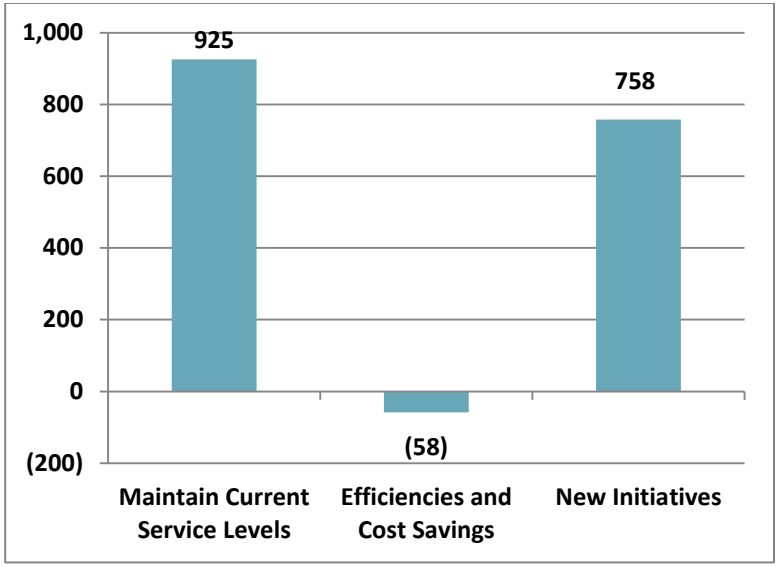
Efficiencies and Cost Savings

- Miscellaneous reductions of $13,000
- Elimination of $45,000 Transfer to Reserve for Communication Master Plan

New Initiatives

- Ten new initiatives impact the 2016 operating budget. Details of each initiative can be found later on in this business plan

Proposed Changes to 2016 Net Operating Budget by Category ($000's)



New Initiatives

Ten initiatives are proposed in the 2016 budget. Below is a summary of each of the initiatives.

The HR division has six (6) new initiatives in 2016.

1. **Talent Management Modernization, BR #2005**
   The City's current talent management systems are rooted in manual and paper based processes; utilize various stand-alone systems; have ease of use concerns; lack systems integration; involve duplicate data capture; and on occasion generates conflicting information. Modernization of City talent management processes will enhance strategic plan execution capability, build competitive advantage through people and simplify the Corporation's talent management processes.

2. **LinkedIn Recruiter Memberships, BR #1919**
   Studies show that "social recruiting" is fast becoming the single most popular and successful method for attracting top talent. To remain competitive and access top talent, especially passive candidates, LinkedIn must become a tool that is actively used to fill vacancies. LinkedIn is the most well used social recruitment tool available and is actively used by over 60% of private and public sector organizations.

3. **Health & Safety Specialist, BR #1923**
   The additional Health and Safety Specialist is required to ensure the City has the necessary support and expertise to develop and maintain a workplace that is safe and in compliance with Provincial Health and Safety legislation/regulations. This role will contribute to preventing workplace injuries through consultation, training and audits; and will reduce the City's costs associated with employee lost time by responding to safety issues at the earliest possible time.

4. **Mississauga Employer Brand Implementation, BR #2032**
   With the increased competition for talent in the market place, the high level of competition amongst municipalities to replace staff, and the increased focus on online recruitment, the City must improve its employer story and ensure our brand is authentic, modern, strong and recognizable and has the accompanying assets to represent that brand. Updating the current employer brand, that is over 15 years old, and aligning it with the new City brand is an important step in attracting key talent.

5. **Professional Services Strategic HR Initiatives, BR #2133**
   Existing HR Division professional services/consulting budgets are typically tied to maintenance and sustainment of core HR services and program areas (e.g. Compensation Management, Employee Benefits Program Management, Learning and Organizational Development). However when time sensitive opportunities and issues arise, the annual business planning cycle does not allow the Corporation to respond quickly enough when professional services are required. The Division recommends a discretionary professional services budget to provide the Corporation with more agility and capacity to respond strategically to HR opportunities and issues.

6. **Increase Number of Diversity Placements, BR #2170**
   Internship programs are a cost effective way to access a pool of experienced talent that can address current skill shortages and diversify the labour force to better reflect the community the City serves. By expanding the commitment to CareerEdge, or a comparable organization, the City is further diversifying the workforce and offering opportunities to talent who often struggle to find employment.

The Communications division has three (3) new initiatives in 2016.

1. **Communications Support for Canada's 150th Anniversary Celebrations, BR #2051**
   Canada's 150th Anniversary in 2017 will be a significant celebration both for Canada and Mississauga. This major high-profile event requires significant coordination and collaboration with internal and external stakeholders, including the development of large scale communication strategies to communicate information in an innovative/digital format, promote the event to residents and visitors, coordinate and manage protocol details, and develop visual/creative material for the program.

2. **Enhance Citizen Experience on the Web and other Digital Channels, BR #2131**
   Cities and other government agencies around the world are adapting their digital channels to meet the needs of citizens, and are in various stages of transformation. Our website and our approach to digital publishing needs to keep pace. To meet citizen expectations for digital information and services, it has never been more important to update our governance and strategic approach to web and digital communications.

3. **City-wide Integrated Marketing and Communications Program, BR #2331**
   Mississauga has an extraordinary story to tell. It is important to promote the city's key characteristics and advantages and let people know what makes Mississauga different from other cities and why it matters to them. To effectively promote the city, we need to develop an integrated marketing and communication plan that inspires Mississauga residents and visitors to be engaged and connected to the City and to each other – to experience the best of Mississauga and share it with the world!

The Finance division has one (1) new initiative in 2016.

1. **Financial System Support Specialist, BR #2068**
   The City's financial systems ensure the City can meet its legislated financial reporting requirements and fiduciary responsibilities. All of these systems are currently supported by only one Analyst. Due to the system support required, this Analyst can only minimally maintain the current systems and address requirements as they arise. This position would ensure there is ability to proactively investigate reengineering, automation opportunities, enhance reporting and provide backup.

Operating

This part of the Business plan sets out the financial resources required to deliver the proposed 2016-2018 Business Plan and 2016 Budget. Information is provided by major expenditure and revenue category as well as by program. The costs to maintain existing service levels and annualized prior decisions are identified separately from other proposed changes.

The following table identifies the budgeted and forecasted operating expenditures and revenues for 2016 to 2018, the 2015 Budget as well as the 2014 actuals, by program within the service area.

Proposed Budget by Program

Description	2014 Actuals ($000's)	2015 Budget ($000's)	2016 Proposed Budget ($000's)	2017 Forecast ($000's)	2018 Forecast ($000's)
Expenditures to Deliver Current Services					
Communications	5,199	5,311	5,506	5,554	5,567
Finance	7,086	7,253	7,434	7,573	7,715
Human Resources	7,818	8,167	8,388	8,374	8,363
Revenue & Materiel Management	6,991	6,900	7,138	7,213	7,333
Total Expenditures	**27,093**	**27,631**	**28,467**	**28,714**	**28,978**
Revenues	**(2,220)**	**(2,001)**	**(2,014)**	**(2,014)**	**(2,014)**
Transfers From Reserves and Reserve Funds	(108)	(70)	(26)	(26)	(26)
New Initiatives and New Revenues			758	1,593	1,515
Proposed Net Budget Including New Initiatives & New Revenues	**24,765**	**25,560**	**27,185**	**28,268**	**28,454**
Expenditures Budget - Changes by Year			3%	1%	1%
Proposed Net Budget - Changes by Year			6%	4%	1%

Note: Numbers may not balance due to rounding.

Summary of Proposed Budget

The following table provides proposed budget changes further defined into more specific separated categories. It identifies changes in labour, operating costs and revenues to maintain existing service levels, efficiencies and cost savings, the cost increases arising from prior year decisions, special levies and new initiatives.

Description	2015 Approved Budget ($000's)	Maintain Current Service Levels	Efficiencies and Cost Savings	Annualized Prior Years Budget Decisions	Operating Impact of New Capital Projects	Proposed New Initiatives And Revenues	Special Purpose Levies	2016 Proposed Budget ($000's)	$ Change Over 2015	% Change Over 2015
Labour and Benefits	25,004	616	0	57	0	406	0	26,083	1,079	4%
Operational Costs	2,627	199	(58)	0	21	352	0	3,142	514	20%
Facility, IT and Support Costs	0	(0)	0	0	0	0	0	(0)	(0)	0%
Total Gross Expenditures	**27,631**	**815**	**(58)**	**57**	**21**	**758**	**0**	**29,224**	**1,593**	**6%**
Total Revenues	**(2,071)**	**32**	**0**	**0**	**0**	**0**	**0**	**(2,040)**	**32**	**(2%)**
Total Net Expenditure	**25,560**	**847**	**(58)**	**57**	**21**	**758**	**0**	**27,185**	**1,625**	**6%**

Summary of Proposed 2016 Budget and 2017-2018 Forecast

Description	2016 Proposed Budget ($000's)	2017 Forecast ($000's)	2018 Forecast ($000's)
Labour and Benefits	26,083	26,788	27,138
Operational Costs	3,142	3,519	3,355
Facility, IT and Support Costs	(0)	(0)	(0)
Total Gross Expenditures	**29,224**	**30,307**	**30,493**
Total Revenues	**(2,040)**	**(2,040)**	**(2,040)**
Total Net Expenditure	**27,185**	**28,268**	**28,454**

Note: Numbers may not balance due to rounding.

Proposed Budget Changes Excluding New Initiatives and New Revenues

The following table provides detailed highlights of budget changes by major cost and revenue category. It identifies the net changes to maintain existing service levels, efficiencies and cost savings, and cost increases arising from prior year decisions.

Category	2015 Budget ($000's)	2016 Budget ($000's)	Change ($000's)	Details ($000's)
Labour and Benefits	**25,004**	**25,677**	**673**	Increase reflects labour adjustments and fringe benefit changes
Administration and Support Costs	0	(0)	(0)	
Advertising & Promotions	230	262	32	$25 Increase in Communications - multi cultural media advertising $7 Increase in Finance - Committee/Council meeting ads
Communication Costs	423	420	(3)	Efficiencies and cost savings
Contractor & Professional Services	861	1,006	145	$75 Increase in Communications for Master Plan refresh, marketing research, City marketing and communication program $50 Increase in Human Resources - Employee Assistance Program (EAP) $20 Miscellaneous Other
Equipment Costs & Maintenance Agreements	86	100	13	$21 Increase in Communications - software licences for the 311 Call Centre module $8 Decrease efficiencies and cost savings
Finance Other	(75)	(76)	(0)	
Materials, Supplies & Other Services	449	428	(21)	Efficiencies and cost savings
Occupancy & City Costs	282	282	0	
Staff Development	243	243	0	
Transfers To Reserves and Reserve Funds	78	73	(5)	$45 Elimination of prior year funding for Communication Master Plan $40 Increase for e-learning module
Transportation Costs	50	50	(0)	
Total Other Operating	**2,627**	**2,790**	**162**	
Total Revenues	(2,001)	(2,014)	(12)	Increase in Revenue & Materiel Management - miscellaneous revenues
Transfers From Reserves and Reserve Funds	(70)	(26)	44	Elimination of one time funding in Human Resources
Total Revenues	**(2,071)**	**(2,040)**	**32**	
Total	**25,560**	**26,427**	**867**	

Note: Numbers may not balance due to rounding.

Proposed New Initiatives and New Revenues

This table presents the costs by budget request (BR#) for proposed new initiatives. Detailed descriptions of each budget request can be found on the pages following the table.

Description	BR #	2016 FTE Impact	2016 Proposed Budget ($000's)	2017 Forecast ($000's)	2018 Forecast ($000's)	2016 to 2018 FTE Impact	2016 to 2018 Capital ($000's)
New Initiatives							
LinkedIn Subscription for Human Resources	1919		125	125	125		0
Workplace Diversity Coordinator	1922		0	115	117	1.0	0
Health & Safety Specialist	1923	1.0	108	110	112	1.0	0
Talent Management Modernization	2005	4.0	0	500	500	4.0	1,909
Mississauga Employer Brand Implementation	2032		25	25	25		0
Communications Support for Canada's 150th Anniversary Celebrations	2051	1.0	44	90	0	0.0	0
Financial System Support Specialist	2068	1.0	53	110	112	1.0	0
Enhance Citizen Experience on the Web and other Digital Channels	2131	2.0	153	169	172	2.0	200
Professional Services - Strategic HR Initatives	2133		90	90	90		0
Increase Number of Diversity Placements	2170		52	52	52		0
City-wide Integrated Marketing and Communications Program	2331	1.0	107	207	209	1.0	0
Total New Initiatives		**10.0**	**758**	**1,593**	**1,515**	**10.0**	**2,109**
Total New Initiatives and New Revenues		**10.0**	**758**	**1,593**	**1,515**	**10.0**	**2,109**

Note: Numbers may not balance due to rounding.
Amounts are net.

Budget Request #: 1919

Proposed Initiative	Department	Service Area
LinkedIn Subscription for Human Resources	Corporate Services Department	Business Services

Required Annual Operating Investment

Impacts ($000s)	2016	2017	2018
Gross Expenditures	125.0	125.0	125.0
Reserves & Reserve Funds	0.0	0.0	0.0
User Fees & Other Revenues	0.0	0.0	0.0
Tax Levy Requirements	125.0	125.0	125.0
* Net Change in $		0.0	0.0
FTEs	0.0	0.0	0.0

**In each year, all values are cumulative, not incremental.*

Required Capital Investment

Total Capital ($000s)	2015 & Prior	2016	2017	2018	2019 & Beyond
Expenditures	0.0	0.0	0.0	0.0	0.0

Why Staff Recommend this Initiative

It is anticipated that over the next five years up to 30% of staff at grade E and above will retire and recruitment at this level will be a significant focus. It is important that recruiters have LinkedIn to source talent and compete with surrounding municipalities. More than half of the surrounding municipalities the City competes with are actively using LinkedIn including Brampton, Burlington, Peel, Toronto and York. Edmonton, Calgary and Ottawa are actively, and expertly, using LinkedIn.

Details of Service Change

Studies show that “social recruiting” is fast becoming the single most popular and successful method for attracting top talent. Part of the success of social recruiting lies in the ability to access “passive candidates”. These are candidates who are not actively looking to change jobs but will consider a change when they see the right opportunity. Studies show that up to 60% of employees say they are not looking for a job but are open to talking to a recruiter or their personal networks about career opportunities. LinkedIn operates the world’s largest professional network on the Internet with more than 347 million members in over 200 countries and territories. There are over 39 million students and recent college graduates on LinkedIn. They are LinkedIn's fastest-growing demographic. Professionals are signing up to join LinkedIn at a rate of more than two new members per second. There are 10+ million members in Canada. As the world's largest professional network, LinkedIn provides the ultimate talent pool to source the best candidates for the City’s hiring needs, especially for technical/professional and leadership positions. According to LinkedIn, 73% of recruiters filled a position using social media in 2012, a 15% increase from 2011. Human Resources is requesting funding to purchase a subscription to LinkedIn (licenses for recruiters, career pages, job slots, recruitment ads and technical support) and actively begin using LinkedIn as a recruiting tool.

Service Impact

Recruiting high quality candidates has increasingly become more and more competitive and has expanded beyond simply posting jobs and having candidates apply. LinkedIn is the most powerful, popular and effective social recruiting tool especially when it comes to housing a database of passive candidates. There are 10 staff in Human Resources responsible for recruitment of jobs grade E and above (technical/professional and leadership levels) where LinkedIn would be an excellent sourcing resource. The total cost to purchase licences for recruiters as well as advertising services and technical support from LinkedIn is estimated to be $125,000 annually.

Budget Request #: 1922

Proposed Initiative	Department	Service Area
Workplace Diversity Coordinator	Corporate Services Department	Business Services

Required Annual Operating Investment

Impacts ($000s)	2016	2017	2018
Gross Expenditures	0.0	114.8	117.1
Reserves & Reserve Funds	0.0	0.0	0.0
User Fees & Other Revenues	0.0	0.0	0.0
Tax Levy Requirements	0.0	114.8	117.1
* Net Change in $		114.8	2.3
FTEs	0.0	1.0	1.0

**In each year, all values are cumulative, not incremental.*

Required Capital Investment

Total Capital ($000s)	2015 & Prior	2016	2017	2018	2019 & Beyond
Expenditures	0.0	0.0	0.0	0.0	0.0

Why Staff Recommend this Initiative

Best practice research proves that in order to achieve the objectives of a Diversity Strategy, a dedicated resource is required. It is common to find a dedicated resource in municipal government as well as the broader public sector including the Police. Currently, the City of Toronto, Region of Peel, and City of Markham all have a dedicated diversity resource. All of these municipalities report that this resource has been the key to making the strategy real, and people accountable for actions.

Details of Service Change

The People Strategy recommendations identify that a Diversity Strategy will be completed in 2016. The Strategy will take current initiatives and best practices, and develop a plan to bolster the City's diversity and culture of inclusion; which will help to fully leverage people's unique strengths and talents. A Workplace Diversity Coordinator will be required to coordinate and/or implement the approved recommendations of the Diversity Strategy beginning in 2017.

Service Impact

The Workplace Diversity Coordinator is budgeted as a grade F technical level position. It is expected the position will be required in 2017 following the approval of the Diversity Strategy in 2016.

Budget Request #: 1923

Proposed Initiative	Department	Service Area
Health & Safety Specialist	Corporate Services Department	Business Services

Required Annual Operating Investment

Impacts ($000s)	2016	2017	2018
Gross Expenditures	108.1	110.2	112.3
Reserves & Reserve Funds	0.0	0.0	0.0
User Fees & Other Revenues	0.0	0.0	0.0
Tax Levy Requirements	108.1	110.2	112.3
* Net Change in $		2.1	2.1
FTEs	1.0	1.0	1.0

**In each year, all values are cumulative, not incremental.*

Required Capital Investment

Total Capital ($000s)	2015 & Prior	2016	2017	2018	2019 & Beyond
Expenditures	0.0	0.0	0.0	0.0	0.0

Why Staff Recommend this Initiative

The additional Health and Safety Specialist is required to ensure the City has the necessary support and expertise to develop and maintain a workplace that is safe and in compliance with Provincial Health and Safety legislation/regulations. This role will contribute to preventing workplace injuries through consultation, training and audits; and will reduce the City's costs associated with employee lost time by addressing and responding to safety issues at the earliest possible time.

Details of Service Change

There are a number of discrete factors collectively driving this request for an additional Health & Safety Specialist position:
1. Growth of legislated safety compliance requirements from the Provincial government
2. Increased safety service level demands arising from the growth in Transit
3. A City wide 50% increase in workplace violence investigations since 2011
4. The 26% growth in the City's workforce since 2005; while Health & Safety staffing levels have remained level.
5. Increased employer responsibility for third party contractor safety compliance starting in 2015
6. Increasing service level demands arising from the rollout of mandatory Health & Safety awareness training, including safety inspections/risk analysis
7. Ministry of Labour rollout of targeted safety audits
8. Impact on Safety Specialists due to the increased number of Ministry of Labour investigations, site visits and inspections
9. Creation of a new Provincial Chief Prevention Officer role which will further increase monitoring and random inspections
10. An emerging Ministry of Labour Construction Safety Action Plan initiative, with implications yet to be confirmed
11. Anticipated launch of the new legislated "Global Harmonization System" to control the use and storage of hazardous materials in the workplace; which will have significant training and staff resource impacts

Service Impact

In the past 10 years staffing levels in the Health & Safety area have remained constant as the City's staffing levels have grown by 26%. During the same period Provincial safety compliance requirements and legislation have increased significantly.

The addition of the Health & Safety Specialist position will ensure the City will continue to have the necessary resources to:
- Comply with safety standards and OHSA regulations.
- Develop measures to help protect workers from potentially hazardous work methods, processes, or materials.
- Assume increased employer responsibility for third party contractor safety compliance.
- Provide proactive risk assessments.
- Prepare for implementation of the new legislated "Global Harmonization System" to control the use and storage of hazardous materials.
- Continue to move towards a culture of prevention, where Health & Safety is embedded in the responsibilities of each people leader and every employee.

Budget Request #: 2005

Proposed Initiative	Department	Service Area
Talent Management Modernization	Corporate Services Department	Business Services

Required Annual Operating Investment

Impacts ($000s)	2016	2017	2018
Gross Expenditures	0.0	500.0	500.0
Reserves & Reserve Funds	0.0	0.0	0.0
User Fees & Other Revenues	0.0	0.0	0.0
Tax Levy Requirements	0.0	500.0	500.0
* Net Change in $		500.0	0.0
FTEs	4.0	4.0	0.0

**In each year, all values are cumulative, not incremental.*

Required Capital Investment

Total Capital ($000s)	2015 & Prior	2016	2017	2018	2019 & Beyond
Expenditures	0.0	1,450.1	459.1	0.0	0.0

Why Staff Recommend this Initiative

The City's current talent management systems are rooted in manual and paper based processes, utilizes various stand-alone systems, have ease of use concerns, lack systems integration and involve duplicate data capture.
The business case for modernizing the City's talent management processes is linked to enhancing the Corporation’s business execution capabilities, building competitive advantage through people and simplification of processes.

Details of Service Change

The following are specific areas where the Corporation will benefit from the proposed talent management technology solution:

Leadership Development
Accelerating leadership development; Retaining high potentials for critical roles; Identifying potential succession candidates; Improving front-line manager capabilities

Talent Acquisition
Improving hire quality; Reducing time to fill; Improving interviewing and selection processes; Optimizing candidate sourcing investments

Learning & Development
Assessing the effectiveness of training; Reducing time to full competency; Bridging skill gaps for critical roles; Optimizing training investments

Performance Management
Improving employee engagement; Developing the compensation and rewards structures; Increasing retention of key talent; Ensuring the right people are in the right jobs; Improving goals alignment, accountability and performance

Service Impact

Strategic talent management can close the gap between strategy and business results. Modernization of City talent management processes will enhance strategic plan execution capability, build competitive advantage through people and simplify the Corporation’s talent management processes.

For most corporations labour costs are the organization’s single largest investment. The City's labour cost is $457 million or 66% of the 2015 operating costs budget. Updated talent management processes will provide clearer visibility and insight into the workforce, the Corporation's most valuable assets.
Acquiring new Talent Management System Technology involves the following costs:
One time implementation fee $1M; Annual licensing fees of $500K (Approximately .1% of the City's Annual Labour Cost ($457M), subject to negotiations); HR Subject Matter Expert (Backfill) 1 FTE for x 2 Years; HR Business Lead 1 FTE for x 2 Years; IT Project Manager 1 FTE x 2 Years; IT HCM Specialist 1FTE x 2 Years

Budget Request #: 2032

Proposed Initiative	Department	Service Area
Mississauga Employer Brand Implementation	Corporate Services Department	Business Services

Required Annual Operating Investment

Impacts ($000s)	2016	2017	2018
Gross Expenditures	25.0	25.0	25.0
Reserves & Reserve Funds	0.0	0.0	0.0
User Fees & Other Revenues	0.0	0.0	0.0
Tax Levy Requirements	25.0	25.0	25.0
* Net Change in $		0.0	0.0
FTEs	0.0	0.0	0.0

**In each year, all values are cumulative, not incremental.*

Required Capital Investment

Total Capital ($000s)	2015 & Prior	2016	2017	2018	2019 & Beyond
Expenditures	0.0	0.0	0.0	0.0	0.0

Why Staff Recommend this Initiative

With the increased competition for talent in the market place, the high level of competition amongst municipalities to replace staff, and the increased focus on online recruitment, the City must improve its employer story and ensure our brand is authentic, modern, strong and recognizable and has the accompanying assets to represent that brand. Updating the current employer brand, that is over 15 years old, and aligning it with the new City brand is an important step in attracting key talent.

Details of Service Change

The Mississauga Employer Story initiative is about developing a distinctive and compelling research-based 'Employer Story' for the City – an employment brand. This work will result in positioning and messaging, aligned with the City's brand, that focusses on the unique perspectives and needs of current and potential employees. Once developed, the 'Employer Story' will guide the development of new recruitment campaigns, staff programs such as wellness, total rewards, compensation, staff engagement, learning and development, activities and staff/applicant communications. The brand will need a new marketing look and conceptual designs that both represents the new positioning and aligns to the City's brand. Human Resources is requesting funding to implement the new employment brand and update elements such as the Human Resources employment website and other online elements, recruitment campaign designs, social media and video assets as well as conference and job fair booth materials, etc.

Service Impact

Human Resources is requesting a one-time amount of $25,000 to develop the new brand and update the City's career website and online elements. In addition, Human Resources is requesting ongoing funds in the amount of $25,000 to maintain brand elements and marketing collateral such as print and video assets, recruitment campaign redesigns, social media assets as well as conference and job fair booth materials. These funding requests are based on similar work that was recently completed for the City brand.

Budget Request #: 2051

Proposed Initiative	Department	Service Area
Communications Support for Canada's 150th Anniversary Celebrations	Corporate Services Department	Business Services

Required Annual Operating Investment

Impacts ($000s)	2016	2017	2018
Gross Expenditures	44.3	89.9	0.0
Reserves & Reserve Funds	0.0	0.0	0.0
User Fees & Other Revenues	0.0	0.0	0.0
Tax Levy Requirements	44.3	89.9	0.0
* Net Change in $		45.6	(89.9)
FTEs	1.0	1.0	0.0

**In each year, all values are cumulative, not incremental.*

Required Capital Investment

Total Capital ($000s)	2015 & Prior	2016	2017	2018	2019 & Beyond
Expenditures	0.0	0.0	0.0	0.0	0.0

Why Staff Recommend this Initiative

Canada's 150th Anniversary in 2017 will be a significant celebration both for Canada and Mississauga. This major high-profile event requires significant coordination and collaboration with internal and external stakeholders, including the development of large scale communication strategies to communicate information in an innovative/digital format, promote the event to residents and visitors, coordinate and manage protocol details, and develop visual/creative material for the program.

Budget Request #: 2051

Details of Service Change

2017 will see Canada celebrate the 150th anniversary of Confederation. As part of these celebrations, the City of Mississauga will be looking to host a number of major events and festivals during the course of the year.

In comparison, Canada's Centenary Celebrations in 1967 included a year-long program of arts, recreation, sport, and culture initiatives that inspired Canadians and Mississaugans. Events for the Centenary included:

- New/expanded community festivals
- Arts exhibitions and related programming
- Musical performances and events (including international performers)
- Expositions on local and national heritage and history

In order to be successful in holding these related events, a high degree of operational planning and coordination is needed and the Communications Division will require additional resources to effectively support this celebration.

The efforts detailed in this budget request are based on 1 temporary Communications Advisor, from July 2016 to December 2017. Working as part of a core staff team this position will be responsible for coordinating the following activities: public relations, media relations, social media monitoring, marketing and promotions, creative services, protocol, and issues management.

Service Impact

If sufficient resources to support the events related to this national celebration are not available the Communications Division will be unable to manage and deliver on its core service levels and annual work plan as well as contribute communications assistance for these events. Without adequate Corporate resourcing these efforts would likely have to be outsourced to an external vendor that specializes in marketing and public relations. This would increase the operational risk in holding these events and increase the potential of inconsistent messaging and promotions. Also, based on past experience, this would be a less cost effective option leading to higher overall costs for these initiatives.

Canada's 150th Anniversary is an excellent opportunity to promote and enhance the City of Mississauga's strong reputation. The increased exposure and visibility that it will offer the City can help reinforce the image of Mississauga as a modern and dynamic municipality. In order to be successful in achieving this it is critical that we have the appropriate resources to ensure that we are able to promote and communicate our keys messages effectively.

Budget Request #: 2068

Proposed Initiative	Department	Service Area
Financial System Support Specialist	Corporate Services Department	Business Services

Required Annual Operating Investment

Impacts ($000s)	2016	2017	2018
Gross Expenditures	53.1	110.2	112.3
Reserves & Reserve Funds	0.0	0.0	0.0
User Fees & Other Revenues	0.0	0.0	0.0
Tax Levy Requirements	53.1	110.2	112.3
* Net Change in $		57.1	2.1
FTEs	1.0	1.0	1.0

**In each year, all values are cumulative, not incremental.*

Required Capital Investment

Total Capital ($000s)	2015 & Prior	2016	2017	2018	2019 & Beyond
Expenditures	0.0	0.0	0.0	0.0	0.0

Why Staff Recommend this Initiative

The City's financial systems ensure the City can meet its legislated financial reporting requirements and meet its fiduciary responsibilities. All of these systems are currently supported by only one Analyst. Due to the system support required, this Analyst can only minimally maintain the current systems and address requirements as they arise. This position would ensure there is ability to proactively investigate reengineering, automation opportunities, enhance reporting and provide backup.

Details of Service Change

The Finance Division is currently supported by one Financial System Support (FSS) Specialist. The establishment of a second FSS Specialist would establish a team of two analysts that could work together to provide ongoing support to existing systems, examine existing processes and investigate re-engineering opportunities, and enhance reporting to support the analytical and reporting needs of Corporate Finance, Departments, and Business Planning. The two positions would represent the division for system upgrades and enhancement. The establishment of a second position will ensure there is no interruption of service (either when one member is required for full-time participation in system upgrades or enhancements, or when one member is on vacation).

Service Impact

Improved maintenance and support of all current and proposed financial systems, including Team Budget, SAP, Caseware and the long-term financial planning model. The additional resource will allow staff to focus on development opportunities to improve reporting and processes for all system users, and better manage the heavy workload. If this position is not approved, there is on-going risk that the single FSS Specialist will not be able to adequately support all existing systems, and reporting and/or planning requirements will not be addressed.

Budget Request #: 2131

Proposed Initiative	Department	Service Area
Enhance Citizen Experience on the Web and other Digital Channels	Corporate Services Department	Business Services

Required Annual Operating Investment

Impacts ($000s)	2016	2017	2018
Gross Expenditures	153.0	168.8	172.2
Reserves & Reserve Funds	0.0	0.0	0.0
User Fees & Other Revenues	0.0	0.0	0.0
Tax Levy Requirements	153.0	168.8	172.2
* Net Change in $		15.9	3.4
FTEs	2.0	2.0	2.0

**In each year, all values are cumulative, not incremental.*

Required Capital Investment

Total Capital ($000s)	2015 & Prior	2016	2017	2018	2019 & Beyond
Expenditures	0.0	100.0	100.0	0.0	0.0

Why Staff Recommend this Initiative

Cities and other government agencies around the world are adapting their digital channels to meet the needs of citizens, and are in various stages of transformation. Our website and our approach to digital publishing needs to keep pace. To meet citizen expectations for digital information and services, it has never been more important to update our governance and strategic approach to web and digital communications.

Details of Service Change

This initiative is a 3-year plan to re-shape the City's digital channels from the viewpoint of the citizen and define specific priorities, and the digital activities that best support the vision set out in the City of Mississauga's Communications Master Plan.

The main focus will be to modernize the City's corporate website. The City communicates with a diverse audience that receives and sends digital information in many ways. Changing our approach to the web offers the greatest opportunity to improve digital communication between the City and citizens.

In 2015, Communications will be working with key internal staff to define a vision that takes into account current challenges as well as best practices. This will ultimately be the foundation of a new digital strategy for the City. This phase of the project includes:

• Define major themes, approach, and vision for eCity
• Review of existing policies
• Develop digital guidelines
• Determine best approach to ensure a strong brand presence/experience
• Create an operational plan to move towards new vision

The next phase of the project (2016-18) will focus on implementing the strategy and change management, including:

• Hire Digital Specialist and Digital Content Coordinator
• Identify appropriate resources for project implementation
• Transition to new platforms, systems and technology, as required
• Ensure staff are trained and have the necessary skills needed

Service Impact

To keep pace with citizen expectations and respond to new technologies and digital communications we will reform the way the corporate website is structured and managed based on the following five key principles:

1. Focus on citizens and create a business culture around our digital services that is dedicated to customer-centric thinking.
2. Manage the digital experience. A usable government website is one where the citizen is able to easily find what they are looking for, and successfully complete their intended task without frustration.
3. Prioritize 'findability' of information to ensure that content is effective and easy to find.
4. Make privacy transparent and ensure we maintain the trust of our citizens as responsible and secure holders of personal data.
5. Use evidence over opinion in making decisions with regard to the City's website and digital communication.

Budget Request #: 2133

Proposed Initiative	Department	Service Area
Professional Services - Strategic HR Initiatives	Corporate Services Department	Business Services

Required Annual Operating Investment

Impacts ($000s)	2016	2017	2018
Gross Expenditures	90.0	90.0	90.0
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	90.0
* Net Change in $		0.0	0.0
FTEs	0.0	0.0	0.0

**In each year, all values are cumulative, not incremental.*

Required Capital Investment

Total Capital ($000s)	2015 & Prior	2016	2017	2018	2019 & Beyond
Expenditures	0.0	0.0	0.0	0.0	0.0

Why Staff Recommend this Initiative

Existing HR Division professional services/consulting budgets are typically tied to maintenance and sustainment of core HR services and program areas. These areas include: Compensation Management, Employee Benefits Program Management, Learning and Organizational Development. The Division recommends a discretionary professional services budget to provide the Corporation with more agility and capacity to respond strategically to HR opportunities and issues.

Details of Service Change

This budget request provides a discretionary budget for professional consulting services so HR can be more agile and responsive on issues and opportunities as they arise. For example, for 2016 the following needs have been identified:

Long Term Disability (LTD) Benefits Audit - The City has not conducted a formal LTD benefits audit in 15 years. The Corporation has recently seen significant LTD premium rate increases and there are indications that LTD experience will further deteriorate in 2016. Given the escalating cost of disability programs it would be prudent to audit it at this time. Estimated cost $42,000.

Healthy Workplace Assessment: This would provide for an independent assessment of the City's current state and recommendations for future strategies. Workplace wellness programs are critical to an organization’s productivity and financial health. Studies show that for every dollar invested in wellness programs there is a savings of three to eight dollars as a result of improved employee morale, engagement and productivity. Estimated cost $37,100.

For 2016 approximately $11,000 would remain available for other reviews that could arise throughout the year. In subsequent years these funds would be allocated to other HR management opportunities, issues or priorities, as they emerge.

Service Impact

Existing HR Division professional services/consulting budgets are typically tied to maintenance and sustainment of core HR services and program areas. The annual business planning cycle does not allow the Corporation to respond quickly enough to time sensitive opportunities and issues. A discretionary professional consulting services budget would enable HR to drive execution on more strategic initiatives as opportunities and issues arise.

The priorities that have been identified for this budget in 2016 include a LTD Benefits Audit and a Healthy Workplace Assessment.

The HR Division is requesting a $90,000 professional services budget for strategic HR initiatives.

Budget Request #: 2170

Proposed Initiative	Department	Service Area
Increase Number of Diversity Placements	Corporate Services Department	Business Services

Required Annual Operating Investment

Impacts ($000s)	2016	2017	2018
Gross Expenditures	52.0	52.0	52.0
Reserves & Reserve Funds	0.0	0.0	0.0
User Fees & Other Revenues	0.0	0.0	0.0
Tax Levy Requirements	52.0	52.0	52.0
* Net Change in $		0.0	0.0
FTEs	0.0	0.0	0.0

**In each year, all values are cumulative, not incremental.*

Required Capital Investment

Total Capital ($000s)	2015 & Prior	2016	2017	2018	2019 & Beyond
Expenditures	0.0	0.0	0.0	0.0	0.0

Why Staff Recommend this Initiative

Internship programs are a cost effective way to access a pool of experienced talent that can address current skill shortages and diversify the labour force to better reflect the community the City serves. By expanding the commitment to CareerEdge, or a comparable organization, the City is further diversifying the workforce and offering opportunities to talent who often struggle to find employment.

Budget Request #: 2170

Details of Service Change

Currently, the City funds 8 intern placements for foreign trained professionals, new graduates and new graduates with disabilities at a value of $104,000 with CareerEdge. Human Resources is requesting additional funding for the CareerEdge program, or a comparable organization, to further expand the internship program. The program has been very successful to date with 12 of 32 participants becoming City employees, and another 2 interns finding employment outside the City. Without the additional funding for the program the City will miss an opportunity to capture additional talent, especially for 'hard to fill' positions, as well as miss opportunities that have proven successful in the past., and to have a workforce that reflects the community that is served.

Service Impact

Cost to increase from 8 four month placements to 12 four month placements annually is $52,000 making the total annual commitment to CareerEdge, or another comparable organization, for internships at $156,000.

Budget Request #: 2331

Proposed Initiative	Department	Service Area
City-wide Integrated Marketing and Communications Program	Corporate Services Department	Business Services

Required Annual Operating Investment

Impacts ($000s)	2016	2017	2018
Gross Expenditures	107.2	207.5	209.3
Reserves & Reserve Funds	0.0	0.0	0.0
User Fees & Other Revenues	0.0	0.0	0.0
Tax Levy Requirements	107.2	207.5	209.3
* Net Change in $		100.3	1.8
FTEs	1.0	1.0	1.0

**In each year, all values are cumulative, not incremental.*

Required Capital Investment

Total Capital ($000s)	2015 & Prior	2016	2017	2018	2019 & Beyond
Expenditures	0.0	0.0	0.0	0.0	0.0

Why Staff Recommend this Initiative

Mississauga has an extraordinary story to tell. It is important to promote the city's key characteristics and advantages and let people know what makes Mississauga different from other cities and why it matters to them. To effectively promote the city, we need to develop an integrated marketing and communication plan that inspires Mississauga residents and visitors to be engaged and connected to the City and to each other - to experience the best of Mississauga and share it with the world!

Details of Service Change

This program presents the overall themes for communicating the City of Mississauga story and strong reputation. These themes will take direction from the City's story and major events taking place in Mississauga. This provides an opportunity to promote the City in a focused and consistent way while at the same time leveraging the exposure that these major events offer Mississauga.

To coordinate and support the plan a Marketing Consultant would be hired and dedicated to developing rich content and creating and implementing targeted campaigns and initiatives to strengthen the City's reputation, including:

Operating Initiatives:
1. Produce City's videos to use on multiple online and social media channels ($30K starting in 2016)
2. Develop targeted marketing campaigns to promote Mississauga to key audiences ($20K starting in 2016)
3. Host a Welcome Day to engage newcomers and other residents and promote all Mississauga has to offer ($10K starting in 2016)
4. Hold a 'Spark Innovation Festival' in support of Canada's 150th Anniversary ($50K starting in 2017)

Service Impact

The ultimate goal of this program is to support the City's strategic vision by developing and delivering consistent messaging and supporting that through rich content and experiences. This will help us to:

1. Connect with our target audiences
2. Build and nurture resident pride
3. Convert residents and stakeholders into ambassadors
4. Attract local visits and visitors

Human Resources

Proposed Full Time Equivalent Staffing Distribution by Program

Program	2015	2016	2017	2018
Communications	58.2	62.2	61.2	60.2
Finance	66.3	67.3	67.3	67.3
Human Resources	68.0	73.0	74.0	70.0
Revenue & Materiel Management	71.8	71.8	70.8	69.8
Total Service Distribution	**264.3**	**274.3**	**273.3**	**267.3**

Note: Numbers may not balance due to rounding.

Staffing changes in 2016 include the following:

BR #	Division	Position	Operating FTE Permanent	Operating FTE Contract	Capital FTE	Total FTE Change
1923	Human Resources	Health & Safety Specialist	1			1
2005	Human Resources	Human Resources Subject Matter Expert			1	1
2005	Human Resources	Human Resources Business Lead			1	1
2005	Human Resources	IT Project Manager			1	1
2005	Human Resources	IT HCM Specialist			1	1
2068	Finance	Financial System Support Specialist	1			1
2051	Communication	Communication Advisor		1		1
2131	Communication	Digital Specialist		1		1
2131	Communication	Digital Content Coordinator		1		1
2331	Communication	Marketing Consultant	1			1
Total FTE Changes			**3**	**3**	**4**	**10**

BR# - Budget Request #
BAU - Business as Usual
FTE - Full Time Equivalent

Engaged Staff

Business Services staff are experienced, engaged and educated. Many staff have post-secondary degrees, certifications and professional designations. Staffs are also actively involved with various boards and committees including:

- Ontario Municipal Human Resources Association (OMHRA)
- OMERS
- Human Resources Professional Association of Ontario (PAO)
- Peel Region Municipal Compensation and Total Rewards Network
- Municipal Finance Officers Association (MFOA)
- Association of Municipal Clerks and Treasurers (AMCTO)
- Canadian Payroll Association (CPA)
- Public Sector Accounting Board (PSAB)
- International Association of Business Communicators (IABC)
- Association of Registered Graphic Designers(RGD)
- Ontario Municipal Tax and Revenue Association
- Ontario Public Buyers Association
- GTA Managers Procurement Group
- Peel Purchasing Coop

Ongoing investments in training and development include:

- Prosci Change Management Training
- Plain Language Training
- Opportunities to attend industry related webinars, training seminars and conferences

Capital

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.

Proposed 2016-2025 Capital Budget by Program

Program Expenditures	2016 Proposed Budget ($000's)	2017 Forecast ($000's)	2018 Forecast ($000's)	2019-2025 Forecast ($000's)	Total 2016-2025 ($000's)
Communications	100	100	0	0	200
Finance	0	400	0	400	800
Human Resources	1,730	459	100	200	2,489
Revenue and Materiel Management	472	442	125	0	1,038
Total	**2,302**	**1,401**	**225**	**600**	**4,527**

Note: Numbers may not balance due to rounding. Numbers are gross.

Proposed 2016-2025 Capital Budget by Funding Source

The following table provides the funding sources used to fund the capital portion of the proposed 2016-2018 Business Plan and 2016 Budget.

Funding	2016 Proposed Budget ($000's)	2017 Forecast ($000's)	2018 Forecast ($000's)	2019-2025 Forecast ($000's)	Total 2016-2025 ($000's)
Development Charges	0	360	0	360	720
Recoveries From Others	40	0	100	200	340
Tax	2,262	1,041	125	40	3,468
Total	**2,302**	**1,401**	**225**	**600**	**4,528**

Note: Numbers may not balance due to rounding.

Proposed 2016 Capital Budget Detail

The following tables provide a detailed listing of proposed capital projects for 2016.

Program: Administration

Project Number	Project Name	Gross Cost ($000's)	Recovery ($000's)	Net Cost ($000's)	Funding Source
CPBS004201	E-Learning Module - Purchasing and Contract Management Certification Training	40	0	40	Reserve for General Contingency
CPBS004202	TXM - Software Improvement Program	391	0	391	Tax -Capital Reserve Fund
CPBS004203	Sustainable Procurement Project	40	0	40	Tax -Capital Reserve Fund
CPBS004217	Talent Management System Technology	280	0	280	Tax -Capital Reserve Fund
CPBS004990	Talent Management System Technology (New Phase)	1,450	0	1,450	Tax -Capital Reserve Fund
CPBS005035	Digital Strategy	100	0	100	Tax -Capital Reserve Fund
Total		**2,302**	**0**	**2,302**	

Note: Numbers may not balance due to rounding.

Proposed 2017-2018 Capital Budget by Sub-Program

The following tables provide a summary of proposed capital projects by sub-program for 2017-2018.

Sub-Program	2017 Forecast ($000's)	2018 Forecast ($000's)
Business Services		
Other	0	100
Applications	1,001	125
DC Studies	400	0
Total	**1,401**	**225**

Note: Numbers may not balance due to rounding.

Performance Measures

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 in 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 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 six have an AAA rating.

Business Services Cost as a percentage of City Wide Operating Costs measures the cost relationship in percentage terms between service support and how these change as all other 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 2014, the City's 3.57 per cent return was 1.63 percentage points higher than the 1.94% 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 is the increase on the average residential tax bill for the City portion only. 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 Call 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 Call 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 a caller 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 Call Centre objective is that 80 per cent of the total calls are handled "one and done", and the call centre expects to meet this target in 2015.

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.* The next employee survey will be conducted in the fall of 2015 and results are expected in early 2016.

Employee Turnover measures the percentage of permanent City employees that leave the City every year. In 2014, staff turnover remained unchanged compared to 2013, at 4%. The majority of voluntary resignations were among employees in the age group of 40 to 49.

Based on survey data collected by the 2013 Human Resources Benchmarking Network, average staff turnover for Ontario municipalities was 4.8 per cent. Higher levels of employee turnover are expected over the next few years due to employee retirements. 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 an increase in total lost time of 2.1 per cent from 2013 to 2014. The goal is to decrease lost time in 2015 and subsequent years.

Succession Program Participants measures the number of identified high potential leaders actively preparing and training to fill City leadership gaps. In the next couple of years succession program participants is projected to grow from 95 to 155 (a 63 per cent increase) due to anticipated increased turnover and expansion of City succession planning to all levels of leadership.

Business Process Measures

Taxes Receivable Collection Rate measures the percentage of taxes collected by the City. The City's collection rate is favourable for a large Ontario municipality.

Recruitment Level Success Rate measures the percentage of job competitions filled within the established 35 to 60 day service level standard. This recruitment service level will be subject to review on an annual basis.

Balanced Scorecard

Measures for Business Services	2012 (Actual)	2013 (Actual)	2014 (Actual)	2015 (Planned)	2016 (Planned)	2017 (Planned)	2018 (Planned)
Financial:							
City's Credit Rating	AAA	AAA	AAA	AAA	AAA	AAA	AAA
Business Services' cost as a percentage of City Wide Operating Costs	4.1%	4.1%	4.1%	3.9%	3.9%	3.8 %	3.8%
Investment Portfolio Yield	4.9%	3.5%	3.57%	3.0%	3.5%	3.75%	4.0%
Benchmark Portfolio Yield	2.2%	2.0%	1.94%	N/A	N/A	N/A	N/A
Customer:							
City Property Tax Rate Increase from Prior Year	7.4%	6.8%	6.1%	4.0%	Council Established Target	Council Established Target	Council Established Target
311 Service Level Target	84%	80%	79%	80%	80%	80%	80%
311 First Call Resolution Rate	90%	86%	83%	85%	85%	85%	85%
Employee:							
Employee Satisfaction with City of Mississauga	73%	73%	73%	75%	75%	75%	77%
Employee Turnover	3.8%	4.0%	4.0%	5.0%	5.5%	6.0%	6.5%
Average Total Lost Time Hours per Employee	95	93	95	90	85	81	77
Succession Program Participants	37	50	95	135	155	155	155
Business Process:							
Taxes Receivable Collection Rate	96.9%	96.8%	97.5%	97.5%	97.5%	97.5%	97.5%
Recruitment Service Level Success Rate	NA	NA	NA	70%	80%	85%	85%

MISSISSAUGA

Facilities & Property Management

2016–2018 Business Plan
& 2016 Budget

Table of Contents

Executive Summary of Facilities & Property Management 3
Existing Core Services 4
Vision, Mission, Service Delivery Model 4
Service Delivery Model 5
Business Plan Updates 6
Accomplishments 7
Proposed Operating & Capital Budgets 14
Operating 15
Proposed Budget by Program 15
Summary of Proposed Budget 16
Proposed Budget Changes Excluding New Initiatives and New Revenues 17
Proposed New Initiatives and New Revenues 18
Human Resources 21
Proposed Full Time Equivalent Staffing Distribution by Program 21
Capital 22
Proposed 2016-2025 Capital Budget by Program 22
Proposed 2016-2025 Capital Budget by Funding Source 24
Proposed 2016 Capital Budget Detail 25
Proposed 2017-2018 Capital Budget by Sub-Program 30
Performance Measures 31
Balanced Scorecard 32



Last year the City of Mississauga undertook an extensive process to create a four year, 2015 through 2018, detailed Business Plan & Budget. Approved in February 2015, the 2015-2018 Business Plan & 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. 2016 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 2015-2018 Business Plan and Budget & performance measurements. The complete 2016-2018 Business Plan & Budget can be found on the City's website.



Executive Summary of Facilities & Property Management

Mission: Facilities and Property Management (F&PM) optimizes our in house expertise in property management excellence to sustain the City's infrastructure. We collaborate with our partners in delivering front line services to our citizens while maintaining respect for the public tax dollar.

This service is provided by:

Facilities Maintenance; Building Services and Operations; Facilities Development and Accessibility; Capital Planning and Asset Management; Security Services; Realty Services and Energy Management

Interesting facts about this service:

- The City has over 330 city owned and leased buildings amounting to 5.5 million square feet of space and a facility asset replacement value of $2 billion
- There are over 27,000 facility systems in the city-wide inventory requiring approximately 9,000 facility inspections in accordance with legislation and warranty requirements
- F&PM responds to an average of 5,000 maintenance service calls annually
- This year, F&PM has secured over $150,000 in grant incentives implementing energy management projects;
- Over the last two and half years, the City saved over $900,000 in energy and water costs
- Over 1,000 agreements are administered and approximately 120 transactions are completed annually by Realty Services

Highlights of the Business Plan include:

- Service levels are maintained while implementing operating efficiencies
- A new Work Place Strategy will ensure maximization of the City's office spaces to ensure effective service delivery
- A new City wide accessibility audit is planned to review the condition of our facilities in accordance with the new Accessibility for Ontarians with Disabilities Act (AODA) legislation
- Our energy management group is conducting a City wide energy audit as well as re-commissioning at various facilities to review the operations and efficiencies. LED lighting retrofits have been completed in various ice rinks and in progress at Civic Centre garage, various parking lots, transit maintenance shops and proposed for swimming pools
- State of good repair for the City's infrastructure continues to be a priority for this service area as our facilities age

Net Investment (000's)	2015	2016	2017	2018
Operating	19,966	20,109	20,157	20,314
Capital	15,103	18,180	19,000	14,619
Full Time Equivalents	183.6	184.6	184.6	183.6

Existing Core Services

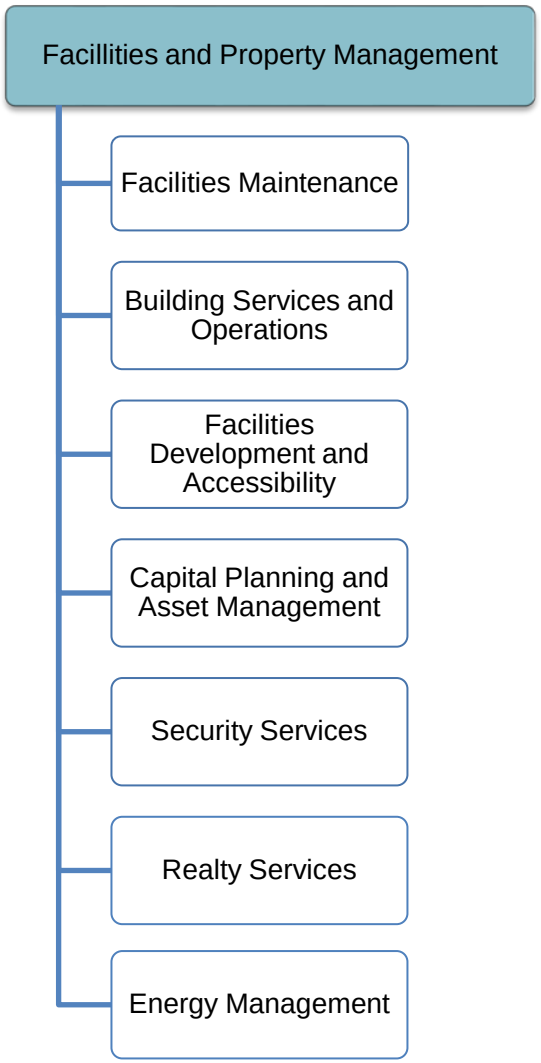
Vision, Mission, Service Delivery Model

Vision

The Facilities and Property Management Division fully embraces the Corporate Services vision of “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

Facilities and Property Management optimizes our in-house expertise in property management excellence to sustain the City’s infrastructure. We collaborate with our partners in delivering front line services to our citizens while maintaining respect for the public tax dollar.



Service Delivery Model

Facilities and Property Management (F&PM) incorporates all the various components of a successful property management organization within one integrated team. This division is involved with City facilities from conception of design to retirement of an asset.

Facilities Maintenance

Facilities Maintenance provides an ongoing proactive preventative and demand maintenance program city-wide to enhance operational efficiencies and effectiveness. This is accomplished through a balanced maintenance approach of utilizing in-house and outsourced contracts to optimize resources. This group maintains a service desk operation and responds to work order requests. They manage site services, pathway lighting, electrical and mechanical work for all corporate facilities and property. They also manage and develop citywide maintenance contracts.

Building Services and Operations

This is a newly created section which was previously part of Facilities Maintenance. This team oversees facility operations and event support for City Hall, LAC, Central Library and Provincial Court House. They are responsible for internal building custodial services as well external custodian services contracts, city wide contracts for pest control, waste management in transit facilities, libraries and park comfort stations. They provide emergency response in the event of flood and fire incidents in all City facilities.

Facilities Development and Accessibility

This section is responsible for the project management of capital life cycle and major new building projects. Space Planning has been combined in this section and is responsible for the short and long term management of office space within the City. The City's accessibility mandate, which champions the implementation of the City's Accessibility Plan, and achieving provincial standards for all of the services provided by the City, is captured within this section.

Capital Planning and Asset Management

This newly formed section leads operating and capital budgets, business planning, business case studies and audits for the division. They conduct long range capital planning including the development of the 10 year capital budget utilizing our asset management program (VFA software system), develop key performance indicators, perform cost saving analysis and ensure compliance of divisional priorities.

Security Services

Security operations are a 24/7 operation that monitors and responds to security related issues across the City. This team ensures that the public and staff enjoy a safe and secure environment and protects against property loss and damage on City property. They also provide security services to the Mi-Way transit system as well as integrate crime prevention efforts of community partners; working with those partners to grow community engagement and development. They manage security systems and support the security education awareness program across the City.

Realty Services

This section is responsible for the acquisition, disposition, leasing, appraisal, asset analysis of real property for the City. They also provide professional advice on all aspects of real estate to Council and client departments. They develop and implement strategies and policies relating to municipal real estate.

Energy Management

This team is responsible for energy and water conservation, energy awareness programs and renewable energy in corporate facilities. They also develop strategies for optimal procurement of utilities for the City and assist in obtaining incentives and grants for sustainable design.

Business Plan Updates

What has changed:

- F&PM recently implemented a realignment of divisional structure under the guiding principles of value for money, customer service and talent / technology, including streamlining business processes, aligning operations to meet current and future customer demands, focusing on enhancing customer service experience and building capacity to advance strategic plans / priorities

- Highlights include the creation of a Capital Planning & Asset Management Section, the separation of Facilities Maintenance and Building Services & Operations into two distinct sections (each reporting to individual managers) and the combining of Facilities Planning and Design with Space Planning and Accessibility

- Security Program Modernization. A strategic review to develop a strategic plan of the Security Services delivery model is currently underway to measure the existing security program model against industry best practice in order to ensure value for money and the highest quality of customer service.

  A new initiative for employee office accommodation is currently underway to develop a workplace strategy that will guide the Corporation in the coming years to address the changing workplace

- The Accessibility for Ontarians with Disabilities Act (AODA) requirements increases the level of service required to meet the needs of persons with disabilities. A new City wide accessibility audit is planned to target the AODA requirements

- City wide energy audit recommendations will be completed in 2015 with implementation recommendations to be developed and executed over the business planning period

Accomplishments



F&PM is leading the project management of the $37 million construction of the new Meadowvale Community Centre and Library

This project is scheduled for a fall 2016 completion.





A new City Fire Station (#119) co-located with a new Peel Regional Paramedic Services Satellite Station (#11) is under construction near Pearson International Airport. This $6.4 million project is planned to be opened in the fall of 2015 and is project managed by F&PM.



Making things brighter! F&PM led skylight lifecycle improvement project at the Central Library. The library structure is approximately 25 years old.



Erin Mills Twin Arena - Newly Installed dehumidification unit by F&PM Staff to provide better control of humidity levels on ice pads and building envelope.



Clarkson Arena LED Light Retrofit Completed by F&PM.



F&PM Capital Project - build out of space for the planned improvements to Transportation and Works Traffic Management Centre (TMC).



City Manager's 2015 Leadership Conference, F&PM Showcase Bus Stop - which highlighted the roles of Energy Management, Security and Accessibility.



Top Row (Left to Right): Life Cycle Replacement work at City owned heritage buildings; The Bradley House, The Anchorage at the Bradley Museum and The Adamson Estate.
Bottom Row (Left to Right): Maintenance of Log Cabin at Bradley Museum, Realty Services negotiated leases with private sector tenants for Adamson Estate and Cawthra Estate.







Clockwise from top: - F&PM Team - United Way Stair Climb, Corporate Awards for Excellence Customer Service Award Winner- Sheryl Badin, Realty Services, Kirk French Spirit Award Winner- Antonio Salinas, Facilities Maintenance, F&PM 2015 Team Tree Planting in Ward 4.

Awards and Recognition



F&PM Accessibility Champion Diana Simpson presents awards to
city staff that have gone above and beyond in serving customers with accessibility needs.



.

Energy Awareness E-Learning Recognition Awards.



The City of Mississauga's Holcim Waterfront Estate was selected to receive the Lieutenant Governor's Ontario Heritage Awards for Excellence in Conservation by the Ontario Heritage Trust. Each year, the Lieutenant Governor's Ontario Heritage Awards celebrate individuals, groups and communities that have made outstanding contributions to conserving Ontario's heritage. The restoration of the Holcim waterfront estate was project managed by F&PM in partnership with Community Services



The F&PM team, in concert with Community Services, project managed the River Grove Community Centre Project that opened in 2015. This building was awarded the 2015 AWMAC Architectural Woodward Award which recognized superior performance in the manufacture and installation of architectural woodwork.

CVC
CREDIT VALLEY CONSERVATION

Credit Valley Conservation

City of Mississauga, F&PM received the Conservation Award of Distinction for municipal leadership and commitment to sustainable development that creates a healthier watershed.

Proposed Operating & Capital Budgets

This part of the Business Plan sets out the financial resources required to deliver the proposed 2016-2018 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 2015 was $19.97 million and the proposed budget for 2016 is $20.11 million.

Total Changes to Maintain Current Service Levels

The impact of maintaining current service levels for the Facilities & Property Management Service is a net increase of $101,000 for 2016.

Highlights of the proposed budget changes are:

- Labour costs are projected to increase by $274,000 and reflects labour adjustments and other fringe benefit changes

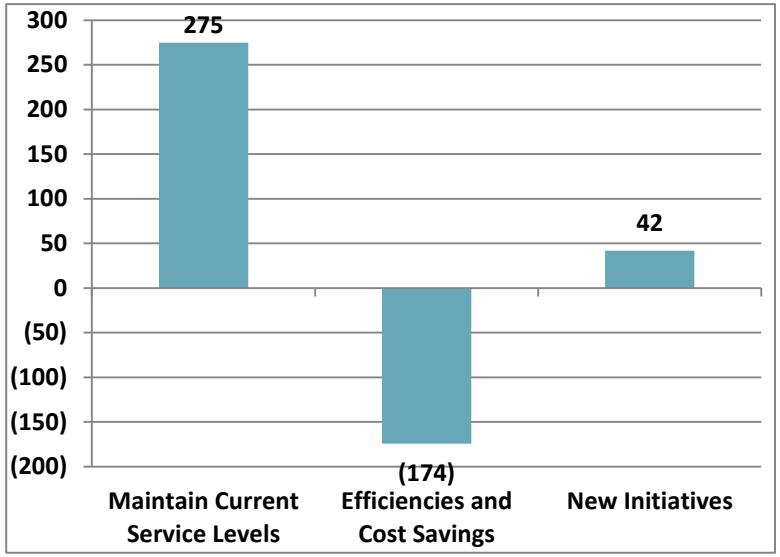
Efficiencies and Cost Savings

The utilities budget is being reduced by $174,000, to $2.0 million, to reflect energy consumption and savings initiatives at F&PM administered facilities including Civic Centre, Living Arts Centre, heritage and leased properties. This reduction is expected from implementation of e-learning energy awareness program, Energy Awareness Dashboard, re-commissioning of Civic Centre, new high efficiency condensing boilers and LED lights in Civic Centre Garage. Efficiencies in procurement of natural gas will provide additional savings.

New Initiatives

One new initiative (Accessibility Specialist) impacts the 2016 operating budget. Details of the initiative can be found later on in this business plan.

Proposed Changes to 2016 Net Operating Budget by Category ($000's)



Operating

This part of the Business plan sets out the financial resources required to deliver the proposed 2016-2018 Business Plan and 2016 Budget. Information is provided by major expenditure and revenue category as well as by program. The costs to maintain existing service levels and annualized prior decisions are identified separately from other proposed changes.

The following table identifies the budgeted and forecasted operating expenditures and revenues for 2016 to 2018, the 2015 Budget as well as the 2014 actuals, by program within the service area.

Proposed Budget by Program

Description	2014 Actuals ($000's)	2015 Budget ($000's)	2016 Proposed Budget ($000's)	2017 Forecast ($000's)	2018 Forecast ($000's)
Expenditures to Deliver Current Services					
Building Services & Operations	3,327	3,151	3,240	3,290	3,340
Capital Planning & Asset Management	0	847	882	899	917
Energy Management	2,434	3,004	2,897	2,996	3,087
Facilities Development & Accessibility	1,495	1,374	1,427	1,480	1,534
Facilities Maintenance	6,900	6,367	6,392	6,447	6,503
FPM Divisional Support Services	817	666	684	473	261
Realty Services	1,401	1,284	1,302	1,326	1,351
Security Services	3,505	3,680	3,709	3,777	3,854
Total Expenditures	**19,879**	**20,373**	**20,533**	**20,688**	**20,847**
Revenues	**(638)**	**(407)**	**(466)**	**(466)**	**(466)**
New Initiatives and New Revenues			42	(65)	(68)
Proposed Net Budget Including New Initiatives & New Revenues	**19,241**	**19,966**	**20,109**	**20,157**	**20,314**
Expenditures Budget - Changes by Year			1%	1%	1%
Proposed Net Budget - Changes by Year			1%	0%	1%

Note: Numbers may not balance due to rounding.

Summary of Proposed Budget

The following table provides proposed budget changes further defined into more specific separated categories. It identifies changes in labour, operating costs and revenues to maintain existing service levels, efficiencies and cost savings, the cost increases arising from prior year decisions, special levies and new initiatives.

Summary of Proposed 2016 Budget (3 year)

Description	2015 Approved Budget ($000's)	Maintain Current Service Levels	Efficiencies and Cost Savings	Annualized Prior Years Budget Decisions	Operating Impact of New Capital Projects	Proposed New Initiatives And Revenues	Special Purpose Levies	2016 Proposed Budget ($000's)	$ Change Over 2015	% Change Over 2015
Labour and Benefits	13,567	274	0	0	0	42	0	13,883	316	2%
Operational Costs	7,984	57	(174)	0	5	0	0	7,872	(112)	(1%)
Facility, IT and Support Costs	(1,177)	(3)	0	0	0	0	0	(1,180)	(3)	0%
Total Gross Expenditures	**20,373**	**328**	**(174)**	**0**	**5**	**42**	**0**	**20,575**	**201**	**1%**
Total Revenues	**(407)**	**(58)**	**0**	**0**	**0**	**0**	**0**	**(466)**	**(58)**	**14%**
Total Net Expenditure	**19,966**	**270**	**(174)**	**0**	**5**	**42**	**0**	**20,109**	**143**	**1%**

Summary of Proposed 2016 Budget and 2017-2018 Forecast

Description	2016 Proposed Budget ($000's)	2017 Forecast ($000's)	2018 Forecast ($000's)
Labour and Benefits	13,883	14,198	14,481
Operational Costs	7,872	7,605	7,478
Facility, IT and Support Costs	(1,180)	(1,180)	(1,180)
Total Gross Expenditures	**20,575**	**20,623**	**20,779**
Total Revenues	**(466)**	**(466)**	**(466)**
Total Net Expenditure	**20,109**	**20,157**	**20,314**

Note: Numbers may not balance due to rounding.

Proposed Budget Changes Excluding New Initiatives and New Revenues

The following table provides detailed highlights of budget changes by major cost and revenue category. It identifies the net changes to maintain existing service levels, efficiencies and cost savings, and cost increases arising from prior year decisions.

Description	2015 Budget ($000's)	2016 Proposed Budget ($000's)	Change ($000's)	Details ($000's)
Labour Costs	**13,567**	**13,841**	**274**	Increase reflects labour adjustments and fringe benefit changes
Administration and Support Costs	(1,177)	(1,180)	(3)	Increase in allocations to Community Services for additional contractor costs for Parks comfort stations
Advertising & Promotions	3	3	0	
Communication Costs	40	40	0	
Contractor & Professional Services	1,377	1,380	3	Increase for contractor cleaning of comfort stations - recovered from Community Services
Equipment Costs & Maintenance Agreements	1,050	1,050	0	
Finance Other	(4)	(20)	(16)	Additional recoveries from Transportation & Works for Transit Security operations
Materials, Supplies & Other Services	149	189	40	$35 increase for uniforms for Security & Transit Enforcement staff $5 increase for annualization of Security Key Consolidation initiative in 2015 budget
Occupancy & City Costs	5,006	4,867	(139)	($174) due primarily to decrease in hydro consumption $29 increase for Stormwater Charge
Staff Development	104	104	0	
Transfers To Reserves and Reserve Funds	20	20	0	
Transportation Costs	239	240	1	
Subtotal - Other Operating	**6,806**	**6,691**	**(115)**	
Total Revenues	(407)	(466)	58	$27 Increase in Oil Recycling Revenues $32 increase in utility reimbursements
Subtotal - Revenues	**(407)**	**(466)**	**(58)**	
Total	**19,966**	**20,109**	**101**	

Note: Numbers may not balance due to rounding.

Proposed New Initiatives and New Revenues

This table presents the costs by budget request (BR#) for proposed new initiatives. Detailed descriptions of each budget request can be found on the pages following the table.

Description	BR #	2016 FTE Impact	2016 Proposed Budget ($000's)	2017 Forecast ($000's)	2018 Forecast ($000's)	2016 to 2018 FTE Impact	2016 to 2018 Capital ($000's)
New Initiative							
Accessibility Specialist	2085	1.0	42	86	88	1.0	0
Total New Initiative		**1.0**	**42**	**86**	**88**	**1.0**	**0**
Total New Initiatives and New Revenues		**1.0**	**42**	**86**	**88**	**1.0**	**0**

Note: Numbers may not balance due to rounding.

Budget Requests

Budget Request #: 2085

Proposed Initiative	Department	Service Area
Accessibility Specialist	Corporate Services Department	Facilities & Property Management

Required Annual Operating Investment

Impacts ($000s)	2016	2017	2018
Gross Expenditures	42.0	86.3	87.9
Reserves & Reserve Funds	0.0	0.0	0.0
User Fees & Other Revenues	0.0	0.0	0.0
Tax Levy Requirements	42.0	86.3	87.9
* Net Change in $		44.3	1.6
FTEs	1.0	1.0	1.0

**In each year, all values are cumulative, not incremental.*

Required Capital Investment

Total Capital ($000s)	2015 & Prior	2016	2017	2018	2019 & Beyond
Expenditures	0.0	0.0	0.0	0.0	0.0

Why Staff Recommend this Initiative

Coordinating all the accessibility needs of the City have to date, been done through one staff member in the Facilities and Property Management (F&PM) division. Given the increased expectations on the City to comply with the new Accessibility for Ontarians with Disabilities (AODA) legislation, staff is recommending the addition of an Accessibility Specialist to support the increased expectations from the public and new regulations.

Budget Request #: 2085

Details of Service Change

The addition of a staff member with experience in accessibility will allow the City to better provide the following services:
- Educate staff and the community (public and private) regarding accessibility planning
- Sustainment of training regarding how to serve customers with disabilities (for staff and volunteers)
- Review of Bylaws with an accessibility lens
- Training regarding accessible built environment guidelines
- Better inventory and promotion of City assistive devices
- Better tracking of accessibility concerns/complaints from the public
- Ability to be more responsive to public concerns
- Assist the Accessibility Coordinator to work with Accessibility Staff Working Group members to develop departmental/divisional plans regarding improved accessibility
- Further develop Accessibility Champions in each Division
- Assist with application for Age Friendly Community designation
- Improve internal and external websites, including SharePoint project site
- Research regarding best practices and collaboration with other municipalities

Service Impact

With the change in legislation to the AODA, the volume of requests from the public has increased significantly. Mississauga's Accessibility Plan is also focused on providing continuous improvement in universal accessibility for all of our City services. The additional staff member will:
- Provide greater accountability and sustainment of accessibility throughout the Corporation
- Support the City's strategic goals of ensuring affordability and accessibility, supporting aging in place, developing walkable and connected neighborhoods and completing our neighborhoods with accessible public spaces
- Support the implementation of the Integrated Accessibility Standards Regulation (IASR), more specifically in relation to the Accessible Built Environment requirements.

Ultimately, increased staff in the Accessibility section in F&PM will support the vision: “Mississauga: A Great Place to live, work, travel and play for everyone!”

Human Resources

Proposed Full Time Equivalent Staffing Distribution by Program

Program	2015	2016	2017	2018
FPM Divisional Support Services	6.3	6.3	6.3	6.3
Facilities Maintenance	30.0	30.0	30.0	30.0
Building Services & Operations	40.6	40.6	40.6	40.6
Facilities Development & Accessibility	23.0	24.0	24.0	24.0
Capital Planning & Asset Management	9.0	9.0	9.0	9.0
Security Services	56.7	56.7	56.7	55.7
Realty Services	11.0	11.0	11.0	11.0
Energy Management	7.0	7.0	7.0	7.0
Total Service Distribution	**183.6**	**184.6**	**184.6**	**183.6**

Note: Numbers may not balance due to rounding.

Staffing changes in 2016 include the following:

- Accessibility Specialist for BR 2085
- Three contract conversions from contact to full-time (Business Analyst; Project Manager and Energy Management Coordinator).

Capital

This section summarizes the forecast 10 year capital requirements for this service. The following tables present the forecast by major program. The first table shows all funded projects.

Proposed 2016-2025 Capital Budget by Program

Program Expenditures	2016 Proposed Budget ($000's)	2017 Forecast ($000's)	2018 Forecast ($000's)	2019-2025 Forecast ($000's)	Total 2016-2025 ($000's)
Capital Construction & Improvement	689	530	530	3,710	5,459
Facility Services	2,636	3,298	1,957	5,198	13,089
Lifecycle	14,855	15,172	12,132	103,148	145,306
Total	**18,180**	**19,000**	**14,619**	**112,056**	**163,854**

Note: Numbers may not balance due to rounding. Numbers are gross.

This following table shows FPM's full capital request which includes both funded and unfunded projects.

Program Expenditures (Funded and Unfunded)	2016 Proposed Budget ($000's)	2017 Forecast ($000's)	2018 Forecast ($000's)	2019-2025 Forecast ($000's)	Total 2016-2025 ($000's)
Capital Construction & Improvement	689	530	530	3,710	5,459
Facility Services	2,981	3,352	2,011	5,576	13,920
Lifecycle	17,705	27,296	23,445	195,060	263,505
Total	**21,375**	**31,178**	**25,986**	**204,346**	**282,884**

Note: Numbers may not balance due to rounding. Numbers are gross.

See next page for highlights

Continued- Proposed 2016-2025 Capital Budget by Program

2016 Project Highlights

- Hershey Sportszone - Main Bowl Lighting Upgrade
- 2015 Pathway Lighting-Various Parks - Cash Flowed
- Chappell House - Structural and Mechanical Replacement and Repairs
- Malton Arena Exterior Envelope and Lot Renewal
- Escalator and Elevator Modernization and Platform Surface Replacement
- Mechanical Replacements and Generators- Recreation and Various Facilities
- Roof Replacements- Major Recreation Community Centres and Civic Centre

2017 – 2025 Future Forecast Highlights

- Lifecycle Maintenance (2017 – 2025)
- Accessibility Various
- Energy Management (Various Initiatives and Audit Implementations)
- Emergency and Inspections

Proposed 2016-2025 Capital Budget by Funding Source

The following table provides the funding sources used to fund the capital portion of the proposed 2016-2018 Business Plan and 2016 Budget.

Funding	2016 Proposed Budget ($000's)	2017 Forecast ($000's)	2018 Forecast ($000's)	2019-2025 Forecast ($000's)	Total 2016-2025 ($000's)
Federal Gas Tax	2,075	814	511	7,177	10,577
Other	316	0	0	0	316
Tax	15,789	18,186	14,108	104,879	152,961
Total	**18,180**	**19,000**	**14,619**	**112,056**	**163,854**

Note: Numbers may not balance due to rounding.

Proposed 2016 Capital Budget Detail

The following tables provide a detailed listing of proposed capital projects for 2016.

Program: Capital Construction & Improvement

Project Number	Project Name	Gross Cost ($000's)	Recovery ($000's)	Net Cost ($000's)	Funding Source
CPFP005131	Our Future Corporation- Pilot Project	530	0	530	Tax -Facility Repairs & Renovations Reserve Fund
CPFP04601	City Wide Accessibility Audit	159	0	159	Tax -Facility Repairs & Renovations Reserve Fund
Total		**689**	**0**	**689**	

Note: Numbers may not balance due to rounding.

Program: Facility Services

Project Number	Project Name	Gross Cost ($000's)	Recovery ($000's)	Net Cost ($000's)	Funding Source
CPFP005063	Parking Lot LED Lighting - Various Locations	134	0	134	Tax -Facility Repairs & Renovations Reserve Fund
CPFP005071	2016 Furniture	127	0	127	Tax -Capital Reserve Fund
CPFP005072	Control Systems Implementations - various	127	0	127	Tax -Capital Reserve Fund
CPFP005073	LED Lighting - Hershey Sportszone	131	0	131	Tax -Capital Reserve Fund
CPFP005074	2016 Recommissioning	48	0	48	Tax -Facility Repairs & Renovations Reserve Fund
CPFP005075	Citywide Energy Audit Projects Implementation	311	0	311	Tax -Capital Reserve Fund
CPFP005076	LED Lighting Retrofits- LAC & Central Library	319	0	319	Tax -Capital Reserve Fund
CPFP005078	LED Lighting Retrofits- Burhamthorpe Library	15	0	15	Tax -Capital Reserve Fund
CPFP005093	2016 New Hires	213	0	213	Tax -Capital Reserve Fund
CPFP005181	Hershey Sportszone - Main Bowl Lighting Upgrade	800	0	800	Tax -Facility Repairs & Renovations Reserve Fund
CPFP04196	Arena and Pool LED Lighting - Cash Flowed	300	0	300	Tax -Facility Repairs & Renovations Reserve Fund
CPFP04608	2015 Energy Management - Recommissioning - Cash Flowed	111	0	111	Tax -Facility Repairs & Renovations Reserve Fund
Total		**2,636**	**0**	**2,636**	

Note: Numbers may not balance due to rounding.

Proposed 2016 Capital Budget Detail (Continued)

Program: Lifecycle

Project Number	Project Name	Gross Cost ($000's)	Recovery ($000's)	Net Cost ($000's)	Funding Source
CPFO005053	2016 Various Emergency Repairs	795	0	795	Tax -Facility Repairs & Renovations Reserve Fund
CPFP00165	2015 Security - Various Locations	122	0	122	Tax -Facility Repairs & Renovations Reserve Fund
CPFP00199	Roof Replacement-Civic Centre - Cash Flowed	500	0	500	Tax -Capital Reserve Fund
CPFP00254	Parking Lot Renewals	1,202	0	1,202	Tax -Facility Repairs & Renovations Reserve Fund
CPFP005044	Mechanical Replacement-Generators-Various	380	0	380	Tax -Facility Repairs & Renovations Reserve Fund
CPFP005045	Mechanical Replacement - Cooling Tower	262	0	262	Tax -Facility Repairs & Renovations Reserve Fund
CPFP005046	Mechanical Replacement-RTU-Various	734	0	734	Tax -Facility Repairs & Renovations Reserve Fund
CPFP005047	Mechanical Replacement- Rec Facilities (Various)	645	0	645	Tax -Facility Repairs & Renovations Reserve Fund
CPFP005048	Mechanical Replacement- Various	417	0	417	Tax -Facility Repairs & Renovations Reserve Fund
CPFP005049	Fall Protection	20	0	20	Tax -Facility Repairs & Renovations Reserve Fund
CPFP005050	Roof Replacements- Major Rec CC (Various)	464	0	464	Tax -Facility Repairs & Renovations Reserve Fund
CPFP005051	Roof Replacement- Various	321	0	321	Tax -Facility Repairs & Renovations Reserve Fund

Project Number	Project Name	Gross Cost ($000's)	Recovery ($000's)	Net Cost ($000's)	Funding Source
CPFP005055	Electrical Replacement- Various	600	0	600	Tax -Facility Repairs & Renovations Reserve Fund
CPFP005056	Hershey Sportszone (Pump/Motor Replacements)	295	0	295	Tax -Facility Repairs & Renovations Reserve Fund
CPFP005057	Ramp Replacement	120	0	120	Gas Tax -Federal Gas Tax-Regional Allocation,Tax -Capital Reserve Fund
CPFP005058	Escalator and Elevator Modernization	575	0	575	Gas Tax -Federal Gas Tax-Regional Allocation,Tax -Facility Repairs & Renovations Reserve Fund
CPFP005059	Parking Lot - various Central Locations	941	0	941	Tax -Facility Repairs & Renovations Reserve Fund,Gas Tax -Federal Gas Tax-Regional Allocation
CPFP005060	Parking Lots - various North Locations	464	0	464	Tax -Facility Repairs & Renovations Reserve Fund
CPFP005064	Interior Finishes - LAC Seating	265	0	265	Tax -Facility Repairs & Renovations Reserve Fund
CPFP005071	2016 Furniture	244	0	244	Tax -Capital Reserve Fund
CPFP005079	Transit Booth Replacements	128	0	128	Gas Tax -Federal Gas Tax-Regional Allocation,Tax -Capital Reserve Fund
CPFP005080	AHU Consultant Review	54	0	54	Tax -Facility Repairs & Renovations Reserve Fund
CPFP005081	Structural & Facade Repairs - Civic & Central Library	198	0	198	Tax -Facility Repairs & Renovations Reserve Fund
CPFP005082	Structural Repairs - various	670	0	670	Tax -Facility Repairs & Renovations Reserve Fund
CPFP005172	Malton Arena Exterior Envelope and Lot Renewal	519	0	519	Tax -Facility Repairs & Renovations Reserve Fund
CPFP005258	Chappell House - Structural & Mechanical Replacement and Repairs	679	316	362	Tax -Facility Repairs & Renovations Reserve Fund

Project Number	Project Name	Gross Cost ($000's)	Recovery ($000's)	Net Cost ($000's)	Funding Source
CPFP04135	2015 Pathway Lighting-Various Parks - Cash Flowed	1,426	0	1,426	Tax -Capital Reserve Fund
CPFP04198	Living Arts Centre Marquee Signage Replacement - Cash Flowed	556	0	556	Tax -Facility Repairs & Renovations Reserve Fund
CPFP04200	Key Tracking Software	74	0	74	Tax -Capital Reserve Fund
CPFP04532	Various Emergency Repairs - Cash Flowed	265	0	265	Tax -Facility Repairs & Renovations Reserve Fund
CPFP04571	Platform Surface Replacement - City Centre Transit Terminal	920	0	920	Gas Tax -Federal Gas Tax-Regional Allocation,Tax -Capital Reserve Fund
Total		**14,855**	**316**	**14,539**	

Note: Numbers may not balance due to rounding.

Proposed 2017-2018 Capital Budget by Sub-Program

The following tables provide a detailed listing of proposed capital projects for 2017-2018.

Sub-Program	2017 Forecast ($000's)	2018 Forecast ($000's)
Capital Construction & Improvement		
FPM Accessibility	530	530
Subtotal	530	530

Sub-Program	2017 Forecast ($000's)	2018 Forecast ($000's)
Facility Services		
FPM Energy Management	3,244	1,903
FPM Security New	54	54
Subtotal	3,298	1,957

Sub-Program	2017 Forecast ($000's)	2018 Forecast ($000's)
Lifecycle		
FPM LC Furniture	170	170
FPM LC Maintenance	14,302	11,208
FPM LC Emergency	530	530
FPM LC Inspections	170	170
FPM LC Equipment	0	54
Subtotal	15,172	12,132
Total Expenditures	**19,000**	**14,619**

Note: Numbers may not balance due to rounding.

Performance Measures

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

By managing these four areas an organization can retain balance in its performance as well as providing a strong indication as to the level of goal attainment.

About the F&PM measures:

Financial Measures

Average Maintenance Cost per Square Meter identifies the spending for the facility portfolio (including pathway lighting) which takes into account inventory growth. This measurement assists in identifying capital priorities as well as current level base budget requirements.

Customer Measures

By utilizing our asset management program, VFA, we can track the condition of our facilities based on the age of the facility, the age of the systems and the expected life span of the equipment. The Facility Condition Index (FCI) of a building is generated from that information and has been calculated based on the current 10 year capital budget. This index gives staff valuable information on what buildings and systems need to be prioritized in order to keep them in good working order given future budget pressures.

Our Energy Management section continues to explore ways of conserving our energy. In addition to tracking cost savings, staff are also measuring the Annual Greenhouse Gas Reductions in tonnes CO_2 to demonstrate the impact of our energy saving initiatives on the environment.

Employees/Innovation

Maintaining 75 per cent or greater *Employee Satisfaction Rating for Job related Technical Training and Development* is a measurement of F&PM's commitment to staff development and is benchmarked through the Employee Survey which is completed every three years.

In addition, measuring the employees' satisfaction with their work environment is valuable feedback for our space planning initiatives. F&PM continues to be innovative when it comes to planning office spaces for our staff taking into account new technology and flexible work times. This helps the City attract and maintain valuable staff in a very competitive labour market. As such, we anticipate that the 85 per cent satisfaction rating will be attained and maintained in future surveys.

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.

Balanced Scorecard

Measures for Facilities and Property Management	2012 (Actual)	2013 (Actual)	2014 (Actual)	2015 (Planned)	2016 (Planned)	2017 (Planned)	2018 (Planned)
Financial:							
Average Maintenance Cost per Square Meter	$12.9	$13.4	$13.5	$13.4	$13.3	$13.1	$13.0
Customer:							
Building in Good FCI or Better (Based on current 10 capital budget)	63%	64%	65%	65%	65%	65%	65%
Employees/Innovation:							
Employee Satisfaction with Physical Work Environment (Corporate Services)	81%	-	85%	-	85%	-	85%
Employee Satisfaction with Technical Training and Development (FPM)	74%	-	80%	-	80%	-	80%
Internal Business Process:							
Electricity Consumption per Square Meter (KWH)	164.1	158.9	155.5	154.0	152.4	150.9	149.4
Water M3 Consumption per Square Meter	2.1	1.7	1.8	1.8	1.8	1.8	1.7
Natural Gas M3 Consumption per Square Meter'	18.7	20.1	21.1	20.9	20.7	20.5	20.3

MISSISSAUGA

Recreation

2016–2018 Business Plan
& 2016 Budget

Table of Contents

Executive Summary of Recreation **3**
Existing Core Services **4**
Vision and Mission 4
Service Delivery Model 5
Business Plan Updates 6
Accomplishments 8
Proposed Operating & Capital Budgets **10**
Operating 11
Proposed Budget by Program 11
Summary of Proposed 2016 Budget 12
Proposed Budget Changes Excluding New Initiatives and New Revenues 13
Proposed New Initiatives and New Revenues 14
Human Resources 27
Proposed Changes to Full Time Staffing Equivalent 27
Capital 28
Proposed 2016-2025 Capital Budget by Program 28
Proposed 2016-2025 Capital Budget by Funding Source 29
Proposed 2016 Capital Budget Detail 30
Proposed 2017-2018 Capital Budget Detail 32
Performance Measures **33**
Balanced Scorecard 34



Last year the City of Mississauga undertook an extensive process to create a four year, 2015 through 2018, detailed Business Plan & Budget. Approved in February 2015, the 2015-2018 Business Plan & 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. 2016 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 2015-2018 Business Plan and Budget & performance measurements. The complete 2016-2018 Business Plan & Budget can be found on the City's website.



Executive Summary of Recreation

Mission: We keep Mississauga residents healthy, active and connected in partnership with the community.

This service is provided by:

- North and South District Operations; Aquatics; Therapeutic and Fitness Centralized Programs Unit; Sport and Community Development Unit; Client Services; and Business Planning Units

Interesting facts about this service:

- Recreation Website is visited 20,000 times a month
- 11,000,000 patrons walked through Recreation facilities in 2014
- Recreation sold more than $2.9 million in food and beverage sales at all locations across the City in 2014
- 23,000 Camp Registrants in 2014
- About 47,000 Hours of Arena Rentals a year
- 141,828 Hours of Room Rentals in the 2014 calendar year
- 63,629 Golf Rounds in 2014
- 63,466 Aquatics Registrants per year

Highlights of the Business Plan include:

- Commitment to providing inclusive programs and services to complement Mississauga's diverse and aging population demographics
- Dedication to providing fiscally responsible programs and services which maximize the utilization of existing facilities and infrastructure
- More investment in technology and mobile applications to provide the most efficient service delivery models
- Continued planning toward establishing the City as a sport event and tourist friendly City
- Development of more partnership opportunities to leverage additional funding and grants

Net Investment (000's)	2015	2016	2017	2018
Operating	21,940	23,431	23,927	24,122
Capital	19,115	13,189	3,336	2,190
Full Time Equivalents	766.1	783.0	789.5	789.5

Existing Core Services

Vision and Mission

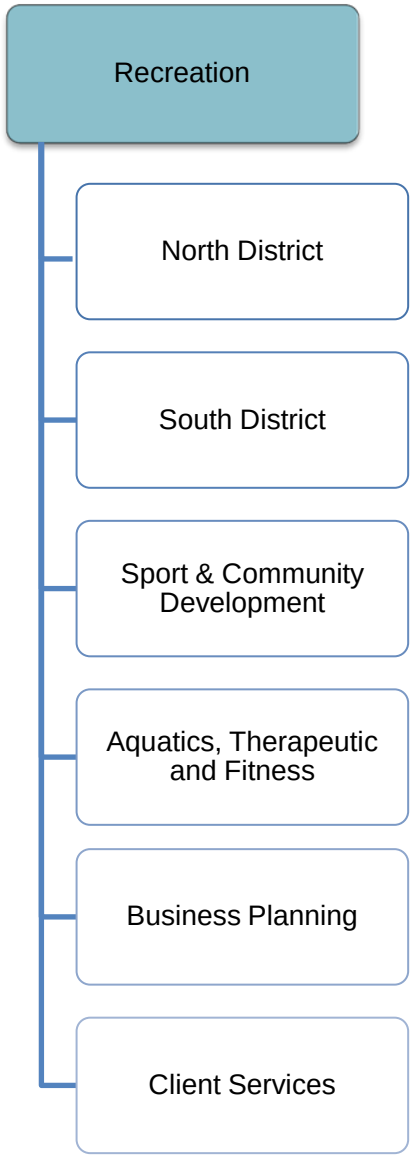
To support the initiatives that are being advanced in 2014 and that have been identified for the 2015-2018 Business Planning cycle, Recreation's organizational structure was reviewed and reorganized. The results of this reorganization will be effective in September 2014, and are displayed on the right hand side. The changes to the service delivery model were necessary in order to be efficient, provide optimal customer service and to advance our Vision and Mission.

Vision

More people, connected more often, through programs and services that reflect our communities' needs.

Mission

We keep Mississauga residents healthy, active and connected in partnership with the community.



Service Delivery Model

Each service area of Recreation plays an integral role in keeping Mississauga healthy, active and connected. Recreation's alignment reflects the diversity of the division's operation, the need to focus on direct delivery of services, facility operations and the important support service areas integral to a successful service delivery such as: technology, customer service, marketing and business planning and development.

District Recreation Services

- Deliver registration and drop-in recreation/community programing as well as managing resident and community group facility utilization
- Manage golf and food and beverage operations
- Ensure all buildings and equipment are well maintained
- Coordinate and support facility rental and banquet services

Aquatics, Therapeutics and Fitness

- Accountable for city-wide implementation of aquatic, therapeutic and fitness programs and services
- Maintains consistency in branding, program standards and delivery methods

Business Planning

- Budget management, reporting and support
- Leads complex Departmental Projects and Negotiations
- Develops and reviews business propositions
- Partnership and sponsorship negotiations to help offset operating costs

Sport and Community Development

- Manage affiliation process and build partnerships with community and sport groups
- Implementation of sport strategic plan and sport tourism strategy
- Implementation of community service plans (youth, older adult)
- Manages service, provide contracts and service delivery at the Hershey Sportzone

Client Services

- Develop and review business processes for at risk business areas
- Centralized hub for CLASS administrative support services including Program Registration, Facility Booking and Accounting
- Develop promotional and external communication campaigns
- Facilitate and develop divisional training programs



Ball Hockey in the Huron Park Gym

Business Plan Updates

Meadowvale Community Centre Re-Opening (2016)

Meadowvale Community Centre is slated to open in July 2016 after a $37 million capital improvement project which will provide a revitalized community hub with: Improved public accessibility; enlarged programming space; a new therapeutic pool; a walking track; connecting the Library to the Community Centre; a larger gymnasium; a teaching Kitchen; and a full-sized exterior basketball court.

The expanded footprint of this exciting new facility requires a further operating investment in 2016 to accommodate the additional services and amenities to be provided to Mississauga's residents which are mentioned above.



Architects plans and rendering of Redeveloped Meadowvale CC

Ontario Summer Games (2016)

Mississauga was selected to be the host for the 2016 Ontario Summer Games. This exciting initiative is Ontario's largest multi-sport event. Mississauga hosting the games supports the City's Sport Plan and Sport Tourism strategy and will also bring an estimated 3,000 young athletes as well as their coaches, fans and families to Mississauga in August 2016.

Ontario Summer Games / Jeux d'été de l'Ontario

These games and the associated financial commitment will help to strengthen Mississauga's Sport & Tourism development and will provide the experience and opportunity to attract more events like this in the future, further aligning our Division with the City's strategic plans for Sport and Tourism.



Neighbourhood Action Grant (2016)

Recreation Staff are requesting Council's support for a new Community Grant stream- one that will engage, incent and support residents and community groups to coordinate efforts to implement practical solutions that support strong neighbourhoods. Funded projects will be specific, time-limited, realistic, original and neighbourhood-focused. City funding would be matched by in-kind investments from residents and community groups (e.g. financial contributions, donations of services or materials, volunteer labour). The requested funding will support up to 18 new resident-driven initiatives which will help contribute to the strength of Mississauga's neighbourhoods and ultimately the quality of life of Mississauga residents.



Tourism Development (2016)

Tourism is very closely aligned with delivery of community services at a municipal level. Events, festivals and tournaments of all sizes that draw visitors to Mississauga must have the support of the City and require Recreation staff to support successful delivery. These efforts represent a strong operational response that leaves no staff capacity to advance a broader tourism agenda. Through the Business Plan, Recreation requests funding for the development of tourism and a position responsible for supporting the governance and work plan of the Tourism Advisory Board including facilitating the development of the first Strategic Master Plan for Tourism Development in Mississauga, with the goal of leveraging private sector investment in destination and visitor development initiatives in Mississauga.



Accomplishments

Pan Am/Parapan Am Games (2015)

Mississauga was a successful venue host for the Pan Am/ Parapan Am Games. Roughly 200 staff from all over the City was involved in delivering the games and the 4 year planning process. Their dedication and hard work resulted in:

- Sold out crowds and an electric atmosphere at the Hershey Centre
- Positive media reports on our hosting capabilities from volunteers, officials and athletes alike
- Two tremendously successful Torch relay events for Pan Am and Parapan Am and an unprecedented schedule of cultural and arts programming
- Nearly flawless execution of transportation to and from the venue thanks to the hard work of the Transportation and Works Department and coordination of Recreation staff
- The design and transformation of elements of the building's exterior by Parks and Forestry Staff
- Pre-event preparations and on-site Information Technology support kept the operation running smoothly over almost 30 days of preparation and competition
- Tireless venue staff working around the clock in tandem with Pan Am to keep the facility operating at optimal levels



Pachi at Celebration Square



Parapan Am Torch Relay

NBA D- League - Raptors 905 (2015)

City Staff successfully negotiated a 5 year lease deal at the Hershey Centre with Maple Leaf Sports & Entertainment. The result of this deal is Mississauga becoming the home of Canada's first NBA developmental league team; the Raptors 905. Hosting elite level professional basketball is an exciting step forward for Recreation in Mississauga and will help further align the Division to the City's strategic pillars; particularly Prosper and Belong.

Play in the Park Program (2014-15)

The Play in the Park Program is a supervised free outdoor Recreation opportunity for children and youth which was championed by our Division in 2014. It was wildly successful; 12 outdoor supervised playgrounds operated resulting in 7,372 park visits, 1,238 individual participants and 17,408 participation hours. In 2015 the program will be expanded to 13 locations.



In addition to the major achievements outlined earlier, Recreation commits significant resources and tireless effort toward advancing policies, programs and initiatives which align with the City's strategic goals and provides better services and amenities to Mississauga residents. Other notable accomplishments over the last 3 years are found below.

- Sport Plan (2013)
- Recreation Realignment (2014)
- Future Directions Master Plan (2014)
- Initiation of Older Adult Space Study (2015)

Proposed Operating & Capital Budgets

This part of the Business Plan sets out the financial resources required to deliver the proposed 2016-2018 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 2015 was $21.9 million and the proposed budget for 2016 is $23.4 million.

Total Changes to Maintain Current Service Levels

The impact of maintaining current service levels for Recreation is $1,393,900 for 2016.

This number is derived from various current initiatives which are best described as budget pressures and revenue, cost efficiencies and savings

Highlights of the proposed budget changes are:

- An uncontrollable cost pressure on our labour budget of $1.2 million
- The implementation of the City's stormwater charge will result in a cost impact of $260,000
- Increased building maintenance costs and contract labour increases at the Hershey Centre result in additional cost of about $330,000
- Part time labour increases in Aquatics, Fitness and Therapeutic Programming $450,000

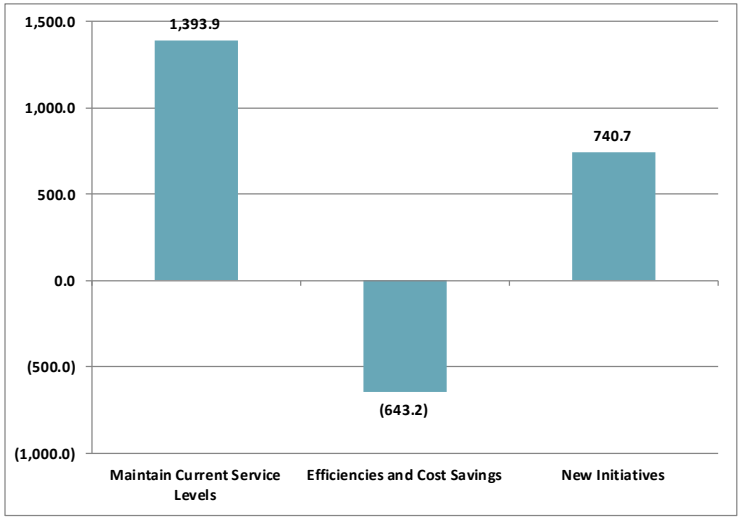
Offset by the increased revenue of $727,000:

- $225,000 revenue increase from a moderate and targeted rate change for programs with the price elasticity to absorb an increase
- $450,000 revenue increase from increased utilization of Aquatics, Fitness and Therapeutic Programming
- $50,000 increase in Hershey Centre revenue driven largely off of the Raptors 905 basketball team

Efficiencies and Cost Savings

Recreation is committed to annually reviewing its base budget to identify areas of cost savings and efficiencies. For 2016, $643,200 in savings were identified and included:

- $260,000 reduce utility – Recreation continues Green Leaders program in conjunction with Environment Division
- $209,000 division wide Part Time Labour reductions
- $174,000 operating expense reductions



Operating

The following tables identify the budgeted and forecasted operating expenditures and revenues for 2014 to 2018 by major program within the service area as well as by major expenditure and revenue category.

Proposed Budget by Program

Description	2014 Actuals ($000's)	2015 Budget ($000's)	2016 Proposed Budget ($000's)	2017 Forecast ($000's)	2018 Forecast ($000's)
Expenditures to Deliver Current Services					
Aquatic, Therapeutic and Fitness Programming	9,765	9,431	9,990	10,065	10,125
Hershey Centre	8,262	8,468	8,868	8,942	9,003
Recreation Divisional Support	8,703	9,211	9,253	8,724	8,196
Recreation Facilities & Programs	38,314	39,611	40,087	40,819	41,416
Total Expenditures	**65,044**	**66,721**	**68,198**	**68,550**	**68,741**
Revenues	**(44,119)**	**(44,781)**	**(45,507)**	**(45,507)**	**(45,507)**
Transfers From Reserves and Reserve Funds	0	0	0	0	0
New Initiatives and New Revenues			741	884	889
Proposed Net Budget Including New Initiatives & New Revenues	**20,924**	**21,940**	**23,431**	**23,927**	**24,122**
Expenditures Budget - Changes by Year			2%	1%	0%
Proposed Net Budget - Changes by Year			7%	2%	1%

Note: Numbers may not balance due to rounding.

Summary of Proposed 2016 Budget

The following table provides proposed budget changes further defined into more specific separated categories. It identifies changes in labour, operating costs and revenues to maintain existing service levels, efficiencies and cost savings, the cost increases arising from prior year decisions, special levies and new initiatives.

Description	2015 Approved Budget ($000's)	Maintain Current Service Levels	Efficiencies and Cost Savings	Annualized Prior Years Budget Decisions	Operating Impact of New Capital Projects	Proposed New Initiatives And Revenues	Special Purpose Levies	2016 Proposed Budget ($000's)	$ Change Over 2015	% Change Over 2015
Labour and Benefits	43,479	1,440	(186)	0	0	785	0	45,517	2,038	5%
Operational Costs	23,173	789	(457)	0	0	483	0	23,988	815	4%
Facility, IT and Support Costs	69	(108)	0	0	0	0	0	(39)	(108)	(156%)
Total Gross Expenditures	**66,721**	**2,121**	**(643)**	**0**	**0**	**1,268**	**0**	**69,466**	**2,745**	**4%**
Total Revenues	**(44,781)**	**(727)**	**0**	**0**	**0**	**(527)**	**0**	**(46,035)**	**(1,254)**	**3%**
Total Net Expenditure	**21,940**	**1,394**	**(643)**	**0**	**0**	**741**	**0**	**23,431**	**1,491**	**7%**

Summary of Proposed 2016 Budget and 2017-2018 Forecast

Description	2016 Proposed Budget ($000's)	2017 Forecast ($000's)	2018 Forecast ($000's)
Labour and Benefits	45,517	46,893	47,474
Operational Costs	23,988	23,652	23,280
Facility, IT and Support Costs	(39)	(56)	(70)
Total Gross Expenditures	**69,466**	**70,489**	**70,684**
Total Revenues	**(46,035)**	**(46,562)**	**(46,562)**
Total Net Expenditure	**23,431**	**23,927**	**24,122**

Note: Numbers may not balance due to rounding.

Proposed Budget Changes Excluding New Initiatives and New Revenues

The following table provides detailed highlights of budget changes by major cost and revenue category. It identifies the net changes to maintain existing service levels, efficiencies and cost savings, and cost increases arising from prior year decisions.

Description	2015 Budget ($000's)	2016 Proposed Budget ($000's)	Change ($000's)	Details ($000's)
Labour Costs	**43,479**	**44,733**	**1,254**	$960 Increase/Decrease Reflects Labour Adjustments and Other Fringe Benefit Changes and $450 increased part time labour in Aquatic, Therapy and Fitness, offset by increased revenue $45 two part time staff conversions to full time ($186) labour efficiencies in various parts of Recreation
Administration and Support Costs	69	(39)	(108)	$50 Higher Garry W. Morden cost allocation out $58 Lower Departmental Support Services allocation
Advertising & Promotions	532	515	(17)	
Communication Costs	149	122	(27)	
Contractor & Professional Services	6,328	6,743	415	$316 higher Hershey Center SMG labour cost and building maintenance costs, partially offset by $193 higher revenue, mainly due to NBA-D league events.
Equipment Costs & Maintenance Agreements	750	722	(28)	
Finance Other	837	847	10	
Materials, Supplies & Other Services	3,692	3,636	(56)	Decreased costs offset by decreased revenues
Occupancy & City Costs	10,366	10,352	(14)	$260 Utility Savings, which is offset by Storm Water Charges for City Recreation facilities
Staff Development	112	111	(1)	
Transfers To Reserves and Reserve Funds	60	90	30	
Transportation Costs	348	366	19	
Subtotal - Other Operating	**23,242**	**23,465**	**224**	
Total Revenues	(44,781)	(45,507)	(727)	$225 Program Fee and Rental Rate Increase $193 Higher revenue, mainly due to NBA-D league events $450 Aquatic, Therapy and Fitness Volume increases offset by part time labour increases ($140) various revenue pressures, offset by decreased costs
Subtotal - Revenues	**(44,781)**	**(45,507)**	**(727)**	
Total	**21,940**	**22,691**	**751**	

Note: Numbers may not balance due to rounding.

Proposed New Initiatives and New Revenues

This table presents the costs by budget request (BR#) for proposed new initiatives. Detailed descriptions of each budget request can be found on the pages following the table.

Description	BR #	2016 FTE Impact	2016 Proposed Budget ($000's)	2017 Forecast ($000's)	2018 Forecast ($000's)	2016 to 2018 FTE Impact	2016 to 2018 Capital ($000's)
New Initiative							
Community Centre Transition to Hansen	2080	(0.4)	(15)	(15)	(15)	(0.4)	185
2016 Ontario Summer Games	2081	1.0	217	0	0	1.0	0
Tourism Development	2120	1.0	132	183	185	1.0	0
Community Grant Program Expansion	2121	0.0	100	100	100	0.0	0
Compliance Analyst	2122	1.0	47	97	99	1.0	0
Reopening of Meadowvale Community Centre	2124	8.6	259	518	520	16.1	0
Total New Initiative		**11.2**	**741**	**884**	**889**	**18.7**	**185**
Total New Initiatives and New Revenues		**11.2**	**741**	**884**	**889**	**18.7**	**185**

Note: Numbers may not balance due to rounding.

Budget Request #: 2080

Proposed Initiative	Department	Service Area
Community Centre Transition to Hansen	Community Services Department	Recreation

Required Annual Operating Investment

Impacts ($000s)	2016	2017	2018
Gross Expenditures	(15.0)	(15.0)	(15.0)
Reserves & Reserve Funds	0.0	0.0	0.0
User Fees & Other Revenues	0.0	0.0	0.0
Tax Levy Requirements	(15.0)	(15.0)	(15.0)
* Net Change in $		0.0	0.0
FTEs	(0.4)	(0.4)	(0.4)

**In each year, all values are cumulative, not incremental.*

Required Capital Investment

Total Capital ($000s)	2015 & Prior	2016	2017	2018	2019 & Beyond
Expenditures	216.0	185.0	0.0	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.

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 information technology 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

This initiative would improve the efficiency of providing that level of service through measuring labour allocation against benchmarked service levels.
Elimination of data entry responsibilities results in a $15,000 annual savings.

Budget Request #: 2081

Proposed Initiative	Department	Service Area
2016 Ontario Summer Games	Community Services Department	Recreation

Required Annual Operating Investment

Impacts ($000s)	2016	2017	2018
Gross Expenditures	217.3	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	217.3	0.0	0.0
* Net Change in $		(217.3)	0.0
FTEs	1.0	0.0	0.0

**In each year, all values are cumulative, not incremental.*

Required Capital Investment

Total Capital ($000s)	2015 & Prior	2016	2017	2018	2019 & Beyond
Expenditures	0.0	0.0	0.0	0.0	0.0

Why Staff Recommend this Initiative

Hosting the 2016 Ontario Summer Games satisfies the recommendation in the Sport Tourism Strategy to seek “multi-discipline sport events that showcase Mississauga’s premiere facilities and parks to sport governing bodies”. This event adds to Mississauga’s experience as a host of major sports events; will build a legacy of experienced volunteers and resources for all future City sporting events; and delivery of these Games will have a positive economic impact to the City.

Details of Service Change

The Games are expected to attract more than 3,500 participants including athletes, coaches, managers, technical delegates, officials and media. The direct economic impact of hosting the Ontario Summer Games is estimated by the Sport Alliance of Ontario to be between $3.5 and $4.5 million.

In alignment with Mississauga's Sport Tourism Strategy, Mississauga secured the right and privilege of hosting the 2016 Ontario Summer Games – the largest bi-annual multi-sport event in Ontario. Council endorsed the $1.6M operating budget for the Games in March 2014 with a total municipal contribution of $522K. City funding sources included support for $30K through the 2015 operating budget and $200K from 2016 operating budget. The balance of remaining funding is from the redeployment of complement from the closure of Meadowvale Community Centre ($175K) and from the Sport Hosting Account ($117K).

This BR also proposes $18K funding which was not previously identified in the operating budget for Corporate Communications Support.

Service Impact

Council endorsed the operating budget once the City was awarded the 2016 Ontario Summer Games. $30K was granted in 2015 and $217,000 is required in 2016.

All previous hosting municipalities have retained or seconded an Ontario Summer Games General Manager to address and advance a range of responsibilities – including accommodations, volunteer recruitment and training, transportation and venue operations. These areas of operations were not the responsibility of the City during the planning and delivery of the PanAm Games and therefore no City staff were retained or seconded.

Budget Request #: 2120

Proposed Initiative	Department	Service Area
Tourism Development	Community Services Department	Recreation

Required Annual Operating Investment

Impacts ($000s)	2016	2017	2018
Gross Expenditures	132.5	182.8	184.6
Reserves & Reserve Funds	0.0	0.0	0.0
User Fees & Other Revenues	0.0	0.0	0.0
Tax Levy Requirements	132.5	182.8	184.6
* Net Change in $		50.3	1.8
FTEs	1.0	1.0	1.0

**In each year, all values are cumulative, not incremental.*

Required Capital Investment

Total Capital ($000s)	2015 & Prior	2016	2017	2018	2019 & Beyond
Expenditures	0.0	0.0	0.0	0.0	0.0

Why Staff Recommend this Initiative

Tourism is very closely aligned with delivery of community services at a municipal level. Events, festivals and tournaments of all sizes that draw visitors to Mississauga must have the support of the City and require recreation staff to support successful delivery. These efforts represent a strong operational response that leaves no staff capacity to advance a broader tourism agenda that evolves the interests and opportunities of other local tourism stakeholders – including the visitor.

Details of Service Change

The requested position will have responsibility for supporting the governance and work plan of the Tourism Advisory Board that will include facilitating the development of the first Strategic Master Plan for Tourism Development in Mississauga that is critical leveraging private sector investment in destination and visitor development initiatives in Mississauga. These and other non-sport tourism initiatives are critical to sustaining and modestly enhancing a municipal tourism development program.

This position will work alongside the existing permanent Sport Tourism Development Coordinator position in the Recreation Division – which pursues, bids on, and supports planning and delivery of major sporting events in Mississauga that use City-owned facilities. This position is responsible for overseeing implementation of Mississauga's Sport Tourism Strategy and this often requires partnership with Tourism Toronto's Sales Team. This resource was vital to securing our interests in the PanAm Games and the Ontario Summer Games.

Service Impact

The new position demonstrates a more strategic and sustainable approach to tourism development in Mississauga. While still accountable through the Recreation Division, the position will assume non-sport tourism responsibilities in coordination with other City Divisions where alignment with tourism exists – such as the EDO, Corporate Communications (Brand), Parks and Forestry and Culture.

Budget Request #: 2121

Proposed Initiative	Department	Service Area
Community Grant Program Expansion	Community Services Department	Recreation

Required Annual Operating Investment

Impacts ($000s)	2016	2017	2018
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

**In each year, all values are cumulative, not incremental.*

Required Capital Investment

Total Capital ($000s)	2015 & Prior	2016	2017	2018	2019 & Beyond
Expenditures	0.0	0.0	0.0	0.0	0.0

Why Staff Recommend this Initiative

The Recreation Division's vision is that we will have more people connected more often through programs and services that reflect our communities' needs. Building partnerships, strong community relationships and strengthening volunteerism are the keys to expanding recreational opportunities in intensified and growth areas and Neighbourhood Action Grants are a key tool in this regard. This approach will complement our existing grant program which is currently oversubscribed.

Details of Service Change

The addition of a new funding stream for Neighbourhood Action Grants along with an increased investment of $100,000 for the Recreation and Sport Grant Program will support an increased focus on initiatives that contribute to strong neighbourhoods without compromising the level of support that the City provides to non-profit community groups involved in the delivery of sport and recreation services that benefit Mississauga residents.

The Neighbourhood Action Grants will engage, incent and support residents and community groups to coordinate efforts to implement practical solutions that support strong neighbourhoods. Funded projects will be specific, time-limited, realistic, original and neighbourhood-focused. City funding would be matched by in-kind investments from residents and community groups (e.g. financial contributions, donations of services or materials, volunteer labour).

The newly completed Neighbourhood Information Tool developed in partnership by the Region of Peel, United Way and City of Mississauga will provide an evidence-informed approach to the development of specific funding criteria the application assessment process and decisions regarding allocation of resources. Accordingly, projects to be funded must benefit; resident engagement and belonging, economic opportunity, safety, physical environment, and/or health.

Service Impact

Currently, there are three streams of available grant funding from the Recreation and Sport Grant Program (Grant Administration Policy 08-01-03) available to non-profit community groups: 1) Multi-year funding (by invitation only); 2) Operating Funding (up to $10,000); and 3) Project Funding (up to $5,000). This grant program is a critical tool in advancing the Recreation Division’s mandate to engage more people more often in recreation services in partnership with the community. The grant program is currently oversubscribed.

Increased funding will support up to 19 new resident-driven initiatives that can help to advance the City’s vision and goals and contribute to our quality of life (8 grants at $10,000 + 8-10 grants at $2,500 or less).

Budget Request #: 2122

Proposed Initiative	Department	Service Area
Compliance Analyst	Community Services Department	Recreation

Required Annual Operating Investment

Impacts ($000s)	2016	2017	2018
Gross Expenditures	47.2	97.5	99.3
Reserves & Reserve Funds	0.0	0.0	0.0
User Fees & Other Revenues	0.0	0.0	0.0
Tax Levy Requirements	47.2	97.5	99.3
* Net Change in $		50.3	1.8
FTEs	1.0	1.0	1.0

**In each year, all values are cumulative, not incremental.*

Required Capital Investment

Total Capital ($000s)	2015 & Prior	2016	2017	2018	2019 & Beyond
Expenditures	0.0	0.0	0.0	0.0	0.0

Why Staff Recommend this Initiative

The Compliance Analyst contract position expires in May 2016. Requesting a complement to convert this position to a full time permanent position demonstrates the Division's commitment to a sustainable approach to managing compliance and quality within the Division. While still accountable through the Recreation Division this position will assume similar accountability for all of Community Services. The loss of this position will result in the continuation of managing issues case by case.

Details of Service Change

The Compliance Analyst will be responsible for the following:

* Assess the effectiveness and adequacy of control and governance processes in Recreation, Culture and Parks and Forestry Divisions.

* Conduct proactive and preventative reviews of non-program areas to ensure compliance to financial controls and/or standards, legislation and/or regulations.

* Provide analysis of current systems and recommend process improvements, efficiencies or corrective action plans to mitigate potential risk.

* Research/benchmark emerging quality assurance/compliance trends in service delivery of private and public sectors and ensures Division's interests are maintained.

* Provide divisional support to ensure follow through with existing business processes/ standard operating procedures and development of new business processes and/or standard operating procedures that address gaps or areas of risk.

* Responsible for specific quality portfolios i.e. cash handling, HIGH FIVE, etc. and playing an integral role in maintaining the Quality Management Program

Service Impact

Will result in an enhanced, proactive approach to ensuring compliance to approved financial controls/departmental standards. This, coupled with a focus on continuous process improvement will ensure greater accountability across the Department.

Budget Request #: 2124

Proposed Initiative	Department	Service Area
Reopening of Meadowvale Community Centre	Community Services Department	Recreation

Required Annual Operating Investment

Impacts ($000s)	2016	2017	2018
Gross Expenditures	786.0	1,573.0	1,574.3
Reserves & Reserve Funds	0.0	0.0	0.0
User Fees & Other Revenues	527.3	1,054.6	1,054.6
Tax Levy Requirements	258.7	518.4	519.7
* Net Change in $		259.7	1.2
FTEs	8.6	16.1	16.1

**In each year, all values are cumulative, not incremental.*

Required Capital Investment

Total Capital ($000s)	2015 & Prior	2016	2017	2018	2019 & Beyond
Expenditures	0.0	0.0	0.0	0.0	0.0

Why Staff Recommend this Initiative

This request is necessary to operate the Community Centre once it reopens. Within this request is a complement for a facility operator to align Meadowvale's operation team with Recreation standards and to ensure proper maintenance of service levels by staff.

Details of Service Change

The re-opening of Meadowvale Community Centre provides a 20,000 square foot increase in size, new and improved Recreation amenities, a relocated library and a modern Community Hub for Ward 9 residents

Service Impact

The expanded footprint of this exciting new facility requires a further operating investment in 2016 to accommodate the additional services and amenities to be provided to Mississauga's residents such as; Improved public accessibility; enlarged programming space; a new therapeutic pool; a walking track; connecting the Library to the Community Centre; a larger gymnasium; a teaching kitchen; and a full-sized exterior basketball court.

Human Resources

Proposed Changes to Full Time Staffing Equivalent

Program	2015	2016	2017	2018
Aquatic, Therapeutic and Fitness Programming	217.5	227.8	232.3	232.3
Hershey Centre	20.0	18.8	18.8	18.8
Recreation Divisional Support	84.2	83.9	82.9	82.9
Recreation Facilities & Programs	444.5	452.5	455.5	455.5
Total Service Distribution	**766.1**	**783.0**	**789.5**	**789.5**

Note: Numbers may not balance due to rounding.

The majority of 2016 FTE increase are to properly align our part-time labour budget with actuals. These FTE increases are offset by associated revenue increases related to direct program delivery. There are requests for three FT staff within the 2016 budget, they are: Training and Development Analyst in Client Services, a dedicated Tourism resource in the Sport Unit, and a new Operator for the re-opening of Meadowvale Community Centre.

Capital

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.

Proposed 2016-2025 Capital Budget by Program

Program Expenditures	2016 Proposed Budget ($000's)	2017 Forecast ($000's)	2018 Forecast ($000's)	2019-2025 Forecast ($000's)	Total 2016-2025 ($000's)
City Wide Recreation	10,899	1,656	480	46,268	59,302
Recreation Vehicles and Equipment	2,290	1,680	1,710	6,605	12,285
Total	**13,189**	**3,336**	**2,190**	**52,872**	**71,587**

Note: Numbers may not balance due to rounding. Numbers are gross.

Proposed 2016-2025 Capital Budget by Funding Source

Funding	2016 Proposed Budget ($000's)	2017 Forecast ($000's)	2018 Forecast ($000's)	2019-2025 Forecast ($000's)	Total 2016-2025 ($000's)
Cash In Lieu	5,569	145	0	15,000	20,713
Development Charges	2,464	180	0	0	2,644
Other	169	0	0	0	169
Tax	4,755	2,136	2,190	12,872	21,953
Debt	232	876	0	25,000	26,108
Total	**13,189**	**3,336**	**2,190**	**52,872**	**71,587**

Note: Numbers may not balance due to rounding.

Proposed 2016 Capital Budget Detail

Program: City Wide Recreation

Project Number	Project Name	Gross Cost ($000's)	Recovery ($000's)	Net Cost ($000's)	Funding Source
CMRC00005	Meadowvale CC renovation - design & construction	8,265	0	8,265	Tax - Debt-Other,DCA -Recreation Reserve Fund,CIL Cash In Lieu Of Parkland Dedication Reserve Fund,DCA -Library Reserve Fund
CMRC00041	Various Golf Course Maintenance	90	0	90	Tax -Capital Reserve Fund
CMRC00076	Renovations and rehabilitation projects	405	0	405	Tax -Facility Repairs & Renovations Reserve Fund
CMRC04400	Arena Dehumidification System Upgrades	625	0	625	Tax -Capital Reserve Fund
CMRC04837	Huron Park Recreation Centre - Pool Area	590	0	590	Tax -Capital Reserve Fund
CMRC04967	Hershey SportZone - Artificial Indoor Turf Replacement	755	0	755	Tax -Capital Reserve Fund
CMRC05005	Future Direction Background-Study	119	0	119	Reserve for General Contingency
CMRC05261	Concept Plan for Iceland Redevelopment	50	0	50	Reserve for General Contingency
Total		**10,899**	**0**	**10,899**	

Note: Numbers may not balance due to rounding.

Program: Recreation Vehicles and Equipment

Project Number	Project Name	Gross Cost ($000's)	Recovery ($000's)	Net Cost ($000's)	Funding Source
CMRC00050	Golf Cart Replacement	175	0	175	Tax -Capital Reserve Fund
CMRC00065	Program Furniture and Equipment	780	0	780	Tax -Capital Reserve Fund
CMRC00073	Implement Community Centre Hansen time sheets	185	0	185	Tax -Capital Reserve Fund
CMRC04403	Pylon Sign Media Player Upgrade	150	0	150	Tax -Capital Reserve Fund
CMRC04633	Emergency Shelter Provision	725	0	725	Tax -Capital Reserve Fund
CMRC04965	Hershey Centre - Main Bowl Sound System Replacement	275	0	275	Tax -Capital Reserve Fund
Total		**2,290**	**0**	**2,290**	

Note: Numbers may not balance due to rounding.

Proposed 2017-2018 Capital Budget Detail

Sub-Program	2017 Forecast ($000's)	2018 Forecast ($000's)
City Wide Recreation		
REC Facilities Improvements	1,656	390
REC Facilities Maintenance	0	90
REC Studies	0	0
Subtotal	1,656	480

Sub-Program	2017 Forecast ($000's)	2018 Forecast ($000's)
Recreation Vehicles and Equipment		
REC Vehicles & Equipment	1,680	1,710
Subtotal	1,680	1,710
Total Expenditures	**3,336**	**2,190**

Note: Numbers may not balance due to rounding.
Numbers are net.

Performance Measures

Financial Measures

The Cost Recovery percentage is the ratio of Recreation's total revenue to total expenses. A percentage that decreases indicates that either expenses are growing faster than revenue is, or revenue is shrinking faster than expenses are. A percentage that is stable or growing generally indicates a healthy financial state. Recreation strives to maintain or incrementally increase Cost Recovery while growing utilization, customer retention and customer satisfaction.

Grant funding measures the donations, sponsorships and grants that Recreation receives. A growing grant funding number offsets greater portions of Recreation's expenses, thus increasing Cost Recovery.

Customer Measures

Customer satisfaction is a percentage obtained through the exit surveys sent to Recreation customers. Recreation is committed to achieving optimal satisfaction among its customers and users.

The other main key metric for Recreation from a customer perspective is customer growth and retention. This can be measured by looking at City wide membership sales, membership redemptions, total programming hours purchased, as well as the average fill rates percentage. For clarification, all recreation programs have a maximum number of participants, the average fill rate is the City wide average for how full Recreation classes are.

Employee Measures

Overall employee engagement is a measure which indicates the extent to which employees value, enjoy and believe in what they do. The employee engagement survey is conducted every two years.

Employee engagement survey participation is a measure indicating the percentage of employees participating in the Employee Engagement Survey. This statistic is measured every two 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.

Training and development hours identify how many total hours Recreation employees spend improving their credentials and attending workshops and conferences. This metric monitors Recreation's commitment to its employee's development.

Facility Utilization Measures

Growing participation and facility utilization are key components of Recreation's vision and mission and critical performance indicators for the division. Ensuring the growth of Affiliated and Community Group user hours indicates the health of our partnerships with cultural and sports organizations in Mississauga. The measure of total facility rental hours provides an indication of the general health of our rentable rooms, gyms and arenas. Finally, foot traffic metrics indicate whether the population of citizens who come in to Community Centres is increasing or decreasing, and generally if Recreation is successful in providing a place where people want to hang out and be.

Balanced Scorecard

Measures for Recreation	2012 (Actual)	2013 (Actual)	2014 (Actual)	2015 (Planned)	2016 (Planned)	2017 (Planned)	2018 (Planned)
Financial:							
Cost Recovery	68.80%	68.90%	65.50%	65.50%	65.50%	65.50%	65.50%
Grant Funding Secured	$729,314	$660,228	$649,486	$650,000	$660,000	$670,000	$680,000
Customer Service:							
Customer Satisfaction (Survey)	88%	89%	89%	90%	90%	90%	90%
Membership Sales (# months sold)	103,193	99,809	114,759	120,000	123,000	129,150	135,608
Membership Redemptions	995,326	968,287	953,040	1,164,000	1,193,100	1,252,755	1,315,393
Programming Hours	168,172	165,241	162,429	162,429	166,490	171,484	176,629
Program Fill Rates	63.00%	63.70%	64.20%	67.50%	70.00%	72.50%	75.00%
Employees/Innovative Culture:							
Training and Development Hours	660	792	1,249	1300	1350	1400	1450
Employee Engagement Survey (Job Satisfaction)	75.80%	N\A	N\A	83.80%	N\A	N\A	88.80%
Employee Engagement Survey Participation	67.80%	N\A	N\A	72.80%	N\A	N\A	77.80%
Facility Utilization							
Affiliated Group User Hours	394,371	420,171	461,711	461,711	473,254	485,085	497,212
Community Group user Hours	26,818	25,193	21,482	21,482	22,019	22,570	23,134
Facility Rental Hours	602,500	619,500	701,034	701,034	718,560	736,524	754,937
Foot Traffic at Facilities	12.2M	12.1M	11.0M	11.0M	12.2M	12.7M	13.0M

MISSISSAUGA

Information Technology

2016–2018 Business Plan
& 2016 Budget

Table of Contents

Executive Summary of Information Technology 3
Existing Core Services 4
Vision, Mission, Service Delivery Model 4
Service Delivery Model 5
Business Plan Updates 6
Accomplishments 8
Proposed Operating & Capital Budgets 12
Operating 13
Proposed Budget by Program 13
Summary of Proposed Budget 14
Proposed Budget Changes Excluding New Initiatives and New Revenues 15
Proposed New Initiatives and New Revenues 16
Human Resources 21
Proposed Full Time Equivalent Staffing Distribution by Program 21
Capital 22
Proposed 2016-2025 Capital Budget by Program 22
Proposed 2016-2025 Capital Budget by Funding Source 23
Proposed 2016 Capital Budget Detail 24
Proposed 2017-2018 Capital Budget by Sub-Program 26
Performance Measures 27
Balanced Scorecard 28



Last year the City of Mississauga undertook an extensive process to create a four year, 2015 through 2018, detailed Business Plan & Budget. Approved in February 2015, the 2015-2018 Business Plan & 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. 2016 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 2015-2018 Business Plan and Budget & performance measurements. The complete 2016-2018 Business Plan & Budget can be found on the City's website.



Executive Summary of 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) is comprised of six sections that focus on technology planning, service delivery, support and operations to enable City services and drive efficiencies for City operations

Interesting facts about this service:

- The City provides many online services and information including 311 online service requests, items for purchase (i.e. pet license, eSigns, Property Compliance Report and tax receipts) and many other services such as online library, recreation and transit which provides 4.5 million Transit trip plans annually
- The City's website is accessed over 13.5 million times annually and accepts $8 million in online transactions
- Our mobile workforce has over 2,600 field based devices in all buses, fire trucks, snow plows, and other City vehicles providing real time processing to improve City services
- "Wireless Mississauga" is free public access to Wi-Fi available at 76 City facilities such as libraries, community centres, marinas and arenas
- Information Technology facilitates the deployment of new business solutions and technologies to meet the needs of the city, citizens and businesses by providing technology enabled services, daily support and IT asset lifecycle replacement
- The City's network is enhanced through the Public Sector Network (PSN) partnership with over 631 kilometres of high speed fibre connecting 125 City sites with 2,250 desktop computers, 750 laptops and tablets, 500 public access computers, 500 multi-function copiers and over 700 virtual and physical servers capable of accessing up to 230 terabytes of stored data
- The IT Service Desk offers client support Monday to Friday 8:00 a.m. to 5:00 p.m. and provides on-call support 24 hours a day, seven days a week, 365 days a year

Highlights of the Business Plan include:

- Through a series of IT efficiencies, the 1% cost savings target was exceeded for 2016. IT will continue to implement service review recommendations focussed on enabling services through technology
- Updating the IT Strategy to improve how City services are provided and accessed on-line, in person or in the Community. Collaboration and mobile technology are key technology drivers in the IT Master Plan

Net Investment (000's)	2015	2016	2017	2018
Operating	20,642	21,703	21,987	22,108
Capital	8,670	6,989	9,745	8,422
Full Time Equivalents	164.76	167.8	170.8	159.8

Existing Core Services

Vision, Mission, Service Delivery Model

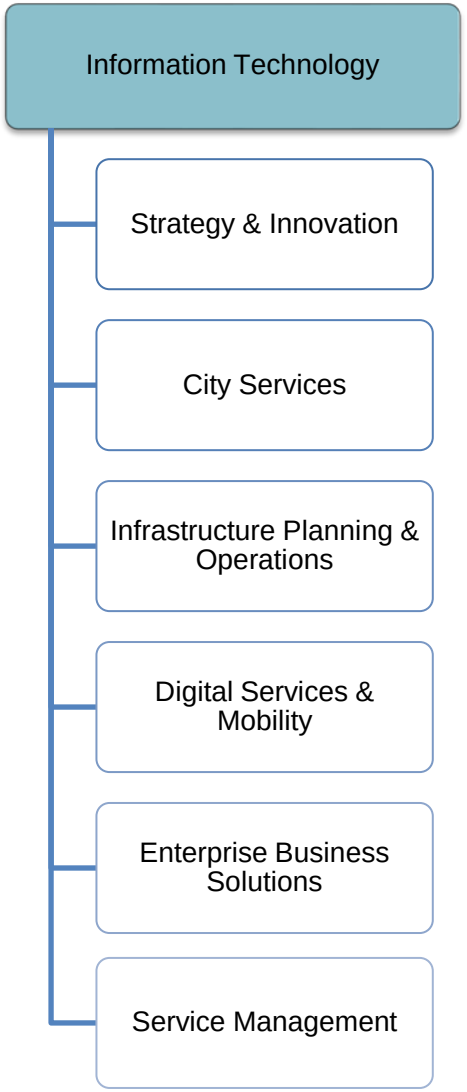
Vision

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 innovative, reliable, responsive and secure solutions that align business, process and technology.





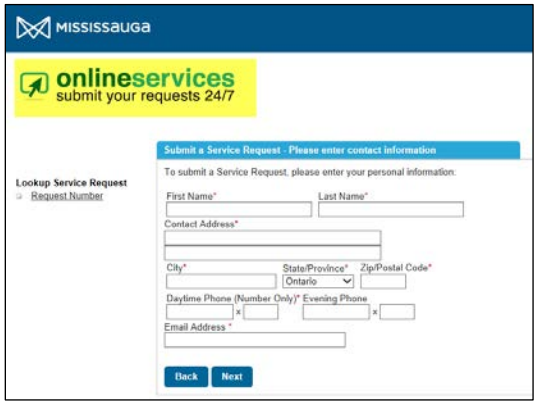
Service Delivery Model

The Information Technology (IT) service area operates out of Corporate Services and is responsible for the planning, development, maintenance and overall management of the City of Mississauga's technology infrastructure.

IT provides and supports the systems, applications, computers, networks, data, internet access, security and policies critical to the delivery of City services 24 hours/day, 7 days/week, 365 days/year.

Partnerships have been established to improve service, be efficient and cost effective. The Public Sector Network (PSN), VCOM Radio and Wireless Mississauga for Sheridan College are examples.

The IT Service was re-organized in January 2014 to better align resources with providing service to the public, enhancing enterprise business solutions and ensuring that effective IT strategies and innovations enhance City services and operations.







Business Plan Updates

The IT Master Plan will enable the transformation of the City of Mississauga into an engaged and connected City.

Open and Accessible Government

- Implement a **Digital Strategy** in partnership with Communications to drive the modernization of the City's online presence. Engage/involve citizens in the transformation through digital inclusion, proof of concepts and direct feedback.
- Launch an **Open Data Hackathon** to create awareness and promote the use of Open Data and community sourced applications. A Hackathon format will be followed that includes partnerships with educational institutions, the community and key technology partners.
- Establish an **Online Engagement** tool set that will improve interaction with the public and key stakeholders seeking input on City plans, initiatives or events with the ability to scale from small to large engagements.
- Develop **Mobile Apps** with a new mandate and way of thinking that positions the City to be responsive in how customers want to access services.



Enable Decisions through Research and Analytics

- Develop a **BIG DATA framework** and inventory that enables advanced analytics, research, responsive trend analysis and decision making.
- Broaden use of **Analytics and Metrics** to improve City Services for initiatives like Lean, City Services key performance indicators, research and innovation.
- Establish **Situational Dashboards** that display key indicators, trends, maps and other related data that support real time management of City operations, an emergency or significant event.



Create a Connected and Engaged Workplace

- Design and build a **Smart City framework** ensuring that technology initiatives are coordinated and maximizes investments to improve services through efficiencies and better customer service within the context of Smart City initiatives.
- Design and build a **Wi-Fi Corridor** as a proof of concept that demonstrates how local business, the community and City services can be integrated in a way that drives engagement and economic spinoff. The proof of concept would include field testing of Smart City technologies such as public Wi-Fi, parking sensors, digital signage, beacons and advance traffic management.
- Create a **seamless and secure connection anywhere**, anytime on any device for all staff whether they are in the office, field or half way around the world. Improved access for staff in the field will translate into better customer service and more efficient City operations.



Improve Services through Innovation and Partnerships

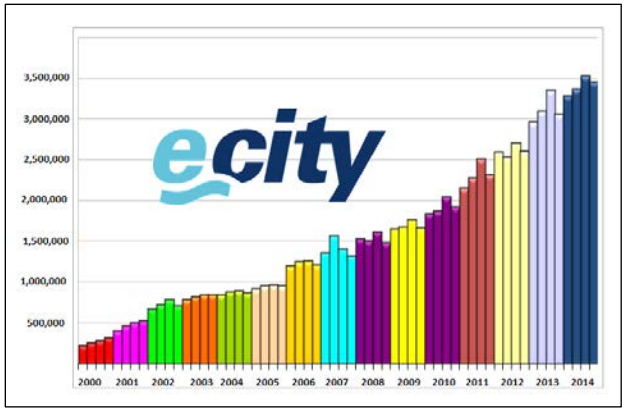
- Instill an **Innovation and Partnership mandate** in the development of Service Area Technology Road Maps ensuring that new initiatives assess partnership opportunities that foster shared responsibility and commitment to provide value and benefits to the community.
- Seek out **innovative Proof of Concept opportunities** that create synergies between the City of Mississauga, the community, educational institutions, local industry, small businesses and other idea or innovation incubators.



Accomplishments

Online Services

Mississauga residents, businesses, and visitors are increasingly choosing to conduct business via online services. IT manages the City's many websites and online services in partnership with Corporate Communications and over 100 web authors from business units throughout the City.



Every 24 hours:

- 37,000 visitors to mississauga.ca & miway.ca
- 110,000 pages viewed
- 17,000 keyword searches performed
- $45,000 of online eCommerce transactions completed

Online Service Growth:

- 8% increase in pages viewed on mississauga.ca
- 20% increase in sessions the MiWay mobile site
- 99% increase in visits to Active Mississauga
- 34% increase in Planning & Building eService requests
- 18% increase in change requests via Tax Self-Service
- 400% increase in 311 online service requests



eCommerce Growth:

- 5% increase in total eCommerce revenues
- 2% increase in Connect2Rec revenues
- 2% increase in eStore Revenues
- 16% increase in Parking Ticket Revenues
- 10% increase in POA Paytickets Revenues

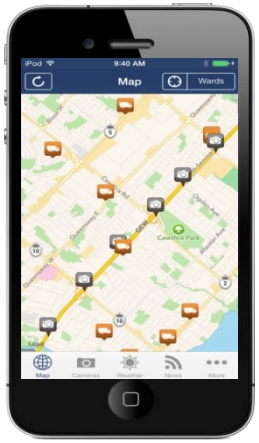
Mobile Websites and Apps

Mississauga residents also expect to be able to access City services “on-the-go” using smartphones and mobile devices. The following mobile-friendly websites and apps were introduced during the past year:

Mississauga Roads App:

The City of Mississauga is one of the first cities in North America to release an “all-in-one” road conditions app for iPhones, iPads, Android phones and tablets, and desktop computers that enables the public to view:

- “live” location updates of City snow plows & sanders
- traffic cameras
- weather conditions
- construction maps
- road & traffic news
- push notifications & alerts

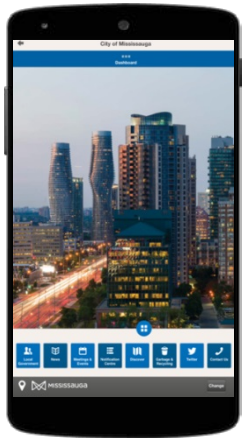


Mississauga Roads App

Ping Street App:

Ping Street is a free mobile app which provides residents with another channel to connect with the City of Mississauga. It provides relevant information all in one place, including:

- how to report a problem
- news releases, events & committee meetings
- contact info for Mayor & Councillors
- 311 service requests
- parking considerations
- garbage schedule & recycling info
- Discover Mississauga - plan a visit to the City
- Twitter feeds



Ping Street App

Mobile Website and IT Support for By-Election

The 2015 By-Election was a team effort between the City's election project team and IT. IT was responsible for election-related hardware, software and technology support teams.

IT also worked with the City's election team and Corporate Communications to develop www.mississaugavotes.ca. This was a mobile-friendly website that enabled Mississauga voters to monitor election results, in real-time, on the device of their choice.



mississaugavotes.ca
Mobile-Friendly Website

Pan Am and Parapan Am Games IT Support

The Pan Am and Parapan Am Games were a major success largely due to the use of technology, which was used to support:

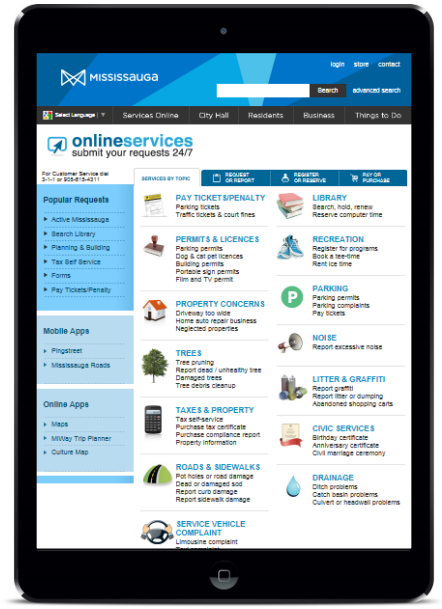
- Media and coverage
- Public access to tickets
- Venue information
- Athlete Video biographies
- Emergency Operations Centre
- Social media
- mississaugapanam.ca website



mississaugapanam.ca
Mobile-Friendly Website

Other Key IT Projects

- Forestry staff are now working more efficiently with an automated end-to-end mobile solution, including 24x7 connectivity using tablets in the field
- Online parking considerations were introduced to enable residents to request and receive on-street parking permits in real-time on their mobile device
- A Facilities Maintenance application eliminated 15,000 paper work orders a year and provided management ability to manage work in real-time
- An online film permit application for film and TV agreements was introduced
- Mobile leave requests and team calendar for City staff were launched (SAP Fiori system introduced)
- A stormwater charge estimator website was launched
- Digital signage was installed in the Central Library atrium
- Various audio-visual projects were completed



mississauga.ca Online Services Page

Awards and Recognition

2014 Corporate Award for Innovative Business Solutions:
“Mississauga Roads Mobile App Development Team”



Corporate Award for Mississauga Roads App

Proposed Operating & Capital Budgets

This part of the Business Plan sets out the financial resources required to deliver the proposed 2016-2018 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 2015 was $20,642,000 and the proposed budget for 2016 is $21,703,000.

Total Changes to Maintain Current Service Levels

Highlights of the proposed budget changes include:

- Labour and benefits are projected to increase by $829,000. Reflected in this is IT restructuring costs (late 2014), $57,000 to annualize a 2015 contract conversion along with labour adjustments and other fringe benefit changes
- Maintenance and Licensing Fees are being increased by $485,000, reflecting inflationary/contractual obligations
- An increase of $21,000 in IT Support Cost Allocations is related to Emergency Operations Centre (EOC) software hosting/maintenance fee

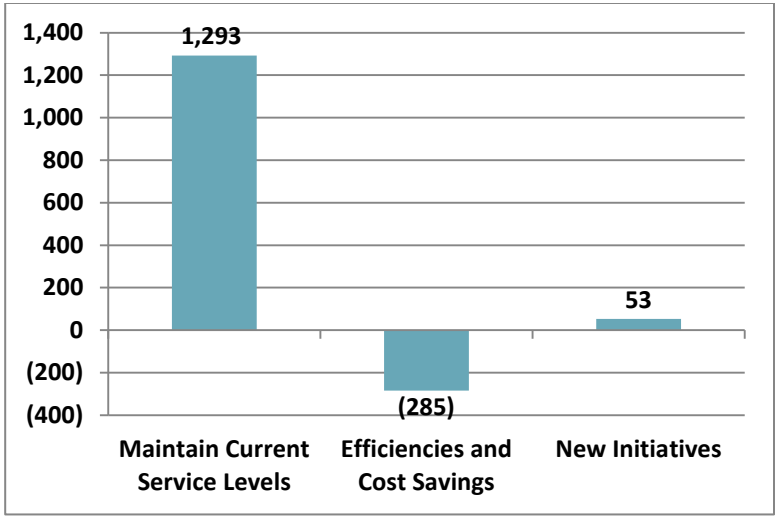
Efficiencies and Cost Savings

- A $145,000 reduction as a result of the copier contract renewal, reflecting decreases in black and white and colour printer rates
- Maintenance and Licensing Fees were reduced by $79,000 as a result of rationalization and decreased licence coverage
- A decrease of $20,000 in Consulting Fees
- Miscellaneous other reductions totalling $21,000
- An increase of $20,000 in revenue from the City of Pickering for their use of the City's property tax management system

New Initiatives

- Two new initiatives impact the 2016 operating budget. Details of each initiative can be found later on in this business plan

Proposed Changes to 2016 Net Operating Budget by Category ($000's)



Operating

This part of the Business plan sets out the financial resources required to deliver the proposed 2016-2018 Business Plan and 2016 Budget. Information is provided by major expenditure and revenue category as well as by program. The costs to maintain existing service levels and annualized prior decisions are identified separately from other proposed changes.

The following table identifies the budgeted and forecasted operating expenditures and revenues for 2016 to 2018, the 2015 Budget as well as the 2014 actuals, by program within the service area.

Proposed Budget by Program

Description	2014 Actuals ($000's)	2015 Budget ($000's)	2016 Proposed Budget ($000's)	2017 Forecast ($000's)	2018 Forecast ($000's)
Expenditures to Deliver Current Services					
Information Technology Services	0	0	0	0	0
IT Admin, Strategy & Innovation	957	504	506	449	378
IT Digital Services & Mobility	2,493	2,558	2,629	2,670	2,711
IT Enterprise Business Solutions	4,456	4,604	4,882	4,810	4,739
IT Infrastructure Planning & Operations	6,025	6,242	6,298	6,365	6,449
IT City Services	5,373	5,370	5,790	5,885	5,983
IT Service Management	2,015	1,952	2,152	2,189	2,226
Total Expenditures	**21,320**	**21,228**	**22,256**	**22,368**	**22,486**
Revenues	**(629)**	**(587)**	**(607)**	**(607)**	**(607)**
Transfers From Reserves and Reserve Funds	0	0	0	0	0
New Initiatives and New Revenues			53	225	229
Proposed Net Budget Including New Initiatives & New Revenues	**20,692**	**20,642**	**21,703**	**21,987**	**22,108**
Expenditures Budget - Changes by Year			5%	1%	1%
Proposed Net Budget - Changes by Year			5%	1%	1%

Note: Numbers may not balance due to rounding.

Summary of Proposed Budget

The following table provides proposed budget changes further defined into more specific separated categories. It identifies changes in labour, operating costs and revenues to maintain existing service levels, efficiencies and cost savings, the cost increases arising from prior year decisions, special levies and new initiatives.

Summary of Proposed 2016 Budget (3 year)

Description	2015 Approved Budget ($000's)	Maintain Current Service Levels	Efficiencies and Cost Savings	Annualized Prior Years Budget Decisions	Operating Impact of New Capital Projects	Proposed New Initiatives And Revenues	Special Purpose Levies	2016 Proposed Budget ($000's)	$ Change Over 2015	% Change Over 2015
Labour and Benefits	17,343	772	0	57	0	53	0	18,225	882	5%
Operational Costs	4,941	485	(265)	0	0	0	0	5,161	220	4%
Facility, IT and Support Costs	(1,056)	(21)	0	0	0	0	0	(1,077)	(21)	2%
Total Gross Expenditures	**21,228**	**1,236**	**(265)**	**57**	**0**	**53**	**0**	**22,309**	**1,081**	**5%**
Total Revenues	**(587)**	**0**	**(20)**	**0**	**0**	**0**	**0**	**(607)**	**(20)**	**3%**
Total Net Expenditure	**20,642**	**1,236**	**(285)**	**57**	**0**	**53**	**0**	**21,703**	**1,061**	**5%**

Summary of Proposed 2016 Budget and 2017-2018 Forecast

Description	2016 Proposed Budget ($000's)	2017 Forecast ($000's)	2018 Forecast ($000's)
Labour and Benefits	18,225	18,743	19,099
Operational Costs	5,161	4,936	4,711
Facility, IT and Support Costs	(1,077)	(1,086)	(1,095)
Total Gross Expenditures	**22,309**	**22,593**	**22,715**
Total Revenues	**(607)**	**(607)**	**(607)**
Total Net Expenditure	**21,703**	**21,987**	**22,108**

Note: Numbers may not balance due to rounding.

Proposed Budget Changes Excluding New Initiatives and New Revenues

The following table provides detailed highlights of budget changes by major cost and revenue category. It identifies the net changes to maintain existing service levels, efficiencies and cost savings, and cost increases arising from prior year decisions.

Category	2015 Budget ($000's)	2016 Proposed Budget ($000's)	Change ($000's)	Details ($000's)
Labour and Benefits	**17,343**	**18,172**	**829**	Increase reflects labour adjustments and other fringe benefit changes $465 for IT restructuring $57 for annualization of contract conversion
Administration and Support Costs	(1,056)	(1,077)	(21)	Increase in allocation costs related to Emergency Operations Centre (EOC) software hosting/maintenance fee
Communication Costs	472	472	0	
Contractor & Professional Services	59	39	(20)	Cost savings and efficiencies
Equipment Costs & Maintenance Agreements	4,157	4,418	261	$485 Increase for maintenance/licensing fees ($145) Reduction in copier contract renewal ($79) Reduction in maintenance/licensing fees
Finance Other	0	0	0	
Materials, Supplies & Other Services	82	66	(16)	Cost savings and efficiencies
Occupancy & City Costs	77	77	0	
Staff Development	66	61	(5)	Cost savings and efficiencies
Transportation Costs	29	29	0	
Subtotal Other Operating	**3,886**	**4,084**	**199**	
Revenues	(587)	(607)	(20)	Increase in TXM Revenue from City of Pickering
Subtotal Revenues	**(587)**	**(607)**	**(20)**	
Total	**20,642**	**21,649**	**1,008**	

Note: Numbers may not balance due to rounding.

Proposed New Initiatives and New Revenues

This table presents the costs by budget request (BR#) for proposed new initiatives. Detailed descriptions of each budget request can be found on the pages following the table.

Description	BR #	2016 FTE Impact	2016 Proposed Budget ($000's)	2017 Forecast ($000's)	2018 Forecast ($000's)	2016 to 2018 FTE Impact	2016 to 2018 Capital ($000's)
New Initiatives							
Mobile Application Development	2026	2.0	0	0	0	2.0	800
IT Security Specialists - To Expand City's IT Security Response Capabilities	2083	1.0	53	225	229	2.0	0
Total New Initiatives and New Revenues		**3.0**	**53**	**225**	**229**	**4.0**	**800**

Note: Numbers may not balance due to rounding.

Budget Request #: 2026

Proposed Initiative	Department	Service Area
Mobile Application Development	Corporate Services Department	Information Technology

Required Annual Operating Investment

Impacts ($000s)	2016	2017	2018
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	2.0	2.0	2.0

**In each year, all values are cumulative, not incremental.*

Required Capital Investment

Total Capital ($000s)	2015 & Prior	2016	2017	2018	2019 & Beyond
Expenditures	0.0	350.0	250.0	200.0	0.0

Why Staff Recommend this Initiative

Building upon our Open Data initiative and the demand to get information and services using mobile platforms such as smartphones and tablets, we want to engage local businesses, students, groups, and citizens in the development of several mobile applications.

Details of Service Change

With this budget request, we will have between 7 to 10 mobile applications developed. These applications will be externally accessible and publicly available, free of charge. The apps will be developed by local businesses, students, groups, and/or citizens.
The Mobile Application Developer and Business Analyst will:
• Review current City services to identify gaps/opportunities where a mobile solution will improve customer service
• Develop 2-3 mobile apps utilizing data from our Open Data catalogue to act as a demonstrator for the developer community
• Develop app(s) which leverage location based services – Find a Park, Facility, Sports Field, etc.
• Conduct public engagement/feedback to identify future app development
• Ensure current City apps are properly maintained/current (i.e. with iOS updates)

The first phase of the project will require our Mobile Business Analyst to work with departments to solicit application requirements. A "requirements" document and budget will be created and posted for each app with each app ranging from $5k-$20k to develop. All mobile applications will use our published open data and other open data sets. Each app must be developed for at least two platforms, e.g., - IOS, Android, Blackberry, Windows whether native or universal. We will post in 3 different batches with one batch tied into a hackathon.

Upon completion, we will offer end of year awards/recognition for the most downloaded app, best student app, etc.

Service Impact

All of these applications will be task or information specific and will have a positive impact on our citizens and the potential to reduce the number of calls or emails to the City for information. In 2016, the $350,000 capital request will be used to fund two contract staff ($147,000) and professional services ($203,000).

Budget Request #: 2083

Proposed Initiative	Department	Service Area
IT Security Specialists - To Expand City's IT Security Response Capabilities	Corporate Services Department	Information Technology

Required Annual Operating Investment

Impacts ($000s)	2016	2017	2018
Gross Expenditures	53.1	225.0	229.4
Reserves & Reserve Funds	0.0	0.0	0.0
User Fees & Other Revenues	0.0	0.0	0.0
Tax Levy Requirements	53.1	225.0	229.4
* Net Change in $		172.0	4.4
FTEs	1.0	2.0	2.0

**In each year, all values are cumulative, not incremental.*

Required Capital Investment

Total Capital ($000s)	2015 & Prior	2016	2017	2018	2019 & Beyond
Expenditures	0.0	0.0	0.0	0.0	0.0

Why Staff Recommend this Initiative

A growing number of the City's services are now being provided directly to the public, on a self-serve basis, via the Internet. As more of the City's systems and data become accessible online from anywhere in the world, the risk to the City of hackers gaining unauthorized access to data and systems grows. Government privacy legislation and increased security requirements by credit card companies also mandate that personal information and credit card transaction data be kept secure.

Details of Service Change

The City of Mississauga's technology environment consists of thousands of computers, tablets, phones, databases and systems, connected via hundreds of kilometres of high speed fibre, spread out across 125 City sites. These IT systems are used daily by thousands of City staff to provide services to Mississauga residents, businesses and visitors. Keeping this technology infrastructure secure is critical to the City.

Two additional IT Security Specialists (Grade F) are required to increase the size and depth of the City's IT Security team. Duties will include: day-to-day monitoring of the City's IT systems for internal and external cyber-threats; responding to security incidents and conducting investigations; ensuring that new software systems are secure; implementing security solutions and protocols; delivering user-education campaigns, etc. There is also an increasing need to respond to IT security incidents on a 24/7/365 basis.

Service Impact

Protecting the City's computers, servers, network and hundreds of software systems from unauthorized access and responding to hacking-attempts is a major undertaking that requires continuous monitoring and highly-specialized IT Security skills. Successful, high-profile, cyber-attacks against other municipal, provincial and federal web sites in Canada over the past year serve to illustrate that the risk is real.

By hiring additional IT Security Specialists, the Information Technology Division will add the required resources to deal with the growing security-related workload and be able to expand and improve its security response capabilities.

Human Resources

Proposed Full Time Equivalent Staffing Distribution by Program

Program	2015	2016	2017	2018
IT Admin, Strategy & Innovation	15.0	17.0	19.0	8.0
IT Digital Services & Mobility	17.0	17.0	17.0	17.0
IT Enterprise Business Solutions	31.5	32.5	32.5	32.5
IT Infrastructure Planning & Operations	33.0	35.0	36.0	36.0
IT City Services	44.0	42.0	42.0	42.0
IT Service Management	24.3	24.3	24.3	24.3
Total Service Distribution	**164.8**	**167.8**	**170.8**	**159.8**

Note: Numbers may not balance due to rounding.

Staffing changes in 2016 include the following: One (1) IT Security Specialist – FTE, starting July 1 and Two (2) Contract FTEs, starting April 1. All 2016 FTES are Grade F.

Capital

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.

Proposed 2016-2025 Capital Budget by Program

Program Expenditures	2016 Proposed Budget ($000's)	2017 Forecast ($000's)	2018 Forecast ($000's)	2019-2025 Forecast ($000's)	Total 2016-2025 ($000's)
Applications	3,764	3,763	3,735	16,315	27,578
Infrastructure	2,185	4,842	3,607	16,449	27,083
PC Replacement & Peripherals	1,040	1,140	1,080	8,176	11,436
Total	**6,989**	**9,745**	**8,422**	**40,940**	**66,097**

Note: Numbers may not balance due to rounding.

2016 to 2025 Capital Forecast Highlights include the following:

- Replacing Recreation's booking and registration system (CLASS)
- Network Fibre/Wireless Infrastructure expansion to support Advance Traffic Management and field worker mobility
- Oracle database upgrade to ensure applications (TXM, MAX, Infor, Amanda, etc.) are on a supported platform
- SAP enhancements to include more Employee Self Service and mobility applications
- Server and storage replacement and expansion
- Office 365
- Open Data hackathon
- Mobile applications to improve customer service



Proposed 2016-2025 Capital Budget by Funding Source

The following table provides the funding sources used to fund the capital portion of the proposed 2016-2018 Business Plan and 2016 Budget.

Funding	2016 Proposed Budget ($000's)	2017 Forecast ($000's)	2018 Forecast ($000's)	2019-2025 Forecast ($000's)	Total 2016-2025 ($000's)
Other	0	0	0	0	0
Tax	6,989	9,745	8,422	40,940	66,097
Total	**6,989**	**9,745**	**8,422**	**40,940**	**66,097**

Note: Numbers may not balance due to rounding.

Proposed 2016 Capital Budget Detail

The following tables provide a detailed listing of proposed capital projects for 2016.

Program: Applications

Project Number	Project Name	Gross Cost ($000's)	Recovery ($000's)	Net Cost ($000's)	Funding Source
CPIT00189	CLASS Upgrade	532	0	532	Tax -Capital Reserve Fund
CPIT00310	Oracle Upgrade Max, Tax Other 2015-2016	890	0	890	Tax -Capital Reserve Fund
CPIT004563	ePlans Integrated ePermitting Solution	120	0	120	Tax -Capital Reserve Fund
CPIT004573	PCI Compliance	452	0	452	Tax -Capital Reserve Fund
CPIT004575	Council Chambers Video System Upgrade	105	0	105	Tax -Capital Reserve Fund
CPIT004576	SAP Legislative, Enhancement & Infrastructure	100	0	100	Tax -Capital Reserve Fund
CPIT004597	eCity and MiWay Mobile Site Upgrades	350	0	350	Tax -Capital Reserve Fund
CPIT004619	Desktop Software Licenses 2016-2018	300	0	300	Tax -Capital Reserve Fund
CPIT005117	Library Systems	150	0	150	Tax -Capital Reserve Fund
CPIT005119	Server Applications Upgrade	110	0	110	Tax -Capital Reserve Fund
CPIT005122	EBS Team Budget - Questica	50	0	50	Tax -Capital Reserve Fund
CPIT005133	Enterprise Mobility	45	0	45	Tax -Capital Reserve Fund
CPIT005135	Analytics Program	200	0	200	Tax -Capital Reserve Fund
CPIT005136	Corporate Services Application Improvements	120	0	120	Tax -Capital Reserve Fund
CPIT005140	SAP Fire ESS Licensing	80	0	80	Tax -Capital Reserve Fund
CPIT005141	SAP Fiori Improvements	60	0	60	Tax -Capital Reserve Fund
CPIT005147	Professional Services/Technology for Continuous Improvement and Innovation	100	0	100	Tax -Capital Reserve Fund
Total		**3,764**	**0**	**3,764**	

Note: Preapproved Projects are CPIT00189 (CLASS Upgrade) preapproved for a total of $1,580,784 from 2015 to 2018; CPIT00310 (Oracle Upgrade Max, Tax Other 2015-2016) preapproved for a total of $1,700,000 from 2015 to 2016; CPIT004576 (SAP Legislative, Enhancement & Infrastructure) for a total of $320,000 from 2015 to 2017.

Proposed 2016 Capital Budget Detail (Continued)

Program: Infrastructure

Project Number	Project Name	Gross Cost ($000's)	Recovery ($000's)	Net Cost ($000's)	Funding Source
CPIT00155	Server and Storage Lifecycle Replacement	530	0	530	Tax -Capital Reserve Fund
CPIT00257	Network Upgrade-Switches, Routers, Cabling -2016-2024	275	0	275	Tax -Capital Reserve Fund
CPIT004230	GeoSpatial Master Plan and Implementation	300	0	300	Tax -Capital Reserve Fund
CPIT004584	Conferencing, Smart Meeting Room Upgrade	70	0	70	Tax -Capital Reserve Fund
CPIT004616	Network Fibre & Wireless 2015-2018	510	0	510	Tax -Capital Reserve Fund
CPIT005116	Database Refresh Cycle	500	0	500	Tax -Capital Reserve Fund
Total		**2,185**	**0**	**2,185**	

Note: Preapproved Projects are CPIT004230 (Geo Spatial Master Plan and Implementation) for a total of $833,000 from 2015 to 2017; CPIT004584 (Conferencing, Smart Meeting Room Upgrade) for a total of $170,000 from 2015 to 2016; CPIT004616 (Network Fibre & Wireless 2015-2018) for a total of $2,460,000 from 2015 to 2018.

Program: PC Replacement & Peripherals

Project Number	Project Name	Gross Cost ($000's)	Recovery ($000's)	Net Cost ($000's)	Funding Source
CPIT005118	SAP Identity Management	145	0	145	Tax -Capital Reserve Fund
CPIT005121	A/V Upgrades and Installations	90	0	90	Tax -Capital Reserve Fund
CPIT005142	PC/Notebook/Tablet Lifecycle and Staff Adds	700	0	700	Tax -Capital Reserve Fund
CPIT005143	Replacement of Geomatics Plotters	50	0	50	Tax -Capital Reserve Fund
CPIT005146	C Banquets Video Upgrade	55	0	55	Tax -Capital Reserve Fund
Total		**1,040**	**0**	**1,040**	

Proposed 2017-2018 Capital Budget by Sub-Program

The following tables provide a detailed listing of proposed capital projects for 2017-2018.

Sub-Program	2017 Forecast ($000's)	2018 Forecast ($000's)
Applications		
IT Applications-New	721	545
IT Applications-Replacement/Enhancements	3,042	3,190
Subtotal	3,763	3,735

Sub-Program	2017 Forecast ($000's)	2018 Forecast ($000's)
Infrastructure		
IT Network Infrastructure	4,542	3,607
IT Server Replacement/Maintenance	300	0
Subtotal	4,842	3,607

Sub-Program	2017 Forecast ($000's)	2018 Forecast ($000's)
PC Replacement & Peripherals		
IT PC/Notebook-Replacement/Maintenance	880	880
IT Specialized Equipment	260	200
Subtotal	1,140	1,080
Total Expenditures	**9,745**	**8,422**

Note: Numbers may not balance due to rounding.
Numbers are net.

Performance Measures

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 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 measures 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.



Balanced Scorecard

Measures for Information Technology	2012 (Actual)	2013 (Actual)	2014 (Actual)	2015 (Planned)	2016 (Planned)	2017 (Planned)	2018 (Planned)
Financial:							
Total Cost of Ownership	$5,955 (4,311 users)	$8,171 (4,389 users)	$7,556 (4,389 users)	$9,031 (4,389 users)	$9,054 (4,400 users)	$9,054 (4,400 users)	$9,054 (4,400 users)
Cost Avoidance – Web Self Service	$3.08M	$3.83M	$5.08M	$6.73M	$8.92M	$11.82M	$15.6M
Customer:							
% First Call Resolution Help Desk Calls	39%	27%	45%	50%	50%	50%	50%
Total Help Desk Calls	24,140	31,092	28,500	28,500	28,500	28,500	28,500
Employees/Innovation:							
Corporate IT Training and Development Days	394	290	300	300	300	300	300
Employee Job Engagement (IT Division Rating)	74%	-	75%	-	75%	-	75%
Internal Business Process:							
City Website Unique Visits	9.4M	10.9M	12.4M	13.9M	14.4M	15.9M	16.4M
Online Recruiting via Workopolis	263	229	250	250	250	250	250
(Number of Jobs Posted)							
Online Recruiting via Workopolis (average applications received per job)	195	159	175	175	175	175	175

MISSISSAUGA

Strategic Policy

2016–2018 Business Plan
& 2016 Budget

Table of Contents

Executive Summary of Strategic Policy 3
Existing Core Services 4
Vision, Mission, Service Delivery Model 4
Service Delivery Model 5
Business Plan Updates 6
Accomplishments 6
Proposed Operating & Capital Budgets 10
Operating 11
Proposed Budget by Program 11
Summary of Proposed 2016 Budget 12
Proposed Budget Changes Excluding New Initiatives and New Revenues 13
Proposed New Initiatives and New Revenues 14
Human Resources 25
Proposed Full Time Equivalent Staffing Distribution by Program 25
Capital 26
Proposed 2016-2025 Capital Budget by Program 26
Proposed 2016-2025 Capital Budget by Funding Source 26
Proposed 2016 Capital Budget Detail 27
Proposed 2017-2018 Capital Budget by Sub-Program 27
Performance Measures 28
Balanced Scorecard 30



Last year the City of Mississauga undertook an extensive process to create a four year, 2015 through 2018, detailed Business Plan & Budget. Approved in February 2015, the 2015-2018 Business Plan & 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. 2016 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 2015-2018 Business Plan and Budget & performance measurements. The complete 2016-2018 Business Plan & Budget can be found on the City's website



Executive Summary of Strategic Policy

Mission: To lead, support and promote innovation, collaboration, accountability and partnerships. We drive performance excellence across the organization, lead by example in strategic risk taking and ensure the City's long term prosperity is protected.

This service is provided by:

- Corporate Performance and Innovation Division; the Economic Development Office; Internal Audit Division and the Legal Services Division.

Interesting facts about this service:

- The Strategic Policy Service coordinates efforts across all five City departments to ensure alignment with all of the City's key plans, including the Strategic Plan, the City Business Plan, the Economic Development Strategy and Corporate Policies
- The Economic Development Office (EDO) supports Mississauga's business community of more than 62,000 businesses and works to promote investment and job creation in Mississauga
- The Legal Services team handled over 70,000 POA in-court appearances, and 207 days in Court/OMB and other tribunals (arbitrations, human rights, WSIB, etc.) in 2014

Highlights of the Business Plan include:

- Advancing continuous improvement initiatives and best practices throughout the City with a focus on risk awareness and mitigation
- The Corporate "Lean" business improvement program was launched in 2013 and continues to be deployed across the Corporation. Lean is a methodology for streamlining business processes by collaborating with front-line staff to identify and eliminate non-value added activities
- Recruitment of an Information Communications Technologies (ICT) Manufacturing specialist (2016) with the expertise needed to develop this critical and growing sector in Mississauga
- One-time study to develop the framework for the Youth Workforce Development and the Newcomer Entrepreneur Programs
- Recruitment of Youth Workforce Development Coordinator (2017) to support youth employment and a Newcomer Entrepreneur Program Coordinator (2018) to assist new Canadians starting businesses in Mississauga
- Conversion of contract lawyer position for Transportation & Works into a permanent position (starting in 2017) to provide procurement and construction legal advice for T&W capital projects on an ongoing basis, and to provide ongoing legal services on other T&W areas including licensing

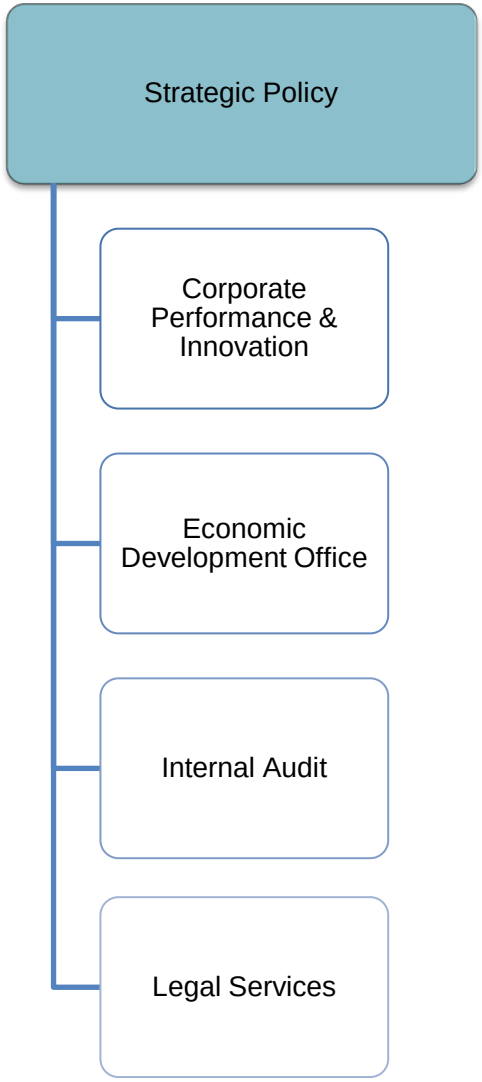
Net Investment (000's)	2015	2016	2017	2018
Operating	12,495	13,590	13,964	14,187
Capital	0	105	0	0
Full Time Equivalents	87.5	90.4	91.4	92.4

Existing Core Services

Vision, Mission, Service Delivery Model

Effective and progressive change 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 drive performance excellence, lead by example in strategic risk taking and ensure the City’s long term prosperity is protected.

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. Strategic Policy ensures the coordination of plans while supporting innovation and continuous business improvement across all service areas to drive performance excellence.

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.



Downtown, Mississauga

Business Plan Updates

This section includes Major Initiatives and Activities that have changed or have been updated since the approval of the 2015-2018 Business Plan and 2015 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.

Accomplishments

Corporate Performance & Innovation

- Provided 'Lean' Green Belt training for 23 staff, developed and conducted White Belt training on 'Lean' concepts to over 1,230 staff, and launched the 'Lean' intranet site including a repository of improvements across the City



- Since the inception of the Project Management Support Office in 2011, provided 63 project management training courses (equating to 108 days of training) to over 1050 staff
- In 2014, conducted 3 business process review & reengineering projects, 3 service reviews, 3 feasibility studies, 2 business cases, and 2 discussion papers
- Completed 6 new policies, 5 major revisions and 16 minor revisions in 2014, including an additional 31 scheduled policy reviews that required minor or no changes
- In 2014, completed 16 benchmarking exercises and 5 special research requests, including senior management requests in support of project initiatives and deliverables
- Performance Blueprint in progress for 9 divisions with a total of 22 workshop engagements completed; as the divisions learn to align business activities to their vision and overall strategy the benefit will result in future analysis and prediction of trends, an increased performance measurement culture and improved quality and consistency of measures throughout the City
- Built the City Manager's Management Model which is used to communicate to both internal and external stakeholders how our values, processes, strategies and leadership are building a great corporation



- Hosted annual 3rd Fall Innovation Series, which was the most successful yet with three events attended by over 340 staff

- Mississauga's reputation for innovation continues to grow – have had many requests to share best practices, such as the Innovation Coaching Model and Community of Practice; also became a founding member of the Municipal Innovation Network



Economic Development

- Involved in $6.8 million of new and retained taxable assessment: 2,176 – 2,503 new jobs created and retained (2014)
- Print and Digital Advertising impressions – 2.4 million
- "Win the Human Race" focussed on highlighting Mississauga's talent advantages. www.winthehumanrace.ca generated 700 visits/month and growing; 41% returning traffic
- Implemented Foreign Direct Investment program with partners to key markets including, Brazil, Japan, U.S.A. and Germany
- Delivered 186 seminars which resulted in 4,419 attendees, responded to over 20,000 business inquiries and supported over 1,000 online business registrations with the Province in the MBEC office within the last four years



- Delivered annual Summer Company youth entrepreneurship program in partnership with the Province. In the last four years, Mississauga's Summer Company program resulted in 64 new businesses with a combined 96 new jobs created
- Expanded youth entrepreneurship programs with the launch of the Starter Company program in 2014 in partnership with the Province, which resulted in three new full-time businesses with four jobs created in 2014
- Supported over 100 new small and youth businesses resulting in over 500 jobs within the last four years

Legal Services

- Led and provided significant legal and strategic advice: 1) to implement an Administrative Penalties System for the enforcement of licensing and parking by-laws within the City of Mississauga and 2) on the City's Whistleblower program
- Working with the Human Resources division, we overhauled and standardized the City's employment documents
- In 2013, reduced external Adjuster Services costs by $100,000 by bringing the position in-house
- Successfully negotiated the 2013 City Insurance Renewals at zero per cent increase; industry average between five to 20 per cent increase
- Appeared in court on over 70,000 POA matters, eight Licensing Appeals and five Property Standards Appeals

- Legal counsel spent 207 days at OMB and other tribunal hearings and over 200 days preparing for OMB hearings, settling many without trial
- Led City position regarding the *Prompt Payment Act*
- Conducted 10,566 property title searches and 484 corporate searches
- Dedicated 140 hours to staff training initiatives
- Negotiated through the National Energy Board hearing on Enbridge Line 9B, a requirement for Enbridge to establish a work crew based out of Mississauga to serve the GTA, thereby significantly reducing Enbridge's response time for a pipeline incident
- Negotiated agreements and provided legal advice on the construction of Segments 1 and 2 of the Bus Rapid Transit project; and the preparation of the tender package for Segment 3 of the project, which resulted in the tender award for spring 2014
- Negotiated a lease to own agreement involving two acres of City park property allowing Heart House to build and manage an end of life care facility
- Negotiated the Sheridan College Phase II Ground Lease Agreement, which allowed Sheridan to secure the land and issue an RFP for design and construction of the college's Phase II

Internal Audit

- Based on the results of the Corporate Risk Assessment that was completed in 2013 and refreshed each year, developed and refined the multi-year work plan for approval by the Audit Committee
- Partnered with Corporate Performance and Innovation in the development of the Risk Management Framework for consistent identification, assessment and mitigation of risks for strategic and business planning, project management, policy development and business activities. The Framework was applied to six pilot projects throughout the City and results were presented to the Leadership Team
- Collaborated with Legal Services and Human Resources in the establishment, testing and implementation of the Whistleblower Program
- Continued to achieve full agreement from management on all audit recommendations, with over 80 percent implemented on a timely basis, including a number completed before the original agreed upon due dates
- Continued to provide advice and feedback to management and staff to raise risk awareness and to make recommendations for risk mitigation
- Continued to provide a Career Development opportunity for staff to join Internal Audit to learn about risk assessment, controls, governance and internal auditing



Civic Centre in the Evening

Awards and Recognition

Corporate Performance & Innovation

- Karyn Stock-MacDonald, the City's Business and Innovation Coach, was selected as a presenter at the North American International Association of Facilitators Annual Conference

Economic Development

- Mississauga received 4 awards from the Foreign Direct Investment magazine's American cities of the Futures for 2015/16. The City of Mississauga ranked top 10 City of the Future in the large City Category. Mississauga also ranked 3rd in Connectivity, 4th in Business Friendliness and 5th for FDI Strategy









- International Economic Development Council has awarded the City of Mississauga Gold standing for WinTheHumanRace.ca microsite and Silver standing for our business videos catered to small business and business attraction

- As part of Site Location Magazine's **"Canada's Best Locations 2015 Award",** the City of Mississauga's Economic Developments Office has been given an Honorable Mention as a Top Canadian local economic development group

Legal Services

- Mary Ellen Bench awarded the 2015 Tom Marshall Award of Excellence for Public Sector Lawyers from the Ontario Bar Association (OBA)

  The OBA award is given annually to a public sector lawyer in Ontario who dedicates their career to serving the public, demonstrates excellence in their profession and serves as a committed mentor to others

- Graham Walsh received the City's Emerging Leader Award

Proposed Operating & Capital Budgets

This part of the Business Plan sets out the financial resources required to deliver the proposed 2016-2018 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 2015 was $12.5 million and the proposed budget for 2016 is $13.4 million.

Total Changes to Maintain Current Service Levels

The impact of maintaining current service levels for Strategic Policy is an increase of $793,000 for 2016 including labour annualization.

Highlights of the proposed budget changes are:

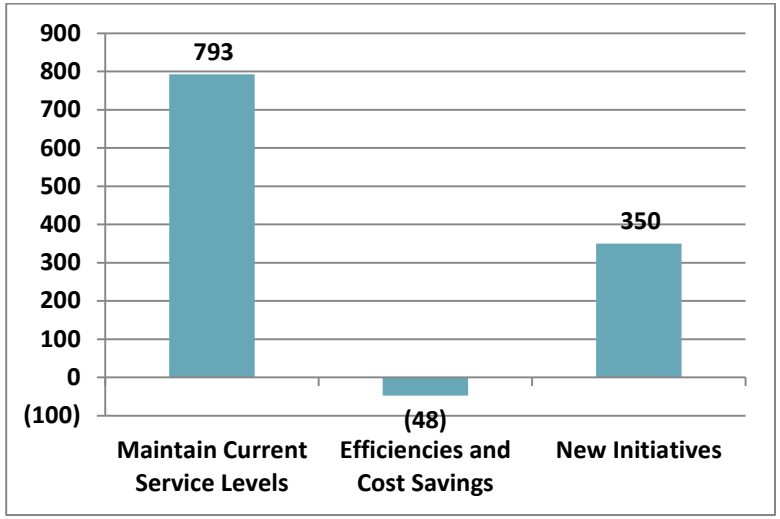
- Labour costs are projected to increase by $153,000 and reflects economic adjustment increases, labour adjustments and other fringe benefit changes
- Other operational cost increases include $227,000 budgeted for the Regional Investment Attraction Agency, $52,500 to be transferred to the General Contingency Reserve to fund 50% of the Workforce Development Strategic Plan Project and $11,000 for additional resources for new staff

Total Changes to Operationalize Prior Decisions

Labour annualization of $357,000 from 2015 approved new initiatives.

Efficiencies and Cost Savings

- Elimination of temporary staff budget generating a savings of $13,000
- Additional savings of $35,000 through operational efficiencies



Operating

This part of the Business plan sets out the financial resources required to deliver the proposed 2016-2018 Business Plan and 2016 Budget. Information is provided by major expenditure and revenue category as well as by program. The costs to maintain existing service levels and annualized prior decisions are identified separately from other proposed changes.

The following table identifies the budgeted and forecasted operating expenditures and revenues for 2016 to 2018, the 2015 Budget as well as the 2014 actuals, by program within the service area.

Proposed Budget by Program

Description	2014 Actuals ($000's)	2015 Budget ($000's)	2016 Proposed Budget ($000's)	2017 Forecast ($000's)	2018 Forecast ($000's)
Expenditures to Deliver Current Services					
Corporate Performance and Innovation	2,417	2,210	2,234	2,254	2,276
Economic Development	3,011	3,234	3,586	3,611	3,600
Internal Audit	1,117	1,209	1,225	1,254	1,234
Legal Services	7,154	6,675	7,037	7,126	7,126
Total Expenditures	**13,699**	**13,327**	**14,080**	**14,245**	**14,235**
Revenues	**(571)**	**(339)**	**(334)**	**(334)**	**(334)**
Transfers From Reserves and Reserve Funds	(589)	(493)	(506)	(642)	(558)
New Initiatives and New Revenues			350	695	843
Proposed Net Budget Including New Initiatives & New Revenues	**12,539**	**12,495**	**13,590**	**13,964**	**14,187**
Expenditures Budget - Changes by Year			6%	1%	(0%)
Proposed Net Budget - Changes by Year			9%	3%	2%

Note: Numbers may not balance due to rounding.

Summary of Proposed 2016 Budget

The following table provides proposed budget changes further defined into more specific separated categories. It identifies changes in labour, operating costs and revenues to maintain existing service levels, efficiencies and cost savings, the cost increases arising from prior year decisions, special levies and new initiatives.

Description	2015 Approved Budget ($000's)	Maintain Current Service Levels	Efficiencies and Cost Savings	Annualized Prior Years Budget Decisions	Operating Impact of New Capital Projects	Proposed New Initiatives And Revenues	Special Purpose Levies	2016 Proposed Budget ($000's)	$ Change Over 2015	% Change Over 2015
Labour and Benefits	10,211	153	(13)	357	0	250	0	10,957	747	7%
Operational Costs	3,117	291	(34)	0	0	100	0	3,474	357	11%
Facility, IT and Support Costs	0	0	0	0	0	0	0	0	0	0%
Total Gross Expenditures	**13,327**	**444**	**(48)**	**357**	**0**	**350**	**0**	**14,431**	**1,103**	**8%**
Total Revenues	**(832)**	**(8)**	**0**	**0**	**0**	**0**	**0**	**(840)**	**(8)**	**1%**
Total Net Expenditure	**12,495**	**436**	**(48)**	**357**	**0**	**350**	**0**	**13,590**	**1,095**	**9%**

Summary of Proposed 2016 Budget and 2017-2018 Forecast

Description	2016 Proposed Budget ($000's)	2017 Forecast ($000's)	2018 Forecast ($000's)
Labour and Benefits	10,957	11,533	11,870
Operational Costs	3,474	3,408	3,209
Facility, IT and Support Costs	0	0	0
Total Gross Expenditures	**14,431**	**14,940**	**15,079**
Total Revenues	**(840)**	**(976)**	**(892)**
Total Net Expenditure	**13,590**	**13,964**	**14,187**

Note: Numbers may not balance due to rounding.

Proposed Budget Changes Excluding New Initiatives and New Revenues

The following table provides detailed highlights of budget changes by major cost and revenue category. It identifies the net changes to maintain existing service levels, efficiencies and cost savings, and cost increases arising from prior year decisions.

Category	2015 Budget ($000's)	2016 Proposed Budget ($000's)	Change ($000's)	Details (000's)
Labour and Benefits	**10,211**	**10,707**	**496**	**Increase Reflects Labour Adjustments and Other Fringe Benefit Changes**
Advertising & Promotions	238	234	(4)	Efficiencies and cost savings
Communication Costs	41	40	(2)	Efficiencies and cost savings
Contractor & Professional Services	1,370	1,585	215	($12) Efficiencies and cost savings $227 Regional Investment Attraction Agency budget
Equipment Costs & Maintenance Agreements	25	25	0	
Finance Other	1,012	1,012	0	
Materials, Supplies & Other Services	141	136	(5)	Efficiencies and cost savings
Staff Development	243	252	9	$14 Additional resources for new staff; other ($5) Efficiencies and cost savings
Transfers To Reserves and Reserve Funds	10	63	53	Transfer to the General Contigency Reserve to fund 50% of the Workforce Development Strategic Plan Project
Transportation Costs	37	27	(9)	Efficiencies and cost savings
Total Other Operating	**3,117**	**3,373**	**257**	
Total Revenues	(339)	(334)	5	CD sales budget removed due to open data program in 2016
Transfers From Reserves and Reserve Funds	(493)	(506)	(13)	Reserve transfer adjustment to offset labour increase in PMSO
Total Revenues	**(832)**	**(840)**	**(8)**	
Total	**12,495**	**13,240**	**745**	

Note: Numbers may not balance due to rounding.

Proposed New Initiatives and New Revenues

This table presents the costs by budget request (BR#) for proposed new initiatives. Detailed descriptions of each budget request can be found on the pages following the table.

Description	BR #	2016 FTE Impact	2016 Proposed Budget ($000's)	2017 Forecast ($000's)	2018 Forecast ($000's)	2016 to 2018 FTE Impact	2016 to 2018 Capital ($000's)
New Initiative							
Municipal Lawyer - Transportation & Works (conversion to permanent)	1934	0.0	0	201	205	0.0	0
Lean Program Support	1959	2.0	281	284	288	2.0	0
ICT/Advanced Manufacturing Sector Specialist Outreach Program	1998	1.0	70	132	134	1.0	0
Youth Workforce Development Program	1999	0.0	0	78	137	1.0	0
Newcomer Entrepreneur Program	2000	0.0	0	0	79	1.0	0
Total New Initiative		**3.0**	**350**	**695**	**843**	**5.0**	**0**
Total		**3.0**	**350**	**695**	**843**	**5.0**	**0**

Note: Numbers may not balance due to rounding.

Budget Request #: 1934

Proposed Initiative	Department	Service Area
Municipal Lawyer - Transportation & Works (conversion to permanent)	City Manager's Department	Strategic Policy

Required Annual Operating Investment

Impacts ($000s)	2016	2017	2018
Gross Expenditures	0.0	201.4	205.3
Reserves & Reserve Funds	0.0	0.0	0.0
User Fees & Other Revenues	0.0	0.0	0.0
Tax Levy Requirements	0.0	201.4	205.3
* Net Change in $		201.4	3.9
FTEs	0.0	0.0	0.0

**In each year, all values are cumulative, not incremental.*

Required Capital Investment

Total Capital ($000s)	2015 & Prior	2016	2017	2018	2019 & Beyond
Expenditures	0.0	0.0	0.0	0.0	0.0

Why Staff Recommend this Initiative

To convert the current three year contract lawyer position for Transportation & Works into a permanent position (starting in 2017) to provide the needed procurement and construction legal advice for T&W capital projects on an ongoing basis, and to provide ongoing legal services on other T&W areas including licensing. The current permanent staff complement does not have the capacity to meet this additional service pressure.

Details of Service Change

This initiative will improve the current/projected situation by avoiding expensive outside legal counsel, ensure adequate turn-around times, avoid bottlenecks for our services, and provide an increased ability to meet today's expectations by being more effective and efficient to address the needs of the Corporation.

Service Impact

Transportation & Works capital projects and licensing require a significant portion of lawyer time due to their complexity. Starting in 2016, with the implementation of the stormwater charges, it is expected that there will be a corresponding increase in the number of construction procurements for capital projects related to stormwater management. Making this position permanent is a much more cost effective approach than to outsource all of the legal work in this area. It is also anticipated that a significant amount of legal support on a day-to-day basis would be required. Maintaining an in-house lawyer would also provide support quicker and the advice provided by an in house lawyer with institutional knowledge of the Corporation is generally more fulsome and comprehensive in addressing the City's needs.

Budget Request #: 1959

Proposed Initiative	Department	Service Area
Lean Program Support	City Manager's Department	Strategic Policy

Required Annual Operating Investment

Impacts ($000s)	2016	2017	2018
Gross Expenditures	280.7	284.4	288.1
Reserves & Reserve Funds	0.0	0.0	0.0
User Fees & Other Revenues	0.0	0.0	0.0
Tax Levy Requirements	280.7	284.4	288.1
* Net Change in $		3.6	3.7
FTEs	2.0	2.0	2.0

**In each year, all values are cumulative, not incremental.*

Required Capital Investment

Total Capital ($000s)	2015 & Prior	2016	2017	2018	2019 & Beyond
Expenditures	0.0	0.0	0.0	0.0	0.0

Why Staff Recommend this Initiative

In our quest for pursuing and leveraging lean business practices, City-wide service improvements through innovation and solutions, and embedding a culture of continuous improvement at the City, we have identified a Lean Support Program as imperative going forward. There is the existence of a compelling organizational need to embed the Lean program at the City. This is evident in the City's business plan priority which calls for cost containment and avoidance to demonstrate value for money.

Details of Service Change

The program will include five pillars that will result in the realization of a Lean culture at the City. These pillars include Framework: Methodology and Governance, Knowledge and Capacity Building, Outreach and Communication, Coaching and Support, and Program Metrics Reporting.
The first pillar addresses the customization of Lean methodology and governance specific to the City. The second pillar addresses the critical success factor of the availability of genuinely capable Lean practitioners who have the expertise to deploy the methodology effectively. The training levels include White, Yellow, Green, Black, Master Black and Money Belts. The third pillar will aim to promote a Lean culture of continuous improvement, provide opportunities to practice Lean tools, and reward and recognize Lean practitioners through events and programs including a Lean Community of Practice, Workshops, Showcase events, a mentorship program, etc. The fourth pillar addresses the sustainment of Lean by providing coaching and support to all Lean practitioners. This will be tailored to the size of the improvement initiative and aimed at making employees self-sufficient. The fifth and final pillar is ensuring that the City is transparent and consistent in reporting on Lean process improvements both internally and externally.

Service Impact

To introduce, support and sustain an enterprise-wide Lean continuous improvement effort in the City of Mississauga that will enable employees to review their processes, eliminate waste and reduce non-value added activities. Continuous improvement and innovation is a component of City employees' performance management and the program will provide employees with the methodology and tools to make Lean the way we do business at the City. The program also aims at enabling employees to become self-sufficient in their quest for continuously improving and enhancing their processes and services. The training levels include White Belt Awareness, Yellow Belt Tools, Green Belt Practitioner, Black Belt Advanced, Master Black Belt Expert and Money Belt.

The pilot program was approved in 2013 with dollars allocated from the general contingency reserve and gapping to support the program lead and coordinator position as well as an external contract for training. Two FTEs are requested to run and coordinate the permanent program: a Lean Coach at grade F and a Lean Junior Analyst at grade D. A training and certification budget for Green and Black belts from an external vendor is also required.

Budget Request #: 1998

Proposed Initiative	Department	Service Area
ICT/Advanced Manufacturing Sector Specialist Outreach Program	City Manager's Department	Strategic Policy

Required Annual Operating Investment

Impacts ($000s)	2016	2017	2018
Gross Expenditures	69.6	131.7	134.0
Reserves & Reserve Funds	0.0	0.0	0.0
User Fees & Other Revenues	0.0	0.0	0.0
Tax Levy Requirements	69.6	131.7	134.0
* Net Change in $		62.1	2.3
FTEs	1.0	1.0	1.0

**In each year, all values are cumulative, not incremental.*

Required Capital Investment

Total Capital ($000s)	2015 & Prior	2016	2017	2018	2019 & Beyond
Expenditures	0.0	0.0	0.0	0.0	0.0

Why Staff Recommend this Initiative

The Economic Development Master Plan identifies the need for dedicated sector specialists in key growth sectors. Having a specific focus through the development of an Information Communication Technology (ICT) and Advanced Manufacturing Sector Specialist Outreach program, Mississauga will create a sustainable future and economy. This program will ultimately result in advancing Mississauga's competitive position, employment and taxable assessment.

Budget Request #: 1998

Details of Service Change

Mississauga has more than 1350 ICT companies and 2600 Manufacturing companies. The Advanced Manufacturing sector also accounts for half of the business Research and Development (R&D) in Canada and generated sales of $621.7 billion in 2014, including $286.6 billion in sales for Ontario. Mississauga is part of the Kitchener – Greater Toronto Area ICT corridor, which is the largest in Canada. There is a need for dedicated resources to support the development of this key sector. Without a doubt global competition, technological advances and a competitive robotics and automation market have created a new age of automation in manufacturing. Many companies are embracing technology resulting in cost reductions and productivity gains. Synergies need to be developed with Mississauga's small/medium sized enterprises and with larger companies. Educational and research institutions are in proximity and there is great breadth and depth of skilled labour which is pivotal if Mississauga wants to retain or improve its competitive position. For the City to meet these needs it is important for the Economic Development Office to hire an experienced professional in the technology industry to work with our existing company base to develop industry collaboration, programming and drive innovation. One full time staff person would be required as a new hire in 2016.

Service Impact

The ICT/Advanced Manufacturing sector is a major contributor to Mississauga's economy. This is an ongoing service enhancement to the base economic development mandate. Mississauga's ICT/Advanced Manufacturing sector is exposed to global trends and challenges. The ICT/Manufacturing Technology Sector Specialist Outreach Program will help to leverage the strength of the City's businesses to drive innovation and ultimately support Mississauga's strategic goal to be the preferred location for innovative, creative and knowledge-based businesses and emerging industries. The Program will require hiring one additional staff and accommodation through redesign of workspace.

Budget Request #: 1999

Proposed Initiative	Department	Service Area
Youth Workforce Development Program	City Manager's Department	Strategic Policy

Required Annual Operating Investment

Impacts ($000s)	2016	2017	2018
Gross Expenditures	0.0	77.7	137.1
Reserves & Reserve Funds	0.0	0.0	0.0
User Fees & Other Revenues	0.0	0.0	0.0
Tax Levy Requirements	0.0	77.7	137.1
* Net Change in $		77.7	59.4
FTEs	0.0	1.0	1.0

**In each year, all values are cumulative, not incremental.*

Required Capital Investment

Total Capital ($000s)	2015 & Prior	2016	2017	2018	2019 & Beyond
Expenditures	0.0	0.0	0.0	0.0	0.0

Why Staff Recommend this Initiative

The Economic Development Master Plan was approved in 2010 and the Youth Workforce Development Program supports the short term objectives identified in the Master Plan. There is increase in demand from residents and community organizations for government involvement to address and support youth employment and developing and retaining talent to meet the needs of local business in Mississauga and to continue to advance our competitive position, employment and tax assessment.

Budget Request #: 1999

Details of Service Change

This is a new service initiative. As identified in the Economic Development Master Plan, the City's support of youth employment and integration in the City's business environment is integral to attracting, facilitating and driving economic activity in Mississauga. This program will provide a dedicated resource to drive and support new and existing youth workforce development initiatives. One full time staff person is required to develop a strategy, and drive necessary partnerships and programs to strengthen alignment between business, education and youth. Additional program related funding is also required. This is a new hire and therefore will require support from Human Resources, IT, Finance and Facilities and Property Management divisions.

Service Impact

The Youth Workforce Development Program will help to strengthen relationships between business, education and youth, increase employment opportunities and engagement of youth and contribute to overall prosperity of the City. The Program will require hiring one additional staff, funding program related costs and redesign of workspace to accommodate and commence mid-year in 2017.

Budget Request #: 2000

Proposed Initiative	Department	Service Area
Newcomer Entrepreneur Program	City Manager's Department	Strategic Policy

Required Annual Operating Investment

Impacts ($000s)	2016	2017	2018
Gross Expenditures	0.0	0.0	78.9
Reserves & Reserve Funds	0.0	0.0	0.0
User Fees & Other Revenues	0.0	0.0	0.0
Tax Levy Requirements	0.0	0.0	78.9
* Net Change in $		0.0	78.9
FTEs	0.0	0.0	1.0

**In each year, all values are cumulative, not incremental.*

Required Capital Investment

Total Capital ($000s)	2015 & Prior	2016	2017	2018	2019 & Beyond
Expenditures	0.0	0.0	0.0	0.0	0.0

Why Staff Recommend this Initiative

The Economic Development Master Plan was approved in 2010 and the Newcomer Entrepreneur Program supports the short term objectives. Globally, there is a competition for talent; locally, there is increasing enrollment of international students at UTM and Sheridan, demand from newcomers seeking entrepreneurship options and pressure to ensure talent remains in Mississauga and meet local business needs to continue to advance our global position and increase employment and tax assessment.

Details of Service Change

As identified in the Economic Development Master Plan, the City's support of newcomer talent and integrating into the City's business environment is integral to attracting, facilitating and driving economic activity in Mississauga. This program will provide a dedicated resource to drive and support newcomer integration into the business community. One full time staff person is required to develop a strategy and drive necessary programs and partnerships to leverage and integrate newcomer talent in entrepreneurship and employment roles. Additional program related funding is also required. This is a new hire and will require support from Human Resources, IT, Finance and Facilities and Property Management divisions.

Service Impact

The Newcomer Entrepreneur Program will support local business, newcomer entrepreneurs, and foreign trained professionals to increase entrepreneurship and employment opportunities for newcomers and business, leveraging international talent and connections, and contribute to the overall prosperity of the city. The Program will require hiring one additional staff, funding for program related costs and redesign of workspace to accommodate and commence mid-year 2018.

Human Resources

Proposed Full Time Equivalent Staffing Distribution by Program

Program	2015	2016	2017	2018
Corporate Performance & Innovation	15.5	17.4	17.4	17.4
Economic Development	15.5	16.5	17.5	18.5
Internal Audit	8.0	8.0	8.0	8.0
Legal Services	48.5	48.5	48.5	48.5
Total Service Distribution	**87.5**	**90.4**	**91.4**	**92.4**

Note: Numbers may not balance due to rounding.

Staffing changes in 2016 include the following:

BR #	Initiative	Position	FT FTE	PT FTE	TOTAL	2016 Operating Budget Impact ($000's)
1959	Lean Program Support	Lean Coach Lean Junior Analyst	2.0	0.0	2.0	$192.8
1998	ICT/Advanced Manufacturing Sector Specialist Outreach Program	ICT/Advanced Manufacturing Sector Specialist	1.0	0.0	1.0	$57.3
Total FTE Changes			**3.0**	**0.0**	**3.0**	**$250.2**

Temporary staff equivalent to 0.1 FTE will be removed in 2016 as part of the 1% cost savings.

Total staffing change is 2.9 FTE from 2015 to 2016.

Capital

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.

Proposed 2016-2025 Capital Budget by Program

Program Expenditures	2016 Proposed Budget ($000's)	2017 Forecast ($000's)	2018 Forecast ($000's)	2019-2025 Forecast ($000's)	Total 2016-2025 ($000's)
Policy Administration	105	0	0	0	105
Total	**105**	**0**	**0**	**0**	**105**

Note: Numbers may not balance due to rounding. Numbers are gross.

2016 to 2025 Capital Forecast Highlights include the following:

- Workforce Development Strategic Plan

Proposed 2016-2025 Capital Budget by Funding Source

The following table provides the funding sources used to fund the capital portion of the proposed 2016-2018 Business Plan and 2016 Budget.

Funding	2016 Proposed Budget ($000's)	2017 Forecast ($000's)	2018 Forecast ($000's)	2019-2025 Forecast ($000's)	Total 2016-2025 ($000's)
Other	105	0	0	0	105
Total	**105**	**0**	**0**	**0**	**105**

Note: Numbers may not balance due to rounding.

Note: 50% Funded from the General Contingency Reserve; 50% funded from the EDAB Reserve Fund

Proposed 2016 Capital Budget Detail

The following table provides a detailed listing of proposed capital projects for 2016.

Program: Policy Administration

Project	Project Name	Gross	Recovery	Net	Funding Source
CMED005043	Workforce Development Strategic Plan	105	0	105	Reserve for General Contingency,Misc Contributions - Economic Development Advisory Centre EDA
Total		**105**	**0**	**105**	

Note: Numbers may not balance due to rounding.

Proposed 2017-2018 Capital Budget by Sub-Program

The following table provide a detailed listing of proposed capital projects for 2017-2018.

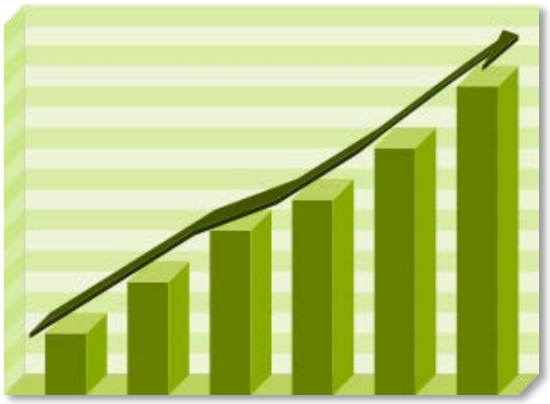
Sub-Program	2017 Forecast ($000's)	2018 Forecast ($000's)
Policy Administration		
Strategic Policy Other Studies and Initiatives	0	0
Subtotal	0	0
Total Expenditures	**0**	**0**

Note: Numbers may not balance due to rounding.
Numbers are net.

Performance Measures

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 maintain balance in its performance and know that it is moving towards the attainment of its goals.



About the Measures for Strategic Policy:

Financial Measures

Infrastructure Gap is defined as the difference between the estimated annual replacement cost of all the city's existing assets (excluding Stormwater) and the sum of the transfer to capital for the replacement of the City's existing assets and reserve funding available to fund the capital program.

Revenues/Annual Total Net Budget: Measures the percentage of revenues (including dividends, user fees, and grants) minus federal/provincial contributions and internal reserve transfers, as a percentage of the City's annual total net budget.

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, seminars, 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.

Employee Measures

Overall employee engagement is a measure which indicates the extent to which employees value, enjoy and believe in what they do. The Employee Engagement Survey is conducted every two years by Metrics@Work.

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. 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: This measure represents the average of all responses to the three innovation construct questions included in the biannual Employee Engagement Survey. The questions assess employees' perception of the degree to which innovative approaches are encouraged in their work environment.

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 and Lean trainings and workshops, Legal training on By-laws, etc.

Number of Business Improvement and Internal Audit assignments completed: Business Improvement conducts comprehensive reviews of City services and processes and makes recommendations for improvements. Once implemented, all of these recommendations are expected to create new value for the Corporation and community. Internal Audit conducts both assurance (audits) and consulting assignments. The purpose of these assignments is to evaluate and improve the effectiveness of risk management, control and governance processes of the City. Up to 20% of Internal Audit staff time is spent on consulting, policy review and investigations.

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.



Mississauga Downtown

Balanced Scorecard

Measures for Strategic Policy	2012 (Actual)	2013 (Actual)	2014 (Actual)	2015 (Actual)	2016 (Planned)	2017 (Planned)	2018 (Planned)
Financial (City wide):							
Infrastructure Gap**	$82M	$39M	$54M	$62M	$93M	$89M	$74M
Revenues/Annual Total Net Budget	39%	39%	37%	37%	39%	38%	37%
Customer (City wide):							
Number of public/ industry speaking engagements/ Board memberships*	36	117	93	139	137	137	137
Resident satisfaction with Mississauga	96%	90%	90%	90%	90%	90%	90%
Employees/Innovation (City wide):							
Employee engagement scores: Strategic Leadership	57.2%	57.2%	57.2%	60%	60%	63%	63%
Employee engagement scores: Innovation	63.7%	63.7%	63.7%	64%	64%	66%	66%
Internal Business Process:							
Number of training/ learning opportunities offered by Strategic Policy staff	N/A	120	97	211	212	212	212
Number of Business Improvement and Internal Audit assignments completed	13	25	28	33	33	29	21
Annual Efficiencies Found (City wide)	$3.4M	$5.9M	$7.9M	$6.2M	$4.7M		

*In 2014, a re-organization resulted in the Strategic Community Initiatives division joining the Land Development service area, thereby reducing the number of public speaking engagements significantly.
**Based on new methodology from 2016 onwards

MISSISSAUGA

Land Development Services

2016–2018 Business Plan
& 2016 Budget

Table of Contents

Executive Summary of Land Development Services 3
Existing Core Services 4
Vision, Mission, Service Delivery Model 4
Service Delivery Model 5
Business Plan Updates 8
Accomplishments 2014 9
Proposed Operating & Capital Budgets 13
Operating 14
Proposed Budget by Program 14
Summary of Proposed Budget 15
Proposed Budget Changes Excluding New Initiatives and New Revenues 16
Proposed New Initiatives and New Revenues 17
Human Resources 30
Proposed Full Time Equivalent Staffing Distribution by Program 30
Capital 31
Proposed 2016-2025 Capital Budget by Program 31
Proposed 2016-2025 Capital Budget by Funding Source 32
Proposed 2016 Capital Budget Detail 33
Proposed 2017-2018 Capital Budget by Sub-Program 34
Performance Measures 35
Balanced Scorecard 36



Last year the City of Mississauga undertook an extensive process to create a four year, 2015 through 2018, detailed Business Plan & Budget. Approved in February 2015, the 2015-2018 Business Plan & 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. 2016 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 2015-2018 Business Plan and Budget & performance measurements. The complete 2016-2018 Business Plan & Budget can be found on the City's website.



Executive Summary of Land Development Services

Mission: To provide strategic, long-term planning and 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 various divisions from three Departments as follows:

Planning and Building Department:

- Strategic Community Initiatives
- Policy Planning
- Development and Design
- Building

Transportation and Works Department:

- Development Engineering, Transportation Infrastructure Planning

Community Services Department:

- Parks Planning, Parks and Forestry

Interesting facts about this service:

- The Land Development Services Area coordinates planning efforts across the Corporation to ensure alignment with the Strategic Plan, the Official Plan and Zoning By-law
- The Planning and Building Customer Services Centre serves an average of 81 customers per day
- Approximately 3,900 building permit applications are processed annually
- Approximately 70,000 building, plumbing, heating and sign inspections are carried out annually

Highlights of the Business Plan include:

- Implementation of the Official Plan through Area Plan Reviews, Community Improvement Plans, Growth Forecasts, Employment Land Review, Environmental Policies Review, Employment Opportunities in Intensification Areas and Zoning By-law Conformity Review
- Creation of a vision and master plan for transit and land use along the Dundas Corridor
- Monitoring of Downtown21 vision and updating of the Master Plan as required
- Implementation of electronic plan submissions, review and approval
- Enhancement of internal and external websites to better guide customers

Net Investment (000's)	2015	2016	2017	2018
Operating	8,042	8,834	8,813	9,019
Capital	900	1,150	1,550	550
Full Time Equivalents	187.3	190.3	189.3	187.3

Existing Core Services

Vision, Mission, Service Delivery Model

Vision

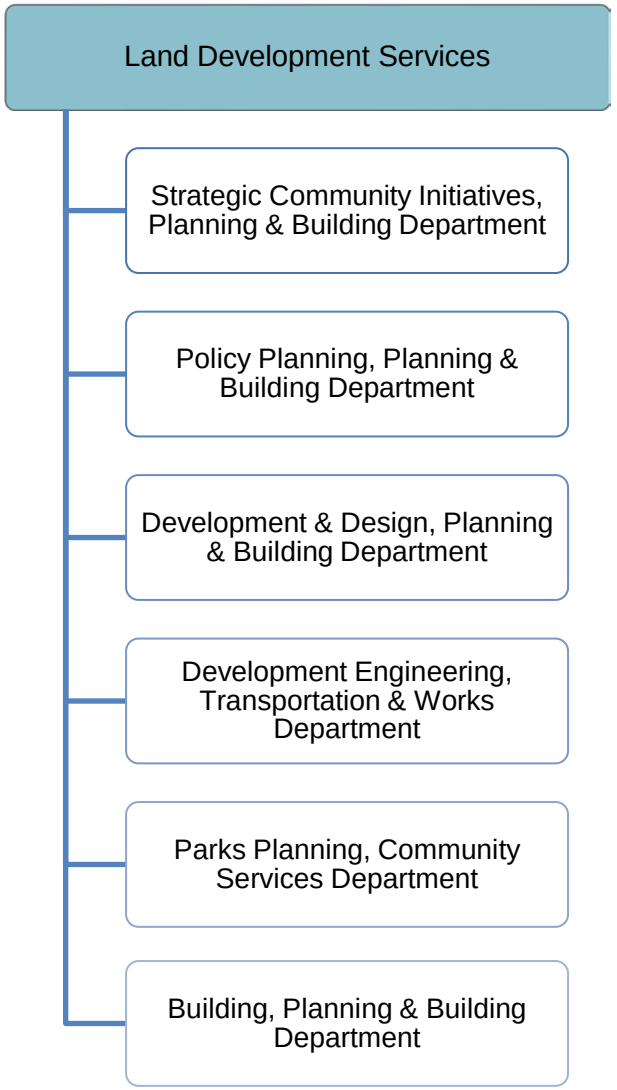
To be a leader in providing community planning and building services to shape an innovative City where people choose to be

Mission

To provide strategic long-term planning and 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.



HOOPP Realty Inc. - Multi-Tenant Commercial Plaza
(Spectrum Way and Eglinton Avenue East)



Service Delivery Model

Land Development Services is comprised of six multi-disciplinary sections/divisions from three departments. They are involved in all aspects of the land development approval process ranging from strategic planning to formulating policy and design frameworks to approving development applications, issuing building permits and providing 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*
- *Building Code*
- Other applicable law

The requirements of the *Planning Act* are fulfilled through the Planning and Development Committee which considers planning policies and development applications based on staff recommendations.

Land Development Services has a number of linkages and dependencies with other City service areas including Roads, Storm Drainage & Watercourses, Parks & Forestry, Fire and Arts & Culture.

The key responsibilities and deliverables of the service area are categorized under five major functions:

Strategic Framework

- Identifying, defining and driving strategic initiatives that advance the Strategic Plan
- Leading master plans and promoting collaboration on implementation
- Monitoring strategic initiatives through implementation phases
- Soliciting input on initiatives and plans through comprehensive and innovative community and stakeholder engagement
- Providing strategic advice to internal and external stakeholders on city building initiatives such as LRT, Future Directions master plan, Local Area Plans, mobility hub studies, waterfront and other agencies' projects and studies
- Researching best practices and providing expertise on multi-departmental and cross jurisdictional projects such as district energy, post-secondary institutions, waterfront development approaches, downtown implementation and complete communities



Inspiration Port Credit Public Engagement

Policy Framework

- Preparing and maintaining the Official Plan, city-wide land use policy studies and monitoring and implementing components of the Strategic Plan
- Conducting community planning studies, area specific land use studies and parking policy initiatives
- Advising on planning initiatives of adjacent area municipalities, and Federal, Provincial and Regional governments
- Providing departmental and corporate data support including growth forecasts, census data analysis, employment surveys and brochures and newsletters
- Maintaining the Zoning By-law and ensuring conformity with the Official Plan



Mississauga Official Plan cover

Design Framework

- Performing proactive design work, special studies and consultation including landscape, streetscape and urban design policy and master planning
- Providing design advice and information regarding design related matters to City Council, the public, developers, consultants and others
- Recognizing and promoting high quality design through Mississauga Urban Design Awards



Mississauga Urban Design Awards poster

Development Approvals

- Reviewing, processing and approving applications for development
- Undertaking special studies that guide development
- Providing advice on applications before formal submission
- 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
- Identifying, reviewing, negotiating, and aiding in the implementation of Section 37 agreements through development applications
- Conducting landscape inspections
- Coordinating planning comments and providing clearances to Committee of Adjustment for land severances and variances
- Developing and maintaining web content and online services
- Calculating and collecting development charges

Building Approvals

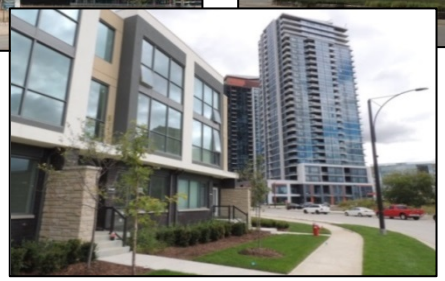
- Ensuring compliance with the *Building Code Act*, the Ontario Building Code, the City's Zoning By-law, Sign By-law, and other applicable law
- Reviewing zoning, architectural, structural and mechanical components of building permit applications
- Operating the Planning and Building Customer Services Centre
- Processing applications for Zoning Certificates and sign permits
- Performing building permit and sign permit inspections
- Supporting and developing the Mississauga Approval Xpress (MAX) system



First Gulf Corporation and Sun Life Assurance Company of Canada - Single Tenant Office Building (Derry Road West and Argentia Road)



HOOPP Realty Inc. - Multi-Tenant Office Building (Prologis Boulevard and Hurontario Street)



Pinnacle - Uptown (Hurontario Street and Eglinton Avenue West)

Business Plan Updates

- Fast tracking of downtown projects including: Sheridan College, expansion of Square One, future transit terminal, etc. requires additional support. (BR 2025)



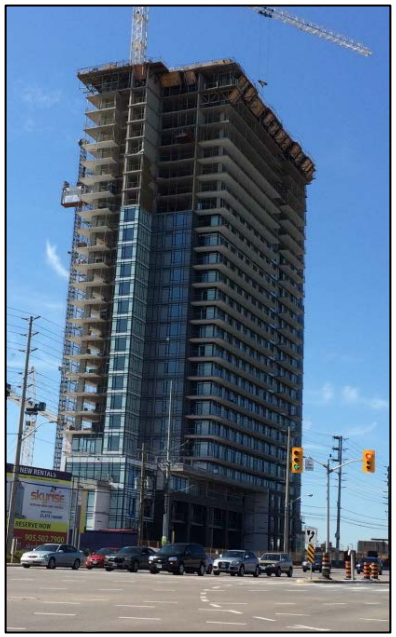
Sheridan College Phase II



Square One Mall Expansion

- A Technician shared by the department will ensure appropriate visuals are created through the most effective technologies to clearly demonstrate land use plans. (BR 2029)

- With the increased complexity of infill and brownfield development along with the expectations of the Growth Plan, additional support through a Planner in Development and Design is recommended. (BR 2039)



Daniels - Skyrise
(Eglinton Avenue West and Erin Mills Parkway)

Accomplishments 2014

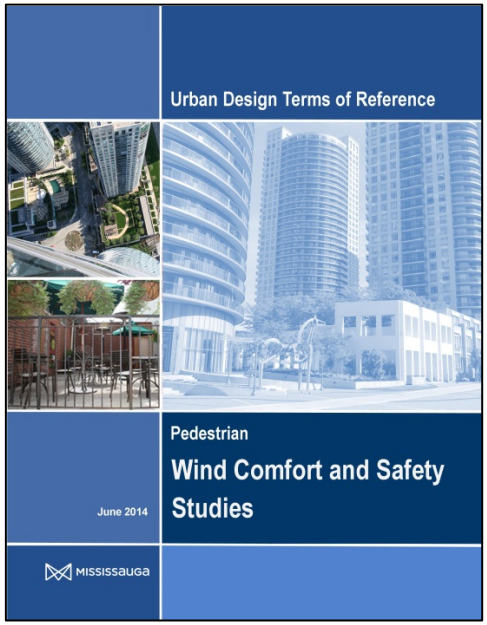
Completed Studies:

- Open Data Corporate Policies



Open Data presentation cover

- Clarkson Village Mainstreet Built Form Standards
- Mississauga Data Reports (Employment Profile, Office and Residential Directories, Natural Area System Update)
- Population and Employment Growth Forecasts
- Lakeview Local Area Plan
- Inspiration Lakeview Master Plan
- Sheridan Park Corporate Centre Land Use Master Plan
- ePlans vendor selection and initiation of project
- Medical Marijuana Study
- Site Plan Infill Lean Review
- Design Reference Notes, Guidelines and Standards



Pedestrian Wind Comfort and Safety Studies
Urban Design Guideline cover

Implementation:

- Regional Official Plan Conformity to bring the Mississauga Official Plan into conformity with recent changes to the Region of Peel Official Plan

- Expansion of the Port Credit Business Improvement Area



Port Credit streetscape

- Amendments to Mississauga Official Plan to incorporate policies from the Natural Heritage and Urban Forest Strategy

- Environmental Systems Research Institute Geographic Information System (ESRI GIS) software illustrates new proposed developments such as Inspiration Lakeview. It also allows and displays development applications to be shown online in a web map

- Hurontario Light Rail Transit Station Locations amendments to Mississauga Official Plan to include major transit stations

- Meadowvale Village Heritage District implementing policies and zoning to protect heritage properties



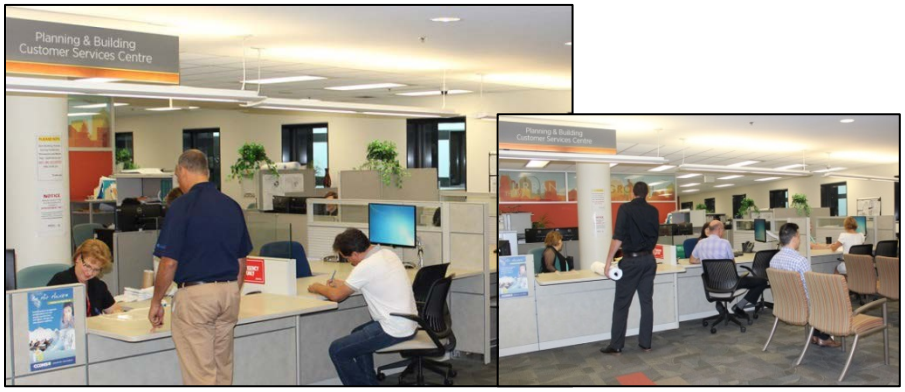
Meadowvale Village Heritage Conservation District Plan 2014 cover

- Gateway Corporate Centre Official Plan Amendment establishing minimum heights adjacent to Light Rail Transit for transit supportive development

- General Amendment to Mississauga Official Plan clarifying policies and adapting trends

Operational:

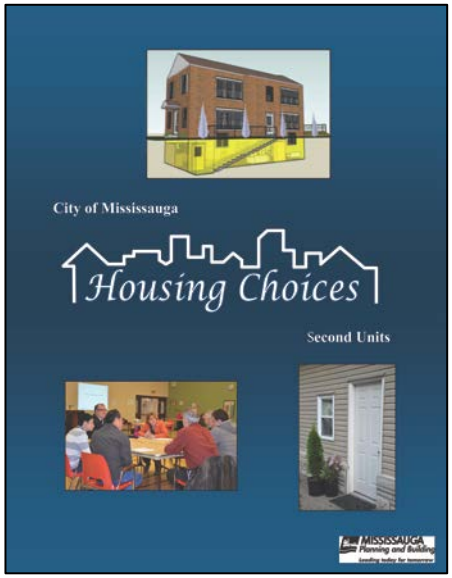
Value of Building Permits	$1.17 billion
Value of Additional Conditional Building Permits	$400 million
Building Permit Applications	3,891
Building Inspections	72,370
Value of Development Charges Collected	$106 million
Visits to Planning & Building Website	44,500 page views
Planning & Building Customer Service Centre Visits	19,800
Approved Residential Units	1,700
Approved Non-Residential Gross Floor Area	557,400 square metres (6,000,000 square feet)
Reports Considered by Planning & Development Committee	124
Official Plan & Zoning By-law Amendments	48
Site Plan Approvals	158
Minor Variances & Consents Reviewed & Commented	500
Community Meetings	29
Ontario Municipal Board Hearings	12
Site Inspections (Site Plans)	996
Removal of Illegal Signs from Public Property	28,000



Planning and Building Customer Services Centre

Awards and Recognition

- 2014 Canadian Institute of Planners Award for Planning Excellence for Housing Choices: Second Units



Housing Choices: Second Units report cover

- 2014 Brenda Sakauye Environment Award for the Natural Heritage and Urban Forest Strategy
- 2014 Communities in Bloom Award in Forestry for the Natural Heritage and Urban Forest Strategy
- 2014 City Manager's Award of Excellence for the Inspiration Lakeview Team

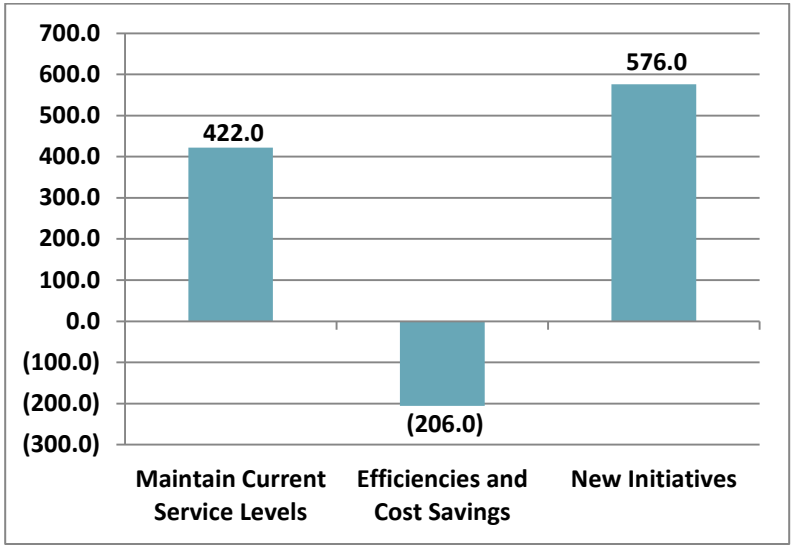


Inspiration Lakeview Master Plan cover

Proposed Operating & Capital Budgets

This part of the Business Plan sets out the financial resources required to deliver the proposed 2016-2018 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 2015 was $8,042,000 and the proposed budget for 2016 is $8,834,000.

Proposed Changes to 2016 Net Operating Budget by Category ($000's)



Total Changes to Maintain Current Service Levels

The impact of maintaining current service levels for the Land Development service is an increase of $422,000 for 2016.

Highlights of the proposed budget changes are:

- Labour costs are projected to increase by $348,000 and reflects labour adjustments and other fringe benefit changes
- Operationalization of prior year's decision is $74,000

Efficiencies and Cost Savings

The professional services and operating budgets are being reduced by $206,000.

Operating

This part of the Business plan sets out the financial resources required to deliver the proposed 2016-2018 Business Plan and 2016 Budget. Information is provided by major expenditure and revenue category as well as by program. The costs to maintain existing service levels and annualized prior decisions are identified separately from other proposed changes.

The following table identify the budgeted and forecasted operating expenditures and revenues for 2016 to 2018, the 2015 Budget as well as the 2014 actuals, by program within the service area.

Proposed Budget by Program

Description	2014 Actuals ($000's)	2015 Budget ($000's)	2016 Proposed Budget ($000's)	2017 Forecast ($000's)	2018 Forecast ($000's)
Expenditures to Deliver Current Services					
Building	9,800	10,231	10,279	10,358	10,440
Development and Design	5,725	5,642	5,798	5,847	5,898
Policy	2,801	3,155	3,054	3,042	3,059
Strategic Community Initiatives	825	1,482	1,540	1,559	1,579
Total Expenditures	**19,150**	**20,509**	**20,670**	**20,806**	**20,976**
Revenues	**(13,935)**	**(12,356)**	**(12,356)**	**(12,336)**	**(12,356)**
Transfers From Reserves and Reserve Funds	(21)	(111)	(56)	(56)	(56)
New Initiatives and New Revenues			576	399	455
Proposed Net Budget Including New Initiatives & New Revenues	**5,194**	**8,042**	**8,834**	**8,813**	**9,019**
Expenditures Budget - Changes by Year			1%	1%	1%
Proposed Net Budget - Changes by Year			10%	(0%)	2%

Note: Numbers may not balance due to rounding.

Summary of Proposed Budget

The following table provides proposed budget changes further defined into more specific separated categories. It identifies changes in labour, operating costs and revenues to maintain existing service levels, efficiencies and cost savings, the cost increases arising from prior year decisions, special levies and new initiatives.

Description	2015 Approved Budget ($000's)	Maintain Current Service Levels	Efficiencies and Cost Savings	Annualized Prior Years Budget Decisions	Operating Impact of New Capital Projects	Proposed New Initiatives And Revenues	Special Purpose Levies	2016 Proposed Budget ($000's)	$ Change Over 2015	% Change Over 2015
Labour and Benefits	18,628	348	0	50	0	236	0	19,262	634	3%
Operational Costs	1,881	(55)	(206)	24	0	340	0	1,984	103	5%
Facility, IT and Support Costs	0	0	0	0	0	0	0	0	0	0%
Total Gross Expenditures	**20,509**	**293**	**(206)**	**74**	**0**	**576**	**0**	**21,246**	**737**	**4%**
Total Revenues	**(12,467)**	**55**	**0**	**0**	**0**	**0**	**0**	**(12,412)**	**55**	**(0%)**
Total Net Expenditure	**8,042**	**348**	**(206)**	**74**	**0**	**576**	**0**	**8,834**	**792**	**10%**

Summary of Proposed 2016 Budget and 2017-2018 Forecast

Description	2016 Proposed Budget ($000's)	2017 Forecast ($000's)	2018 Forecast ($000's)
Labour and Benefits	19,262	19,798	20,181
Operational Costs	1,984	1,407	1,251
Facility, IT and Support Costs	0	0	0
Total Gross Expenditures	**21,246**	**21,205**	**21,431**
Total Revenues	**(12,412)**	**(12,392)**	**(12,412)**
Total Net Expenditure	**8,834**	**8,813**	**9,019**

Note: Numbers may not balance due to rounding.

Proposed Budget Changes Excluding New Initiatives and New Revenues

The following table provides detailed highlights of budget changes by major cost and revenue category. It identifies the net changes to maintain existing service levels, efficiencies and cost savings, and cost increases arising from prior year decisions.

Category	2015 Budget ($000's)	2016 Proposed Budget ($000's)	Change ($000's)	Details ($000's)
Labour and Benefits	**18,628**	**19,026**	**398**	$348 Increase in labour costs reflects labour adjustments and other fringe benefit changes; $50 Increase for labour cost annualization
Advertising & Promotions	17	29	12	
Communication Costs	72	93	21	Mainly for annualization (2014 BR1235 Field automation mobile device network cost)
Contractor & Professional Services	557	387	(170)	Reduction in Professional Services budget
Equipment Costs & Maintenance Agreements	68	68	0	
Finance Other	21	21	0	
Materials, Supplies & Other Services	249	252	3	
Staff Development	355	255	(100)	Notwithstanding changes to the new Provincial building codes, additional staff training is not required at this time
Transfers To Reserves and Reserve Funds	300	300	0	
Transportation Costs	243	239	(3)	Reduction in mileage budget
Subtotal - Other Operating	**1,881**	**1,644**	**(237)**	
Total Revenues	(12,356)	(12,356)	0	
Transfers From Reserves and Reserve Funds	(111)	(56)	55	Deletion of operating budget reserve requirement as various studies completed
Subtotal Revenues	**(12,467)**	**(12,412)**	**55**	
Total	**8,042**	**8,258**	**216**	

Note: Numbers may not balance due to rounding.

Proposed New Initiatives and New Revenues

This table presents the costs by budget request (BR#) for proposed new initiatives. Detailed descriptions of each budget request can be found on the pages following the table.

Description	BR #	2016 FTE Impact	2016 Proposed Budget ($000's)	2017 Forecast ($000's)	2018 Forecast ($000's)	2016 to 2018 FTE Impact	2016 to 2018 Capital ($000's)
New Initiative							
Planning Application and Building Permit Fees Review	1967	0.0	90	0	0	0.0	0
10 Year Update of Strategic Plan Goals	1982	0.0	0	0	50	0.0	50
Update Downtown21 Plan	1983	0.0	250	0	0	0.0	250
Delivery of Downtown21	2025	1.0	87	192	194	1.0	0
Visual Illustrations for Community Engagement in Planning	2029	1.0	70	97	99	1.0	0
Planning Application Support	2039	1.0	79	110	112	1.0	0
Total New Initiative		**3.0**	**576**	**399**	**455**	**3.0**	**300**
Total		**3.0**	**576**	**399**	**455**	**3.0**	**300**

Note: Numbers may not balance due to rounding.

Budget Request #: 1967

Proposed Initiative	Department	Service Area
Planning Application and Building Permit Fees Review	Planning & Building Department	Land Development Services

Required Annual Operating Investment

Impacts ($000s)	2016	2017	2018
Gross Expenditures	90.0	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	90.0	0.0	0.0
* Net Change in $		(90.0)	0.0
FTEs	0.0	0.0	0.0

**In each year, all values are cumulative, not incremental.*

Required Capital Investment

Total Capital ($000s)	2015 & Prior	2016	2017	2018	2019 & Beyond
Expenditures	0.0	0.0	0.0	0.0	0.0

Why Staff Recommend this Initiative

This initiative ensures that planning application and building permit fees reflect the cost of processing by all City staff involved in both the planning application and building permit process.

Budget Request #: 1967

Details of Service Change

$90,000 is required for consultants to update the study for planning and building applications

Increased fees for planning and building permit applications were implemented in May 2012 based on a study which identified the costs associated with processing these applications. A review of costs in 2016 ensures timely implementations of an updated fee structure in 2017.

Service Impact

This review enables the City to identify the cost of processing planning and building permit applications and to recover these costs.

Budget Request #: 1982

Proposed Initiative	Department	Service Area
10 Year Update of Strategic Plan Goals	Planning & Building Department	Land Development Services

Required Annual Operating Investment

Impacts ($000s)	2016	2017	2018
Gross Expenditures	0.0	0.0	50.0
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	50.0
* Net Change in $		0.0	50.0
FTEs	0.0	0.0	0.0

**In each year, all values are cumulative, not incremental.*

Required Capital Investment

Total Capital ($000s)	2015 & Prior	2016	2017	2018	2019 & Beyond
Expenditures	0.0	0.0	0.0	50.0	225.0

Why Staff Recommend this Initiative

Approximately 50% of the Strategic Plan's action plans are either completed or in progress. To continue to make the Plan's vision real and ensure future priorities and work efforts support it, the goals and action plans need to be reviewed within the context of a changing community and new opportunities. The Plan recommends the goals be updated every 10 years. This requires a focused effort that provides for community workshops and opportunities for input towards updated goals and actions.

Budget Request #: 1982

Details of Service Change

2018 (capital) - $50,000 in Q4 to host information workshops and develop on-line engagement tools to support community input
2019 (capital) - $150,000 for outside resources to review action plan, research new opportunities and engage the public on revised or new goals and their accompanying action plans
2020 (capital) - $75,000 for outside resource to provide final action plan

Service Impact

The Strategic Plan guides all aspects of the City's activities. It informs all other planning documents and budget allocations. It is imperative that the municipality continue to test and update the Plan's goals. This will ensure tax dollars are allocated to support the plan and those departments, Council and residents share a clear list of priorities.

Budget Request #: 1983

Proposed Initiative	Department	Service Area
Update Downtown21 Plan	Planning & Building Department	Land Development Services

Required Annual Operating Investment

Impacts ($000s)	2016	2017	2018
Gross Expenditures	250.0	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	250.0	0.0	0.0
* Net Change in $		(250.0)	0.0
FTEs	0.0	0.0	0.0

**In each year, all values are cumulative, not incremental.*

Required Capital Investment

Total Capital ($000s)	2015 & Prior	2016	2017	2018	2019 & Beyond
Expenditures	0.0	250.0	0.0	0.0	0.0

Why Staff Recommend this Initiative

Usually master plans such as Future Directions, are updated every 5 years. Significant changes, some of them unanticipated, have occurred in the downtown since the approval of the Downtown21 Master Plan in April 2010. This includes fast tracking of Sheridan College, Oxford's South-West expansion to Square One Mall, realignment of LRT route and challenges with below grade utilities and infrastructure. A refresh of the plan is required to move forward within the context of the current reality.

Budget Request #: 1983

Details of Service Change

2016 (capital) - $250,000 to secure outside expertise to update the plan through a process of research, review and engagement of landowners and residents. This will be a comprehensive process that reflects recent changes and anticipated future opportunities to support the Downtown as the vibrant, pedestrian friendly and culturally rich area expected by the public.

Service Impact

As time passes and changes are made to the original downtown plan, it is increasingly important to ensure modifications continue to support the overall vision for a vibrant downtown that attracts economic development opportunities, investments and fosters a sense of pride for Mississauga. By reviewing all of the changes and anticipating others, the updated master plan will facilitate a common guide for staff in all departments, the development industry, and encourage investment in the downtown.

Budget Request #: 2025

Proposed Initiative	Department	Service Area
Delivery of Downtown21	Planning & Building Department	Land Development Services

Required Annual Operating Investment

Impacts ($000s)	2016	2017	2018
Gross Expenditures	87.2	191.8	193.6
Reserves & Reserve Funds	0.0	0.0	0.0
User Fees & Other Revenues	0.0	0.0	0.0
Tax Levy Requirements	87.2	191.8	193.6
* Net Change in $		104.6	1.8
FTEs	1.0	1.0	1.0

**In each year, all values are cumulative, not incremental.*

Required Capital Investment

Total Capital ($000s)	2015 & Prior	2016	2017	2018	2019 & Beyond
Expenditures	0.0	0.0	0.0	0.0	0.0

Why Staff Recommend this Initiative

With many current and anticipated high profile, fast moving projects impacting the downtown, it is critical that the right resources are in place to ensure a proactive approach is taken to further implement the vision of the Downtown21 Plan and include innovative solutions to address challenges.

Details of Service Change

2016: $40,000 to convert Downtown Manager to permanent, using existing, vacant complement, effective September 1, 2016
$38,000 plus fringe effective July 1, 2016 for 1 permanent FTE for Downtown Technician

A continued focus on creating a vibrant downtown requires appropriate resources to pursue strategic initiatives and monitor and resolve implementation issues arising from the unique expectations for the public realm in the Downtown and to ensure proposals reflect expected high standards of the Plan.

Service Impact

A world class city requires a world class downtown. To achieve this, a long term, consistent and proactive approach to the Downtown21 Plan needs to be implemented. This requires a manager to oversee the Plan including a refresh, and to lead the creation of Downtown specific policies and standards that provide concrete direction to the development community and residents. This needs to occur simultaneously as on-going issues are addressed through a technician coordinating cross departmental resources to resolve them in a timely manner.

Budget Request #: 2029

Proposed Initiative	Department	Service Area
Visual Illustrations for Community Engagement in Planning	Planning & Building Department	Land Development Services

Required Annual Operating Investment

Impacts ($000s)	2016	2017	2018
Gross Expenditures	69.9	97.5	99.3
Reserves & Reserve Funds	0.0	0.0	0.0
User Fees & Other Revenues	0.0	0.0	0.0
Tax Levy Requirements	69.9	97.5	99.3
* Net Change in $		27.6	1.8
FTEs	1.0	1.0	1.0

**In each year, all values are cumulative, not incremental.*

Required Capital Investment

Total Capital ($000s)	2015 & Prior	2016	2017	2018	2019 & Beyond
Expenditures	0.0	0.0	0.0	0.0	0.0

Why Staff Recommend this Initiative

The clearest, most effective way to show proposed development plans is through visual aids. One resource, shared by the department, will also allow visuals to be created through new technologies in order to demonstrate land use plans in an easily understood format.

Details of Service Change

2016: $57,100 plus fringe for 1 FTE beginning April 1, 2016.

This will ensure full utilization of existing technology programs including ESRI technology for 3 dimensional modeling, and design tools such as Sketchup, Maya, Blender, Google Earth, Adobe PRE, Lumion and others to illustrate the intention and impact of proposed land use changes. Many of these programs are unique to planning and not required by other areas.

Service Impact

This request allows for the creation of visual imaging to help demonstrate the impact of the Growth Forecast; show the implications of various City studies and plans, such as Inspiration Port Credit; and effectively evaluate land use development proposals and their impacts on communities. Attractive and informative presentations and videos that clearly and effectively outline planning expectations and requirements will be developed. Common visual design standards and templates will be created resulting in a consistent look that reflects the City's brand. This position will align efforts for public engagement with future technology. This includes 3D BIM (Building Information Mode) files, where virtual buildings are placed within current surroundings to visualize the fit and impact of a proposed structure on the community.

Budget Request #: 2039

Proposed Initiative	Department	Service Area
Planning Application Support	Planning & Building Department	Land Development Services

Required Annual Operating Investment

Impacts ($000s)	2016	2017	2018
Gross Expenditures	78.8	110.2	112.3
Reserves & Reserve Funds	0.0	0.0	0.0
User Fees & Other Revenues	0.0	0.0	0.0
Tax Levy Requirements	78.8	110.2	112.3
* Net Change in $		31.4	2.1
FTEs	1.0	1.0	1.0

**In each year, all values are cumulative, not incremental.*

Required Capital Investment

Total Capital ($000s)	2015 & Prior	2016	2017	2018	2019 & Beyond
Expenditures	0.0	0.0	0.0	0.0	0.0

Why Staff Recommend this Initiative

With the increase in complexity of infill and brownfield development, along with expectations of the Growth Plan, additional support through a Planner position in Development and Design is recommended. This request represents a modest increase in the number of planners/capita relative to other municipalities in the GTA.

Budget Request #: 2039

Details of Service Change

2016: $65,000 plus fringe beginning April 1, 2016 for 1 full time Planner to address application review times.

This will increase the capacity for the Development and Design Division to deliver core services, in a more timely manner, specifically the processing of development applications in accordance with the Planning Act and to provide professional planning advice to Council, staff and the public.

Service Impact

An additional planner will bring the number of development applications per planner in line with other GTA municipalities. This allows staff to anticipate and resolve issues during preliminary inquiries and the processing of development applications.

Human Resources

Proposed Full Time Equivalent Staffing Distribution by Program

Program	2015	2016	2017	2018
Building	98.0	98.0	98.0	98.0
Development & Design	53.0	54.0	54.0	54.0
Policy Planning	25.3	26.3	26.3	24.3
Strategic Community Initiatives	11.0	12.0	11.0	11.0
Total Service Distribution	**187.3**	**190.3**	**189.3**	**187.3**

Note: Numbers may not balance due to rounding.

Staffing changes in 2016 include the following:

- With the increased complexity of infill and brownfield development along with the expectations of the Growth Plan, additional support through a Planner in Development and Design is recommended

- Policy Planning proposes to share a technician with the department who can use the most up-to-date technology to create clear and effective visual presentations to demonstrate the impact of development proposals and other land use plans

- Strategic Community Initiatives will ensure Mississauga has a world class downtown by establishing a technician position to coordinate cross department resources to address challenges arising from the fast pace of development in the downtown

Capital

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.

Proposed 2016-2025 Capital Budget by Program

Program Expenditures	2016 Proposed Budget ($000's)	2017 Forecast ($000's)	2018 Forecast ($000's)	2019-2025 Forecast ($000's)	Total 2016-2025 ($000's)
Building and Policy Planning	600	1,250	200	0	2,050
Strategic Community Initiatives	550	300	350	2,325	3,525
Total	**1,150**	**1,550**	**550**	**2,325**	**5,575**

Note: Numbers may not balance due to rounding. Numbers are gross.

2016 to 2025 Capital Forecast Highlights include the following:

- 2016 Building and Policy Planning: Field Automation $450,000 (Building) and Review of Meadowvale Business Park Corporate Centre Review $150,000 (Policy)
- 2016 Strategic Community Initiatives: Downtown21 updated Plan $250,000 and Strategic Waterfront Implementation $300,000
- 2017-2018 Policy Planning initiatives include Mississauga Official Plan Review, Environmental Policies Review, Employment Opportunities in Intensification Areas Study, Municipal Comprehensive Review of Employment Lands, Community Improvement Plans and Growth Forecast
- 2017-2025 Strategic Community Initiatives

Proposed 2016-2025 Capital Budget by Funding Source

The following table provides the funding sources used to fund the capital portion of the proposed 2016-2018 Business Plan and 2016 Budget.

Funding	2016 Proposed Budget ($000's)	2017 Forecast ($000's)	2018 Forecast ($000's)	2019-2025 Forecast ($000's)	Total 2016-2025 ($000's)
Other	1,150	800	550	2,325	4,825
Tax	0	750	0	0	750
Total	**1,150**	**1,550**	**550**	**2,325**	**5,575**

Note: Numbers may not balance due to rounding.

Proposed 2016 Capital Budget Detail

The following tables provide a detailed listing of proposed capital projects for 2016.

Program: Building and Policy Planning

Project Number	Project Name	Gross Cost ($000's)	Recovery ($000's)	Net Cost ($000's)	Funding Source
PBLD001923	Field Automation- Phase 2/Delivery of Inspection Services	450	0	450	Reserve for Development Revenue Stabilization
PBLD004247	Meadowvale Business Park Corporate Centre Review	150	0	150	Reserve for Planning Process Updates
Total		**600**	**0**	**600**	

Note: Numbers may not balance due to rounding.

Program: Strategic Community Initiatives

Project Number	Project Name	Gross Cost ($000's)	Recovery ($000's)	Net Cost ($000's)	Funding Source
COSP004251	Downtown21 Updated Plan	250	0	250	Reserve for General Contingency
COSP004412	Strategic Waterfront Implementation	300	0	300	Reserve for General Contingency
Total		**550**	**0**	**550**	

Note: Numbers may not balance due to rounding.

Proposed 2017-2018 Capital Budget by Sub-Program

The following tables provide a detailed listing of proposed capital projects for 2017-2018.

Sub-Program	2017 Forecast ($000's)	2018 Forecast ($000's)
Policy Planning		
LDS Studies	1,250	200
Subtotal	1,250	200
Sub-Program	**2017 Forecast ($000's)**	**2018 Forecast ($000's)**
Strategic Community Initiatives		
LDS Strategic Studies	300	350
Subtotal	300	350
Total Expenditures	**1,550**	**550**

Performance Measures

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 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:

Percentage of Complete Building Permit applications issued after the 1st review is a measure of the completeness of applications that customers are submitting.

Percentage of Complete Building Permit applications meeting legislated time frames for the 1st review is a measure of applications that are reviewed within prescribed time frames.

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 than the City average and 13 per cent higher than other comparable organizations.

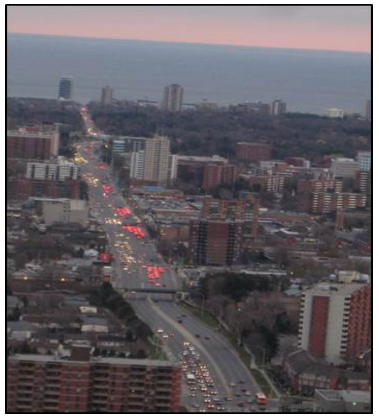
Business Processes Measures:

Online/Self-Serve Building Permit, Development Applications and Booking Inspections Status Reports 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 activity levels.

Percentage of Portable Sign Permits issued online/self-serve channel is a measure of the percentage of annual portable sign permit requests submitted.

Percentage of Building Permits and Development applications submitted through ePlans is a measure of the percentage of applications anticipated to be processed through the new ePlans portal. ePlans soft launch commenced July 2015.

Public Open Space measures the percentage of public open space versus total area of the City.



Hurontario Street skyline

Balanced Scorecard

Measures for Land Development Services	2012 (Actual)	2013 (Actual)	2014 (Actual)	2015 (Planned)	2016 (Planned)	2017 (Planned)	2018 (Planned)
Financial:							
Cost Recovery	68%	74%	75%	75%	75%	75%	75%
Customer:							
Percentage of Complete Building Permits issued after 1st review	24%	29%	28%	30%	42%	46%	50%
Percentage of Complete Building Permit Applications meeting legislative time frames for 1st review	68%	69%	68%	75%	80%	85%	90%
Employee/Innovation:							
Continuous Quality Improvement	74.0	74.0	74.0	75.0	75.0	75.0	75.0
Internal Business Process (Maximizing Investment in Technology):							
Online/Self-Serve Building Permit Status Reports	33,541	32,779	39,823	40,000	40,000	40,500	40,500
Online/Self-Serve Development Application Status Reports	10,112	10,207	14,827	15,000	15,000	15,000	15,000
Online/Self-Serve Booking Inspections	8%	8%	10%	15%	40%	60%	70%
Percentage of Portable Sign Permits issued online/self-serve channel	89%	88%	90.1%	90%	90%	90%	90%
Percentage of Building Permits submitted through ePlans	n/a	n/a	n/a	15%	100%	100%	100%
Percentage of Site Plan applications submitted through ePlans	n/a	n/a	n/a	15%	100%	100%	100%
Internal Business Process (Other):							
Public Open Space	9.84%	9.85%	9.86%	9.89%	9.91%	9.93%	10.14%

MISSISSAUGA

Arts & Culture

2016–2018 Business Plan
& 2016 Budget

Table of Contents

Executive Summary of Arts & Culture 3
Existing Core Services 4
Vision, Mission, Service Delivery Model 4
Service Delivery Model 5
Business Plan Updates 6
Accomplishments 7
Proposed Operating & Capital Budgets 10
Operating 11
Proposed Budget by Program 11
Summary of Proposed Budget 12
Proposed Budget Changes Excluding New Initiatives and New Revenues 13
Proposed New Initiatives and New Revenues 14
Human Resources 25
Proposed Full Time Equivalent Staffing Distribution by Program 25
Capital 26
Proposed 2016-2025 Capital Budget by Program 26
Proposed 2016-2025 Capital Budget by Funding Source 27
Proposed 2016 Capital Budget Detail 28
Proposed 2017-2018 Capital Budget by Sub-Program 29
Performance Measures 30
Balanced Scorecard 31



Last year the City of Mississauga undertook an extensive process to create a four year, 2015 through 2018, detailed Business Plan & Budget. Approved in February 2015, the 2015-2018 Business Plan & 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. 2016 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 2015-2018 Business Plan and Budget & performance measurements. The complete 2016-2018 Business Plan & Budget can be found on the City's website.



Executive Summary of Arts & Culture

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.

This service is provided by:

The Culture Division is made up of two sections. The Culture and Heritage Planning section is responsible for heritage planning, culture planning, public art, policy development, research and digital engagement. The Culture Operations Section delivers performing arts, film and television services, arts and culture programs, grants, civic and major events, and is responsible for managing operation of the Meadowvale Theatre, Museums, and Mississauga Celebration Square.

Interesting facts about this service in 2014:

- There were 653 Filming days in Mississauga ("Filming days" refer to filming shoots taking place on the same day, across the city) and 247 Film permits issued
- 1,437,306 people attended cultural festivals, events and programs throughout the City (including 581,598 at Mississauga Celebration Square). This increased 12% over the previous year
- Council adopted a new Meadowvale Village Heritage Conservation District Plan
- Meadowvale Theatre hosted 256 days of performances and activities (24% increase since 2009)
- A total of 38 Public Art installations exist in the City of Mississauga with three permanent public art works added in 2014 (*Contemplating Child*, *Building Colour*, and *The Messenger*)

Highlights of the Business Plan include:

- Complete the museums, heritage and creative industry strategies and begin implementation of recommendations
- Complete the creative spaces strategy and create a program to provide affordable space to artists and creative cultural workers (Artist Assist)
- Refresh the Culture Master Plan
- New investment to support Celebration Square's winter programming, overall demand for growth and enhanced visitor experience
- Increase Cultural Community development to support 'social development through the arts' in 'at risk neighbourhood's
- Sustain $3 per capita grants to grow the creative economy and support arts organizations and festivals
- Implement a youth poet laureate program
- Expand digital programs for children and youth and renew focus on marketing and communications to grow 'cultural consciousness' among residents
- Continue to deliver public art to animate public spaces and support the creative economy

Net Investment (000's)	2015	2016	2017	2018
Operating	7,062	7,389	7,674	7,742
Capital	300	330	200	130
Full Time Equivalents	59.2	62.1	63.1	63.1

Existing Core Services

Vision, Mission, Service Delivery Model

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.

Service Delivery Model

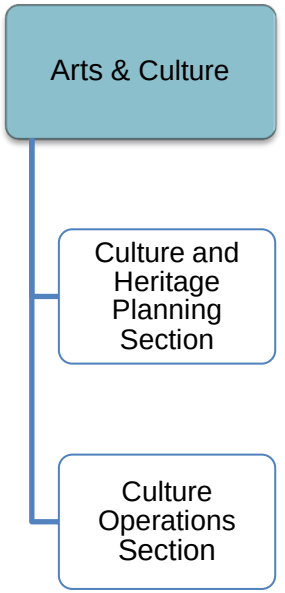
The Culture Division is responsible for the delivery of the Arts and Culture service area. The Division is organized into two sections as shown. Within the structure, 45 full-time and 110 part-time seasonal staff are employed to deliver services. The Culture Master Plan, approved in 2009, guides service delivery. The plan outlines service goal priorities and 44 specific recommendations.

1. Culture and Heritage Planning

Culture and Heritage Planning section leads the City's strategic culture and heritage planning function. This includes cultural research and analysis, long-range cultural and heritage planning, culture infrastructure planning, public art, and digital engagement. Additionally, the section leads business and capital program planning.

2. Culture Operations

The Culture 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, and arts and cultural experiences for residents and visitors alike. The Section administers the City's arts and cultural granting program, marketing and promotions and manages the film and television office.



Service Delivery Model

Goals of Service

Art and Culture has many meanings to different people. The City's Culture Master Plan establishes a common definition referring to culture as 3Vs – meaning Values, Vibe and Virtuosity:

- **Values** refer to the City's identity, customs, memories, stories, standards, beliefs
- **Vibe** is the buzz that pours out into the street from the commercial culture of the City and its communities
- **Virtuosity** is the expression of artistic excellence and the appreciation of artistic merit

The Culture Master Plan establishes the following goals to guide the City's actions:

- Strengthen local arts and culture organizations
- Protect and celebrate the City's social and physical heritage
- Animate the City's public spaces and places
- Optimize opportunities for creative participation and experiences
- Grow the local creative economy

Ensuring successful achievement of the goals requires the Culture Division adhere to a set of guiding principles which guide service model:

- Information is collected, analyzed and shared
- Quality research and long-term planning drive decision-making
- Residents and creative individuals are actively engaged in planning and programming
- Community partnership and collaboration are activated to enhance service delivery

Key Service Delivery Priorities

Based on the stated goals, over the next four years the Culture Division's priority service objectives include:

- Animating the City's public spaces and places through festivals and events, public exhibits; and commissioned public art works
- Strengthening local identity by designating and preserving important historic properties; collecting and interpreting museum artifacts; and gathering and celebrating stories, customs and traditions of our residents – both new and old to tell the story of Mississauga's 'lived heritage'
- Growing a local Cultural industry in areas of film and television, music and digital media
- Retaining and attracting creative talent by providing quality arts and cultural spaces, grant programs, and arts education
- Engaging artists and residents in the City's arts and culture scene by offering digital connections, increasing awareness, and marketing and promoting
- Creating a sustainable funding model for the City's cultural services and programs by studying alternative funding sources and service delivery models
- Improving community capacity and social development in Mississauga through the arts



Public Art Project Hurontario Tree Wraps

Business Plan Updates

1. Support enhanced winter programming and amenities at Celebration Square

The new ten-year Strategic Plan for Mississauga Celebration Square and continued growth in demand for services and programming at Celebration Square, have crystalized the focus of the Culture division on five strategic directions for the Square: be the preeminent civic square in the GTA; grow and attract signature events with tourism appeal; be a showcase for digital technology; be a welcoming community space; and be a stage for creative industry development.
In 2016, strengthening human resource capacity at Celebration Square will be a priority, in order to support increased demand for year-round activities and enhanced winter programming. Capital investments will also be required to enhance facility amenities and winter programming capabilities at Celebration Square.

2. Focus on Cultural Community Capacity Building

By realigning internal resources, the culture division will expand its community cultural development capacity in order to address Culture Master Plan Recommendation #17 (*That cultural development in Mississauga be community driven and neighbourhood focused*). This area will also support the development of a new (budget neutral) initiative to provide artists with access to low and no cost space (Artist Assist).

3. Renewed focus on marketing and digital engagement

In order to grow 'cultural consciousness' (cultural awareness and resident engagement) in Mississauga, the division will realign priorities and resources to enhance digital engagement and communication efforts with residents.

4. Modernize the Mandate of the Museum

Trends are shifting from having museums that are solely focused around 'collections' to becoming places for 'intercultural dialogue', the celebration of 'traditions', contemporary storytelling and the celebration of 'lived heritage'. When completed, the new Strategic Plan will provide focus and direction on modernizing the Museums mandate and operations.

5. Increased Demand for Meadowvale Theatre

Since 2011, overall use of the theatre has increased by 24% (currently 256 days). Corporate client demand for the Theatre has increased by 30%. To meet this increased demand and to capitalize on this opportunity, budget neutral investments are required in the Client Service functions of the Theatre. This will enable the Theatre to continue to meet the demand for community access, while growing new revenues and the potential for increased corporate use of the theatre.

6. Youth Poet Laureate Program

Building on the success of the Poet Laureate program, the Culture Division will establish a youth poet laureate program to promote the literary arts and spoken word with Mississauga youth. The position will be mentored by the City's Poet Laureate position.



Rebel 14 'Master Class' with Molly Johnson

Accomplishments

Over the past year, the Culture Division has made significant progress implementing the Cultural Master Plan. To date, 85 per cent of the 44 recommendations have been completed. The following highlights past activities and accomplishments.

Strengthen local arts and culture organizations:

In 2014, a total of $2,095,712 in grants were provided to cultural organizations, festivals, events and designated property owners. This represents a per capita grants investment of $2.77 (*based on a pop. of 757,000*). Attendance at arts and cultural festivals and events produced by groups receiving funding increased to more than 1.43 million in 2014. The Culture Division completed a successful partnership with *Business for the Arts* to provide *ArtsVest* (sponsorship training and matching incentive program) to Mississauga arts organizations and festival organizers. The program generated a total of $196,557 in new funding for arts groups, while increasing their sponsorship development capacity and relationships with the corporate community in Mississauga.

Protect and celebrate the City's social and physical heritage:

An important aspect of Mississauga's physical heritage is its unique properties and landscapes. To address long term planning and to ensure adequate capacity exists to conduct proactive heritage planning, the culture division launched a strategic plan for heritage planning and museums in 2015. This plan will provide a road map for sustainable heritage planning as well as clear direction on audience development initiatives and actions to modernize Mississauga's Museums within a 'lived heritage' mandate.

The Museums of Mississauga have begun the process of modernizing by introducing a variety of innovative new exhibits, events and partnerships such as: *The Mountie Memorabilia Exhibit; Stick Bat Ball; Train Off Tracks*; *Worn Stories;* and *the Family Camera Project*.

The Mississauga Cultural Resource Map continues to be a critical source of cultural information within Mississauga. 7,587 resources and assets are listed, serving as a valuable tool for culture and heritage long-range planning.

Animate the City's public spaces:

Mississauga Celebration Square has emerged as the City's premiere outdoor public square and cultural space attracting almost 600,000 event visitors in 2014. The Square hosted 143 event days in 2014, including 25 community run festivals. In addition, to hosting the City's key civic celebrations (Canada Day, *Soundbites*, Tree Lighting and New Year's Eve), the Square also played host to Viva Pan Am Celebrations, weekly farmers markets, weekly movie nights and fresh air fitness programming. Elsewhere in the City, the Culture division also coordinated the ever popular Sunset Concert Series and the Lake Aquitaine Concert Series in Port Credit and Meadowvale respectively.

An important aspect to any public space is public art, which contributes to its identity and opportunities for conversation and interaction. In 2015, a number of temporary public art installations added to the vibrancy of the City and played an important role in celebrating Mississauga's participation as a host City for the Pan and Para Pan Am Games. Successful Art installations this past year included: the *Hurontario Tree Quilts*; *Share The Love*; and *Art of Sport*.

Optimize opportunities for creative participation and experiences

In 2014, 328 pre-registered visual and performing art courses were offered throughout the year, attracting more than 3,200 participants. These arts programs educate and inspire participants, and expose them to high quality, professionally instructed, digital, performing and traditional art courses and practices.

More than 3,700 residents and visitors attended Culture Days and Doors Open activities in 2014. City-run arts and culture events, like these, along with Rebel – a National Youth Arts Week event, continue to engage a diverse range of residents from across the City in eclectic arts, culture and heritage activities.

The Meadowvale Theatre continued to offer an exciting expanded menu of participatory arts programming and performing arts activities. The Theatre has seen a 24% increase in performance and event days (since 2009) to 256 days in 2014 and a 36% increase in attendance to more than 48,000 visitors in 2014.

Phase One of Culture's Digital Engagement Strategy was completed in 2015. This included the implementation of a new Culture website and digital tools such as the online grants web portal and expanded social media platforms. These tools will be essential for supporting the division in raising 'cultural consciousness' and awareness with our residents.

Grow the City's creative economy

Filming continues to be the City's leading creative industry with a total of 653 Filming Days in 2014 and a total of 247 film permits being issued. "Filming days" are the addition of filming activities which can take place on the same day, across city locations and directed by different production companies.

Mississauga was selected as host of the 2018 Creative City Network of Canada (CCNC) Summit. Planned for November 2018, this summit will bring together hundreds of local government practitioners from across Canada who are involved in arts and culture planning and service delivery.

Providing a Strategic Framework for Culture to Thrive

In 2015, Council approved the City's first ever Cultural Policy. Mississauga's cultural policy creates a framework that represents the value and importance the city places on culture. The policy also provides clarity around decision making, the allocation of resources, and the role of culture within the City's Strategic Plan. In adopting the new policy, Mississauga became the first large City in Canada to adopt a cultural policy.

In June of 2015, Council approved a 10-year strategic plan for Mississauga Celebration Square. The plan outlines strategic goals, priorities and actions that will guide the Square in its vision to become, "the premier venue for outdoor events, creative expression and memorable experiences".

In June of 2015, the Culture Division also announced the appointment of Mississauga's first ever poet laureate, Anna Yin. The two-year appointment of a Poet Laureate achieves a number of positive outcomes for Culture in Mississauga. The Laureate will: serve as a literary ambassador for the City of Mississauga to audiences both within and outside of the City; advocate for poetry and literary arts within the City; raise the profile of writers in Mississauga; and will create an artistic legacy through public readings and civic interactions. In 2016, Mississauga's Poet Laureate will be instrumental in recruiting and mentoring the City's first ever Youth Poet Laureate.



Mississauga's first ever poet laureate, Anna Yin

Awards and Recognition

- Mississauga Celebration Square was nominated in 2015 under the Public Spaces Category for the “Great Public Spaces in Canada” contest

Public Speaking Engagements:

2014 Creative Cities Ontario Summit - guest speakers on the topic “Telling Your Story: Using Cultural Indicators to Build Awareness and Measure Success”;



Steel City Fiddler



Bradley Museum - ‘Street Art’ Project



‘Velocity’, Art of Sport installation at Lakeview Park

Proposed Operating & Capital Budgets

This part of the Business Plan sets out the financial resources required to deliver the proposed 2016-2018 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 2015 was $7.06 million and the proposed budget for 2016 is $7.39 million.

Total Changes to Maintain Current Service Levels

The impact of maintaining current service levels for the Culture service area is an increase of $338,000 for 2016.

Highlights of the proposed budget changes are:

- Labour costs are projected to increase by $325,000. This reflects economic adjustment increases, annualization and other fringe benefit changes as well as additional temporary labour for Celebration Square, Meadowvale Theatre and the Digital and Literary programs. Some of this increase in labour is offset by additional revenues of $118,000
- Shifting funding of the Public Art Program from Capital to operating for $100,000
- Introduction of audience development initiatives and expanded exhibits at the Museums for $20,000
- Operating materials for the Literary and Digital Art programs including Poet Laureate programs for $13,000
- Stormwater charges of $4,000

Efficiencies and Cost Savings

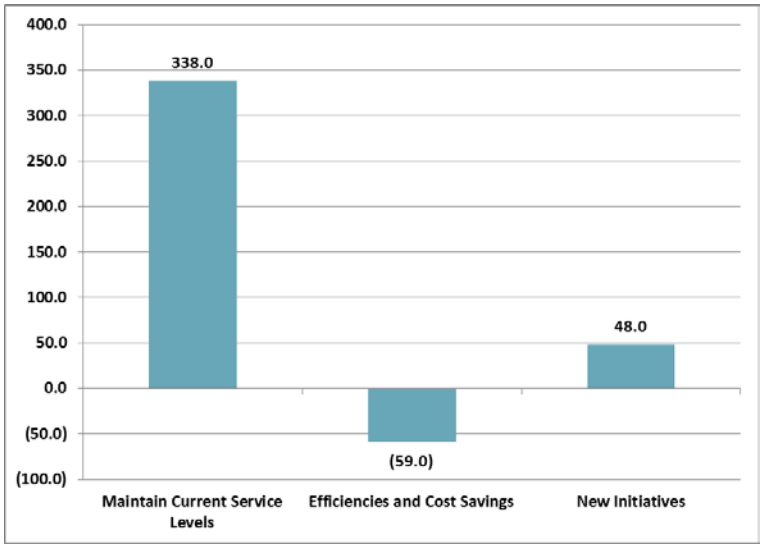
A reduction of $59,000 reflects operating savings resulting from:

- Efficiencies of $31,000 in cultural programming
- Savings of $15,000 through the cultural mapping contract renewal
- Equipment rentals budget reduction of $11,000
- Reduction in courier services

Proposed New Initiatives

An additional $48,000 is being requested to maintain a $3 per capita ratio investment in grant support to arts and culture groups and festivals.

Proposed Changes to 2016 Net Operating Budget by Category ($000's)



Operating

This part of the Business plan sets out the financial resources required to deliver the proposed 2016-2018 Business Plan and 2016 Budget. Information is provided by major expenditure and revenue category as well as by program. The costs to maintain existing service levels and annualized prior decisions are identified separately from other proposed changes.

The following table identifies the budgeted and forecasted operating expenditures and revenues for 2016 to 2018, the 2015 Budget as well as the 2014 actuals, by program within the service area.

Proposed Budget by Program

Description	2014 Actuals ($000's)	2015 Budget ($000's)	2016 Proposed Budget ($000's)	2017 Forecast ($000's)	2018 Forecast ($000's)
Expenditures to Deliver Current Services					
Culture-Celebration Square	1,716	1,557	1,708	1,724	1,740
Culture-Heritage	263	333	337	341	344
Culture-Operations	5,321	5,642	5,796	5,833	5,879
Culture-Planning	428	572	647	592	537
Culture-Support Services	730	652	664	672	679
Total Expenditures	8,458	8,756	9,152	9,161	9,180
Revenues	(1,753)	(1,693)	(1,811)	(1,811)	(1,811)
Transfers From Reserves and Reserve Funds	(21)	0	0	0	0
New Initiatives and New Revenues			48	324	373
Proposed Net Budget Including New Initiatives & New Revenues	**6,684**	**7,062**	**7,389**	**7,674**	**7,742**
Expenditures Budget - Changes by Year			5%	0%	0%
Proposed Net Budget - Changes by Year			5%	4%	1%

Note: Numbers may not balance due to rounding.

Summary of Proposed Budget

The following table provides proposed budget changes further defined into more specific separated categories. It identifies changes in labour, operating costs and revenues to maintain existing service levels, efficiencies and cost savings, the cost increases arising from prior year decisions, special levies and new initiatives.

Description	2015 Approved Budget ($000's)	Maintain Current Service Levels	Efficiencies and Cost Savings	Annualized Prior Years Budget Decisions	Operating Impact of New Capital Projects	Proposed New Initiatives And Revenues	Special Purpose Levies	2016 Proposed Budget ($000's)	$ Change Over 2015	% Change Over 2015
Labour and Benefits	4,622	305	0	20	0	0	0	4,948	326	7%
Operational Costs	4,092	132	(59)	0	0	48	0	4,213	121	3%
Facility, IT and Support Costs	41	(3)	0	0	0	0	0	39	(3)	(6%)
Total Gross Expenditures	**8,756**	**435**	**(59)**	**20**	**0**	**48**	**0**	**9,200**	**445**	**5%**
Total Revenues	**(1,693)**	**(118)**	**0**	**0**	**0**	**0**	**0**	**(1,811)**	**(118)**	**7%**
Total Net Expenditure	**7,062**	**318**	**(59)**	**20**	**0**	**48**	**0**	**7,389**	**327**	**5%**

2018 Forecast

Description	2016 Proposed Budget ($000's)	2017 Forecast ($000's)	2018 Forecast ($000's)
Labour and Benefits	4,948	5,108	5,192
Operational Costs	4,213	4,338	4,322
Facility, IT and Support Costs	39	39	39
Total Gross Expenditures	**9,200**	**9,485**	**9,553**
Total Revenues	**(1,811)**	**(1,811)**	**(1,811)**
Total Net Expenditure	**7,389**	**7,674**	**7,742**

Note: Numbers may not balance due to rounding.

Proposed Budget Changes Excluding New Initiatives and New Revenues

The following table provides detailed highlights of budget changes by major cost and revenue category. It identifies the net changes to maintain existing service levels, efficiencies and cost savings, and cost increases arising from prior year decisions.

Description	2015 Budget ($000's)	2016 Proposed Budget ($000's)	Change ($000's)	Details ($000's)
Labour and Benefits	**4,622**	**4,948**	**326**	$167 Increase Reflects Labour Adjustments and Other Fringe Benefit Changes and $95 Technical and AdminTemp Labour for Mississauga Celebration Square; $34 Meadowvale Theatre Temp Labour and $30 Literary and Digital Programming. Temp Labour Offset by Additional Revenues
Administration and Support Costs	41	39	(3)	($3) IT Allocation Reduction
Advertising & Promotions	220	220	0	
Communication Costs	19	17	(2)	($2) Courier Costs Reduction
Contractor & Professional Services	306	289	(17)	$20 AGO/ROM Events $9 Poet Laureate Program ($31) Decrease Culture Programming ($15) Culture Map Savings
Equipment Costs & Maintenance Agreements	214	189	(25)	($25) Equipment Short Term Rental Reduction
Finance Other	2,244	2,244	0	
Materials, Supplies & Other Services	569	582	13	$13 Celebration Square Shade Structure Installation and Removal
Occupancy & City Costs	414	418	4	$4 Stormwater Charge
Staff Development	27	27	0	
Transfers To Reserves and Reserve Funds	63	163	100	$100 Public Art Program
Transportation Costs	16	16	0	
Total Other Operating	**4,134**	**4,204**	**71**	
Total Revenues	(1,693)	(1,811)	(118)	$55 Celebration Square Community Rental Events $42 Digital and Literary Programs $20 Meadowvale Theatre Facility Rentals
Transfers From Reserves and Reserve Funds	0	(0)	0	
Total Revenues	**(1,693)**	**(1,811)**	**(118)**	
Total	**7,062**	**7,341**	**279**	

Note: Numbers may not balance due to rounding.

Proposed New Initiatives and New Revenues

This table presents the costs by budget request (BR#) for proposed new initiatives. Detailed descriptions of each budget request can be found on the pages following the table.

Description	BR #	2016 FTE Impact	2016 Proposed Budget ($000's)	2017 Forecast ($000's)	2018 Forecast ($000's)	2016 to 2018 FTE Impact	2016 to 2018 Capital ($000's)
New Initiative							
Enhanced Artistic Community Development	2042		0	50	50		0
Clarke Hall - Management & Operations	2043		0	50	50		0
Grant Support to Culture Groups	2044		48	96	144		0
Artifact Preservation & Collection Services	2045		0	78	79	1	0
Celebration Square Winter Experience	2047		0	50	50		100
Total New Initiative			**48**	**324**	**373**	**1**	**100**
Total			**48**	**324**	**373**	**1**	**100**

Note: Numbers may not balance due to rounding.

Budget Request #: 2042

Proposed Initiative	Department	Service Area
Enhanced Artistic Community Development	Community Services Department	Arts & Culture

Required Annual Operating Investment

Impacts ($000s)	2016	2017	2018
Gross Expenditures	0.0	50.0	50.0
Reserves & Reserve Funds	0.0	0.0	0.0
User Fees & Other Revenues	0.0	0.0	0.0
Tax Levy Requirements	0.0	50.0	50.0
* Net Change in $		50.0	0.0
FTEs	0.0	0.0	0.0

**In each year, all values are cumulative, not incremental.*

Required Capital Investment

Total Capital ($000s)	2015 & Prior	2016	2017	2018	2019 & 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 talents.

Details of Service Change

In accordance with the new cultural operating plan, two new programming portfolios were established. Detailed work plans for each of these new service areas will be completed in 2016, and implemented starting 2017. In 2017 new funding will therefore be required to support the implementation. An increase of $50,000 to the culture programs operating budget is proposed. The new budget will enable enhanced cultural arts programming across the city. Such activities will showcase the City's cultural and artistic talents and expertise's 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 cultural arts 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 talents and participation from diverse residents across different demographics.

Budget Request #: 2043

Proposed Initiative	Department	Service Area
Clarke Hall - Management & Operations	Community Services Department	Arts & Culture

Required Annual Operating Investment

Impacts ($000s)	2016	2017	2018
Gross Expenditures	0.0	50.0	50.0
Reserves & Reserve Funds	0.0	0.0	0.0
User Fees & Other Revenues	0.0	0.0	0.0
Tax Levy Requirements	0.0	50.0	50.0
* Net Change in $		50.0	0.0
FTEs	0.0	0.0	0.0

**In each year, all values are cumulative, not incremental.*

Required Capital Investment

Total Capital ($000s)	2015 & Prior	2016	2017	2018	2019 & Beyond
Expenditures	0.0	0.0	0.0	0.0	0.0

Why Staff Recommend this Initiative

Clarke Hall is a key piece of cultural infrastructure that is currently underutilized. The local community has shown interest and an initiative to redevelop Clarke Memorial Hall since 2008. The Port Credit BIA is planning to move into the property, which will better serve the public. The development of Clarke Memorial Hall aligns with the recommendations of the Culture Master Plan that prescribes rejuvenating and restoration of significant heritage infrastructure for cultural uses.

Details of Service Change

Following completion of cultural uses pilot projects for Clarke Hall in 2015 and 2016, $50,000 will be required, as operating budget, to support the cultural use of the space in 2017. Moving forward, a new operating model will be explored whereby the City of Mississauga may be able to transfer ongoing management of the facility to a community arts (not-for-profit) group.

Service Impact

Clarke Hall will become a new cultural resource for the community upon completion. It will have a potential to add to the City's growing cultural industry and therefore an improved economic development for the community. It will realize a community vision to better use the facility and build local capacity for cultural development. Finally, it will also provide opportunities to attract and retain local talents.

Budget Request #: 2044

Proposed Initiative	Department	Service Area
Grant Support to Culture Groups	Community Services Department	Arts & Culture

Required Annual Operating Investment

Impacts ($000s)	2016	2017	2018
Gross Expenditures	48.0	96.0	144.0
Reserves & Reserve Funds	0.0	0.0	0.0
User Fees & Other Revenues	0.0	0.0	0.0
Tax Levy Requirements	48.0	96.0	144.0
* Net Change in $		48.0	48.0
FTEs	0.0	0.0	0.0

**In each year, all values are cumulative, not incremental.*

Required Capital Investment

Total Capital ($000s)	2015 & Prior	2016	2017	2018	2019 & 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. Grants have an exponential impact for the City's investment. In 2014, grant recipients leveraged City culture grants to raise an additional $15.25 Million dollars from other revenue sources.

Details of Service Change

GC848-2008 approved a plan to increase funding to cultural organizations to $3.00 per capita. The city is currently at $2.80 per capita grants funding based on 2014 population of 757,000. Mississauga population is projected to be 761,000 in 2015,766,000 in 2016, 770,000 in 2017 and 773,000 in 2018. To therefore achieve and maintain a $3.0 per capita, the required investment from the City will be $48,000 annually over the next four years.

Service Impact

Support to cultural organizations allows them to grow and develop quality programs and services for youth, newcomers, residents and visitors alike. Culture grant funded groups served more than 1.4 million people in 2014.

Budget Request #: 2045

Proposed Initiative	Department	Service Area
Artifact Preservation & Collection Services	Community Services Department	Arts & Culture

Required Annual Operating Investment

Impacts ($000s)	2016	2017	2018
Gross Expenditures	0.0	77.9	79.5
Reserves & Reserve Funds	0.0	0.0	0.0
User Fees & Other Revenues	0.0	0.0	0.0
Tax Levy Requirements	0.0	77.9	79.5
* Net Change in $		77.9	1.6
FTEs	0.0	1.0	1.0

**In each year, all values are cumulative, not incremental.*

Required Capital Investment

Total Capital ($000s)	2015 & Prior	2016	2017	2018	2019 & 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

This initiative has been deferred to 2017, pending completion of the Museums and Heritage Strategic Plan in early 2016. Pending confirmation of this proposed approach within the new Strategic Plan, in 2017 – One (1) FTE at C level would be hired to support expanding the artifact collection, digitizing artifacts (to provide greater public access), and expanding programming of off-site displays and exhibits throughout the City.

Previously in 2015- An annual operating budget of $25,000 was established to support the acquisition of significant heritage artifacts (to ensure they remain in Mississauga's public collection). An annual $15,000 budget was also established to lease 'museum quality' artifact storage space.

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 #: 2047

Proposed Initiative	Department	Service Area
Celebration Square Winter Experience	Community Services Department	Arts & Culture

Required Annual Operating Investment

Impacts ($000s)	2016	2017	2018
Gross Expenditures	0.0	50.0	50.0
Reserves & Reserve Funds	0.0	0.0	0.0
User Fees & Other Revenues	0.0	0.0	0.0
Tax Levy Requirements	0.0	50.0	50.0
* Net Change in $		50.0	0.0
FTEs	0.0	0.0	0.0

**In each year, all values are cumulative, not incremental.*

Required Capital Investment

Total Capital ($000s)	2015 & Prior	2016	2017	2018	2019 & Beyond
Expenditures	0.0	100.0	0.0	0.0	0.0

Why Staff Recommend this Initiative

Over 600 public surveys indicated that residents felt strongly about increasing winter festivals and activity on the Square. Sponsors' feedback indicates that the annual Tree Lighting Celebration should be enhanced with more programming and marketing. This initiative supports the Square's Strategic Plan directions to grow the status of civic events and produce a winter program that positions the Square as a resident and tourist destination.

Details of Service Change

This initiative will grow the “winter experience” at Celebration Square. As a leading civic square, improving the winter programming experience, including an enhanced annual Tree Lighting event will position Mississauga’s downtown as a winter destination. The reach and impact of this initiative will be city-wide and will generate awareness of Mississauga and the Square beyond the City's borders.

Service Impact

With increased marketing and enhanced programming an additional 5,000 attendees at the annual “Light up the Square” tree lighting celebration and an additional 500 visitors to the ice rink per week (8,000 additional in total) are projected. The expanded marketing reach will also result in increased GTA-wide positive awareness of Mississauga, Celebration Square, and the programs and amenities it has to offer.

Human Resources

Proposed Full Time Equivalent Staffing Distribution by Program

Program	2015	2016	2017	2018
Culture-Celebration Square	8.5	10.6	10.6	10.6
Culture-Heritage	2.5	2.5	2.5	2.5
Culture-Operations	39.7	40.5	41.5	41.5
Culture-Planning	5.0	5.0	5.0	5.0
Culture-Support Services	3.5	3.5	3.5	3.5
Total Service Distribution	**59.2**	**62.1**	**63.1**	**63.1**

Note: Numbers may not balance due to rounding.

Staffing changes in 2016 include the following:

Culture Division participates in a variety of human resource programs to advance the Culture Master Plan while simultaneously reducing the demand for additional staff. Examples include Career Bridge, an innovative internship program providing new immigrants in valuable and meaningful Canadian job experience, or the summer work program offered through University of Toronto Masters in Public Policy program. The Culture Division has also participated in the Sheridan College program which offers students with English as a second language work placements. The Culture division regularly seeks out student volunteers looking for work experience in chosen professions.

Despite such effort, additional resources will be necessary to effectively continue to implement the Culture Master Plan. New resources will be directed toward increasing human resource capacity to meet the growing demand for service at Celebration Square, Meadowvale Theatre and in the emerging Digital and Literary Arts portfolio.

Capital

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.

Proposed 2016-2025 Capital Budget by Program

Program Expenditures	2016 Proposed Budget ($000's)	2017 Forecast ($000's)	2018 Forecast ($000's)	2019-2025 Forecast ($000's)	Total 2016-2025 ($000's)
Culture Buildings & Assets	30	0	30	9,910	9,970
Culture Materials & Equipment	200	200	100	2,332	2,832
Heritage Planning	100	0	0	0	100
Total	**330**	**200**	**130**	**12,242**	**12,902**

Note: Numbers may not balance due to rounding. Numbers are gross.

2016 to 2025 Capital Forecast Highlights include the following:

- Improved Winter Amenities on Celebration Square
- Video, Audio and Lighting Equipment Lifecycle Replacement – Celebration Square
- Upgrades and Maintenance to Heritage Facilities
- Update Port Credit HCD Plan

Proposed 2016-2025 Capital Budget by Funding Source

The following table provides the funding sources used to fund the capital portion of the proposed 2016-2018 Business Plan and 2016 Budget.

Funding	2016 Proposed Budget ($000's)	2017 Forecast ($000's)	2018 Forecast ($000's)	2019-2025 Forecast ($000's)	Total 2016-2025 ($000's)
Other	200	100	100	3,440	3,840
Tax	130	100	30	8,802	9,062
Total	**330**	**200**	**130**	**12,242**	**12,902**

Note: Numbers may not balance due to rounding.

Proposed 2016 Capital Budget Detail

The following tables provide a detailed listing of proposed capital projects for 2016.

Program: Culture Buildings & Assets

Project Number	Project Name	Gross Cost ($000's)	Recovery ($000's)	Net Cost ($000's)	Funding Source
CMCL00063	Heritage Facilities Maintenace	30	0	30	Tax -Capital Reserve Fund
Total		**30**	**0**	**30**	

Program: Culture Materials & Equipment

Project Number	Project Name	Gross Cost ($000's)	Recovery ($000's)	Net Cost ($000's)	Funding Source
CMCL00034	Public Art Program-Community Nodes & Open Space	100	0	100	Reserve for the Arts
CMCL00103	Celebration Square Winter Experience	100	0	100	Tax -Capital Reserve Fund
Total		**200**	**0**	**200**	

Program: Heritage Planning

Project Number	Project Name	Gross Cost ($000's)	Recovery ($000's)	Net Cost ($000's)	Funding Source
CMCL00104	Port Credit Heritage Conservation District Plan	100	0	100	Reserve for the Arts
Total		**100**	**0**	**100**	

Note: Numbers may not balance due to rounding.

Proposed 2017-2018 Capital Budget by Sub-Program

The following tables provide a detailed listing of proposed capital projects for 2017-2018.

Sub-Program	2017 Forecast ($000's)	2018 Forecast ($000's)
Culture Buildings & Assets		
CUL Facilities Maintenance	0	30
CUL Facilities Renovations	0	0
CUL Studies	0	0
Subtotal	0	30

Sub-Program	2017 Forecast ($000's)	2018 Forecast ($000's)
Culture Materials & Equipment		
CUL Artifact, Material & Equip. New	200	100
Subtotal	200	100

Sub-Program	2017 Forecast ($000's)	2018 Forecast ($000's)
Heritage Planning		
CUL Heritage Survey & Material	0	0
Subtotal	0	0
Total Expenditures	**200**	**130**

Note: Numbers may not balance due to rounding.
Numbers are net.

Performance Measures

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

By focusing attention on all four areas, the Division will ensure a balanced approach in advancing the five strategic goals of the Culture Master Plan.

Financial

In 2009, a national average of $6.23 per capita in arts and culture grant funding was established. The Culture Division uses this measure to establish and maintain a budget value for the arts and culture granting programs. The Division will strive to achieve and retain a $3 per capita funding rate for arts and culture organizations in 2015, and beyond. Since 2011, the City's per capita funding has continuously increased from $2.37 through to $2.77 in 2014.

Customers

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. While attendance at city-funded events demonstrates the importance residents place on events for celebration and appreciating local arts and culture.

The Culture Division will also monitor social media followers as an indicator of residents' awareness and engagement in the Division's services and programs. Over the coming four years, a new digital strategy, which involves greater focus on internet, a revamped webpage, social media coupled with new marketing and promotions will foster a significant increase to the number of residents following culture on an annual basis.

Employees

The City of Mississauga values its volunteers and employees. 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. We will also monitor employee satisfaction as part of the employee engagement surveys that are conducted by the City every two-years.

Business Process

As an indicator of business process efficiency, the Culture Division will monitor the number of heritage property permits issued annually. This business area is undergoing a 'Lean' review of the permit process, so it is anticipated that efficiencies will generate greater capacity for proactive heritage protection activities. It is important to note that the number of heritage permits issued per year is variable and dependent upon the total number of heritage renovation requests made in any given year.

Balanced Scorecard

Measures for Arts & Culture	2012 (Actual)	2013 (Actual)	2014 (Actual)	2015 (Planned)	2016 (Planned)	2017 (Planned)	2018 (Planned)
Financial:							
Per capita funding for Cultural Organizations	$2.69	$2.77	$2.77	$3.00	$3.00	$3.00	$3.00
Customer:							
Number of Publicly owned Public Art Pieces	17	19	21	23	27	29	31
Number of Attendees at City-funded Festivals and Events	631,394	707,543	783,818	790,000	800,000	810,000	820,000
Number of Social Media Followers	1,180	10,766	19,170	27,277	30,000	35,000	40,000
Employees/Innovation:							
Number of Volunteer Hours provided by Cultural Organizations	547,327	557,135	591,906	600,000	605,000	610,000	615,000
Employee Engagement Scores: Overall Job Satisfaction	90.7%	N/A	N/A	95.0%	N/A	N/A	95.0%
Internal Business Process:							
Number of Heritage Permits Issued per Year	30	39	33	35	40	40	40

MISSISSAUGA

Regulatory Services

2016–2018 Business Plan
& 2016 Budget

Table of Contents

Executive Summary of Regulatory Services **3**
Existing Core Services **4**
Vision, Mission, Service Delivery Model 4
Service Delivery Model 5
Business Plan Updates 7
Accomplishments 8
Proposed Operating & Capital Budgets **9**
Operating 10
Proposed Budget by Program 10
Summary of Proposed Budget 11
Proposed Budget Changes Excluding New Initiatives and New Revenues 12
Proposed New Initiatives and New Revenues 13
Human Resources 18
Proposed Full Time Equivalent Staffing Distribution by Program 18
Capital 19
Proposed 2016-2025 Capital Budget by Program 19
Proposed 2016-2025 Capital Budget by Funding Source 19
Proposed 2016 Capital Budget Detail 19
Performance Measures **20**
Balanced Scorecard 21



Last year the City of Mississauga undertook an extensive process to create a four year, 2015 through 2018, detailed Business Plan & Budget. Approved in February 2015, the 2015-2018 Business Plan & 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. 2016 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 2015-2018 Business Plan and Budget & performance measurements. The complete 2016-2018 Business Plan & Budget can be found on the City's website.



Executive Summary of 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:

Animal Services, Compliance and Licensing Enforcement, Mobile Licensing Enforcement and Parking Enforcement.

Interesting facts about this service:

The City currently has over 30 by-laws, which are actively enforced by Regulatory Services staff including the *Zoning By-law* and the *Property Standards By-law* to name a few.

- In excess of 30,000 service requests are received each year
- Regulatory Services recovers more than 90 percent of operating costs through revenue generation

Highlights of the Business Plan include:

Service levels are maintained through $795,000 increase in expenditures which is offset by a revenue increase of $744,000 resulting in a $51,000 increase in the proposed net budget in 2016.

Net Investment (000's)	2015	2016	2017	2018
Operating	1,153	1,204	1,275	1,348
Capital	0	33	0	0
Full Time Equivalents	134.0	141.0	141.0	141.0

Existing Core Services

Vision, Mission, Service Delivery Model

Vision

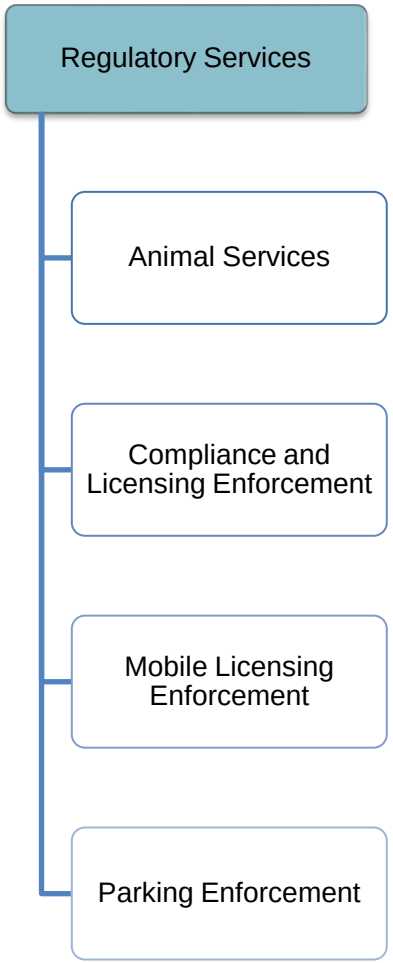
Regulatory Services will be seen as leaders and the model for success in municipal law enforcement.

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.



Property Standards Inspection



Service Delivery Model

Regulatory Services is one of five divisions in the Transportation and Works Department, comprising 134 staff and includes the following sections:

- Animal Services;
- Compliance and Licensing Enforcement;
- Mobile Licensing Enforcement; 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
- 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

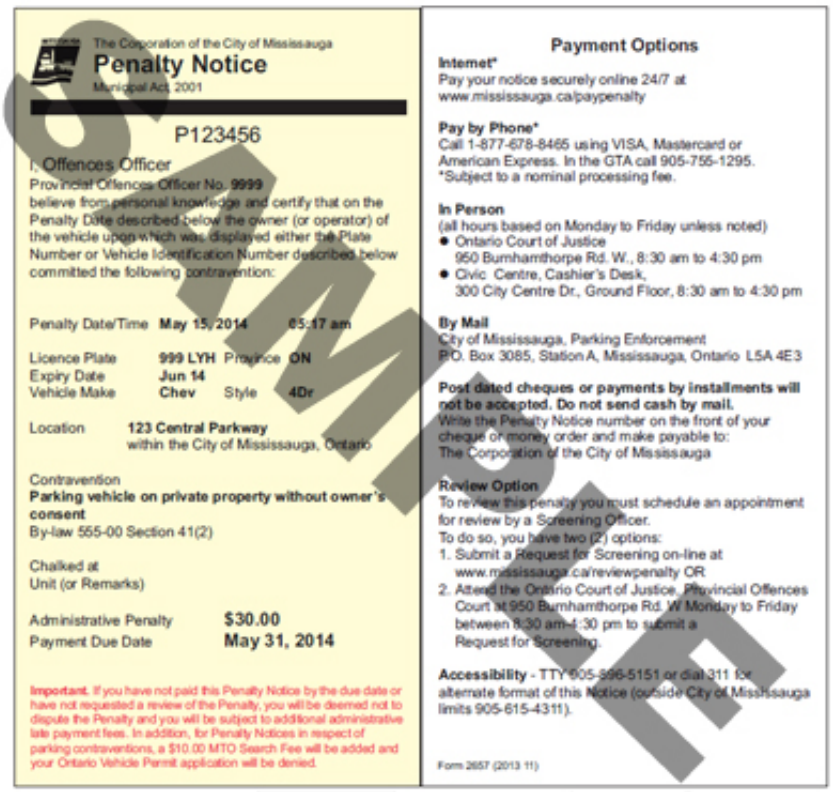
- On a fee for service basis, provides parking enforcement training and certification for private security officers on private property
- Processes parking considerations
- Conducts fire route and site inspections for private property
- Provides dedicated parking enforcement in school zones
- Provides support and expertise to other City departments on enforcement related issues and expertise
- Co-ordinates Liquor Licence approvals
- Participates on the Integrated Municipal Enforcement Team
-





Business Plan Updates

- Implementation of APS completed in 2014 for Parking Enforcement and in early 2015 for Animal Services pet licensing
- Personal Services Settings license successfully implemented
- Training of private property security officers for parking enforcement
- Adoption of Lean principals throughout the Enforcement division, undertaking new Lean projects to improve effectiveness, efficiency and customer service



The Corporation of the City of Mississauga

Penalty Notice

Municipal Act, 2001

P123456

I, Offences Officer
Provincial Offences Officer No. **9999**
believe from personal knowledge and certify that on the Penalty Date described below the owner (or operator) of the vehicle upon which was displayed either the Plate Number or Vehicle Identification Number described below committed the following contravention:

Penalty Date/Time **May 15, 2014** **05:17 am**

Licence Plate **999 LYH** Province **ON**
Expiry Date **Jun 14**
Vehicle Make **Chev** Style **4Dr**

Location **123 Central Parkway**
within the City of Mississauga, Ontario

Contravention
Parking vehicle on private property without owner's consent
By-law 555-00 Section 41(2)

Chalked at
Unit (or Remarks)

Administrative Penalty **$30.00**
Payment Due Date **May 31, 2014**

Important. If you have not paid this Penalty Notice by the due date or have not requested a review of the Penalty, you will be deemed not to dispute the Penalty and you will be subject to additional administrative late payment fees. In addition, for Penalty Notices in respect of parking contraventions, a $10.00 MTO Search Fee will be added and your Ontario Vehicle Permit application will be denied.

Payment Options

Internet*
Pay your notice securely online 24/7 at www.mississauga.ca/paypenalty

Pay by Phone*
Call 1-877-678-8465 using VISA, Mastercard or American Express. In the GTA call 905-755-1295.
*Subject to a nominal processing fee.

In Person
(all hours based on Monday to Friday unless noted)
- Ontario Court of Justice
  950 Burnhamthorpe Rd. W., 8:30 am to 4:30 pm
- Civic Centre, Cashier's Desk,
  300 City Centre Dr., Ground Floor, 8:30 am to 4:30 pm

By Mail
City of Mississauga, Parking Enforcement
P.O. Box 3085, Station A, Mississauga, Ontario L5A 4E3

Post dated cheques or payments by installments will not be accepted. Do not send cash by mail.
Write the Penalty Notice number on the front of your cheque or money order and make payable to:
The Corporation of the City of Mississauga

Review Option
To review this penalty you must schedule an appointment for review by a Screening Officer.
To do so, you have two (2) options:
1. Submit a Request for Screening on-line at www.mississauga.ca/reviewpenalty OR
2. Attend the Ontario Court of Justice, Provincial Offences Court at 950 Burnhamthorpe Rd. W Monday to Friday between 8:30 am-4:30 pm to submit a Request for Screening.

Accessibility - TTY 905-896-5151 or dial 311 for alternate format of this Notice (outside City of Mississauga limits 905-615-4311).

Form 2657 (2013 11)

SAMPLE

Accomplishments

Animal Services

- Introduction of Administrative Penalty System for Pet Licensing
- Inaugural Riverwood Dogfest Event
- Development of the “Awareness and Responsibility Campaign” - which combines public outreach regarding animal welfare matters and education about wildlife issues, in conjunction with by-law compliance

Parking Enforcement

- Implementation of the Administrative Penalty System
- Implementation of online parking considerations
- Conversion of Parking Enforcement to the INFOR System

Compliance and Licensing Enforcement

- Successful implementation of Personal Services Licensing
- Lean initiative for complaint processing and resolution completed
- Initial stages of development of mobile inspection software undertaken

Mobile Licensing Enforcement

- Transitioning to a mobile officer workforce coupled with the implementation of APS for licensing matters related to public vehicles



Administrative Penalty being issued.

Proposed Operating & Capital Budgets

This part of the Business Plan sets out the financial resources required to deliver the proposed 2016-2018 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 net budget for 2015 was $1,153,000 and the proposed net budget for 2016 is $1,204,000, which represents a 4 percent net budget increase or $51,000.

Total Changes to Maintain Current Service Levels

This service area works towards balancing uncontrollable cost pressures with efficiencies and cost saving measures and the development of new revenue streams.

The impact of maintaining current service levels for Regulatory Services is $141,600 for 2016.

Highlights of the proposed budget changes are:

- Labour Costs are projected to increase by $865,000, which reflects labour adjustments, other fringe benefit changes and increases in temporary labour costs
- Revenues are projected to increase by $750,000 related to Administrative Penalty System fees

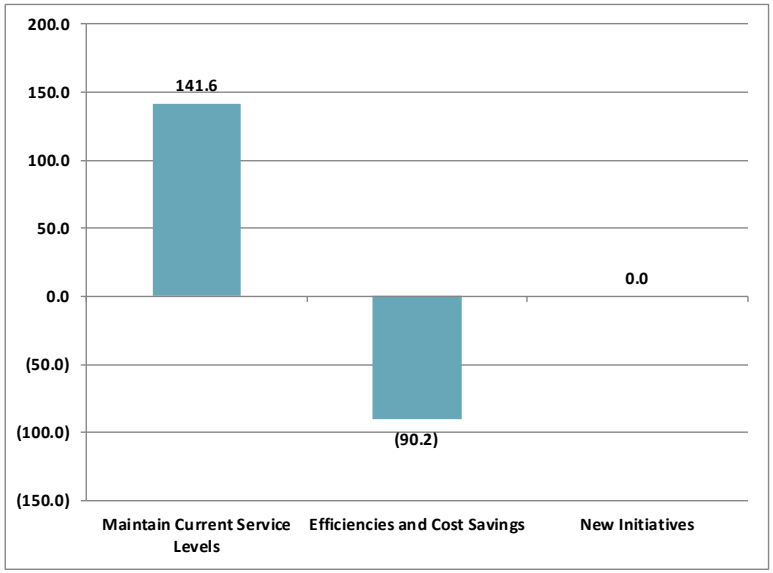
Efficiencies and Cost Savings

A total of $90,200 in efficiencies and cost savings have been proposed in the 2016 budget.

New Initiatives

Two new initiatives impact the 2016 operating budget. Details on each initiative can be found later on in this business plan.

Proposed Changes to 2016 Net Operating Budget by Category ($000's)



Operating

This part of the Business plan sets out the financial resources required to deliver the proposed 2016-2018 Business Plan and 2016 Budget. Information is provided by major expenditure and revenue category as well as by program. The costs to maintain existing service levels and annualized prior decisions are identified separately from other proposed changes.

The following table identifies the budgeted and forecasted operating expenditures and revenues for 2016 to 2018, the 2015 Budget as well as the 2014 actuals, by program within the service area.

Proposed Budget by Program

Description	2014 Actuals ($000's)	2015 Budget ($000's)	2016 Proposed Budget ($000's)	2017 Forecast ($000's)	2018 Forecast ($000's)
Expenditures to Deliver Current Services					
Animal Services	2,801	3,108	3,153	3,200	3,246
Compliance & Licensing Enforcement	3,085	3,150	3,292	3,349	3,408
Enforcement Administration	401	389	334	201	68
Mobile Licensing	1,636	1,846	1,846	1,880	1,914
Parking Enforcement	5,488	5,523	5,710	5,775	5,839
Total Expenditures	**13,412**	**14,016**	**14,335**	**14,405**	**14,475**
Revenues	**(11,740)**	**(12,811)**	**(13,131)**	**(13,129)**	**(13,127)**
Transfers From Reserves and Reserve Funds	0	(52)	0	0	0
New Initiatives and New Revenues			0	0	(0)
Proposed Net Budget Including New Initiatives & New Revenues	**1,672**	**1,153**	**1,204**	**1,275**	**1,348**
Expenditures Budget - Changes by Year			2%	0%	0%
Proposed Net Budget - Changes by Year			4%	6%	6%

Note: Numbers may not balance due to rounding.

Summary of Proposed Budget

The following table provides proposed budget changes further defined into more specific separated categories. It identifies changes in labour, operating costs and revenues to maintain existing service levels, efficiencies and cost savings, the cost increases arising from prior year decisions, special levies and new initiatives.

Description	2015 Approved Budget ($000's)	Maintain Current Service Levels	Efficiencies and Cost Savings	Annualized Prior Years Budget Decisions	Operating Impact of New Capital Projects	Proposed New Initiatives And Revenues	Special Purpose Levies	2016 Proposed Budget ($000's)	$ Change Over 2015	% Change Over 2015
Labour and Benefits	11,738	357	(3)	33	0	475	0	12,601	863	7%
Operational Costs	2,150	19	(88)	0	0	0	0	2,082	(68)	(3%)
Facility, IT and Support Costs	127	1	0	0	0	0	0	128	1	0%
Total Gross Expenditures	**14,016**	**377**	**(90)**	**33**	**0**	**475**	**0**	**14,811**	**795**	**6%**
Total Revenues	**(12,863)**	**(268)**	**0**	**0**	**0**	**(475)**	**0**	**(13,607)**	**(744)**	**6%**
Total Net Expenditure	**1,153**	**109**	**(90)**	**33**	**0**	**0**	**0**	**1,204**	**51**	**4%**

Summary of Proposed 2016 Budget and 2017-2018 Forecast

Description	2016 Proposed Budget ($000's)	2017 Forecast ($000's)	2018 Forecast ($000's)
Labour and Benefits	12,601	12,809	13,019
Operational Costs	2,082	1,945	1,808
Facility, IT and Support Costs	128	128	128
Total Gross Expenditures	**14,811**	**14,882**	**14,954**
Total Revenues	**(13,607)**	**(13,607)**	**(13,607)**
Total Net Expenditure	**1,204**	**1,275**	**1,348**

Note: Numbers may not balance due to rounding.

Proposed Budget Changes Excluding New Initiatives and New Revenues

The following table provides detailed highlights of budget changes by major cost and revenue category. It identifies the net changes to maintain existing service levels, efficiencies and cost savings, and cost increases arising from prior year decisions.

Category	2015 Budget ($000's)	2016 Proposed Budget ($000's)	Change ($000's)	Details ($000's)
Labour and Benefits	**11,738**	**12,126**	**388**	Increase reflects labour adjustments and other fringe benefit changes
Administration and Support Costs	127	128	1	
Advertising & Promotions	48	28	(20)	($17) Animal Services Advertising
Communication Costs	156	168	12	$16 Postage/Mailing Costs ($5) Mobile Communications
Contractor & Professional Services	855	797	(58)	$164 Increased Ministry of Transportation (MTO) Fees for Parking Enforcement ($90) Elimination of one-time funding in Animal Services ($52) Removal of 2014 Operating Budget Reserved into 2015 ($50) Reduction in Mobile Licensing Study funding ($30) Reduction due to decrease in telephone Interactive Voice Response (IVR) payments for Parking Tickets
Equipment Costs & Maintenance Agreements	85	71	(15)	($15) Equipment Costs & Rental in Parking Enforcement
Finance Other	134	134	(0)	
Materials, Supplies & Other Services	310	329	19	$17 Operating Materials
Occupancy & City Costs	82	82	0	
Staff Development	32	36	4	$3 Memberships & Dues $1 Conferences
Transportation Costs	447	437	(10)	$11 Mileage $8 Vehicle Fuel ($10) Vehicle Maintenance ($20) Vehicle Leasing
Total Other Operating	**2,277**	**2,210**	**(68)**	
Total Revenues	(12,811)	(13,131)	(321)	($274) Increase Administrative Penalty System (APS) Fees ($120) Increased recoveries ($42) Increased Cat Registration Fees ($31) Increased Dog License Fees $55 Decreased Bingo License Fees $84 Decreased Taxi School Fees
Transfers From Reserves and Reserve Funds	(52)	0	52	$52 Removal of 2014 Operating Budget Reserved into 2015
Total Revenues	**(12,863)**	**(13,131)**	**(268)**	
Total	**1,153**	**1,204**	**51**	

Note: Numbers may not balance due to rounding.

Proposed New Initiatives and New Revenues

This table presents the costs by budget request (BR#) for proposed new initiatives. Detailed descriptions of each budget request can be found on the pages following the table.

Description	BR #	2016 FTE Impact	2016 Proposed Budget ($000's)	2017 Forecast ($000's)	2018 Forecast ($000's)	2016 to 2018 FTE Impact	2016 to 2018 Capital ($000's)
New Initiative							
Part-Time Staff - Parking Enfocement	2338	5.0	0	0	0	5.0	0
New Staff related to APS	2339	2.0	0	0	0	2.0	0
Total New Initiative		**7.0**	**0**	**0**	**0**	**7.0**	**0**
Total New Revenues		**0.0**	**0**	**0**	**0**	**0.0**	**0**
Total New Initiatives and New Revenues		**7.0**	**0**	**0**	**0**	**7.0**	**0**

Note: Numbers may not balance due to rounding.

Budget Request #: 2338

Proposed Initiative	Department	Service Area
Part-Time Staff - Parking Enforcement	Transportation & Works Department	Regulatory Services

Required Annual Operating Investment

Impacts ($000s)	2016	2017	2018
Gross Expenditures	325.0	325.0	325.0
Reserves & Reserve Funds	0.0	0.0	0.0
User Fees & Other Revenues	325.0	325.0	325.0
Tax Levy Requirements	0.0	0.0	0.0
* Net Change in $		0.0	0.0
FTEs	5.0	5.0	5.0

**In each year, all values are cumulative, not incremental.*

Required Capital Investment

Total Capital ($000s)	2015 & Prior	2016	2017	2018	2019 & Beyond
Expenditures	0.0	0.0	0.0	0.0	0.0

Why Staff Recommend this Initiative

The use of part-time officers in addition to the existing complement of full-time officers improves department flexibility to address periodic increases in demands for service, address open work caused by full-time officer absences and allows management to create a pool of fully-vetted candidates for full-time positions that open through attrition. The additional funding for part-time officers is offset through an additional budgeted revenue increase resulting from APS penalty notice volume.

Budget Request #: 2338

Details of Service Change

The availability of additional part-time hours will enhance Parking Enforcement's ability to address its mandate to enforce the Parking by-laws of the City of Mississauga, which promotes:

public safety, addressing fire route and accessible parking issues, school zones;

a healthy business environment, ensuring that designated commercial parking areas are used appropriately and community satisfaction; and,

providing a means of redress for parking issues that arise in residential areas.

While there will be no significant change in the type of service provided there is instead an improvement in the level of service provided, through reduced wait times for responses to service requests and increased diligence in the enforcement of the existing by-laws.

Service Impact

There will be a positive impact on service levels resulting from an increased availability of enforcement officers in the field to address service requests, ongoing proactive enforcement of the appropriate parking by-laws and addressing public safety concerns. This cost increase is offset by the increase in proposed budget revenue generated by APS, which has been built into the proposed Regulatory Services 2016 operating budget.

Budget Request #: 2339

Proposed Initiative	Department	Service Area
New Staff related to APS	Transportation & Works Department	Regulatory Services

Required Annual Operating Investment

Impacts ($000s)	2016	2017	2018
Gross Expenditures	150.3	152.3	154.3
Reserves & Reserve Funds	0.0	0.0	0.0
User Fees & Other Revenues	150.3	152.3	154.3
Tax Levy Requirements	0.0	0.0	0.0
* Net Change in $		0.0	0.0
FTEs	2.0	2.0	2.0

**In each year, all values are cumulative, not incremental.*

Required Capital Investment

Total Capital ($000s)	2015 & Prior	2016	2017	2018	2019 & Beyond
Expenditures	0.0	0.0	0.0	0.0	0.0

Why Staff Recommend this Initiative

Staff recommends this initiative as an effective response to the demand for data entry of APS Notices created by private security firms and at the airport. It provides the flexibility required to address peak levels of requests for this service, improving penalty collection and the processing of screening requests. The addition of a contract screening officer will address the wait-times for screening appointments and improve the customer service experienced by those disputing APS penalties.

Details of Service Change

In that APS has been implemented for parking enforcement matters for over one year there would be no significant change to the type of service currently being provided. There would be minimal risk involved with the service change in that the associated costs of the Budget Request are offset by the increase in the proposed budget revenue generated by APS, which has been built into the proposed Regulatory Services 2016 operating budget.

Service Impact

The Budget Request will provide significant improvements to the service level currently being experienced by members of the public seeking to dispute a penalty notice. It is projected that the impact would be a reduction in waiting time of approximately 50%. The additional resources directed towards processing of handwritten APS notices will improve processing time and speed penalty collection thus improving the level of service should a recipient wish to dispute a penalty notice or make payment for a penalty notice received.

Human Resources

Proposed Full Time Equivalent Staffing Distribution by Program

Program	2015	2016	2017	2018
Animal Services	35.3	35.3	35.3	35.3
Compliance & Licensing Enforcement	30.8	30.8	30.8	30.8
Enforcement Administration	3.0	3.0	3.0	3.0
Mobile Licensing	19.0	19.0	19.0	19.0
Parking Enforcement	46.0	52.9	52.9	52.9
Total Service Distribution	**134.0**	**141.0**	**141.0**	**141.0**

Note: Numbers may not balance due to rounding.

Staffing changes in 2016 include five part-time Parking Enforcement Officers to provide coverage of vacation and sick time for permanent officers, one contract Provincial Offenses Act (POA) contract Screening Officer to reduce wait times for Administrative Penalties System (APS) screenings and hearings appeals, and one part-time Parking Enforcement clerical resource to deal with volume created through additional manual APS tickets.

Capital

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.

Proposed 2016-2025 Capital Budget by Program

Program Expenditures	2016 Proposed Budget ($000's)	2017 Forecast ($000's)	2018 Forecast ($000's)	2019-2025 Forecast ($000's)	Total 2016-2025 ($000's)
Vehicles, Equipment and Other	33	0	0	99	132
Total	**33**	**0**	**0**	**99**	**132**

Note: Numbers may not balance due to rounding. Numbers are gross.

Proposed 2016-2025 Capital Budget by Funding Source

The following table provides the funding sources used to fund the capital portion of the proposed 2016-2018 Business Plan and 2016 Budget.

Funding	2016 Proposed Budget ($000's)	2017 Forecast ($000's)	2018 Forecast ($000's)	2019-2025 Forecast ($000's)	Total 2016-2025 ($000's)
Tax	33	0	0	99	132
Total	**33**	**0**	**0**	**99**	**132**

Note: Numbers may not balance due to rounding.

Proposed 2016 Capital Budget Detail

The following tables provide a detailed listing of proposed capital projects for 2016.

Program: Vehicles, Equipment and Other

Project Number	Project Name	Gross Cost ($000's)	Recovery ($000's)	Net Cost ($000's)	Funding Source
TWRG00001	Radio Replacement - Parking Enforcement	33	0	33	Tax -Capital Reserve Fund
Subtotal		**33**	**0**	**33**	

Note: Numbers may not balance due to rounding.

Performance Measures

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.

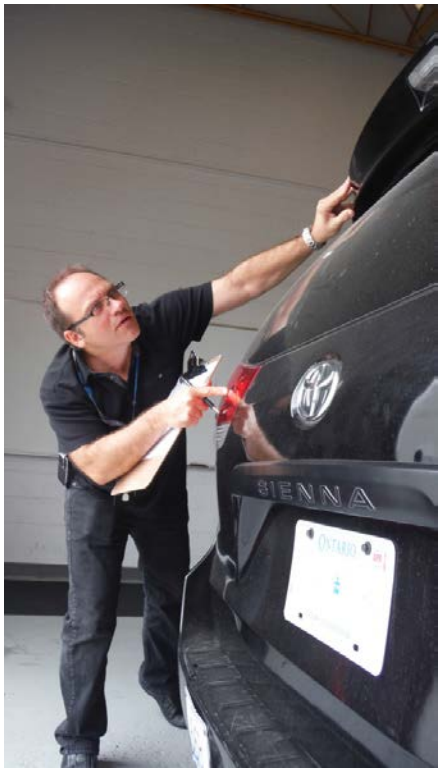
Employee Measures

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.



Balanced Scorecard

Measure for Regulatory Services	2012 (Actual)	2013 (Actual)	2014 (Actual)	2015 (Planned)	2016 (Planned)	2017 (Planned)	2018 (Planned)
Financial:							
Revenue to cost ratio (%)	87.4%	84.8%	88.4%	92.2%	92%	93%	94%
Revenue Target (%)	90.7%	92%	93.6%	100%	100%	100%	100%
Customer:							
Parking Consideration Provided	23,654	27,168	31,872	32,000	33,000	34,000	35,000
Service Request Received	41,544	45,344	48,103	51,000	53,000	55,000	57,000
Employees/Innovation:							
Employee Engagement Survey/Job Satisfaction	74.5%	N/A	N/A	76%	N/A	N/A	77%
Employee Engagement Survey/Employee Satisfaction with City	71.8%	N/A	N/A	73%	N/A	N/A	74%
Internal Business Process:							
Licences Issued	29,927	36,522	38,298	39,000	39,000	39,000	39,000
Council Requests Meeting Turnaround Targets (%)	87.2%	87.5%	86.3%	92.4%	92.5%	93%	94%

MISSISSAUGA

Legislative Services

2016–2018 Business Plan
& 2016 Budget

Table of Contents

Executive Summary of Legislative Services 3
Existing Core Services 4
Vision, Mission, Service Delivery Model 4
Service Delivery Model 5
Business Plan Updates 6
Accomplishments 7
Proposed Operating & Capital Budgets 8
Operating 9
Proposed Budget by Program 9
Summary of Proposed Budget 10
Proposed Budget Changes Excluding New Initiatives and New Revenues 11
Proposed New Initiatives and New Revenues 12
Human Resources 17
Proposed Full Time Equivalent Staffing Distribution by Program 17
Capital 18
Proposed 2016-2025 Capital Budget by Program 18
Proposed 2016-2025 Capital Budget by Funding Source 20
Proposed 2016 Capital Budget Detail 21
Performance Measures 22
Balanced Scorecard 23



Last year the City of Mississauga undertook an extensive process to create a four year, 2015 through 2018, detailed Business Plan & Budget. Approved in February 2015, the 2015-2018 Business Plan & 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. 2016 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 2015-2018 Business Plan and Budget & performance measurements. The complete 2016-2018 Business Plan & Budget can be found on the City's website.



Executive Summary of 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 delivered through the following services:

- Municipal Elections
- Council and municipal support
- Provincial Offences Court Administration
- Administrative Penalties System (APS) Dispute/Review
- Vital Statistics
- Committee of Adjustment
- Records Management
- Access and privacy
- Print and Mail services

Interesting facts about this service:

- Support for Council and 21 Committees and quasi-judicial tribunals
- Streaming of Council meetings and 4 Committees
- Minor Variance hearings held within 30 days/Consent application decisions made within 90 days
- Freedom of Information (FOI) requests- Decisions within 30 days
- Provincial Offences Act (POA) transcripts within 90 days
- On time delivery of over 3700 print shop requests annually
- Mail delivery twice/day in Civic Centre, courier mail delivery to offsite locations at least once/day

Highlights of the Business Plan include:

- 1% budget reduction met for 2016
- 2016 POA revenue increase of $300,000 offset by $320,500 increase in provincial cost recovery
- Investing in Electronic Document Records Management system
- Investigating public interest on "Ranked Ballot" voting
- Citizenship Program for newcomers
- Advancing Information Stewardship

Net Investment (000's)	2015	2016	2017	2018
Operating	(3,261)	(3,130)	(2,987)	(2,941)
Capital	807	822	219	38
Full Time Equivalents	85.2	86.2	86.2	84.2

Existing Core Services

Vision, Mission, Service Delivery Model

Vision

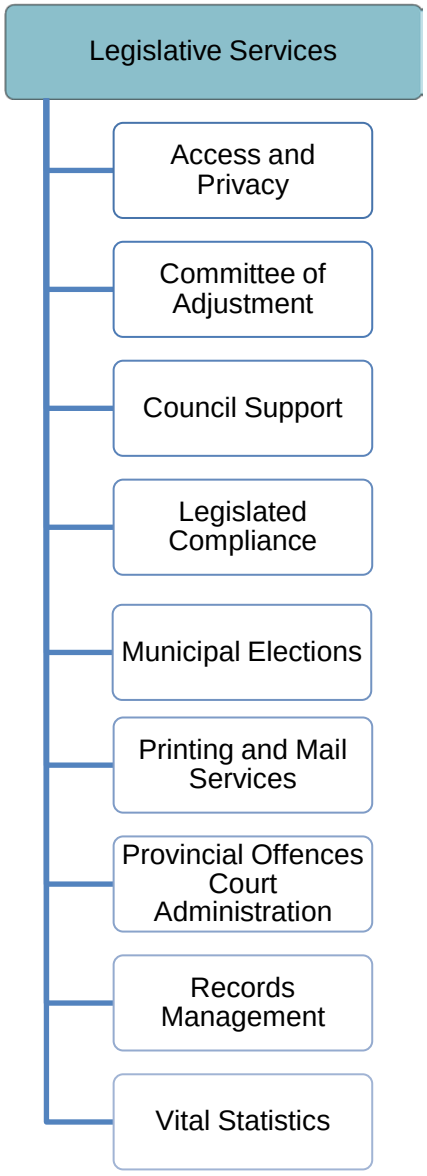
To provide open and accessible government by ensuring that independent and impartial statutory and regulatory services are delivered in a progressive and creative manner.

Mission

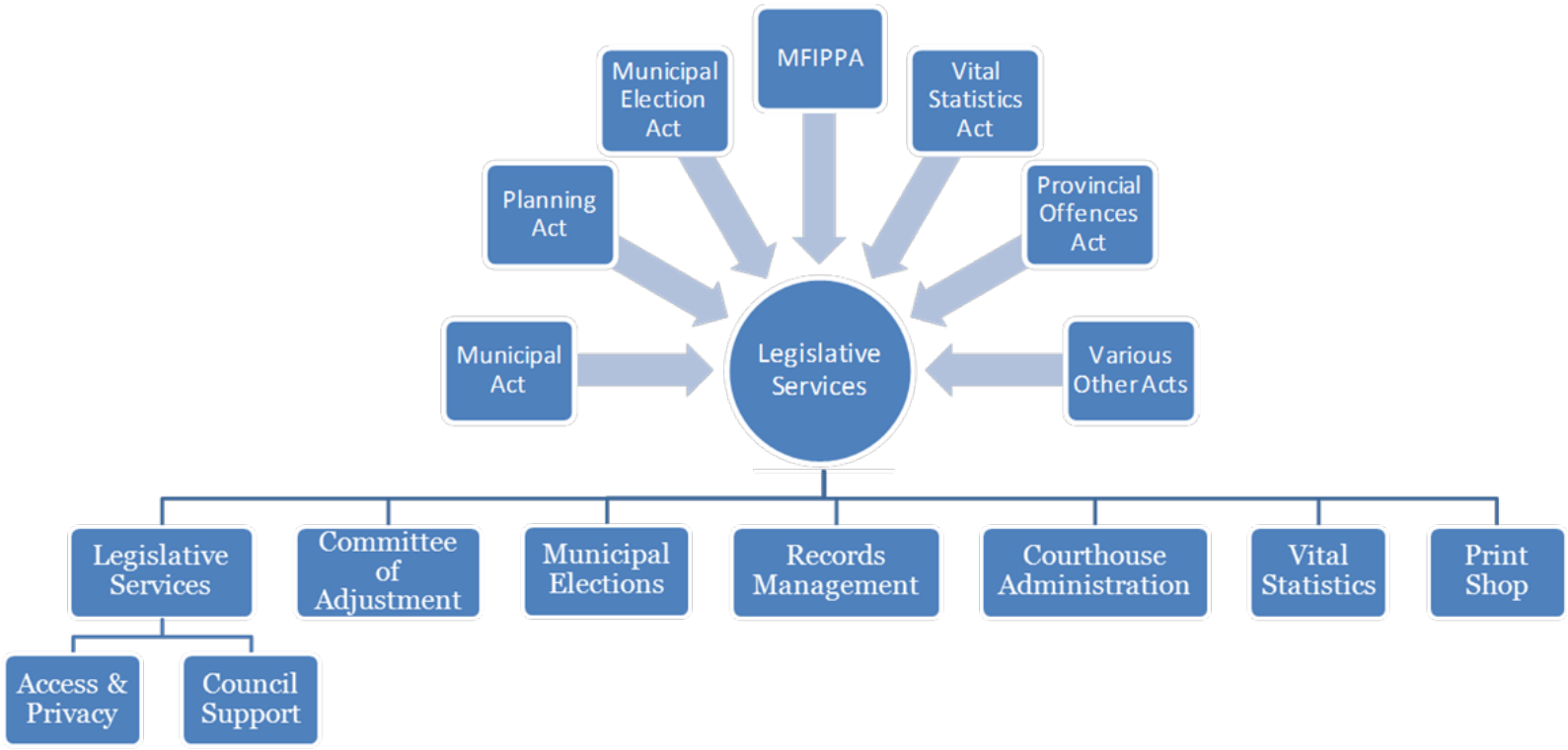
To meet customers' diverse service needs by providing statutory and legislated services to the public, Council and other internal and external customers through a variety of service channels.



Print Shop Large Format Printer



Service Delivery Model



Business Plan Updates

- An increase of $300,000 to POA Court Administration revenue which is offset by a $320,500 increase to adjudication costs and quality assurance fees as a result of Ministry of Attorney General cost recovery increases
- Investing in Electronic Document Records Management system: The system will be capable of managing electronic documents and address record keeping and compliance limitations."
- Investigating public interest on “Ranked Ballot” voting: Given proposed changes to the Municipal Act related to methods of voting and holding elections, further investigation is required to determine the citizens’ desire for, and understanding of, these new methods including ranked choice ballots. This would change both the voting process and the tabulation of results. Further research is needed to determine whether and how this method would be rolled out in Mississauga
- Citizenship Program for newcomers: Given the diversity of our population and the desire by many newcomers to be involved and understand the municipal process, this program would look to partner with other organizations involved with newcomers to given them more information about municipal government, the voting process and how to get involved
- Advancing Information Stewardship: In addition to updating Corporate Records Policy and the classification review of the Records Retention by-law, this will facilitate the implementation of the Electronic Documents Records Management System (EDRMS), BR #2092



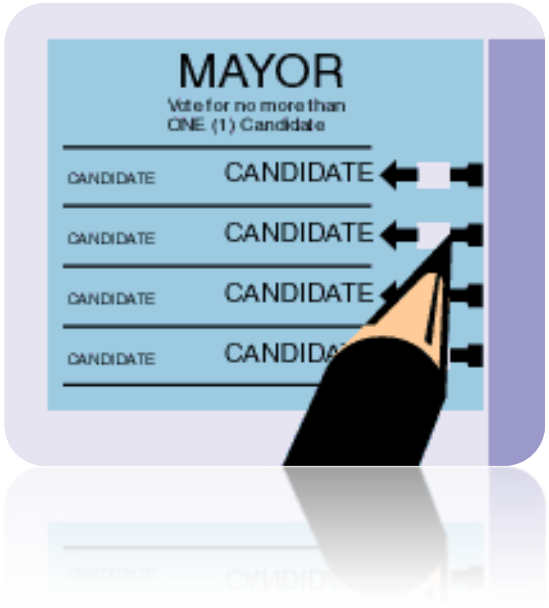
Courthouse staff in courtroom at 950 Burnhamthorpe Road West



Ontario Court of Justice- Provincial Offences Court

Accomplishments

- Successfully conducted the 2014 Municipal Election
- Successfully conducted a Ward 4 By-Election
- Successfully developed and implemented the Administrative Penalties review process
- Achieved 99.5% compliance on Freedom of Information requests



VOTE
YOU DECIDE

Proposed Operating & Capital Budgets

This part of the Business Plan sets out the financial resources required to deliver the proposed 2016-2018 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 2015 was ($3,261,000) and the proposed budget for 2016 is ($3,130,000).

Total Changes to Maintain Current Service Levels

Highlights include:

- Labour and benefits are projected to increase $168,000, reflecting labour adjustments and other fringe benefit changes
- Provincially mandated cost increases totalling $320,500 for POA adjudication/quality assurance and a $300,000 increase in POA revenues
- 2015 by-election budget of $405,000 was funded by a transfer from the election reserve and budgets for both reserve transfer and expenses are being eliminated in 2016

Efficiencies and Cost Savings

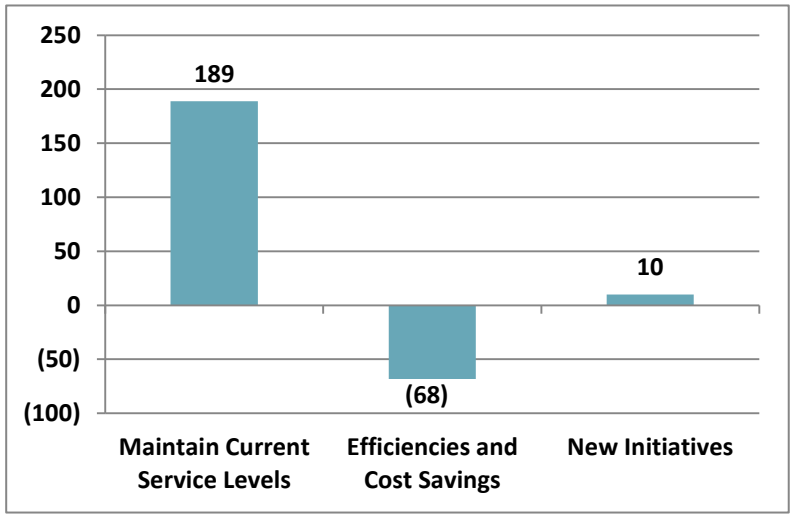
Highlights include:

- A reduction of $45,000 for one (1) Grade A contract position in the City Clerk's Office
- A reduction of $10,000 relating to contractors expenses
- Further reductions totalling $13,000 for other miscellaneous items

New Initiatives

- Two new initiatives impact the 2016 operating budget. Details of each initiative can be found later on in the business plan

Proposed Changes to 2016 Net Operating Budget by Category ($000's)



Operating

This part of the Business plan sets out the financial resources required to deliver the proposed 2016-2018 Business Plan and 2016 Budget. Information is provided by major expenditure and revenue category as well as by program. The costs to maintain existing service levels and annualized prior decisions are identified separately from other proposed changes.

The following table identifies the budgeted and forecasted operating expenditures and revenues for 2016 to 2018, the 2015 Budget as well as the 2014 actuals, by program within the service area.

Proposed Budget by Program

Description	2014 Actuals ($000's)	2015 Budget ($000's)	2016 Proposed Budget ($000's)	2017 Forecast ($000's)	2018 Forecast ($000's)
Expenditures to Deliver Current Services					
Council Committees	109	143	143	143	143
Elections	2,497	692	289	293	297
Office of the City Clerk	3,689	3,810	3,874	3,864	3,855
Printing and Mail Services	565	475	482	500	519
Provincial Offence Act	2,678	2,728	3,075	3,106	3,138
Total Expenditures	**9,537**	**7,848**	**7,863**	**7,907**	**7,952**
Revenues	**(11,034)**	**(10,637)**	**(10,937)**	**(10,937)**	**(10,937)**
Transfers From Reserves and Reserve Funds	(2,240)	(472)	(67)	(67)	(67)
New Initiatives and New Revenues			10	110	110
Proposed Net Budget Including New Initiatives & New Revenues	**(3,737)**	**(3,261)**	**(3,130)**	**(2,987)**	**(2,941)**

Expenditures Budget - Changes by Year			0%	1%	1%
Proposed Net Budget - Changes by Year			(4%)	(5%)	(2%)

Note: Numbers may not balance due to rounding.

Summary of Proposed Budget

The following table provides proposed budget changes further defined into more specific separated categories. It identifies changes in labour, operating costs and revenues to maintain existing service levels, efficiencies and cost savings, the cost increases arising from prior year decisions, special levies and new initiatives.

Summary of Proposed 2016 Budget

Description	2015 Approved Budget ($000's)	Maintain Current Service Levels	Efficiencies and Cost Savings	Annualized Prior Years Budget Decisions	Operating Impact of New Capital Projects	Proposed New Initiatives And Revenues	Special Purpose Levies	2016 Proposed Budget ($000's)	$ Change Over 2015	% Change Over 2015
Labour and Benefits	6,206	168	(45)	0	0	0	0	6,330	123	2%
Operational Costs	1,641	(85)	(23)	0	0	10	0	1,543	(98)	(6%)
Facility, IT and Support Costs	0	(0)	0	0	0	0	0	(0)	(0)	0%
Total Gross Expenditures	**7,848**	**84**	**(68)**	**0**	**0**	**10**	**0**	**7,873**	**26**	**0%**
Total Revenues	**(11,108)**	**105**	**0**	**0**	**0**	**0**	**0**	**(11,003)**	**105**	**(1%)**
Total Net Expenditure	**(3,261)**	**189**	**(68)**	**0**	**0**	**10**	**0**	**(3,130)**	**131**	**(4%)**

Summary of Proposed 2016 Budget and 2017-2018 Forecast

Description	2016 Proposed Budget ($000's)	2017 Forecast ($000's)	2018 Forecast ($000's)
Labour and Benefits	6,330	6,448	6,569
Operational Costs	1,543	1,568	1,493
Facility, IT and Support Costs	(0)	(0)	(0)
Total Gross Expenditures	**7,873**	**8,017**	**8,062**
Total Revenues	**(11,003)**	**(11,003)**	**(11,003)**
Total Net Expenditure	**(3,130)**	**(2,987)**	**(2,941)**

Note: Numbers may not balance due to rounding.

An election will occur in 2018. Costs have not been determined at this point – however, the 2014 municipal election cost $2.2 million, funded via the Election Reserve.

Proposed Budget Changes Excluding New Initiatives and New Revenues

The following table provides detailed highlights of budget changes by major cost and revenue category. It identifies the net changes to maintain existing service levels, efficiencies and cost savings, and cost increases arising from prior year decisions.

Category	2015 Budget ($000's)	2016 Proposed Budget ($000's)	Change ($000's)	Details ($000's)
Labour and Benefits	**6,206**	**6,330**	**123**	Increase reflects labour adjustments and other fringe benefit changes ($45) Reduction of Grade A contract
Administration and Support Costs	0	(0)	(0)	
Advertising & Promotions	35	34	(1)	Efficiencies and cost savings
Communication Costs	110	108	(2)	Efficiencies and cost savings
Contractor & Professional Services	1,644	1,546	(97)	$321 Increase in adjudication/monitoring costs ($405) Decrease in Election Reserve transfer (2015 by-election) ($13) Efficiencies and cost savings
Equipment Costs & Maintenance Agreements	310	310	0	
Finance Other	(1,237)	(1,237)	0	
Materials, Supplies & Other Services	723	717	(6)	Efficiencies and cost savings
Occupancy & City Costs	0	0	0	
Staff Development	27	27	0	
Transportation Costs	30	28	(2)	Efficiencies and cost savings
Total Other Operating	**1,641**	**1,533**	**(108)**	
Total Revenues	(10,637)	(10,937)	(300)	Increase in POA revenue
Transfers From Reserves and Reserve Funds	(472)	(67)	405	Decrease in Election Reserve transfer - 2015 by-election
Total Revenues	**(11,108)**	**(11,003)**	**105**	
Total	**(3,261)**	**(3,140)**	**121**	

Note: Numbers may not balance due to rounding.

Proposed New Initiatives and New Revenues

This table presents the costs by budget request (BR#) for proposed new initiatives. Detailed descriptions of each budget request can be found on the pages following the table.

Description	BR #	2016 FTE Impact	2016 Proposed Budget ($000's)	2017 Forecast ($000's)	2018 Forecast ($000's)	2016 to 2018 FTE Impact	2016 to 2018 Capital ($000's)
New Initiatives							
Mississauga Citizenship Program	2091	0	10	10	10	0	0
Electronic Document and Records Management System	2092	2	0	100	100	0	988
Total New Initiatives			**10**	**110**	**110**		**988**

Note: Numbers may not balance due to rounding.
Amounts are net.

Budget Request #: 2091

Proposed Initiative	Department	Service Area
Mississauga Citizenship Program	Corporate Services Department	Legislative Services

Required Annual Operating Investment

Impacts ($000s)	2016	2017	2018
Gross Expenditures	10.0	10.0	10.0
Reserves & Reserve Funds	0.0	0.0	0.0
User Fees & Other Revenues	0.0	0.0	0.0
Tax Levy Requirements	10.0	10.0	10.0
* Net Change in $		0.0	0.0
FTEs	0.0	0.0	0.0

**In each year, all values are cumulative, not incremental.*

Required Capital Investment

Total Capital ($000s)	2015 & Prior	2016	2017	2018	2019 & Beyond
Expenditures	0.0	0.0	0.0	0.0	0.0

Why Staff Recommend this Initiative

The proposed Mississauga Citizenship program would provide newcomers the opportunity to become more engaged in local government and provide them with the knowledge needed to potentially serve on municipal boards, committees, agencies and/or commissions. Their contribution would more fully engage our population and contribute to the greater success of our City.

Details of Service Change

The program is to be implemented in 2017 to better prepare participants for the opportunities available on various City committees, boards, agencies and/or commissions following the 2018 Municipal Election and in the future. The development stage of the program will require a review of the City of Mississauga's corporate policy on Citizen Appointments, which sets Canadian citizenship as one of the criteria for appointment to a committee of Council. An outreach process will also be required to identify participants. Staff will need to receive input from newcomers, politicians and staff with respect to program components, mode of delivery, frequency, etc. Staff will need to work with community groups, social services agencies, provincial and federal governments to assist in the facilitation of the program. As per the Strategic Plan, operating funds are to be the responsibility of the City but external funding will be sought through partnerships with other levels of government. The ten year time horizon specifies an expansion of the program to include recognition of 150 newcomers on an annual basis.

Service Impact

Partnership opportunities with local community groups, associations, social service agencies and educational institutions to develop appropriate program content will be pursued. It is anticipated that an e-learning module would be developed, with an outreach and promotional component. Costs associated with community outreach in the form of promotional open houses with space rental, refreshments, program materials, etc., may also be required. Additional formats, such as video or classroom-style information sessions and/or face-to-face meetings may also be suggested. Due to the preliminary nature of this initiative, finalized costs are not available; however, it is estimated that a budget of $10,000 annually for the next three years will be required for the program development and implementation.

Budget Request #: 2092

Proposed Initiative	Department	Service Area
Electronic Document and Records Management System	Corporate Services Department	Legislative Services

Required Annual Operating Investment

Impacts ($000s)	2016	2017	2018
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	2.0	2.0	0.0

**In each year, all values are cumulative, not incremental.*

Required Capital Investment

Total Capital ($000s)	2015 & Prior	2016	2017	2018	2019 & Beyond
Expenditures	0.0	769.1	219.1	0.0	0.0

Why Staff Recommend this Initiative

The limited records management capability of SharePoint 2010 is impacting the City's ability to demonstrate complete compliance with legislative and corporate requirements for recordkeeping. Furthermore, research shows that Electronic Document Records Management Systems are common features of the municipal landscape, adopted by a number of municipalities including but not limited to: Brampton, Toronto, Hamilton, London, Region of Waterloo and the Region of Peel.

Details of Service Change

To remediate these compliance and efficiency problems, Legislative Services is proposing the implementation of an Electronic Document Records Management System (EDRMS), for use city wide to improve customer service while reducing staff effort associated with creating, filing, retrieving, archiving and copying of City documents and records. The EDRMS will work in conjunction with the SharePoint application and reduce errors related to document versioning; make document handling more efficient by automating certain departmental business processes; reduce information silos across the Corporation; and provide quick access to documents regardless of geographic location.

An IT Project Manager (Grade H) and an Application Developer (Grade F) are both required for a period of 2 years. They will partner with Records Management Services in the development and implementation of the EDRMS.

Service Impact

User Adoption - staff transitioning from a paper based to an electronic information management workplace will need to gain familiarity with the system in order to conduct their work in an efficient/effective manner. Through training and support, Records Management Services will support staff in this transition.
Change Management - Prior to implementation of the EDRMS, clients' business goals and objectives (e.g. cost, compliance, efficiency, etc.) will be identified to determine their state of readiness for this workplace change. Using ADKAR (Awareness/Desire/Knowledge/Ability/Reinforcement) change management methodology, the project will identify the business units progress through the change lifecycle and provide supporting exercises to strengthen process adoption.
Increased Accessibility to Government - an EDRMS would enable the City to share documents with citizens much more effectively. For example, the City could provide citizens with 24/7 access to information by posting documents on public facing communication channels (e.g. website). Citizens will no longer need to wait for the information they require and are more likely to be satisfied with service delivery.

Human Resources

Support from Human Resources will be required to recruit staff for the Electronic Document and Records Management initiative.

In addition, support to train and assist staff in adapting to new ways of working will be required.

Proposed Full Time Equivalent Staffing Distribution by Program

Program	2015	2016	2017	2018
Elections	3.0	3.0	3.0	3.0
Office of the City Clerk	41.4	42.4	42.4	40.4
Printing and Mail Services	12.3	12.3	12.3	12.3
Provincial Offences Act	28.5	28.5	28.5	28.5
Total Service Distribution	**85.2**	**86.2**	**86.2**	**84.2**

Note: Numbers may not balance due to rounding.

Capital

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.

Proposed 2016-2025 Capital Budget by Program

Program Expenditures	2016 Proposed Budget ($000's)	2017 Forecast ($000's)	2018 Forecast ($000's)	2019-2025 Forecast ($000's)	Total 2016-2025 ($000's)
City Clerk's	769	219	0	0	988
Elections	0	0	0	0	0
Print Shop	53	0	38	219	310
Total	**822**	**219**	**38**	**219**	**1,298**

Note: Numbers may not balance due to rounding. Numbers are gross.

2017 to 2018 Capital Forecast Highlights include the following:

- Currently gathering and developing functional requirements for the Electronic Document Records Management System that will result in the first major deliverable, the Business Requirements.
- Ongoing maintenance and replacement of aging print shop machinery

Sub-Program	2017 Forecast ($000's)	2018 Forecast ($000's)
City Clerk's		
Applications & Infrastructure	219	0
Subtotal	219	0

Sub-Program	2017 Forecast ($000's)	2018 Forecast ($000's)
Print Shop		
Equipment & Other	0	38
Subtotal	0	38
Total Expenditures	**219**	**38**

Note: Numbers may not balance due to rounding.
Numbers are net.

Proposed 2016-2025 Capital Budget by Funding Source

The following table provides the funding sources used to fund the capital portion of the proposed 2016-2018 Business Plan and 2016 Budget.

Funding	2016 Proposed Budget ($000's)	2017 Forecast ($000's)	2018 Forecast ($000's)	2019-2025 Forecast ($000's)	Total 2016-2025 ($000's)
Other	0	0	0	0	0
Tax	822	219	38	219	1,298
Total	**822**	**219**	**38**	**219**	**1,298**

Proposed 2016 Capital Budget Detail

The following tables provide a detailed listing of proposed capital projects for 2016.

Program: City Clerk's

Project Number	Project Name	Gross Cost ($000's)	Recovery ($000's)	Net Cost ($000's)	Funding Source
CPLS004191	Electronic Document & Records Mgmt System	769	0	769	Tax -Capital Reserve Fund
Subtotal		**769**	**0**	**769**	

Note: Numbers may not balance due to rounding.

Program: Print Shop

Project Number	Project Name	Gross Cost ($000's)	Recovery ($000's)	Net Cost ($000's)	Funding Source
CPLS003522	Address Printer Equipment - Print Shop	5	0	5	Tax -Capital Reserve Fund
CPLS003524	P4-Folder replacement- Print Shop	48	0	48	Tax -Capital Reserve Fund
Subtotal		**53**	**0**	**53**	

Note: Numbers may not balance due to rounding.

Performance Measures

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 Legislative Services:

Financial Measures

Print Shop Cost per page is the cost in cents per page printed/produced.

Customer Measures

The number of FOI inquiries received by the City Clerk's office whether the request is subsequently provided or refused staff are still required to investigate the feasibility of each request.

The IPC compliance rate is the rate that tells us what percentage of applications we received that were responded to within the 30 day legislated requirement as mandated by the Information Privacy Commissioner at the Province.

The Counter/Customer Service rating is the overall percentage of Good or Excellent ratings received by the Clerk's office customer service counter.

The number of Mississauga committee meetings publicly streamed.

The number of Mississauga TV views is reflective of the number of clients viewing Council and committee meetings live or archived.

Employee Measures

Satisfaction with the City, and Job satisfaction is measured through the bi-annual employee engagement survey which is a proxy to employee engagement and level of job satisfaction.

Business Process Measures

The number of Committee meetings supported refers to the percentage of committee meetings which are supported by legislative services staff.

The number of POA charges per POA administrative employee is the number of POA charges received annually per POA court administrative support staff

The percentage of print jobs delivered on time indicates the percentage of time the Print shop is able to deliver on their orders by the indicated delivery time.

Print Shop Staff at work



Balanced Scorecard

Measures for Legislative Services	2012 (Actual)	2013 (Actual)	2014 (Actual)	2015 (Planned)	2016 (Planned)	2017 (Planned)	2018 (Planned)
Financial:							
Print Shop – Cost per page (cents)	4.6	4.6	4.7	4.7	4.7	4.7	4.7
Customer:							
# of FOI inquiries received	624	640	650	650	650	660	670
IPC Compliance Rate	99.5%	99.5%	99.5%	99.5%	99.5%	99.5%	99.5%
Counter Customer Service Survey (rating – Good/Excellent)	88.4%	100%	92.5%	92.5%	92.5%	93.0%	93.0%
# of Committee meetings publicly streamed	2	5	5	5	5	5	5
# of Mississauga Video views	3,482	5,288	5,500	7,500	7,500	7,500	7,500
Employees/Innovation:							
Employee engagement scores: Satisfaction with the City	73.1%	73.1%	71.0%	71%	71%	72%	72%
Employee engagement scores: Job Satisfaction	71.9%	71.9%	73.0%	73%	73%	74%	74%
Internal Business Process:							
# of Committee meetings supported	205	191	200	200	200	200	200
# of POA Charges received per administrative employee	6,990	6,990	6,820	6,690	6,600	6,600	6,600
% of print jobs delivered on time	94%	91%	95%	95%	95%	95%	95%

MISSISSAUGA

Mayor & Members of Council

2016–2018 Business Plan
& 2016 Budget

Table of Contents

Existing Core Services **3**
Proposed Operating Budgets **4**
Operating 5
Proposed Budget by Program 5
Summary of Proposed Budget 6
Proposed Budget Changes Excluding New Initiatives and New Revenues 7
Human Resources 8
Proposed Full Time Equivalent Staffing Distribution by Program 8



Last year the City of Mississauga undertook an extensive process to create a four year, 2015 through 2018, detailed Business Plan & Budget. Approved in February 2015, the 2015-2018 Business Plan & 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. 2016 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 2015-2018 Business Plan and Budget & performance measurements. The complete 2016-2018 Business Plan & Budget can be found on the City's website.

Existing Core Services

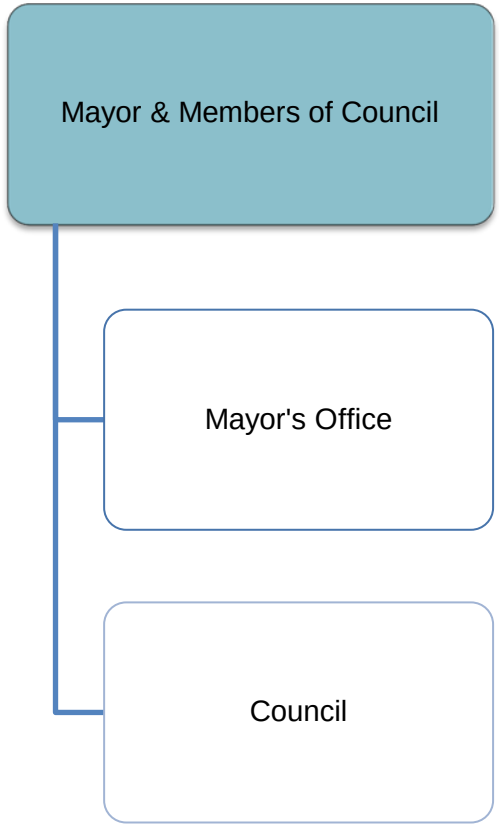
The Council Budget is comprised of the Mayor's Office as well as Council. This includes the 12 elected officials and their support staff. In Ontario, elections take place every four years. The next election year is 2018.

Mayor's Office

The Mayor's salary, vehicle, office expenses and support staff are included in this program.

Council

The salaries, car allowances, other operating expenses for eleven members of Council and their support staff are included in this program.



Proposed Operating Budgets

This part of the Business Plan sets out the financial resources required to deliver the proposed 2016-2018 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 2015 was $4.67 million and the proposed budget for 2016 is $4.70 million.

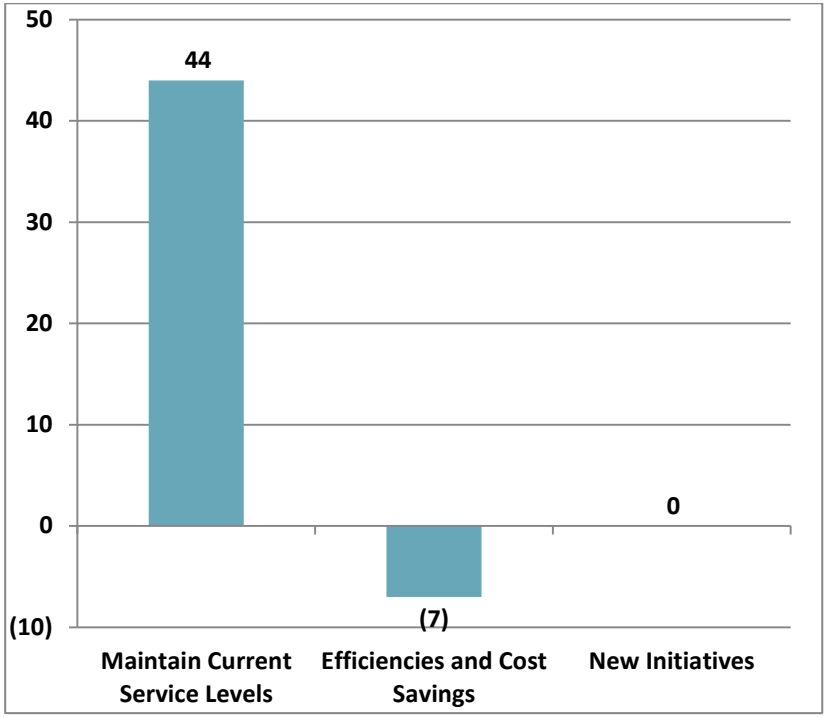
Total Changes to Maintain Current Service Levels

The impact of maintaining current service levels for the Mayor and Members of Council is an increase of $44,000 for 2016.

Highlights of the proposed budget changes are:

- Labour costs are projected to increase by $44,000 and reflects economic adjustment increases and fringe benefit changes

Proposed Changes to 2016 Net Operating Budget by Category ($000's)



Operating

This part of the Business plan sets out the financial resources required to deliver the proposed 2016-2018 Business Plan and 2016 Budget. Information is provided by major expenditure and revenue category as well as by program. The costs to maintain existing service levels and annualized prior decisions are identified separately from other proposed changes.

The following table identifies the budgeted and forecasted operating expenditures and revenues for 2016 to 2018, the 2015 Budget as well as the 2014 actuals, by program within the service area.

Proposed Budget by Program

Description	2014 Actuals ($000's)	2015 Budget ($000's)	2016 Proposed Budget ($000's)	2017 Forecast ($000's)	2018 Forecast ($000's)
Expenditures to Deliver Current Services					
Mayor's Office	571	880	955	967	979
Councillors' Offices	3,597	3,787	3,749	3,809	3,871
Total Expenditures	**4,168**	**4,667**	**4,704**	**4,776**	**4,850**
Transfers From Reserves and Reserve Funds	0	0	0	0	0
New Initiatives and New Revenues			0	0	0
Proposed Net Budget Including New Initiatives & New Revenues	**4,168**	**4,667**	**4,704**	**4,776**	**4,850**

Expenditures Budget - Changes by Year			1%	2%	2%
Proposed Net Budget - Changes by Year			1%	2%	2%

Note: Numbers may not balance due to rounding.

Summary of Proposed Budget

The following table provides proposed budget changes further defined into more specific separated categories. It identifies changes in labour , operating costs and revenues to maintain existing service levels, efficiencies and cost savings, the cost increases arising from prior year decisions, special levies and new initiatives.

Summary of Proposed 2016 Budget

Description	2015 Approved Budget ($000's)	Maintain Current Service Levels	Efficiencies and Cost Savings	Annualized Prior Years Budget Decisions	Operating Impact of New Capital Projects	Proposed New Initiatives And Revenues	Special Purpose Levies	2016 Proposed Budget ($000's)	$ Change Over 2015	% Change Over 2015
Labour and Benefits	3,949	44	0	0	0	0	0	3,993	44	1%
Operational Costs	718	0	(7)	0	0	0	0	711	(7)	(1%)
Facility, IT and Support Costs	0	0	0	0	0	0	0	0	0	0%
Total Gross Expenditures	**4,667**	**44**	**(7)**	**0**	**0**	**0**	**0**	**4,704**	**37**	**1%**
Total Revenues	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0%**
Total Net Expenditure	**4,667**	**44**	**(7)**	**0**	**0**	**0**	**0**	**4,704**	**37**	**1%**

Summary of Proposed 2016 Budget and 2017-2018 Forecast

Description	2016 Proposed Budget ($000's)	2017 Forecast ($000's)	2018 Forecast ($000's)
Labour and Benefits	3,993	4,065	4,139
Operational Costs	711	711	711
Facility, IT and Support Costs	0	0	0
Total Gross Expenditures	**4,704**	**4,776**	**4,850**
Total Net Expenditure	**4,704**	**4,776**	**4,850**

Note: Numbers may not balance due to rounding.

Proposed Budget Changes Excluding New Initiatives and New Revenues

The following table provides detailed highlights of budget changes by major cost and revenue category. It identifies the net changes to maintain existing service levels, efficiencies and cost savings, and cost increases arising from prior year decisions.

Category	2015 Budget ($000's)	2016 Budget ($000's)	Change ($000's)	Details
Labour and Benefits	**3,949**	**3,993**	**44**	Increase Reflects Labour Adjustments and Other Fringe Benefit Changes
Total Other Operating	**718**	**711**	**(7)**	Efficiencies and cost savings
Total	**4,667**	**4,704**	**37**	

Note: Numbers may not balance due to rounding.

Human Resources

Proposed Full Time Equivalent Staffing Distribution by Program

Program	2015	2016	2017	2018
Mayor's Office	7.0	7.0	7.0	7.0
Councillor's Office	34.2	34.2	34.2	34.2
Total Service Distribution	**41.2**	**41.2**	**41.2**	**41.2**

Note: Numbers may not balance due to rounding.

MISSISSAUGA

Financial Transactions

2016–2018 Business Plan
& 2016 Budget

Table of Contents

Existing Core Services 3
Vision, Mission, Service Delivery Model 3
Service Delivery Model 4
Proposed Operating Budget 6
Operating 7
Proposed Budget by Program 7
Summary of Proposed Budget 8
Proposed Budget Changes Excluding New Initiatives and New Revenues 9
Details of Changes to Maintain Current Service Levels 10



Last year the City of Mississauga undertook an extensive process to create a four year, 2015 through 2018, detailed Business Plan & Budget. Approved in February 2015, the 2015-2018 Business Plan & 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. 2016 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.

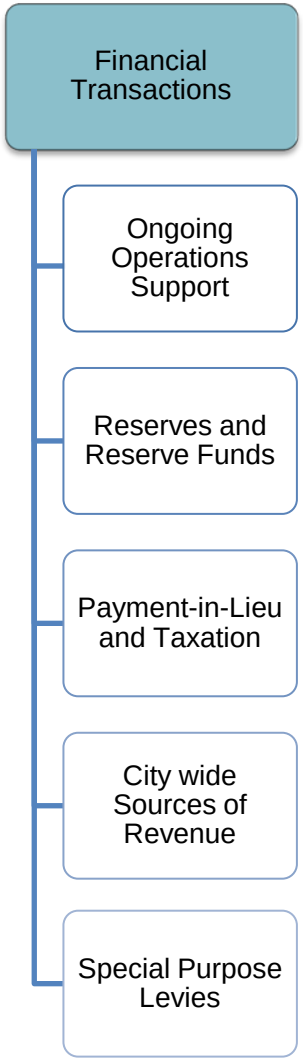
The following summary document sets out a brief description of the Service Area, what has changed since writing the 2015-2018 Business Plan and Budget & performance measurements. The complete 2016-2018 Business Plan & Budget can be found on the City's website.

Existing Core Services

Vision, Mission, Service Delivery Model

Vision and Mission

The Financial Transactions 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 payment-in-lieu of taxes, and city wide sources of revenue.



Service Delivery Model

Ongoing Operations Support

Bank and External Audit Charges

Provides for banking related fees and service charges including: armoured car, fees for banking transactions (i.e. bank flat service fee, cheque encashment fees, debit and credit card fees, preauthorized tax payments and ATM fees) and it also provides for external audit fees.

Retiree Benefits and Other Labour

Provides for the payments to current and 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
- 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
- Snow Removal Subsidy Program.

Risk Management and Insurance

Insurance includes costs associated with insurance policy premiums, claims expense and settlements that fall within the City's self-insured retention, 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 retention
- Management of all insurance claims filed against the City and the 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, WSIB compensation and expenses are paid from a non-departmental operating account and funded by a City-funded WSIB 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 Reserves and Reserve Funds.

Transfers to Capital Reserve

Provides for the funding allocation to the Capital Reserve Fund used to finance future capital projects.

Payments-in-Lieu and Taxation

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
- 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
- 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 four established BIA's in Clarkson, Port Credit, Streetsville and Malton

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
- 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. No change in the 2016 budget at $12.7million.

Investment Income

Represents the General Fund's share of net revenue earned by the City Funds Investment Portfolio. Investments are restricted to securities noted in the Municipal Act and related regulations.

Special Purpose Levies

Capital Infrastructure and Debt Repayment Levies

- A 2 per cent annual levy to fund the City's capital infrastructure and debt repayment 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

University of Toronto Mississauga (UTM) Levy

- A $1.0 million ten year annual levy, which began in 2014, for the university's Institute of Management and Innovation. This is included in Strategic Policy's Business Plan and there is no budget increase in 2016

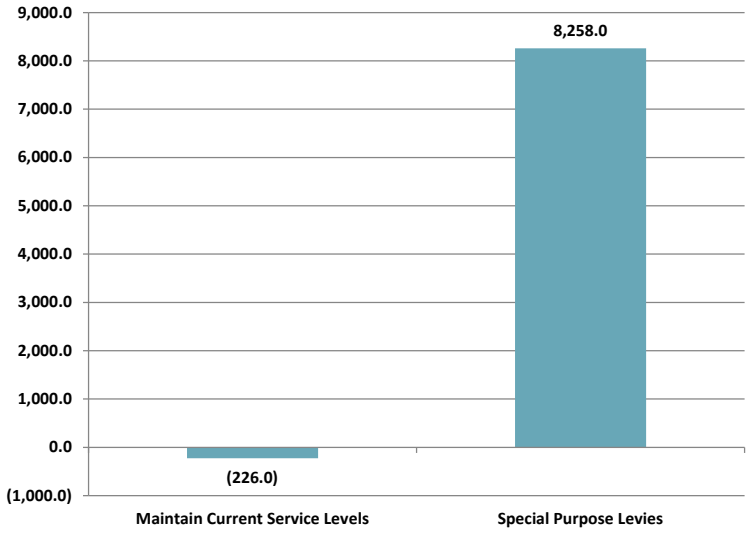
Park 459 Pool Financing

- A ten year annual contribution, beginning in 2017, to repay the debenture used to fund the capital cost of the Park 459 Pool

Proposed Operating Budget

This part of the Business Plan sets out the financial resources required to deliver the proposed 2016-2018 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 2015 was $6.8 million and the proposed budget for 2016 is $14.8 million. This is an increase of $8.0 million.

Proposed Changes to 2016 Net Operating Budget by Category ($000's)



Total Changes to Maintain Current Service Levels

The impact of maintaining current service levels for Financial Transactions is a decrease of $0.2 million for 2016.

Highlights of the proposed budget changes are:

- The payment-in-lieu of taxes revenue has been increased by $2.7 million to align with actual capacity
- Tax cancellations have increased $0.5 million
- Stormwater charges for City facilities and grants to places of worship are new costs of $0.4 million

Special Purpose Levies

A two per cent annual levy to fund the City's capital infrastructure and debt repayment, over the next ten years, continues in this budget as a strategy to maintain the City's infrastructure. Debt charges for the 2013-2016 debentures have been increased by $3.5 million and the contribution to capital has been increased by $4.8 million.

Operating

This part of the Business plan sets out the financial resources required to deliver the proposed 2016-2018 Business Plan and 2016 Budget. Information is provided by major expenditure and revenue category as well as by program. The costs to maintain existing service levels are identified separately from other proposed changes.

The following table identify the budgeted and forecasted operating expenditures and revenues for 2016 to 2018, the 2015 Budget as well as the 2014 actuals, by program within the service area.

Proposed Budget by Program

Description	2014 Actuals ($000's)	2015 Budget ($000's)	2016 Proposed Budget ($000's)	2017 Forecast ($000's)	2018 Forecast ($000's)
Expenditures to Deliver Current Services					
Bank & External Audit Charges	1,409	1,418	1,488	1,488	1,488
Benefits and Labour Package	3,934	3,247	3,794	3,794	3,294
Contribution to Capital	32,396	36,479	41,285	48,741	54,435
Debt	7,388	13,778	17,229	20,636	24,114
Insurance	9,424	9,075	9,375	9,375	9,375
Miscellaneous Revenues and Expenditures	13,386	6,307	7,062	6,062	6,062
Prior Years Surplus	1,256	0	0	0	0
Taxation	10,549	7,168	8,495	8,495	8,495
Transfer To and From Reserves	14,623	2,228	2,241	2,241	2,241
Workers' Compensation and Rehabilitation	2,687	2,480	2,678	2,684	2,690
Total Expenditures	**97,051**	**82,179**	**93,646**	**103,515**	**112,194**
Revenues	**(83,608)**	**(66,300)**	**(69,295)**	**(69,295)**	**(69,295)**
Transfers From Reserves and Reserve Funds	(12,233)	(9,127)	(9,566)	(9,573)	(9,579)
Proposed Net Budget Including New Initiatives & New Revenues	**1,210**	**6,752**	**14,785**	**24,647**	**33,320**
Expenditures Budget - Changes by Year			14%	11%	8%
Proposed Net Budget - Changes by Year			119%	67%	35%

Note: Numbers may not balance due to rounding.

Summary of Proposed Budget

The following table provides proposed budget changes further defined into more specific separated categories. It identifies changes in labour, operating costs and revenues to maintain existing service levels, efficiencies and cost savings, the cost increases arising from prior year decisions, special levies and new initiatives.

Description	2015 Approved Budget ($000's)	Maintain Current Service Levels	Efficiencies and Cost Savings	Special Purpose Levies	2016 Proposed Budget ($000's)	$ Change Over 2015	% Change Over 2015
Labour and Benefits	4,009	79	0	0	4,088	79	2%
Operational Costs	78,171	3,139	(9)	8,258	89,558	11,388	15%
Total Gross Expenditures	**82,179**	**3,218**	**(9)**	**8,258**	**93,646**	**11,467**	**14%**
Total Revenues	(75,427)	(3,444)	9	0	(78,862)	(3,435)	5%
Total Net Expenditure	**6,752**	**(226)**	**0**	**8,258**	**14,785**	**8,032**	**119%**

Summary of Proposed 2016 Budget and 2017-2018 Forecast

Description	2016 Proposed Budget ($000's)	2017 Forecast ($000's)	2018 Forecast ($000's)
Labour and Benefits	4,088	4,088	3,588
Operational Costs	89,558	99,427	108,606
Total Gross Expenditures	**93,646**	**103,515**	**112,194**
Total Revenues	(78,862)	(78,868)	(78,874)
Total Net Expenditure	**14,785**	**24,647**	**33,320**

Note: Numbers may not balance due to rounding

Proposed Budget Changes Excluding New Initiatives and New Revenues

The following table provides detailed highlights of budget changes by major cost and revenue category. It identifies the net changes to maintain existing service levels, efficiencies and cost savings, and cost increases arising from prior year decisions.

Description	2015 Budget ($000's)	2016 Proposed Budget ($000's)	Change ($000's)	Details ($000's)
Labour Costs	**4,009**	**4,088**	**79**	Increase reflects labour adjustments and other fringe benefit changes
Advertising & Promotions	81	81	0	
Communication Costs	26	26	0	
Contractor & Professional Services	653	659	6	
Debt	13,778	17,229	3,451	Debt Charges for 2013-2016 Debentures
Finance Other	15,484	17,404	1,921	$781 Business Improvement Area Transfers $547 Tax Cancellations $325 Stormwater Places of Worship Grants $186 Insurance Claims $70 Bank Charges
Materials, Supplies & Other Services	201	202	1	
Occupancy & City Costs	110	216	106	Unallocated Stormwater Charges for City Facilities
Staff Development	150	132	(18)	($18) Operating Budget Reserve Reduction
Transfers To Reserves and Reserve Funds	47,688	53,609	5,921	$4,807 Transfer to Capital Reserve Fund $1,000 Transfer to Diesel Commodity Reserve $114 Transfer to Insurance Reserve Fund
Subtotal - Other Operating	**78,171**	**89,558**	**11,388**	
Total Revenues	(66,300)	(69,295)	(2,996)	($2,690) PILT Increase ($781) Business Improvement Area Transfers $525 Supplementary and Utility Corridor Tax Decrease ($50) Bank Charge Rebates
Transfers From Reserves and Reserve Funds	(9,127)	(9,566)	(439)	($457) Transfers from Insurance and Workers Compensation Reserve Funds Increase $18 Operating Budget Reserve Reduction
Subtotal - Revenues	**(75,427)**	**(78,862)**	**(3,435)**	
Total	**6,752**	**14,785**	**8,032**	

Note: Numbers may not balance due to rounding.

Details of Changes to Maintain Current Service Levels

Description	2015 Budget ($000's)	2016 Proposed Budget ($000's)	Change ($000's)	Details ($000's)
Labour Costs	**4,009**	**4,088**	**79**	Increase reflects labour adjustments and other fringe benefit changes
Debt	13,778	17,229	3,451	Debt charges for 2013-2016 debentures-part of the 2% yearly transfer
Vacancy Rebate Expense	1,400	1,500	100	Budget aligned with 2014 expenses
Other Tax Rebates and Cancellations	504	450	(54)	Adjustment of various tax rebates and cancellations
Tax Appeals	3,300	3,750	450	Reflects previous year's trends
Grants to Seniors and Disabled	150	200	50	Increase of tax grants for senior and disabled persons
Insurance Claims and Premiums	6,753	6,938	186	Adjusted to reflect actual spending
Bank Charges	1,300	1,370	70	Credit cards use has increased
Business Improvement Area Transfers	445	1,226	781	Increase to match historical expenditures and is offset by transfer from reserve
Finance Other	1,633	1,645	12	Provision for various costs
Stormwater Grants for Places of Worship	0	325	325	Offsets stormwater costs for places of worship
Transfer to Assessment Appeals Reserve	1,309	1,309	0	
Transfer to Insurance Reserve Fund	2,223	2,337	114	Adjusted to reflect actual requirement
Transfer to Election Reserve	600	600	0	
Transfer to Worker's Compensation Reserve Fund	1,400	1,400	0	
Transfer to Capital Reserve Fund	36,479	41,285	4,807	Contribution to capital-part of the 2% yearly transfer
Transfer to Diesel Commodity Reserve	0	1,000	1,000	One time reserve transfer
Transfer to Emerald Ash Borer Reserve Fund	5,600	5,600	0	
Other Costs	1,299	1,394	95	
Subtotal - Other Operating	**78,171**	**89,558**	**11,388**	

Note: Numbers may not balance due to rounding.

Details of Changes to Maintain Current Service Levels (Continued)

Description	2015 Budget ($000's)	2016 Proposed Budget ($000's)	Change ($000's)	Details ($000's)
Business Improvement Area Transfers	(445)	(1,226)	(781)	Offsets Increased historical expenditures (above)
Enersource Dividend	(12,750)	(12,750)	0	
PILT-City Owned Properties	(440)	(782)	(342)	Payment in lieu of taxes (PILT) adjusted to reflect previous year's expenditures and future forecasts.
PILT-GTAA	(23,010)	(24,600)	(1,590)	
PILT-Municipal Tax Assistance Act	(400)	(625)	(225)	
PILT-Post Secondary Education and Health	(355)	(586)	(231)	
PILT-Ontario Power Generation Corporation	(1,198)	(1,500)	(302)	
PILT-Other	(1,707)	(1,707)	0	
Tax Interest and Penalities Earned	(8,000)	(8,000)	0	
Investment Interest	(14,465)	(14,465)	0	
Discounts, Rebates and Recoveries	(405)	(455)	(50)	P-card rebate increase
Supplementary Taxes	(2,000)	(1,500)	500	Reflects backlog in condo assessment
Hydro Corridor Taxes	(1,125)	(1,100)	25	
Transfer from Reserves-Various	(67)	(49)	18	Transfers to offset associated expenses
Transfer from Insurance Reserve Funds	(5,280)	(5,540)	(260)	
Transfer from Sick Leave Reserve Fund	(1,300)	(1,300)	0	
Transfer from Worker's Compensation Reserve Fund	(2,481)	(2,678)	(197)	
Subtotal - Revenues	**(75,427)**	**(78,862)**	**(3,435)**	
Total	**6,752**	**14,785**	**8,032**	

Note: Numbers may not balance due to rounding.

MISSISSAUGA

Reserves & Reserve Funds

2016–2018 Business Plan
& 2016 Budget

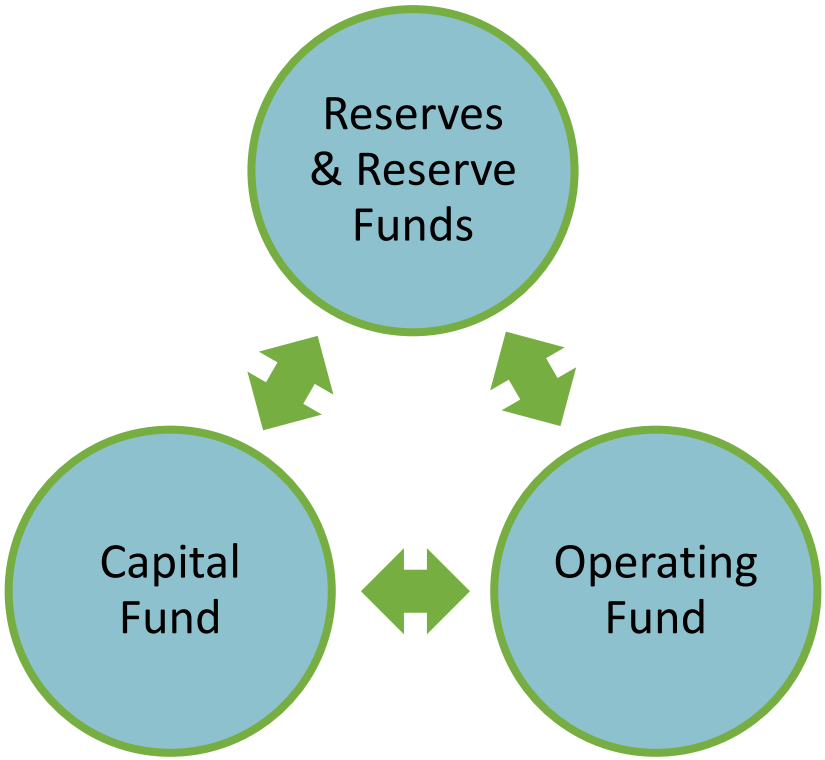
Table of Contents

Executive Summary of Reserves and Reserve Funds **3**
Overview **4**
Forecast Changes 6
Operating Reserves and Reserve Funds **7**
Transfers to Operating Reserves and Reserve Funds 8
Transfers from Operating Reserves and Reserve Funds 9
Continuity Schedule of Operating Reserves and Reserve Funds 10
Capital Reserve Funds **11**
Transfers to Capital Reserve Funds 12
Transfers from Capital Reserves Funds 13
Continuity Schedule of Capital Reserves and Reserve Funds 14
10 Year Forecast Schedule 15
Tax Capital and Subsidiary Reserve Funds 15
Federal and Provincial Contribution Reserve Funds 16
Details of the Gas Tax Receipts 17
Development Charges Reserve Funds – All Services 18
Reserves and Reserve Funds Descriptions **20**
Appendix 1: Reserves and Reserve Funds Transfers **25**

This page left blank intentionally

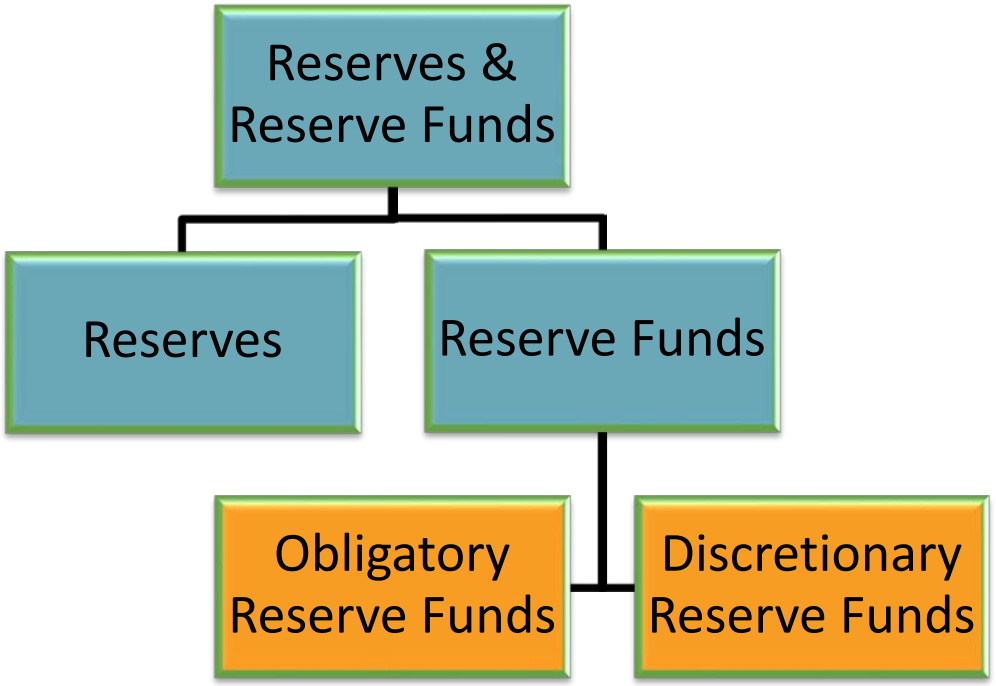
Executive Summary of Reserves and Reserve Funds

Reserves and Reserve Funds are established by Council to assist with long term financial stability and financial planning. They are an important element of the city's financial plan. By maintaining reserves, the City can accumulate funds for future or contingent liabilities – a key component of sound long-term financial planning practices. They also provide a cushion to absorb unexpected shifts in revenues and expenditures, fund one-time expenditure requirements, and minimize fluctuations in taxes caused by cyclical conditions. Credit rating agencies consider municipalities with higher reserves to be more advanced in their financial planning.



Overview

Reserves are allocated at the discretion of Council, often as part of an overall strategy for funding programs or projects; **Reserve Funds** are segregated, and restricted for a specific purpose. In a municipality, a distinction is further made between ***Obligatory*** *and* ***Discretionary reserve funds.***



Reserves are an allocation of accumulated net revenue. They are not associated with any specific asset. A reserve is generally used to mitigate the impact of fluctuations in operating costs and revenue. Reserves do not earn interest. Examples of reserves currently used to mitigate budgetary fluctuations include: Reserve for Winter Maintenance, Reserves for Commodities, Reserve for Assessment Appeal, and the Reserve for Elections.

Reserve Funds are segregated and restricted to meet a specific purpose. They represent monies set aside either by a by-law of the municipality or by the requirement of provincial legislation. Interest earned on reserve funds must be allocated to the specific reserve fund that earned it. Reserve Funds are further segregated as follows:

Obligatory Reserve Funds are created whenever a provincial statute requires revenue received for special purposes to be segregated from the general revenues of the municipality. Obligatory reserve funds can only be used for their prescribed purpose. Examples include Development Charge Reserve Funds, Lot Levy Reserve Funds, Cash-in-Lieu Reserve Funds, and Building Stabilization Reserve Funds.

Discretionary Reserve Funds are established, based on Council direction, to finance future expenditures for which the City has the authority to spend money or to provide for a specific contingent liability. A number of Discretionary Reserve Funds have been established to assist in funding long term programs. The best examples of these Discretionary Reserve Funds are Transit Vehicle and Equipment Replacement and Fire Vehicle Equipment and Replacement.

Forecast Changes

The following chart provides a summary of the projected 2016 Reserves and Reserve Funds as compared to 2015.

Operating and Capital Reserves & Reserve Funds Summary

Description	Estimated Balance 2015 ($000's)	Projected Balance 2016 ($000's)	Change ($000's)	% Change
Operating	104,357	101,752	(2,604)	(2.5%)
Tax Funded	182,799	206,335	23,536	12.9%
Total Deferred Funded	93,391	73,962	(19,429)	(20.8%)
Total Other Funded	107,659	73,256	(34,403)	(32.0%)
Total	**488,205**	**455,304**	**(32,901)**	**(6.7%)**

Note: Numbers may not balance due to rounding.

The 2016 balances in the Operating and Capital Reserves and Reserve Funds are estimated to decrease by $32.9 million or 6.7 per cent from 2015.

The projected decrease in the Operating Reserves and Reserve Funds is mainly due to increased insurance costs as a result of an increased number of claims and claim costs (Insurance Reserve Fund), and increased expenditures forecast for the Sick Leave and Workers' Compensation reserve funds (at levels higher than projected contributions).

The Capital Reserve Fund and Tax Subsidiary Reserve Funds are expected to increase as result of transferring approximately $35 million in recommended surplus from Developer Contribution reserve funds. The Gas Tax Reserve Fund is projected to decrease as the capital expenditures are forecasted to be higher than projected contributions.

Development reserve funds are projected to decrease due to the unpredictability of high density development in the city which is not as foreseeable as greenfield development.

Operating Reserves and Reserve Funds

The total reserves and reserve funds are expected to decrease by $2.6 million or 2.5 per cent. Compared to 2015, the balance in the Operating Reserves are anticipated to increase by $1.6 million or 3.6 per cent. The increase is primarily due to contributions to the Assessment Appeal and Commodities reserves. Total Reserve Funds are expected to decrease by $4.2 million or 7.0 per cent, mainly due to increased draws on the Insurance Reserve Fund, Sick Leave Reserve Fund and the Workers Compensation Reserve Fund.

Operating Reserves & Reserve Funds Balance	Estimated Balance 2015 ($000's)	Projected Balance 2016 ($000's)	Change in 2016 Projected Balance in 2015 Estimated Balance	
			($000's)	%
Total Reserves	43,993	45,595	1,602	3.6%
Total Reserve Funds	60,364	56,157	(4,207)	(7.0%)
Total	**104,357**	**101,752**	**(2,604)**	**(2.5%)**

Note:Numbers may not balance due to rounding.

Transfers to Operating Reserves and Reserve Funds

Description	2016 Requested Budget ($000's)
Transfer to Reserves	4,081
Transfer to Reserve Funds	3,815
Transfer to Reserves and Reserve Funds	**7,896**
Interest Income	1,731
Total Transfers to Reserves and Reserve Funds	**9,626**

Note: Numbers may not balance due to rounding.

The 2016 Operating Program recommends transfers to Operating Reserves and Reserve Funds totalling $7,895,700 as follows:

- $2,336,800 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. This Reserve is designed to mitigate changes in taxes generated through changes in the assessed values of property; to mitigate revenue losses through ongoing assessment appeals; and, to fund the annual repayment of $59,000 for the 21-year repayment plan to pay for the annexation of the Ninth Line lands (an original cost of $1.2 million)
- $1,008,900 to the General Contingency Reserve to fund various one-time initiatives
- $1,000,000 to the Commodities Reserve to manage fluctuations in diesel prices
- $600,000 to the Reserve for Elections to fund future municipal elections
- $163,000 to the Reserve for the Arts to fund various cultural initiatives
- $78,000 to the Group Benefit Reserve Fund to fund group benefit costs for retired employees

Transfers from Operating Reserves and Reserve Funds

Description	2016 Requested Budget ($000's)
Transfer from Reserves	2,479
Transfer from Reserve Funds	9,752
Total Transfers to Reserves and Reserve Funds	**12,231**

Note: Numbers may not balance due to rounding.

The 2016 Operating Program recommends transfers from Reserves and Reserve Funds totalling $12,230,614 as follows:

- $5,539,500 from the Insurance Reserve Fund to cover the payments of estimated claims
- $4,097,500 from the Workers' Compensation, Sick Leave, Group Benefits Reserve Funds and Reserve for Labour Settlement to offset estimated costs
- $1,149,114 from the Reserve for Contingency to fund various one-time initiatives
- $656,000 from the Development Stabilization Reserve and the Planning Process Updates Reserve to fund various initiatives for Land Development Services
- $342,000 from the Transit Bus Shelter Advertising Reserve
- $215,000 from Other Reserve Fund to fund initiatives from the Economic Development Office
- $200,000 from the Reserve for Arts to fund various cultural initiatives
- $31,500 from the Elections Reserve for election-related costs

Continuity Schedule of Operating Reserves and Reserve Funds

Reserves and Reserve Funds	Balance Jan 1, 2015 ($000's)	2015 Projected Contributions ($000's)	2015 Projected Interest ($000's)	2015 Projected Expenditures ($000's)	Projected Balance Dec 31, 2015 ($000's)	2016 Projected Contributions ($000's)	2016 Projected Interest ($000's)	2016 Projected Expenditures ($000's)	Projected Balance Dec 31, 2016 ($000's)
Total Operating Reserve Funds									
Group Benefits Reserve Fund	5,390	78	158	(25)	5,601	78	156	(20)	**5,816**
Insurance Reserve Fund	32,756	2,337	864	(5,314)	30,642	2,337	903	(5,540)	**28,342**
Other Reserve Fund	367	113	16	(163)	319	0	5	(215)	**109**
Sick Leave Reserve Fund	7,678	0	185	(1,308)	6,555	0	166	(1,300)	**5,420**
Workers' Compensation Reserve Fund	17,859	1,400	486	(2,499)	17,246	1,400	501	(2,678)	**16,469**
Total Operating Reserve Funds	**64,050**	**3,927**	**1,708**	**(9,308)**	**60,364**	**3,815**	**1,731**	**(9,752)**	**56,157**
Total Operating Reserves									
Reserve for Assessment Appeals	3,379	1,309	0	0	4,688	1,309	0	0	**5,997**
Reserve for Building Permits Revenue Stabilization	1,249	0	0	0	1,249	0	0	0	**1,249**
Reserve for Commodities	5,046	0	0	0	5,046	1,000	0	0	**6,046**
Reserve for Current Budget	398	0	0	(398)	0	0	0	0	**0**
Reserve for Development Stabilization	2,730	0	0	(450)	2,280	0	0	(450)	**1,830**
Reserve for Early Retirement	500	0	0	0	500	0	0	0	**500**
Reserve for Elections	1,346	600	0	(587)	1,360	600	0	(32)	**1,928**
Reserve for General Contingencies	5,968	611	0	(1,069)	5,510	1,009	0	(1,149)	**5,370**
Reserve for Labour Settlements	5,266	0	0	(100)	5,166	0	0	(100)	**5,066**
Reserve for Legal Settlements	1,740	0	0	0	1,740	0	0	0	**1,740**
Reserve for Planning Process Updates	918	0	0	(179)	738	0	0	(206)	**532**
Reserve for the Arts	1,244	147	0	(150)	1,241	163	0	(200)	**1,204**
Reserve for Transit Bus Shelter Advertising	942	0	0	(600)	342	0	0	(342)	**0**
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**
Total Operating Reserves	**44,858**	**2,667**	**0**	**(3,532)**	**43,993**	**4,081**	**0**	**(2,479)**	**45,595**
Total Operating Reserve and Reserve Funds	**108,908**	**6,595**	**1,708**	**(12,840)**	**104,357**	**7,896**	**1,731**	**(12,231)**	**101,752**

Note: Numbers may not balance due to rounding.

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 2016 will be less than the 2015 estimated balance by 7.9 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, 2016 as well as a 10-year forecast for various capital-based reserve funds.

Description	Estimated Balance 2015 ($000's)	Projected Balance 2016 ($000's)	Change ($000's)	% Change
Capital Program - Tax Funded	182,799	206,335	23,536	12.9%
Total Deferred Funded	93,391	73,962	(19,429)	(20.8%)
Total Other Funded	107,659	73,256	(34,403)	(32.0%)
Total Capital Reserve Funds	**383,849**	**353,552**	**(30,296)**	**(7.9%)**

Note: Numbers may not add due to rounding.

Transfers to Capital Reserve Funds

Description	2016 Requested Budget ($000's)
Total Transfers to Capital Reserve Funds	**194,423**

Included in the 2016 Budget are recommendations that $194,423,024 be transferred to various Capital Reserve Funds (both tax-based and growth related) as follows:

- $55,388,551 gas tax revenue from the Federal and Provincial Governments; including the City's share of the Region of Peel receipts
- $41,285,449 transfer from General Revenue to the Capital Reserve Fund for capital infrastructure
- $34,721,000 transfer from Developer Contributions Reserve Fund to the Capital Reserve Fund for capital infrastructure
- $25,343,221 in estimated development charge revenues
- $12,977,203 transfer from the Capital Reserve Fund to the Facility Repair and Renovation Reserve Fund
- $11,150,000 in estimated parkland dedication contributions
- $5,600,000 to Emerald Ash Borer Reserve Fund
- $3,157,000 transfer from the Capital Reserve Fund to the Main Fleet Vehicle and Equipment Reserve Fund
- $2,095,000 transfer from the Capital Reserve Fund to the Fire Vehicles and Equipment Reserve Fund
- $1,110,000 transfer from the Capital Reserve Fund to the Roadway Infrastructure Maintenance and Replacement Reserve Fund
- $720,000 repayment to Capital Reserve Fund for investment in the initital stormwater charge start-up costs
- $338,100 in estimated developer contributions
- $311,200 transfer from General Revenue to the Capital Reserve Fund for various capital initiatives
- $100,800 to Loyola Artificial Turf Soccer Field and Track
- $65,100 in estimated cost sharing initiative for the Courtneypark Artificial Turf
- $60,400 in estimated profit sharing from the BraeBen Golf Course and the Region of Peel (originally named the Britannia Hills Golf Course)

Transfers from Capital Reserves Funds

Description	2015 Requested Budget ($000's)
Total Transfers from Capital Reserve Funds	**233,828**

Note: Numbers may not balance due to rounding.

The 2016 Budget recommends transfers from tax-based and growth-related Capital Reserve Funds of $233,827,977 to activities and projects as follows:

- $63,027,200 from the Federal and 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
- $50,463,415 from the Capital Reserve Funds to finance non-growth tax-based projects in the 2016 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
- $51,009,883 from the Development Charges Reserve Fund to fund growth-based projects as well as various Development Charge transactions
- $34,721,000 transfer of surplus from Developer Contributions Reserve Fund to the Capital Reserve Fund for capital infrastructure
- $1,424,840 from the Developers' Contributions Reserve Fund to fund growth-based projects
- $12,977,203 in projects from the Facility Repair and Renovation
- $6,783,325 from the Parkland Dedication Reserve Fund to fund land acquisitions and certain capital project
- $6,486,111 from the Emerald Ash Borer Reserve Fund
- $3,157,000 in projects from the Main Fleet Vehicle and Equipment Reserve Fund
- $2,095,000 in projects from the Fire Vehicles and Equipment Reserve Fund
- $1,110,000 in projects from the Roadway Infrastructure Reserve Fund
- $573,000 from the General Municipal Development Reserve Fund for various Cash in Lieu of Parking projects

Continuity Schedule of Capital Reserves and Reserve Funds

Reserves and Reserve Funds	Balance Jan 1, 2015 ($000's)	2015 Projected Contributions ($000's)	2015 Projected Interest ($000's)	2015 Projected Expenditures ($000's)	Projected Balance Dec 31, 2015 ($000's)	2016 Projected Contributions ($000's)	2016 Projected Interest ($000's)	2016 Projected Expenditures ($000's)	Projected Balance Dec 31, 2016 ($000's)
Total Deferred Funded									
Development Charges Reserve Fund	45,578	16,176	485	(25,650)	36,588	25,343	167	(51,010)	**11,088**
Parkland Dedication Reserve Fund	65,391	7,119	1,601	(17,308)	56,803	11,150	1,704	(6,783)	**62,873**
Total Deferred Funded	**110,969**	**23,295**	**2,085**	**(42,958)**	**93,391**	**36,493**	**1,871**	**(57,793)**	**73,962**
Total Other Funded									
Developer Contributions Reserve Fund	57,531	1,924	1,603	(4,171)	56,888	0	578	(36,146)	**21,320**
General Mun. Dev. Reserve Fund-Lot Levy	39,549	0	1,146	(36)	40,659	0	1,132	0	**41,791**
General Mun. Dev. Reserve Fund-Other	9,366	838	282	(373)	10,112	338	267	(573)	**10,145**
Total Other Funded	**106,446**	**2,762**	**3,031**	**(4,580)**	**107,659**	**338**	**1,978**	**(36,719)**	**73,256**
Total Tax Funded									
2009 Special Projects Capital Reserve Fund	2,700	0	35	(1,485)	1,250	0	35	0	**1,285**
Britannia Hills Golf Course	105	60	5	0	170	60	5	0	**235**
Capital Excess Debt Financing	0	2,029	0	0	2,029	0	57	0	**2,085**
Capital Reserve Fund	69,321	37,049	1,774	(45,188)	62,956	77,038	1,962	(50,463)	**91,492**
Community Facility Redevelopment Reserve Fund	412	0	12	0	424	0	12	0	**435**
Courtneypark Artificial Turf Reserve Fund	873	166	29	0	1,068	65	30	0	**1,164**
Emerald Ash Borer	3,085	5,600	129	(4,228)	4,586	5,600	103	(6,486)	**3,803**
Facility Repair & Renovations Reserve Fund	3,818	11,143	167	(9,201)	5,927	12,977	165	(12,977)	**6,092**
Federal & Provincial Contributions	100,505	53,554	2,704	(61,290)	95,473	55,389	2,642	(63,027)	**90,476**
Fire Vehicles & Equipment Reserve Fund	367	3,350	11	(3,337)	390	2,095	11	(2,095)	**401**
Loyola Artificial Turf Soccer Field/Track	245	0	7	0	252	101	9	0	**361**
Main Fleet Vehicle & Equip. Reserve Fund	538	3,290	23	(3,048)	802	3,157	22	(3,157)	**825**
Roadway Infrastructure Reserve Fund	4,636	740	147	(306)	5,217	1,110	145	(1,110)	**5,362**
Transit Vehicles & Equipment Reserve Fund	2,166	27	64	0	2,256	0	63	0	**2,319**
Total Tax Funded	**188,770**	**117,008**	**5,107**	**(128,083)**	**182,799**	**157,592**	**5,260**	**(139,316)**	**206,335**
Total Capital Program Reserve Funds	**406,185**	**143,065**	**10,223**	**(175,621)**	**383,849**	**194,423**	**9,108**	**(233,828)**	**353,552**
Grand Total	**515,093**	**149,660**	**11,931**	**(188,461)**	**488,205**	**202,319**	**10,839**	**(246,059)**	**455,304**

Note: Numbers may not balance 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 2016 dollars for the 2016 to 2025 capital forecast. The Reserve budgets are based on cash flow 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	2016 ($000's)	2017 ($000's)	2018 ($000's)	2019 ($000's)	2020 ($000's)	2021 ($000's)	2022 ($000's)	2023 ($000's)	2024 ($000's)	2025 ($000's)	2016-2025 Total ($000's)
Opening Balance	79,461	108,005	108,716	112,670	120,033	125,651	143,102	158,901	195,051	263,824	79,461
Capital Infrastructure Levy	41,285	48,741	54,435	57,744	63,508	69,314	75,656	83,234	93,533	106,060	693,511
Debt Financing	36,937	36,911	42,350	47,554	41,531	43,608	45,788	48,078	50,481	53,006	446,243
Interest Income	2,891	3,166	3,547	3,778	3,955	4,504	5,002	6,140	8,304	10,856	52,144
Transfers/Loans	34,462	(253)	(256)	(255)	(250)	(252)	(254)	(256)	(258)	(261)	32,168
Total Available Balance	195,037	196,571	208,793	221,491	228,778	242,825	269,294	296,095	347,111	433,485	1,303,527
Allocation to Projects	87,031	87,855	96,123	101,458	103,126	99,723	110,394	101,045	83,287	88,584	958,625
Closing Balance	**108,005**	**108,716**	**112,670**	**120,033**	**125,651**	**143,102**	**158,901**	**195,051**	**263,824**	**344,902**	**344,902**

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	2016 ($000's)	2017 ($000's)	2018 ($000's)	2019 ($000's)	2020 ($000's)	2021 ($000's)	2022 ($000's)	2023 ($000's)	2024 ($000's)	2025 ($000's)	2016-2025 Total ($000's)
Opening Balance	95,473	90,476	96,906	87,312	69,401	66,600	37,288	32,926	29,626	28,539	95,473
Gas Tax Receipts	55,389	55,389	57,279	57,279	57,279	57,279	57,279	57,279	57,279	57,279	569,006
Interest Income	2,642	3,067	3,012	2,440	1,854	918	778	673	638	746	16,769
Transfers/Loans	(16,092)	(16,092)	(15,617)	(16,092)	(15,700)	(15,700)	(15,700)	(15,700)	(15,700)	(15,700)	(158,094)
Total Available Balance	137,411	132,840	141,579	130,939	112,833	109,096	79,645	75,178	71,843	70,864	523,153
Allocation to Projects	46,935	35,934	54,267	61,538	46,233	71,808	46,719	45,552	43,304	38,947	491,236
Closing Balance	**90,476**	**96,906**	**87,312**	**69,401**	**66,600**	**37,288**	**32,926**	**29,626**	**28,539**	**31,917**	**31,917**

Note: Numbers may not balance due to rounding.

Details of the Gas Tax Receipts

Description	2016 ($000's)	2017 ($000's)	2018 ($000's)	2019 ($000's)	2020-2025 ($000's)	Total ($000's)
Provincial Gas Tax	15,700	15,700	15,700	15,700	94,200	**157,000**
Federal Gas Tax (City Portion)	21,690	21,690	22,723	22,723	136,338	**225,164**
Federal Gas Tax (City Portion from Region)	17,999	17,999	18,856	18,856	113,134	**186,842**
Total	**55,389**	**55,389**	**57,279**	**57,279**	**343,672**	**569,006**

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.

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 2015 were $20.6 million with a total of $225 million anticipated to be 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 $18 million or $187 million over the next 10 years.

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 2025.

In keeping with the City's Development Charge policies, Development Charge revenues and costs are closely monitored. Projects in the medium and longer term will be re-evaluated during the annual prioritization process of all Development Charge funded projects .

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	2016 ($000's)	2017 ($000's)	2018 ($000's)	2019 ($000's)	2020 ($000's)	2021 ($000's)	2022 ($000's)	2023 ($000's)	2024 ($000's)	2025 ($000's)	2016-2025 Total ($000's)
Opening Balance	36,588	11,088	(5,302)	(8,820)	(10,314)	(2,966)	3,295	5,069	10,377	16,100	36,588
Development Revenue	25,343	27,783	28,063	28,346	28,631	28,920	29,211	29,505	29,802	30,102	285,706
Interest Income	167	(92)	(218)	(254)	(73)	81	125	256	397	796	1,185
Transfers/Loans	(2,423)	(718)	(724)	(730)	(735)	(741)	(747)	(753)	(759)	(766)	(9,097)
Total Available Balance	59,675	38,062	21,820	18,542	17,509	25,294	31,884	34,077	39,817	46,233	314,383
Allocation to Projects	48,587	43,363	30,640	28,855	20,475	21,998	26,815	23,699	23,717	13,951	282,101
Closing Balance	**11,088**	**(5,302)**	**(8,820)**	**(10,314)**	**(2,966)**	**3,295**	**5,069**	**10,377**	**16,100**	**32,282**	**32,282**

Note: Numbers may not balance due to rounding.

Cash in Lieu of Parkland Dedication Reserve Fund

The revenue generated from cash in lieu of parkland dedication is expected to average $14.3 million over the 10 year forecast period. 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	2016 ($000's)	2017 ($000's)	2018 ($000's)	2019 ($000's)	2020 ($000's)	2021 ($000's)	2022 ($000's)	2023 ($000's)	2024 ($000's)	2025 ($000's)	2016-2025 Total ($000's)
Opening Balance	56,803	62,873	40,985	41,388	33,548	24,377	26,572	20,040	8,860	1,961	56,803
Development Revenue	11,140	13,600	14,060	11,520	11,520	16,138	16,138	16,138	16,138	16,138	142,528
Interest Income	1,704	1,210	1,322	1,071	778	848	640	283	63	128	8,046
Transfers/Loans	10	10	10	10	10	10	10	10	10	10	100
Total Available Balance	69,656	77,693	56,377	53,989	45,856	41,373	43,359	36,470	25,071	18,236	207,477
Allocation to Projects	6,783	36,708	14,989	20,442	21,479	14,802	23,319	27,610	23,110	14,233	203,474
Closing Balance	**62,873**	**40,985**	**41,388**	**33,548**	**24,377**	**26,572**	**20,040**	**8,860**	**1,961**	**4,003**	**4,003**

Note: Numbers may not balance due to rounding.

Reserves and Reserve Funds Descriptions

Reserve Name	Purpose of the Fund
Reserve for the Arts	• Provides funds to support the Arts in Mississauga
Reserve for Assessment Appeals	• 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
Reserve for Building Permit Revenue Stabilization	• Provides for sufficient funds to continue operating and capital needs of the building permits process affected by fluctuating development
Reserve for Commitments - City	• 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
Reserve for Commodities	• Provides funds for the fluctuating costs of commodity based expenses such as hydro, natural gas, diesel, etc.
Reserve for Development Stabilization	• 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
Reserve for Early Retirement Benefits	• Provides for the city's portion of the early retirees' benefit premiums
Reserve for Elections	• Provides for the cost of holding municipal elections by making annual contributions to the reserve
Reserve for General Contingencies	• Provides monies for unforeseen or uncertain liabilities and contingencies
Reserve for Labour Settlements	• Provides funds for potential obligations resulting from outstanding labour agreements and labour related issues
Reserve for Legal Settlements	• Provides for potential costs of outstanding legal matters
Reserve for Planning Process Update	• Provides monies for periodic updates to Official Plans, District Plans and Zoning by-law review, as required by the *Planning Act R.S.O. 1990* c. P.13, as amended
Reserve for Vacation Pay	• Provides for the liability of unpaid vacation time earned by permanent employees of the City as at December 31st
Reserve for Winter Maintenance	• Provides funds for stabilizing the City's Winter Maintenance Program. Operating surplus monies from this program may be placed in this reserve

Throughout this document there are a number of references to various reserves and reserve funds, which are explained below.

Reserve Fund Name	Purpose of the Fund
2009 Special Projects Capital Reserve Fund	• Provides funds, made available from re-allocated grant funded projects, set aside for special capital projects throughout the City
Britannia Hills Golf Course Reserve Fund	• Provides funds for the construction and maintenance of the former Britannia Hills Golf Course (now called BraeBen)

Capital Reserve Fund	• Provides funds, including capital cash receipts not required for the retirement of debenture debts as prescribed by Section 413 (2) of the *Municipal Act, 2001 S.O. 2001*, c.25. Funds may be used for:
	  • The construction or improvement of any municipal works
	  • The acquisitions or expropriation of land required for Municipal purposes
	  • The acquisitions of vehicles or equipment for Municipal purposes
	  • The payment of debentures of the Corporation for any the aforementioned purposes

Cash in Lieu of Parking Reserve Fund	• Pursuant to the *Planning Act R.S.O. 1990* c.P.13 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
Cash in Lieu of Parkland Dedication	• Pursuant to the *Planning Act R.S.O. 1990* c.P.13 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
City Centre Promotions Reserve Fund	• Provides monies of the purpose or conducting a City Centre Promotion Campaign
Community Facility Redevelopment Reserve Fund	• Provides funds for the renovation and refurbishing of facilities, such as community centres, pools, libraries and arenas
Courtneypark Artificial Turf and Synthetic Track Reserve Fund	• Provides funds for the replacement and future maintenance of the Courtneypark artificial turf, synthetic track and its related equipment
Developer Contribution Reserve Funds	• 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

Reserve Fund Name	Purpose of the Fund
Development Charges Reserve Fund: • City-wide Engineering • Transit • Fire • Recreation • Library • Public Works • Parking • General Government • Hershey Debt • Living Arts Centre Debt • Storm Drainage	• Pursuant to the *Development Charges Act, 1997, S.O. 1997*, c. 27, 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*
Facilities Repair and Renovations Reserve Fund	• Provides for capital projects for repairs and renovations to City facilities
Federal Public Transit Reserve Fund	• Revenues are intended to support expenditures for municipal public transportation services
Fire Training Centre Replacement Reserve Fund	• Provides funds for the construction of a new fire training centre
Fire Vehicles and Equipment Replacement Reserve Fund	• 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
Gas Tax (Federal) Reserve Fund	• Gas tax revenues are intended to support expenditures for municipal public transportation services, stormwater systems or community energy systems
Gas Tax (Provincial) Reserve Fund	• Gas tax revenues are intended to support expenditures for municipal public transportation services
General Municipal Development Reserve Fund	• 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

Reserve Fund Name	Purpose of the Fund
Main Fleet Vehicle and Equipment Replacement Reserve Fund	• 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
Metrolinx Bikelinx Reserve Fund	• Provides funds for the purchase and installation of bicycle racks on transit vehicles and secured and safe bicycle parking
Miscellaneous Contributions Reserve Fund	• 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
Mississauga Garden Park Development and Maintenance Reserve Funds	• 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
Mississauga Rapid Transit (MRT) Reserve Fund	• 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)
MoveOntario 2020 Higher Order Transit Reserve Fund	• Provides funds to be used for the MoveOntario 2020 Dundas and Hurontario Higher-Order Transit Corridor Development
Ontario Bus Replacement Program Reserve Fund	• Provides funds for the replacement of municipal transit buses
Provincial Road and Bridge Infrastructure Reserve Fund	• Provides funds to be used for the investment in the City of Mississauga's capital municipal roads and bridges infrastructure
Provincial Transit Grant Reserve Fund	• Provincial funding provided to improve and expand public transit
Roadway Infrastructure Maintenance Reserve Fund	• Provides fund for the reconstruction and resurfacing of the City road network
Sick Leave Reserve Fund	• Provides for the payment to employees for vested sick leave credits as defined in *By-law 95-74*
Transit Vehicles & Equipment Replacement Reserve fund	• 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

Reserve Fund Name	Purpose of the Fund
Workers' Compensation Fund	• Provides funds for the payment of compensation, outlays and expenses assessed to be payable by the City as an employer under the *Workplace Safety and Insurance Act, 1997 S.O. 1997*, c.16 as amended. Provides funds for actuarial services to establish the appropriate level

Appendix 1: Reserves and Reserve Funds Transfers

Transfers from the Operating Program to the following Reserves and Reserve Funds in 2016 are:

- $42,205,649 To the Capital Reserve Fund
- $5,600,000 To Emerald Ash Borer Reserve Fund
- $2,336,800 To the Insurance Reserve Fund
- $1,400,000 To the Worker's Compensation Reserve Fund
- $1,309,000 To the Reserve for Assessment Appeal
- $1,008,900 To the Reserve for General Contingency
- $1,000,000 To the Reserve for Commodities
- $600,000 To the Reserve for Elections
- $205,000 To the City Centre Off Street Parking Reserve Fund
- $163,000 To the Reserve for the Arts
- $100,800 To the Loyola Artificial Turf Soccer Field and Track Reserve Fund
- $78,000 To the Reserve for Group Benefits
- $70,500 To the Reserve for CIL Parking Streetsville
- $65,100 To the Reserve for Courtney Park Turf/Synthetic
- $60,400 To the Reserve for Britannia Hills Golf Course
- $32,600 To the Reserve for CIL Parking Port Credit and Streetsville
- $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 2015 are as follows:

- Arts and 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 with reviews, studies, master plans, by-election expenditures, and employee survey
- Ongoing Transit bus shelter advertising
- Sick leave payments
- Workers' compensation payments

Transfers within Reserve Funds in 2016 are listed below:

Transfers from the Capital Reserve Fund to the following reserve funds:

- $12,977,203 Facility Repair and Renovations Reserve Fund
- $3,157,000 Main Fleet Vehicle and Equipment Reserve Fund
- $2,095,000 Fire Vehicle and Equipment Reserve Fund
- $1,110,000 Roadway Infrastructure Maintenance and Replacement Reserve Fund

MISSISSAUGA

Financial Policies

2016–2018 Business Plan
& 2016 Budget

Table of Contents

The City of Mississauga Business Plan and Budget Process **2**
Business Plan and Budget Timelines 3
Fund Structure and Overview **4**
Expenditures and Revenues **6**
Operating Budget Assumptions and Trends 6
Summary of Revenue Assumptions and Sensitivity Analysis 6
Summary of Expenditure Assumptions and Sensitivity Analysis 8
Capital Program **9**
Assumptions 9
Tangible Capital Assets 9
Capital Prioritization 10
Financial Policies **11**
Financial Planning Policies 11
Fiscal Policy 11
Reserves and Reserve Funds 12
Budget Control 13
Cash In Lieu of Parkland Dedication 13
Development Charges 13
Surplus/Deficit Management 13
Accounting Policies 13
Accounts Payable Policies 13
Accounts Receivable Policies 13
Purchasing Policies and Procedures 14
Cash Management 14
Debt Management 14
Ongoing Policy Review 14

The City of Mississauga Business Plan and Budget Process

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
- 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 its 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 2016-18 Business Plan & Budget process provides the 2016 Budget plus a two-year operating forecast as well as a ten-year capital forecast.

Business Plan and Budget Timelines

Finance prepares and co-ordinates procedures for the business plan and budget process.

The process ensures 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:

February to June – Business Planning

City staff participate in a series of meetings that are used for developing and refining identification of the major priorities that are aligned to the strategic priorities. Finance prepares and co-ordinates procedures for the business plan and budget process.

Costs to maintain current service levels, operationalize prior decisions, propose new initiatives and new revenues are evaluated throughout the City. The changes are reviewed and discussed with the Leadership Team and Directors at both a Citywide level and for each Service Area.

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 preparation of the proposed budgets.

July to December – Budget

Detailed Budget preparation takes place through July to September, considering LT's directions from the spring process. Costs and revenues are refined based on actuals to date, and any new circumstances.

Corporate Finance consolidates the City Wide Business Plan Update and Budget through early September. In 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).

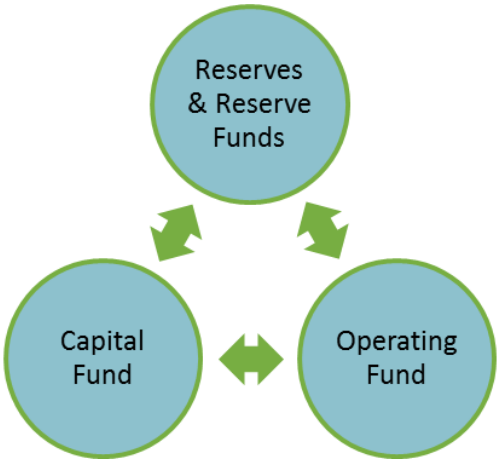
All Budget Committee meetings are communicated in advance through the City's website and advertising in local media where the members of the public are invited to attend. Interested members of the public are notified of upcoming meetings by email. Valuable taxpayers' input is also obtained through the City's website.

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.

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 reserves 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 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.

Reserves 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.

Expenditures and Revenues

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. These assumptions 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
- 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 or four years

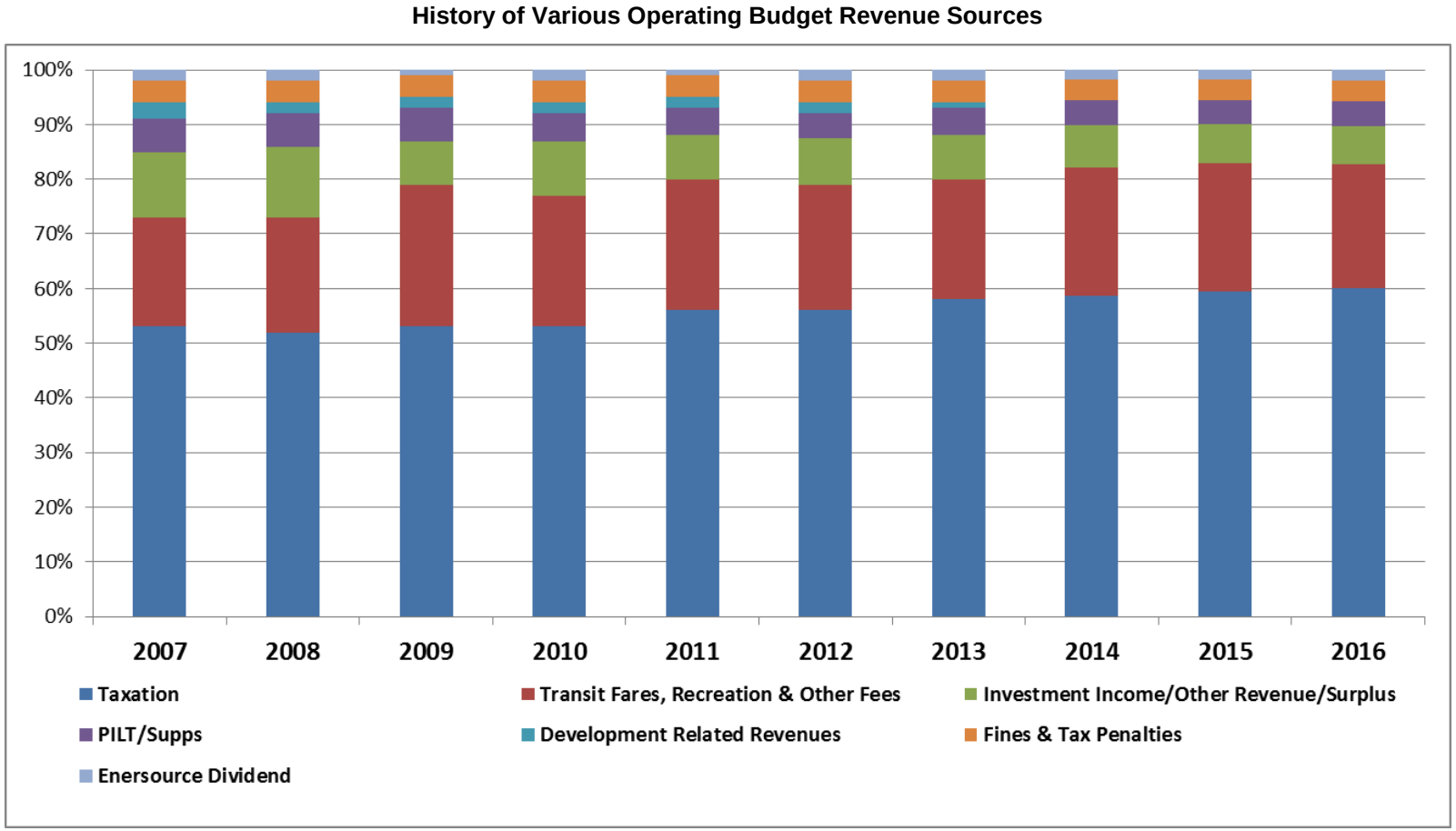
The information gathered through these reviews forms the basis of the funding requirements for the upcoming year and provides insights into future issues that may need to be monitored more closely for their impacts on related tax rate increases.

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 2016 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 2016 assessment growth is estimated at 0.5 per cent. Final confirmation of this number will not be available until after this document has been printed
- The Operating program receives a portion of City's investment income. Currently the overall investment portfolio is generating yields of 3 per cent. For the 2016 budget, Investments are forecast at similar performance. The 2016 operating contribution is budgeted at $14.4 million
- The investment in Enersource, a jointly owned company with OMERS, is forecasted to generate $12.8 million in dividends for the 2016 Budget which is the same as the 2015 Budget.

This chart shows the revenues generated by the City broken down by source from 2007 to 2016.

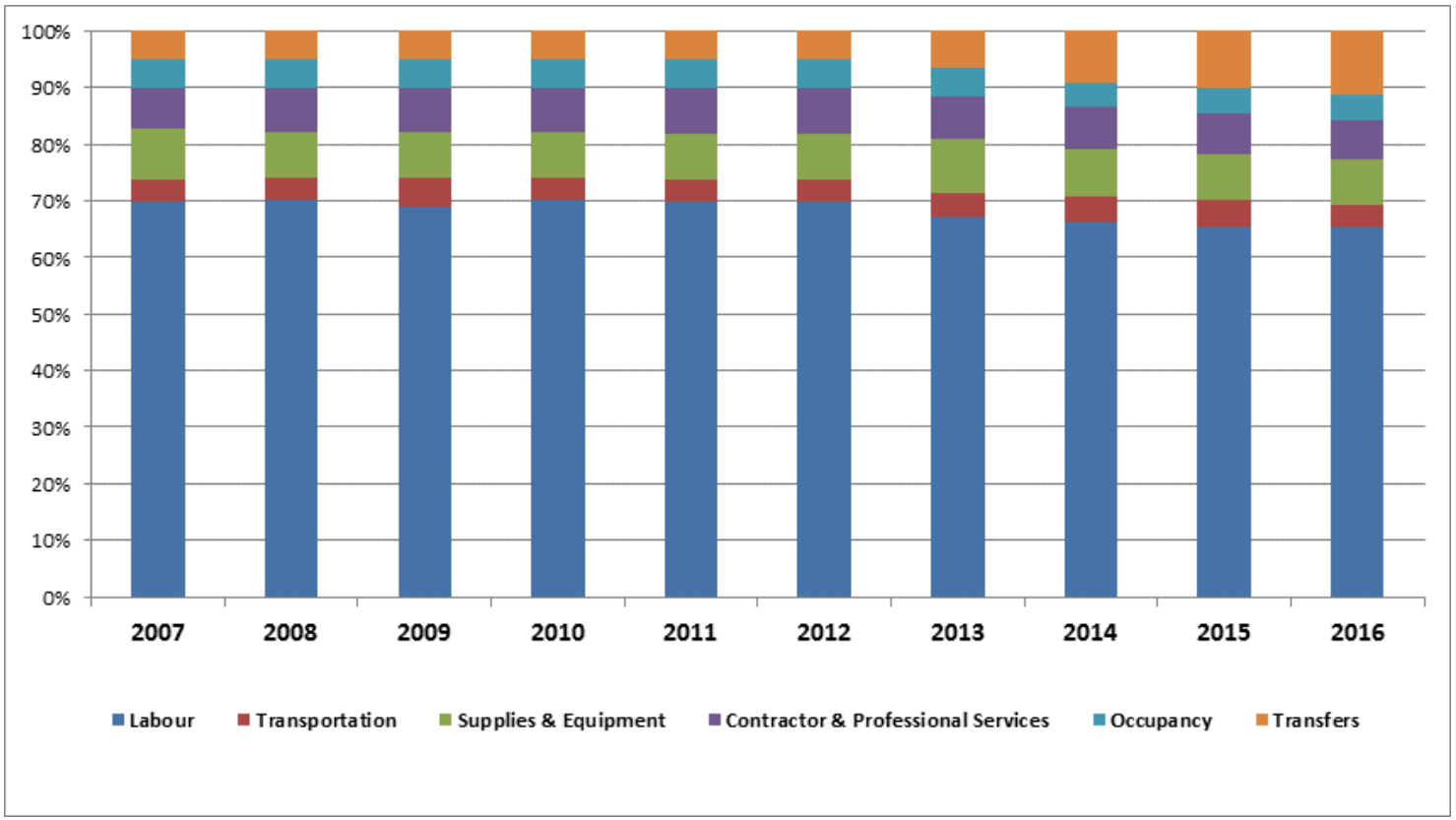


Summary of Expenditure Assumptions and Sensitivity Analysis

Major expenditure assumptions used in the 2016 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 2016 Budget includes a provision for a diesel fuel purchase price that averages about $0.99 cents per litre which is $0.10 lower than that used in the 2015 Budget
- 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

History of Various Operating Budget Expenses



Capital Program

Assumptions

Assumptions included as part of the capital program are as follows:

- All project costs are estimated in 2016 dollars. Capital financing and the debt issuance associated tax impacts have been calculated using costs adjusted for inflation from 2018 onwards for modeling purposes only. No inflation adjustments have been made for 2016 to 2018 due to funding restrictions
- 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
- Investment returns on the City's Reserve Funds are estimated at 3.0 per cent over the next two years, with slightly higher returns (3.25%) expected in 2018 and 2019. Development Charges Act funds returns are forecast at 1.5 per cent for 2016, rising to over 2.0 per cent in 2017 and beyond
- 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 June 24 2014. 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
- Capital maintenance projects are based on the estimated lifecycle replacement when sufficient funding is available

Tangible Capital Assets

The City has calculated the value of its Tangible Capital Assets (TCA) at $8.3 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
    - Furniture - 15 years
2. Information Technology (IT) lifecycle replacements as follows:
    - Replacement of major applications - 10 years
    - Replacement of major IT hardware - 10 years
    - 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. Stormwater ponds - 25 to 50 years
11. Storm sewers - 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.

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 legal, safety, regulatory or other mandated minimum requirements where not achieving these requirements would 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.

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:

- Fiscal Policy (Council approved)
- Reserves and Reserve Fund (By-law 0298-2000 and long standing practices)
- Budget Control (By-law 0262-1997)
- Cash in Lieu of Parkland Dedication (By-law 0400- 2006)
- Development Charges (By-law 0342-2009)
- Surplus Management (long standing practice)

Other Financial Policies:

- Accounting Policies
- Accounts Payable
- Accounts Receivable
- Purchasing Policies and Procedures
- Cash Management
- Debt Management

Details of each of the Financial Planning policies are discussed in the following sections.

Financial Planning Policies

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 cost of financing growth-related infrastructure costs, except to the extent 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 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 are 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.

Reserves and Reserve Funds

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 (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
- 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.

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*.

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.

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 June 25, 2014 and is currently under appeal at the OMB. Details related to the balances are included in the Reserve and Reserve Fund section.

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.

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 the in *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.

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.

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.

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.

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.

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 created 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 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.

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 is also developing a long-term financial plan with related principles, with the goal of providing a sustainable financial plan for 10 to 20 years in the future, to ensure the achievement of the city's strategic objectives.

MISSISSAUGA

Glossary

2016–2018 Business Plan
& 2016 Budget

Term	Description
Accrual Basis of Accounting	• 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
Advertising & Promotions	• Cost for advertising in newspapers and journals for tenders, public notices, special events, job vacancies, and City services • Cost of other promotional expenses such as souvenirs
Annualization	• The cost of a full year of operation
APC	• Automatic Passenger Counter. Used in transit vehicles to count the number of passenger trips
Approved Budget	• 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
Assessment	• Nominal value assigned by the Municipal Property Assessment Corporation (MPAC) to each property in the province as a basis for property taxation
Assessment Roll	• The roll which determines the basis of the allocation of taxes and is prepared by MPAC
Balanced Budget	• The *Municipal Act, 2005* states in Section 290 (2) that the budget shall provide that the estimated revenues are equal to the estimated expenditures
Base Budget	• 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
BC 21	• Building a City for the 21st Century
Benchmarking	• 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
BRT	• Bus Rapid Transit. A dedicated bus only transit corridor connecting inter-city and other inter-regional transit systems

Term	Description
Budget	• Planned expenditures for a specified time period along with the proposed means of financing these expenditures
Budget Request	• 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
Budgetary Control	• 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
Capital	• 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
Capital Budget	• 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
Capital Expenditure/Project	• 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
Capital Fund	• Fund to account for all capital expenditures and the financing of capital expenditures
CICA	• 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
City	• The Corporation of the City of Mississauga

Term	Description
CNR	• Canadian National Railway. Canada's largest freight railroad
Communication Costs	• Expenses for the City's telephone system, long distance calls, maintenance of the base radio stations and fax charges. • Postage charges for the distribution of City mail
Contingency	• An appropriation of funds available to cover unforeseen events that occur during the fiscal year
Contractors & Professional Services	• Cost of services which have been purchased on a contract basis such as road maintenance, tree planting, and snow removal • Cost of professional and consulting services such as auditors, architects, and consultants
Cost	• The amount of resources required for a business program, product, activity or service to produce an output
Cost Centre	• An organizational unit with a specific strategic focus and the authority to expend corporate resources in order to deliver an internal or external service
Cost Centre Group/Program	• A program consisting of one or more cost centres with related objectives
Cost Element	• 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
Cost Element Group	• 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
Council	• City of Mississauga Council is comprised of the Mayor and 11 Councillors

Term	Description
Council Budget Committee	• The group composed of the members of City Council and chaired by the Mayor
CPI (Construction)	• Construction Price Index. This measures changes in the price of construction of different categories of properties
CPI (Consumer)	• 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
CPR	• Canadian Pacific Railway. Freight hauler, with much of its network in Western Canada and the Midwest USA
CRTC	• Canadian Radio-Television Telecommunications Commission. An independent agency responsible for regulating Canada's broadcasting and telecommunications systems
CUPE	• Canadian Union of Public Employees. Canada's largest union with over half a million members across Canada
CUTA	• Canadian Urban Transit Association. An organization that acts as the voice for enhancing the public transit industry in Canada
Current Budget	• A budget for general revenues and expenditures such as salaries, utilities and supplies. Also referred to as the operating budget
Current Expenditure	• A current expenditure is for goods or services that are consumable generally within the current fiscal year • For expenditures of a recurring nature which has no lasting value
Current Operation	• The sum of the program budgets
Current Value Assessment (CVA)	• 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
DC	• Development Charges/Contributions (see below)

Term	Description
DCA	• 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
Debt Repayment	• Principal and interest payments necessary to retire debentures issued for City purposes
Deficit	• The excess of liabilities over assets, or expenditures over revenues, in a fund over an accounting period
Department Head	• The Commissioner of any City Department
Development Related Revenue	• Revenue collected from developers for city services constructed in new residential and non-residential areas
Discretionary Reserve Funds	• Reserve funds set up at the discretion of Council
Donations & Contributions	• Donations & contributions from individuals and organizations
E3 Review	• Program to evaluate service economy, efficiency and effectiveness with a view to improving the value our services
EA (Labour)	• Economic Adjustment or cost of living adjustment
EA (Transportation)	• Environmental Assessment. A study/review of the impact public sector undertakings, usually infrastructure, will have on the environment
EI	• Employment Insurance. Program sponsored and administered by the Government of Canada that offers financial assistance when unemployed. Both employers and employees pay EI premiums
Enersource	• Electricity/energy provider of which the City of Mississauga is a 90% stakeholder

Term	Description
Equipment Costs	• Purchase and trade-in of minor equipment such as hydraulic lifts and calculators • Cost of maintenance and rental of stationary equipment for offices, buildings, grounds, parks, roadways, and bridges • Cost of service contracts • Rental and maintenance of electronic data processing and work processing equipment, software, systems development, etc.
ERP	• Enterprise Resource Planning System. A business management system that integrates all facets of business including planning, manufacturing, sales and marketing
Expenditures	• 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
Fines	• Revenue received from the payment of penalties and fines
Fiscal Year	• The period for which budgets are prepared and financial records are maintained The fiscal year for the City of Mississauga is January 1st to December 31st
FOI	• Freedom of Information and Protection of Privacy Act. An Act that makes public bodies more accountable to the public and to protect personal privacy
Fringe Benefits	• Statutory or supplementary plans to which participants may be entitled including Employment Insurance or pension, medical or dental benefits
Full-time Equivalent (FTE)	• A measure of staffing, equivalent to that produced by one person working full-time for one year

Term	Description
Fund Accounting	• A fund is a complete set of accounts set up in separate records and providing separate and distinct reports
General Revenue Fund	• 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
Generally Accepted Accounting Principles (GAAP)	• 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
GFOA	• 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
GO Transit	• Regional public transit service with distinctive green and white trains and buses serving a population of more than seven million across more than 11,000 square kilometres for the Greater Toronto/Hamilton Area, Kitchener-Waterloo, Newcastle, Peterborough, Orangeville, Barrie, Beaverton, and Niagara Falls
Grant	• A contribution from a level of government to support a particular function, service, or program
Grants & Subsidies	• Government grants, subsidies, and payments-in-lieu of taxes
Gross Expenditures	• Total expenditures of the city prior to the netting of any external revenues and/or recoveries

Term	Description
Growth Project	• 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
GTA	• 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
GTAA	• Greater Toronto Airports Authority. Organization that operates Toronto Pearson International Airport
GTTA	• 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
HCSC	• Healthy City Stewardship Centre. Organizations from diverse sectors working together to foster the physical, social and environmental health of a community
HST	• July 1, 2010, Ontario harmonized its retail sales tax with the GST to implement the HST at the rate of 13%
ICON	• Integrated Court Offences Network. Computer system used to administer the Provincial Offences Act (POA)
Infrastructure	• The basic installations and facilities necessary for the continuance and growth of the City, such as roads, parks, transportation and similar systems
Interest Income	• Revenue associated with the City's activities of investing cash balances
Investment Income	• Interest received from investments
IRSP	• Integrated Road Safety Program. Program committed to reducing traffic injuries/fatalities and collisions

Term	Description
ISF	• 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
ITS	• Intelligent Transportation System. Initiative to add information and communications technology to transport infrastructure and vehicles in order to reduce congestion
Labour Costs	• Salary and wages in respect of full-time, part-time, contract, temporary or overtime employment including holiday pay • City's share of employee's fringe benefits, clothing and food allowances and any other benefits paid through payroll, both taxable and non-taxable
Leadership Team (LT)	• All City Department Heads and the City Manager
LED	• Light Emitting Diodes. An electronic indicator light display that uses electricity in a much more efficient manner than standard light bulbs
Levy (Tax)	• Represents the property and business taxation funding which must be raised by the taxpayers
Liabilities	• Financial obligations of the City to others
Library Board	• The Mississauga Public Library Board
Licences & Permits	• Revenue from the issuance of licences and permits
Local Improvements	• 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
Lower Tier Municipality	• Area municipalities of the two-tier municipal government
LRT	• Light Rapid Transit. A planned above ground light rail line used public transit
MADH	• Mississauga Accessibility Design Handbook. Booklet designed to make Mississauga buildings more accessible

Term	Description
Materials & Supplies and Other Services	• Cost of materials and supplies purchased for the administration of the City • Books and materials for the Library Division • Personal equipment such as uniforms, overalls, and protective clothing for City employees • 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 • Includes any expense of a minor nature for which no other expenditure classification applies • Registration expense of sub-divisions, by-laws, and associated expenses
MAX	• Mississauga Approval Xpress. System used to process building permit applications
Metrolinx	• An agency of the Government of Ontario under the Metrolinx Act, 2006, was created to improve the coordination and integration of all modes of transportation in the Greater Toronto and Hamilton Area
MFOA	• 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
MiWay	• Represents the branded name change of Mississauga Transit
Modified Accrual Basis	• 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

Term	Description
MOL (Ontario)	• Ministry of Labour. Ministry responsible for occupational health and safety, employment rights and responsibilities and labour relations
Net Budget	• Represents the total budget expenditures less total budgeted revenues. The budgeted amount required to be raised by city taxes
Net Cost	• Total expenditures less total revenues. The amount required to be raised by city taxes
Net Expenditures	• Expenditures of the City after any external revenues and/or recoveries are applied
Non-Departmental	• Refers to activities, revenues and expenditures that are not assigned to a specific department
Non-Growth Projects	• A capital project which once constructed will replace existing infrastructure within the City. Non-Growth projects are usually funded from tax based sources
Obligatory Reserve Funds	• Compulsory/binding reserve funds
Occupancy Costs	• Cost of housing departments in the Civic Centre and other municipal buildings • Rental expense of office space, maintenance depots, and storage facilities • Repairs and supplies relating to City buildings and facilities • Cost of heating, lighting, and sanitary services to City properties including heating fuels, gas, hydro, sewer surcharge, user rates (water)
Ontario Municipal Board (OMB)	• Provincial board which provides an appeal forum for planning and assessment decisions made by the City
Ontario Municipal Employees Retirement System (OMERS)	• Local government pension plan funded from employee and employer contributions
OPA	• Official Plan Amendment. Should new zoning or land usage not conform to the Official Plan, an amendment may be required to the Official Plan

Term	Description
Operating Budget	• A budget for general revenues and expenditures such as salaries, utilities and supplies
Operating Program	• Provides funding to departments for short-term expenditures
OTN	• Optical Transit Network device. Product designed to monitor, collect, analyze and manage public traffic and transportation
Performance Measurement	• 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
PIA	• Pearson International Airport. Canada's largest airport, located in Mississauga
PILT	• 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
POA	• 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.
PRESTO	• Cashless payment system for Transit within the GTA
PRO	• Parks Recreation Ontario. Parks/recreation program administered by the Province of Ontario
Program	• The work of a department and each separate departmental function identified in the current budget. Includes functional services provided in Non-Departmental
PSAB	• Public Sector Accounting Board. Independent accounting body with the authority to set accounting standards for the public sector
Ratepayers	• People who pay taxes to the municipal corporation
R/C	• Revenue to Cost ratio
Recreation & Park Fees	• User fees collected for City run parks and recreation services

Term	Description
Regulated Price Plan (RPP)	• The price that the Ontario Electricity Board has set per kWh that local electricity utilities charge for electricity use
Requested Budget	• The budget proposal recommended by city staff for the operating program
Reserve	• 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
Reserve Fund	• 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
Revenue	• Income received by the City for the fiscal year. Includes tax revenues, user fees, transfers from reserves and interest income
Revised Budget	• 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
RInC	• 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
Staff Development Costs	• Cost of courses, conferences, membership fees, dues, and periodical subscriptions
Storm Water Management	• The management of water runoff to provide controlled release rates to receiving systems through the use of detention/retention facilities

Term	Description
Strategic Plan	• 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
Supplementary, Railway Rights of Way & Hydro Corridors Taxation	• Supplementary taxes, local improvement, Business Improvement Areas, railway rights of way taxes and hydro corridor taxation • Excludes residential, commercial/industrial, and business taxes which are included in the Net Levy Classification
Surplus	• Results from expenditures at year-end being lower than budgeted and/or revenues being higher than budgeted
Tax Based Sources	• 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
Tax Levy	• 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
Tax Penalties and Interest	• Revenue received from the penalty and interest charges on overdue taxes
Tax Rate	• 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
Taxation	• The process by which a municipality raises money to fund its operation

Term	Description
Transitway	• 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
Total Cost or Gross Cost	• The actual cost to the corporation of all expenditures
Transfer from Reserves	• 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
Transfers	• City grants to outside agencies • Contributions to city reserves and reserve funds including the contribution to capital financing
Transit Revenues	• Income generated by transit fares
Transportation Costs	• Travel costs of employees on city business, excluding courses and conferences • Car and mileage allowances, taxis, and parking fees • 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 • Cost of insurance, permits, licenses and rental rates for vehicles and related equipment
Trust Fund	• Funds raised or supplied for a particular purpose which cannot be used for any other purpose
TSC	• Traffic Safety Council. Advises and/or assists Council in all matters relating to traffic safety
TSP	• Traffic Signal Priority. Equipment that provides traffic signal priority for transit vehicles

Term	Description
TXM 2000	• Tax Manager 2000. Municipal property tax computer system
Upper-Tier Municipality	• 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
UTM	• University of Toronto Mississauga is a campus of University of Toronto located in Mississauga
User Fees, Rents, & Service Charges	• Revenue from user fees on City services • Rent received on city-owned property • All service charges
Variance	• The difference between budgeted and actual expenses or revenues
Windrow	• Snow that is left at the bottom of a driveway after a snow plow has cleared a road